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Advancing Diversity Management in Educational Institutions: Exploring Contemporary Trends and Strategic Solutions for Enhanced Inclusion and Excellence

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Abstract

This study examines the challenges encountered by educational institutions amid a rising influx of global students seeking quality education across borders. It delves into both the issues at hand and proposes solutions to effectively manage the resulting diversity. Employing a methodology that emphasizes the significance of diversity management, the study draws upon credible data to illustrate the escalating presence of international students in various countries. The findings of this review offer valuable insights for human resource professionals involved in international student management, particularly officials in international student offices across different host countries. By utilizing the outcomes of this study, these professionals can enhance staff training and effectively address issues pertaining to international student affairs.

Keywords: Cultural Dimensions, Diversity, Environment, Human resource management Diversification, Globalization, Academics, Organizational culture, diverse workplace challenges.

1. Introduction

Assorted variety isn't just contrasts, however a compositional gather. (Harrison & Klein, 2007). A gathering of individuals makes assorted variety in an association. Assume in Chinese's association, it was discovered the assorted variety because of nationalities from Africa and Asian nations. In any case, it isn't critical in Japan we will see the assorted variety because of nationalities from United States and India. In short, because of this distinction the assorted variety likewise seems unique in China from Japan. (Moreland, Levine, & Wingert, 2013). Presently, the second fundamental inquiry emerges here that why does this structure turn into the hotspot for assorted variety despite the fact that this piece comprises of the individual, not different manifestations? The appropriate response is that because of the distinction in culture, the distinction in convictions, contrast in capacities, because of headway and so on. So this is the reason when one specialist is put in a gathering with laborers from nationalities other than his/her own, the laborer are constantly liable to keep up social separations. (Parrillo &

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Donoghue, 2005). What's more, to social separation, the outcomes turn out in the state of contentions, when negative stereography are ascribed to the apparent out-assemble individuals. (Larkey, 1996). Albeit still think contemporary decent variety is thoughtful regarding continuous relevant procedures. (Zanoni, Janssens, Benschop, & Nkomo, 2010) Coming to the point, this paper seeks the better understanding of the management of diverse group or diverse management set up within the organization.

Due to vast globalization, it is now important to sort out all better ways either in the shape of better working place or in the shape of an effective workforce. Diversity is the demand of the day and in this regard we will need global managers who can interlink and manage effectively cross-culture environment within the organization. (Zoogah & Abbey, 2010). The organizations become never effective unless and until the employees are not getting satisfaction from their jobs. An effective global manager can only manage the diversity of individuals in an organization by handling the cultural differences effectively. Because there is a relation between cultural intelligence and employees performance. (Barakat, Lorenz, Ramsey, & Cretoiu, 2015). This is the reason the global researchers are now giving more importance to the global managers who have to come across these challenges and will apply new skills and attitude to manage them. (Barakat et al., 2015). We've to understand the kind of characteristics that must be available in these global managers so that they can understand and balance the dynamics of distinct culture environment, appraise the differences, and behave appropriately in an unfamiliar setting (Cappellen & Janssens, 2005).

Most of the researchers further elaborated that what kind of important characteristics must be there in global managers. Some researchers focus on communication skills, some give importance to emotional intelligence and some have mentioned in their research finding that cultural intelligence is the one of the best and core characteristics of the global manager. In this paper, the researcher has focused on the only factor that is cultural intelligence but some other characteristics are described briefly above.

2. Literature Review

2.1. Diversity in the Context of Organization

In the hierarchical setting decent variety normally alludes to the assortment of HR, clients, and providers. "Diversity" is characterized as a blend of individuals with various gathering personalities inside a similar social framework (Fleury, 1999). In an association workforce, profile is made out of laborers aggregate that show contrast relying upon statistic or other characteristics, assorted variety rises. The criteria segregating these gatherings incorporate race, geographic cause, ethnicity, sex, age, useful or instructive foundation, physical and intellectual capacity, dialect, way of life, conviction, culture foundation, financial classification, residency with the association, and sexual top choice. (Bhadury, Mighty, & Damar, 2000). Workforce diversity generates benefits and shortcomings for the organization. The advantage is that the organization has a variety of skills and ideas due to diverse manpower. Another benefit is a better solution for the problem and variety of technicalities and displaying more cooperative behaviors. (Wilson & Iles, 1999). Disadvantages include the group conflicts, cultural differences, increasing training cost for the different group on the basis of their differences. (D'Netto & Sohal, 1999). How to divert these disadvantages or turn diversity into the opportunities is only through an effective management. Managing diversity involves understanding the differences among

employees or stockholders.

2.2. Diverse International Student Status

2.2.1. International Students in China -2018

As per Ministry of Education Department of Chinese website statistical data 2016, worldwide foreign student ration in the host countries:

Country Name	Number of International Students
South Korea	50600
Thailand	28608
Pakistan	28023
India	23198
United States	20996
Russia	19239
Indonesia	15050
Laos	14645
Japan	14230
Kazakhstan	11784
Vietnam	11299
Bangladesh	10735
France	10695
Mongolia	10158
Malaysia	9479

Source: Ministry of Education PR China Statistical Report on International Students in China for 2018.

(SRIS, 2018)

During the year 2018 thousands of international students were recorded from various countries from all over the world enter into China for the education. As per the statistics of Ministry of Education PR China students were recorded from Pakistan Twenty eight thousand (28,000). But the maximum quantity of pupils from South Korea. Fifty thousand six hundred (50,600) from South Korea was recorded

2.2.2. International Students in USA 2017-2018

As per Association of International Education® (IIE), International Students the entire quantity of Chinese pupils in USA is round about four hundred thousand which is the highest number of foreign

Country	Number Of International Students
China	369,548
India	202,014
South Korea	52,250
Saudi Arab	37080
Canada	26122
Vietnam	24392
Taiwan	23369
Japan	18105
Brazil	16059
Mexico	15229
Nigeria	13423
Nepal	13229
Iran	12142
UK	11146

Students as compare to other countries in USA

Source: Institute of International Education® (IIE), International Students - Places of Origin.

(IIE, 2018)

After that India and South Korean students are studying in USA. The above figure also shows the different number of student from other Asian and African Countries. How diversity is increasing. More than twenty five countries student in large number studying in United State of America.

2.2.3. International Students in United Kingdom 2017-2018

If we talk about the United Kingdom. This country also hosting a number of international students from all over the world. China is the biggest country whose student are studying in United Kingdom. The more important thing is here the diverse cultural background of those students who are belonging to poor countries is much difficult to adjust in advance countries. The reason behind is that usually in these poor countries due to lack of awareness and education some time they fail to obey the strict rules and regulations of the advance countries

Country	Number of International Students
China	106530
India	19750
United State	18785
Hong Kong	16350
Malaysia	14970
Italy	13985
France	13660
Germany	13545
Nigeria	10540
Greece	10135

Source: Higher Education Statistics Agency (2018): Higher Education Student Statistics: UK, 2018/19.

(HESA, 2019)

2.2.4. International Students in Canada 2017-2018

Country	Number of International Students
India	172625
China	142985
South Korea	24195
France	22745
Vietnam	20330
Untied State	14620
Brazil	13835
Nigeria	11290
Iran	10885
Japan	8365
Mexico	7835
Bangladesh	6520
Saudi Arab	5100
Philippines	5070
Taiwan	4700

Source: Immigration, Refugees and Citizenship Canada (2018): Temporary Residents: Study Permit Holders – Monthly IRCC Updates.

(IRCC, 2018)

If we talk about Canada there are thousands of students from China and India. During the year 2017-18 total number of students recorded from China One hundred Seventy two thousand six hundred twenty five (172,625), This was the highest number of students as compare to other countries studying in Canada from China. From India total number of student were recorded One hundred forty two thousand nine hundred eighty five (142,985).

2.2.5. International Students in Australia 2017-2018

During the year 2017-18 the highest number of student from India and China was recorded. From China the total number of students were two hundred five thousand one hundred eighty nine (205,189). From India eighty nine thousand five hundred seventy (89, 570) was recorded in higher education.

This study also highlighted the one main big issue related to diversity management is that due to less sources and low level technology the host countries also facing to adjust the those students who are coming from developed countries. The above figures also shown that the student from United States also visiting the other less developing countries for diverse culture explore. The students specially in china facing lot of challenges to adjust themselves die cultural barriers specially communications.

The above all discussion shown that the ratio of international students in developing countries is increased day by day. This is creating challenges for hosting and home countries as well. For the host countries and those countries from where the students migrate both need to take more measure to manage this diversity. Otherwise both nature of countries will not able to achieve the desire result from these international students delivering the education and as well as utilizing the knowledge after graduation.

Country	Number
China	205189
India	89570
Nepal	43021
Brazil	26620
Malaysia	26085
Vietnam	24131
South Korea	21799
Thailand	18014
Colombia	16942
Indonesia	16541
Hong Kong	13796
Pakistan	13656
Taiwan	12846
Japan	12804
United States	11468

Source: Department of Education (2018): Skills and Employment, Australian Government Data and Research – Student Numbers.

(AGD&R, 2018)

Culture refers to a people's way of life that is socially learned and transmitted from generation to generation. (Imai & Gelfand, 2010). It is basically concerned with beliefs and values on the

basis of which people interpret experience and behavior, individually and in the group. In simple words, culture refers to those characteristics and knowledge of a particular group of people, defined by language, religion, and social habits and especially within the organization; the way of behaving with other individuals and the way of perceiving ideas and decisions etc. The relation between diversity and organizational culture wound up noticeable in the administration field in the 1980s. Hierarchical culture is viewed as an intense and unique apparatus to comprehend and investigate the human conduct in the working environment (Song & Meek, 1998). Authoritative culture can be characterized as the arrangement of underestimated esteems, convictions, practices and standards that demonstrate to its individuals the suitable practices in every particular conditions. (Frost, Moore et al. 1985). To be acknowledged in the work environment, newcomers are urged to receive the current hierarchical qualities and antiquity (O'Reilly, Chatman et al. 1991), where existing individuals tend to doubt, dread and abhor individuals with different thoughts. (Trice and Beyer 1993). Hierarchical culture fills in as a component of social control that advances conduct consistency and the osmosis of the prevailing qualities. Such request begins abnormal state of focusing on individuals from minority culture foundations that need to safeguard their personality. In this way, social obstructions may not allow the personality to flourish up to their maximum capacity. This kind of situation may create hurdles. Organizations have a tendency to hold and pull in people from the comparable social and statistic foundations and segregate. But as a result of ethnocentrism, the individuals fail to carry out their day to day responsibility. As a result, the employees are dissatisfied from their work and organization as well, so these individuals prefer to adopt new career.

Numerous directors and researchers concurred that assorted variety is a positive factor that leads focused financial matters advantage for associations. Be that as it may, this affirmation remains generally untested. Numerous examinations accepted that assorted variety can impact execution however do not address the likelihood that execution can impact decent variety. It is conceivable that effective associations are best prepared to draw in and hold a very qualified assorted workforce. Subsequently, the bearing of the causality, assuming any, is vague. (Bergen, Soper et al. 2005). Assorted variety can contrarily influence processes and results because of the propensity of in assemble out gathering separation. (Hogg, Abrams et al. 2004). Individuals like to work with comparative others and the different individuals are regularly rejected from data sharing and opportunity systems. (Barak, Cherin et al. 1998). Divergence mean the individual separation from other gathering individuals. (Hobman, Bordia et al. 2003). They found a negative relationship between esteemed difference and workgroup contributions. Anyway following are the fundamental elements which turn into the explanation behind assorted variety strife in an instructive association. 1) Language, 2) Curriculum, 3) Cultural practices. Boundary less raise

2.3. How Human Resource Manager Can Meet the Challenge

In order to overcome the drawbacks of a new approach, "Diversity Management Approach" was adopted. It is preferred to have a systematic and planned commitment by the organization to recruit, retain, reward and promote a diverse mixture of employees'. (Ivancevich & Gilbert, 2000). The voluntary and strategic oriented approach recognizes the worker's individuality and believes in the benefits of diversity to the organization. (Metcalte et al., 2007). Diversity management is a very critical issue for the organization. The important issue is that the organization must show sincerity while managing the diversity in the organization. The reason behind is that its roots are linked to cross borders. Once the image

is disturbed, the recovery will be more difficult for the organization. So diversity management for the organization's sustainability has now more than legal and moral importance. Diversity is regarded as a business case. (Thomas & Ely, 1996). The higher level of diversity management is associated with an increased inclusive environment, which in turn boosts employees' effective management and organizational citizenship behavior. (Ashikali & Groeneveld, 2014b). The management should try to implement diversity management in all those areas where the sections of the organization are engaged in dealing with diverse people. That kind of environment is inclusive for all employees. Here the point to be addressed which is very important. The organizations which are involved with diverse activities must care about planning and implementation. Why? Because, if a majority group of employees' of an organization perceive diversity management efforts in favor of minority group interests and values, their personal alignment with the organization may be at risk. Or these efforts may even be conceived as unfair and the organization will be considered as unreliable. (Ashikali & Groeneveld, 2014b).

Figure 3 shows outcomes of the research carried by (Ashikali & Groeneveld, 2014a). The huge impact of assorted variety administration on the comprehensiveness of the hierarchical culture. The more representatives encounter assorted variety administration are actualized in their association, the more they feel the authoritative culture, the more will be comprehended. Assorted variety administration does not have noteworthy direct impacts on the OCB measurements charitableness, helping, municipal righteousness and sportsmanship. For all association, it is imperative to execute assorted variety administration hones that don't center around particular – target gatherings however make a domain that is comprehensive for all representatives. This will emphatically influence representatives 'full of feeling duty and authoritative citizenship conduct which are essential for workers results that can be added to the hierarchical objectives.

2.3.1. The Role of Communication

Whenever we discuss the factors of the culture, communication is considered one of influencing factors of culture. Communication always influences organization in two ways, within the organization and between the organizations. (Lillis & Tian, 2009). In modern globalization, communication is the one of the most functions to monitor the global business in an effective way. (Lillis & Tian, 2009). Correspondence among individuals from the various culture is regularly troublesome. Hence, correspondence between individuals from various societies from the perspective of dialect, qualities, clients, and mindsets, will be unmistakably troublesome, a level of miss-correspondence being relatively unavoidable. (Emery & Tian, 2010).

2.3.2. Training

Training is one of the main strategies through which the organizations prepare the management to handle the require tasks. Basically, training is same like war equipment which is necessary for the battlefield. Training is the most important especially to handle the global tasks. Without training, the organizations cannot achieve their strategical objectives. Training is one of the most important strategies for the organizations to help employees gain proper knowledge and skills to meet the environmental challenges. (Goldstein & Gilliam, 1990). Basically training make the individuals capable to use their cognitive skills in the strategically way with motivating attitude and behavior. Training enhances the motivational level of the employee. (Colquitt, LePine, & Noe, 2000) argued that the effects of motivational variables on learning are stronger than that of cognitive ability.

2.3.3. Emotional Intelligence

Passionate insight is the arrangement of capacities which incorporates those capacities to distinguish the feelings in the self as well as in others. Utilize feelings to encourage execution, comprehend feelings and enthusiastic learning and direct the self-feelings as well as of others. This ability can only defuse the effects of ethnocentrism in the dynamic environment. (Mayer, Salovey, Caruso, & Sitarenios, 2001). Moreover, this ability can only defuse the consequences of ethnocentrism. So the global managers will be always busy in dealing with people belonging to different cultural background and values. Sometimes, the managers receive very strong pressure and these differences sometimes prove to be a very difficult task. Many researchers have suggested the major reason for the failure of internal assignment is the lack of ability of the organizer to adapt to a different cultural environment. (Kraimer, Wayne, & JAWORSKI, 2001).

2.3.4. Improve Leadership to Lead the Cultural Diverse Team

Leadership is an important factor for maintaining high group performance and **morale** under conditions of conflict. (Ayoko & Konrad, 2012). In the diverse group always there is a chance of conflicts of ideas, suggestions and a need for the solutions. The leader is the only person who can translate the solutions, ideas and suggestions into the common goals. If the leaders have no such kind of abilities then these conflicts convert into the disaster instead of opportunities. As per (Zaccaro & Klimoski, 2002), the success of organizational team performance depends partly on effective team and leadership.

2.3.5. Encouraging/Motivating Cultural Diverse Team

As we know that motivation is closely associated to culture and it is often the case that what serves as a motivation element in one culture is de-motivating for another culture. This is the most serious challenges for the managers. An effective manager can motivate the diverse team for one goal. As we know that diversity can negatively affect group process and outcomes due to tendency of in group- out group differentiations. (Hogg, Abrams, Otten, & Hinkle, 2004). If we highlight and encourage only the common cause within the group, the members will be motivated and easy feel to work together. Within the diverse team, motivation is the only tool by which the manager can keep members united to achieve common organizational goals. The reason is that the people prefer to work with similar group and often the dissimilar members are excluded from sharing information and opportunities networks. (Hobman, Bordia, & Gallois, 2003). It is needed by the global manager to defuse these issues to convert into the motivational forms. It is the fact that if the management use their skill to link the individual career grooming and work experience with diverse people then the group members or individuals of different cultural background will prefer to work with dissimilar individuals. Here dissimilarities mean individual distance from the group on the basis of various cultural differences. (Hobman et al., 2003). If these separations on the basis of various cultural background remain within the group, it comes out in the form of various conflicts. These conflicts lead to poor performance of the employees in the organization. There is fewer conflicts and higher performance, despite national separation, when there is a high national variety. (Richard A. Posthuma, Ayub, & Jehn, 2014). Workplace motivation can be defined as the influence that makes us do things to achieve organizational goals. This is the result of our individual needs being satisfied so that we are motivated to complete the organizational task effectively. Many researchers examined the impact of pay diversity among groups. The individually paid workers, both below and above average payment were linked to low intrinsic motivation, where between groups, those in higher pay bracket remained more motivated as

compared to their lower paid group counterpart. (Carr, Hodgson, Vent, & Purcell, 2005). But there are other theories by which organizations can effectively handle the diversity at a workplace.

2.4. Cultural Intelligence

Cultural intelligence is defined as an individual capability to function and manage effectively in culturally diverse settings. (Ang & Van Dyne, 2015). Ability to grasp the reasons correctly with concepts and solve problems. If we define the cultural intelligence in modern diverse organizational culture, it means the ability to keep good relations with cultural differences within one organization. Basically cultural intelligence always exists in the large domain of individual differences. (Ang & Van Dyne, 2015). Various researchers suggested the three main, broad categories of individual differences: abilities or capabilities, personality, and interests. (Boyle & Saklofske, 2004). The more important thing here is to be discussed is that cultural intelligence mean not only to understand the culture, it means to understand the particular type of situation that is cultural diversity, not culture. (Takeuchi, Tesluk, Yun, & Lepak, 2005).

Cultural intelligence is a capability and ability to understand the diverse culture with organizational objectives if the individual is working on an international assignment in an organization. Cultural intelligence is a theoretical extension of contemporary approaches to understanding intelligence. (Earley & Ang, 2003). Cultural intelligence is a nonacademic intelligence such as emotional intelligence and complement cognitive intelligence; because both are important for maintaining high-quality personal relationship and effectiveness in this increasing interdependent world. (Earley & Gibson, 2002). Cultural intelligence is another complimentary form of intelligence that explains adaptability to diversity and cross-culture interaction. (Earley & Ang, 2003) identify three loci of individual intelligence with direct relevance to the human interaction: metacognitive, motivational and behavioral.

2.4.1. Metacognitive

Metacognitive is an individual's cultural consciousness and awareness during interactions with those from different cultural background. It is very critical on the basis of following three reasons: first it promotes active thinking about people and situation when a cultural background differs. Secondly, it activates critical thinking about habits, assumptions, and culturally bound thinking. Third, it allows individual to evaluate and revise their mental map, consequently increasing the accuracy of their understanding. (Ang & Van Dyne, 2015).

2.4.2. Cognitive

Cognitive intelligence is the individual's cultural knowledge of norms, practices, and conventions in different cultural settings. In the modern world, the cognitive cultural intelligence means the know-how about the world culture and as well as differences. This ability is the one of the core abilities of the global manager because without knowing the similarities and dissimilarities in diverse culture, the global manager cannot do effective decisions. (Ang & Van Dyne, 2015).

2.4.3. Motivational

Motivational cultural intelligence is an individual capability to direct attention and energy towards cultural difference. Motivational cultural intelligence is the special form of self-efficacy and intrinsic motivation in cross culture situation. Self-efficacy and intrinsic motivation play an important role in cultural intelligence because successful intercultural interaction requires a basic sense of confidence and novel settings. (Ang & Van Dyne, 2015).

2.4.4. Behavioral

Behavioral cultural intelligence is the individual's capability to exhibit appropriate verbal and nonverbal action and interacting with people from different cultural background. This is one of the important elements of the cultural intelligence. Because the behavioral intelligence (Verbal and Nonverbal action) is the quickest and effective tool to motivate diverse cultural background individuals. (Ang & Van Dyne, 2015).

3. Conclusion

Above scholarly discussion proved that in the modern globalization, diversity is one of the challenging factors which affect the employee's performance management through affecting the organizational culture. Due to this diversity, diverse workforce is totally changed the entire organizational approaches. The effective organizations are now changing their HR practices by keeping the consequences of the diverse workforce and workplace. Today, a number of diversity proponents argue that a culturally diverse workforce leads to sustainable competitive advantages and ultimately superior performance (Rogers & Wright, 1998). As such, companies today increasingly strive for racial ethnic and sexual workforce balance, not necessarily for legal or ethical reasons, but as a matter of enlightened economic self – interest (Coil & Rice, 1993).

After scholarly discussion regarding the relationship of cultural intelligence with performance, the global managers need to be well aware of the technicalities to deal with diverse culture and give consideration to the cultural intelligence and its dimensions. The main and new thing is that the global manager must know to get the high rating in cultural intelligence, needs continuous improvement and also focus on emotional and cognitive intelligence as well. The last and most important thing is that the global manager must develop the sense of responsibility interim of diverse culture without displacing the behavior which leads to ethnocentrism.

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