

Introduce Diversity and Inclusive Management to organizational culture building and a combination with Chinese scenarios

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Abstract. This paper is developed under the background of globalization and the development of the concept of workplace diversity. It is shown that workplace diversity has been beneficial for organizations' development however it is a challenge for managers. For solving this problem, people started to focus on the issue of Diversity and Inclusion management. The management of diversity is a business technique used by firms to attract, maintain, and develop personnel from diverse backgrounds, and inclusion is a concept focused on employees' engagement. This article introduced organizational culture building, an invisible management method, which can create an invisible atmosphere that simulates the emergence of the developing goal, direction, and guiding concept, into the Diversity and Inclusion management process. It also brought up the opinion that the influencing mechanism between Diversity and Inclusion management and Organizational culture building is mutual, and especially focused on why and how to bring the idea of Diversity and Inclusion management into organizational culture development. It also provided several suggestions for companies to make the better implementation of this policy.

Keywords: Diversity Management; Diversity and Inclusion, Organizational culture building.

1. Introduction

The workforce has continued to be more diverse nowadays [1]. In today's world, economic activities are becoming more and more frequent and national borders are no longer a barrier. The global economy is gradually forming a closely integrated organic whole. However, the close integration of economic activities is often accompanied by cultural exchanges and collisions between different countries and nationalities, which poses challenges for multinational enterprises in the process of cross-cultural management [2]. During this process we can see situations like more transnational corporations, more diverse cultural backgrounds, a bigger gap between employees' ages, and so on. Especially under the influence of COVID-19, the existing different national circumstances lead to different government policies which continue to affect the collaboration and working styles of employees from multicultural enterprises. The emergence of diversity and the pathway of its impact on the organization can be seen in this narrative.

To sustain and capitalize on diversity, it is vital for corporations to nurture an inclusive culture in the first place. Nowadays organizations and corporations are increasingly recognizing the need of cultivating a strong and healthy culture, since culture influences every process and, ultimately, commercial outcomes. Several studies have brought up the meaning of organizational culture and demonstrated the impact of culture on leadership styles, innovation, team effectiveness, inclusion strategies, and employee engagement. While there is little research on these areas, there are many other areas that can be eventually affected by workplace diversity in separate ways. As a result, it is critical to quantify and regulate this intangible aspect of culture. [5].

Studies on diversity and inclusion management in organizations have been developed for decades, however, few researchers have studied on its relationship with organizational culture, and how organizational culture can be used as a tool in D&I management. Though researchers may realize that organizational culture has an influence on workplace diversity and inclusion [5], it offered a simple and one-direction perspective. This research will provide a reversal and mutual perspective that

analyzes how workplace diversity and inclusion will influence organizational culture and how to nurture an organizational culture using D&I management.

2. Main body

2.1 The concept of Diversity and Inclusion

Diversity acts as an active and necessary role in organizational management. Diversity management includes all employees, in both formal and informal organizational initiatives, in a model or context. It is a voluntary organizational initiative that improves the perspective of employees and future candidates, and it positions women and other disadvantaged minorities in the workforce on merit [3]. Not only does diversity management matter to organizations, but it also must be related to inclusion. This concept has been valued by researchers with the propagation of research on workforce diversity. How employers can include employees and from a perspective of employees from a variety of demographic and social backgrounds in the working and non-working life of the organization [4], and how to make them feel they are truly involved and included have become an essential research topic.

2.1.1 Diversity

Diversity in the workplace is defined as the dispersion of personal traits among reliant, working-unit members. If compositional impacts are also examined, existing studies have examined differences between members of groups that are classified from a sociology perspective, for instance, males and females, and different nations from various parts of the world [6]. The effect of diversity has been studied since an earlier time than we thought. Scholars made a study on cultural diversity in organizations as early as 1991 [3]. In China, the term employee diversity arose along with the process of globalization and the earliest authoritative study on this term is about its function in team information processing [7]. It is well worth studying cultural diversity and its influence on business, social or other sectors of performance. Some scholars argue that diversity promotes team innovation and improves team performance; others argue that diversity intensifies team conflict and reduces team cohesion [8]. Years after researching, it can be found that it has formed a consensus on the view that diverse characteristics appearing in the right condition and circumstances, relates positively to performance [9].

2.1.2 Inclusion

Some held the view that diversity is what we see in an organization, but inclusion is what we do to make the diverse employees feel included and finally makes the diversity managed and utilized. Workplace inclusion may be viewed as a miniature of societal inclusion. Feelings of inclusion, according to early study, pertain to the amount to which individuals consider themselves to be accepted and regarded as internal members of the processes and procedures including Job involvement, workgroup input, openness and convenience to information, and their role in the stage of making decisions [10]. In 2011, based on the Optimal Distinctiveness Theory (ODT), Shore and other researchers gave a statement that the basis for the formation of a sense of inclusion is the dual satisfaction of the need to belong to the organization or the workplace and the need for unique values [11]. It provides a new perspective that not only do employees need to feel their belongingness and being included in the work, but they also need to feel special as an individual. This has to do with the roles they are playing in jobs and tasks. The following study on this topic is quickly emerging based on this point. Subsequent studies have further refined the conceptualization and measurement of the sense of inclusion. Some of these empirical studies have examined more on the pathways to satisfying the belonging need and the formative mechanisms by which the need to belong is met. Jansen and other researchers investigated the theoretical foundations of the inclusion term, focusing on two theories: optimal distinctiveness theory (ODT) and self-determination theory (SDT), both of which address the interaction between group belongingness and individuality [12]. Chung and colleagues

developed a ten-item evaluation of work group inclusion that contains two components, uniqueness and belongingness [13].

2.2 Organizational Culture Building

Organizational culture is an invisible management method. During the process of enterprise production and operation, the developing goal, direction, and guiding concept emerge from this invisible atmosphere. In the long-term development, the enterprise system and guiding concept will be integrated into the formation of an ideology, which infects every employee in the enterprise, and that is, the enterprise's spiritual culture. The corporate culture not only depicts the enterprise's connotation, but it also provides spiritual support to the employees, guides their thoughts and governs their behaviors, and unites the employees' strengths.

Employee motivation is boosted by office culture. More importantly, when people build an organizational culture that is supportive of their employees and their leaders are well-performed, the combined mediation advantages of acceptance and credit in the work happiness are considerable, according to certain studies [14]. The culture of an organization has recently been a substantial problem, particularly amid uncertain working conditions [15]. This statement is quite consistent with the current situations under the development of people's recognition of workplace diversity and the problem and research topic of inclusion management.

2.3 The interaction mechanism between D&I and organizational culture

2.3.1 Impact of organizational culture on workplace diversity and inclusion

To find predictors of diversity inclusion, scientists often used a research method of regression analysis to develop their research. When they choose the variables or inputs, organizational cultural components including teamwork, martialism, information streams, engagement, surveillance, and meetings are the frequent choice[5]. This provided us with a perspective that when researchers tried to predict the diversity and inclusion management in organizations, they used elements of organizational culture, which tells us that organizational culture acts as an important role in D&I management evaluation. As the researchers found, The combined impact of these six factors on Diversity and Inclusion was up to 91.7%. This is quite a high proportion.

2.3.2 The effect of D&I management on organizational culture building

Diversity and inclusion are increasingly important elements for scholars to consider when analyzing organizational culture. Over time, different dimensions of cultural measurements have arisen. As Early as in 1996, according to Thomas and Ely's research, diversity management has an influence on the connection between workforce diversity and organizational outcome indicators [16]. Diversity and inclusion management can be a strong tool in organizational culture nurturance.

2.3.3 The D&I-based organizational culture

Organizational culture is the core of what is vital. [14]. A D&I-based organizational culture should illustrate a stage where the whole of human ideas, deeds, and outcomes that are not founded in their impulses, are expressing a supportive attitude towards the diversity of all employees and lead to a final result that all employees, no matter what genders, age, regions they are from and the cultural backgrounds they have, will feel included in daily work routines.

2.4 Diversity and inclusion management in the Chinese context D&I

Some researchers combined inclusion management with Chinese social situations. The research on the Chineseization of inclusive management was conducted by Xiji and colleagues. They take the Chinese traditional culture into consideration and pointed out that the Chinese terms “Bao” and “Rong” stands for the two characters that represent inclusion [1]. This clarified that inclusion is a kind or form of culture and spirit that existed in China, meaning that there should be a historical root for organizations in China to introduce and master the concept of inclusion management.

This study also listed other conditions such as government and public policies, which contained solutions like migrant public employees receiving dialect instruction and basic business and administration training. One important fact that readers should also find is that the researcher gave a point on how forms of corporations play a part in the influencing process of people's cognition on inclusion management. Personnel from organizations with varying ownership forms should be studied because past research on the field of HRM in China has proved that non-state-owned corporations' processes and practices may differ dramatically from those of state-owned enterprises.

3. Suggestion

Since D&I management matters to organizations, then searching for effective ways that can put this managing concept practically to real-world organizational culture development is essential for managers and entrepreneurs.

3.1 The increase in the employee diversity in corporate executives

Corporate executives have the power to make corporate decisions, and they are indispensable for the formulation of corporate policies and their implementation. The personal background of executives also determines the corporate style and corporate culture [17]. Making the constitution of corporate executives more diverse means the people who are powerful in the policy making and organizational culture forming will pay more attention to diversity and inclusion management while they take every action and make every decisions.

3.2 Utilize modern technologies and new media or working tools in the workplace.

Modern technologies within the new working tools such as online meeting software and information systems help with managing the diversity in the workplace by achieving coexistence through embracing a wider variety of diverse ways of communicating at work. Not only does the usage of new high-tech allow the increase of diversity and ensure the inclusion and job satisfaction of employees, but it also continues to play a key role in organizational culture development. A fairly good example of this is a software called Feishu, an office tool that ensures efficient collaboration among tens of thousands of employees around the world used in ByteDance, one of the biggest scientific and technical corporations in China, which valued the building of organizational culture importantly. "Our culture encourages self-drive and collaboration. ByteDancers, spreading across 240 offices worldwide, has long been accustomed to communicating across time zones and geographies on 'flybooks'." ByteDancer's public website says. The CEO who decided to put this tool into working use took the D&I management concept into consideration and the conditions that the different preferences for working styles existing between employees and problems caused by the diverse working hours between countries that ByteDance collaborates with are all taken care of because of this technique. Therefore the "culture" they said can be proudly promoted and worth studying.

3.3 Jobs and tasks designation

Design the jobs and tasks with the goal of increasing employees' awareness of their uniqueness and enhancing the expression of their unique talents. It is discussed earlier in the article that one of the two measuring scales of inclusion is the employees' cognition of uniqueness [12]. Only if they feel that they are not replaceable, and their talent is being put into use and creation can they feel their diversity is not being excluded and thus receive a higher level of job satisfaction.

4. Conclusion

The definition and explanation for Diversity management and inclusion management are introduced. Diversity management is a methodology that entails involving all employees in both official and informal organizational efforts. It is a voluntary corporate program that enhances the

perspectives of current and prospective workers, as well as positions women and other disadvantaged minorities in the workforce on merit. While inclusion management means how firms may include employees and employees from various demographic and social backgrounds in the organization's working and non-working lives to make them feel that they are really involved and act as a meaningful role in the workplace.

Then the perspective of organizational culture is introduced into Diversity management and Inclusion issues. The obvious reality that the benefits of developing a strong and healthy culture is recognized and valued by an increasing number of enterprises. Because they visualized that culture tends to influence every procedure and the final business outcome. To retain and utilize diversity, firms must first cultivate an inclusive culture.

This article also makes a completed literature review on the terms of Diversity, inclusion, diversity management, inclusion management, and organizational culture. And when compositional impacts are also examined, some studies have examined the differences between members of groups classified from a social perspective, such as males and females, and different nations from various parts of the world, which were investigated in studies. A statement about inclusion was given by Shore and other researchers that the basis for the formation of a sense of inclusion is the dual satisfaction of the need to belong to the organization or the workplace and the need for unique values. Then this paper strengthened the opinion that diversity management is meaningless if it is without the effective utilization of inclusion management. At the end of the literature review, we take a look at the concept of organizational culture building that provides a foundation for the following discussion.

As the key part and the basis for this article, the following part talks about the interaction mechanism between D&I management and organizational culture. It provides people with a view that these two elements influence each other mutually. It is stated from three aspects: The effects of organizational culture on workplace diversity and inclusion, the effect of D&I management on organizational culture building, and the D&I-based organizational culture.

At last, several implications on the measures that organizations could take to achieve a D&I-based organizational culture. The suggestions are brought up from three aspects: The function and importance of corporate executives in the process of Organizational culture development, the usage of modern technologies and new media or working tools and its effects on implementing diversity and inclusion management strategies, and the common components in human resource management practices, the job and tasks designing.

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