

Thesis statement: While the invigoration of diversity in the workplace may help foster a propitious environment for creativity and productivity, diversity should not be forced through the recruitment process for the sole purpose of meeting the required quotas, increasing sales, or promoting better brand images because it creates reverse discrimination, violates merit-based principles, and ultimately aggravates the performance of the whole organization.

Why I choose this thesis: As an international student who has lived and studied in several different places and cultures, it becomes rather conventional for me to be labeled as someone with a diverse background. Somehow, I develop a special attachment to the word *diversity* and usually consider myself a representation of my race, my ethnicity, my country, and my culture whenever I arrive at a new environment. However, every now and then, I have been quite ambivalent about the extent to which it holds true that diversity supplants merits and qualifications when it comes to the admission and recruitment process. By choosing this thesis statement, I can delve deeper into this controversial issue and may be able to find the answer to the aforementioned question.

Relevance for business: The 21st century has witnessed a soaring trend in companies and organizations embracing diversity and striving to make their workforce more dynamic by hiring individuals of different race, ethnic, culture, age, gender, and so forth. Diversity and inclusion are usually incorporated into their mission statements, but few businesses are actually able to tell the difference between these two words that are frequently used either inseparably or interchangeably. This can lead to companies' failure to achieve their stated goals and cause a debatable situation in which diversity is forced through the recruitment process to satisfy a quota system, increase sales, or promote better brand images.

What I already know and what I hope to learn: This is going to be a challenging issue for me to address because of its complexity and my limited knowledge about the topic. Nevertheless, I would like to regard this as a favorable opportunity to broaden my horizons about diversity and different concepts associated with it. After doing some preliminary research, I have established a fundamental understanding about the touchy issue and somewhat get to grips with it. I have also discovered some matters that are usually brought to the discussion table when it comes to diversity, such as equal opportunity and affirmative action, to name a few. Although these matters are

more oriented towards the field of social psychology and several of them are somewhat legislation-related, it is worth investigating them in order to see their interrelation with business and management.

Annotated Bibliography

1. Gündemir, S., Homan, A., Usova, A. & Galinsky, A. (2017) 'Multicultural meritocracy: The synergistic benefits of valuing diversity and merit.' *Journal of Experimental Social Psychology*; 73 (1): 34-41. Retrieved from: ScienceDirect Database [Accessed on 9 November 2019].

Summary: Multicultural meritocracy is a hybrid approach which combines the two initiatives of multiculturalism and value-in-merit to manage diversity in the workforce. This hybrid ideology is indicated to offset the negative impacts while maintain the positive effects of its constituent approaches. In a working environment where multicultural meritocracy is embraced, both minorities and majorities within a group show an increase in their feelings of inclusion and belongingness, while their needs for fair treatment and equal opportunity are effectively addressed.

Analysis: Five comprehensive experiments were conducted to test the effect of multicultural meritocracy in managing workforce diversity. In these experiments, multiple aspects were measured and investigated, including stereotype activation, delegitimization of racial discrimination claims, and the comparison between different approaches' psychological engagement of both majorities and minorities within a group. The results suffered little from biases since the sample for each experiment were selected randomly. There was also a balance between the number of male and female participants, which prevented the likelihood of biases towards a specific gender.

Reflection: This study can easily be used to support my counterclaim against forced diversity. Rather than focusing on diversity to meet quotas, increase sales, or promote better brand images, companies should endeavor to establish a working environment in which everybody develops a feeling of inclusion while given equal opportunity to succeed. This can be achieved through the proper implementation of multicultural meritocracy.

2. Aberson, C. (2007) 'Diversity, Merit, Fairness, and Discrimination Beliefs as Predictors of Support for Affirmative-Action Policy Actions.' *Journal of Applied Social Psychology*; 37 (10): 2451-2474. Retrieved from: Wiley Online Library [Accessed on 9 November 2019].

Summary: Affirmative action consists of a set of policies implemented to combat discrimination against woman and ethnic minorities. A wide range of beliefs regarding the fairness of affirmative action, merit, value of diversity, discrimination, personal self-interest, and demographic features provide support for hiring and preference policies differently. Central to this work is a prediction model which is formulated based on different predictors of support for specific affirmative-action policies.

Analysis: This work expanded constructively on the prediction model utilized by previous work by including the measures of meritocracy and the appreciation for diversity. However, there remains some biases due to the small scope of the sample and the fact that all of the participants were college students whose perception of affirmative action in the workplace might vary from the general population. Also, females accounted for the majority of the sample, which was 75%, and while the study centralized on race-based policies, gender might have played a considerable role in providing the support for certain policies.

Reflection: This work can be used to establish a solid basis for the background information about affirmative action. The four categories within which different policy actions fall provide insights into companies' hiring process, which can be based on either strong preference policies, softer preference policies, recruitment and training policies, or race-blind policies. Some claims in this article can be used to back up my argument, such as the illegality of hiring unqualified and less qualified individuals to meet strict quotas on diversity.

3. Juliana, H. (2019) *Americans See Advantages and Challenges in Country's Growing Racial and Ethnic Diversity*. Retrieved from: <https://www.pewsocialtrends.org/2019/05/08/americans-see-advantages-and-challenges-in-countrys-growing-racial-and-ethnic-diversity/>

Summary: Americans express their different views towards the impact of diversity and the best way to achieve it. Findings have shown that the majority concur with the importance of racial and ethnic diversity in their workplace. However, when it comes to making decisions about recruitment and promotion, most of the respondents advocate that the process should be race-blind and based on meritocracy even if this results in less diversity.

Analysis: This is a report by Pew Research Center, so it is well established to be objective and suffer little from biases. The survey received 9402 responses from different groups of ethnicities, reflecting a relatively large and inclusive sample compared to other surveys conducted in the same area. This work earns its credibility by being published in a nonpartisan fact tank and by its up-to-date publication.

Reflection: This report can be useful to back up my argument that merit-based principles should be regarded as the main factor when it comes to decisions about hiring and promotion within the workplace. The charts exhibited in the report can also be used as effectively to aid visuals and provide a systematic and statistic presentation about the information given.

4. Lansing, P., Chandra, S. (2012) 'Quota Systems as a Means to Promote Women into Corporate Boardrooms.' *Employee Relations Law Journal*; 38 (3) 3-14. Retrieved from: ProQuest Database [Accessed on 11 November].

Summary: Although women register for half of the population of the United States, they depict a relatively low representation in corporate boardrooms. While a number of European countries, including, but not limited to, Norway, Spain, France, have started to implement a quota system with a view to bringing more diversity regarding gender to the executive sphere, it remains open to the question whether American government should take action and follow suit.

Analysis: The authors allocated a considerable room for discussion by demonstrating and arguments from both proponents and opponents of the quota system before analyzing them and providing readers with a stance on the issue, which makes this piece of work sound objective and unbiased. One analogy was made by advocates between how considerably women influenced household purchases and how they would make a major contribution to the decision-making process. However, it should be considered whether this comparison is appropriate regarding multiple factors such as different roles and different contexts.

Reflection: This article goes beyond the level of companies and industries by introducing the role of governmental bodies in regulating gender diversity in the workplace, especially in corporate boardrooms. It provides valuable perspectives that can be useful for expanding my discussion about how diversity is forced into the workplace to meet specific quotas set by either companies or an external entity.

5. Murphy, W. (2018) 'Distinguishing Diversity from Inclusion in the Workplace: Legal Necessity or Common Sense Conclusion?' *The Journal of Business Diversity*; 18 (4) 65-83. Retrieved from: ProQuest Database [Accessed on 11 November].

Summary: Initiatives regarding diversity and inclusion have undergone several developments and that traced back to the execution of affirmative action by John F. Kennedy in 1961. However, the predominant group claims to receive unfair treatment, in other words, reverse discrimination, as a direct result of affirmative action and programs that accentuate diversity and inclusion. By moving from diversity towards inclusion, businesses are able to combat reverse employment discrimination and foster a culture that embraces openness, collaboration, unity, and equality.

Analysis: The article explores the matter of reverse employment discrimination in-depth through the analysis of a wide variety of relevant cases and empirical workplace studies. This helps solidify its core argument about the necessity for a transition from diversity towards inclusion and its implications for business. The credibility of this work can be attributed mainly to its up-to-date publication and its credible authority.

Reflection: Despite its judicial and legitimate elements, this article can be useful for demonstrating the concept of reverse employment discrimination. The section that addresses the necessity for a transition towards an inclusive culture echoes with my argument that companies should embark on building a working environment in which employees develop a sense of belonging and inclusion and are given equal opportunity to thrive.