Workplace Diversity as an Ethical Dilemma

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**Introduction**

 Undoubtedly, all individuals are different from each other and there is a need for offering different paradigms when it comes to handling a diverse workforce. Diversity in an organizational setting is the reality of today’s global business perspective that can never be ignored. It is essential for the managers in the organizations to consider diversity as a blessing and attain positive outcomes in the end. The phenomenon of diversity can observe in many different forms. It is critical for the management of the organization to timely identify different aspects of diversity and propose better solutions to handle the situation in an appropriate manner. Diversity in the workplace is associated with the broad idea of ethics in an organizational setting. It is important to analyze the concept of diversity in the form of an ethical dilemma to make better inferences about the approach of diversity. It is one of the core responsibilities of management of the organization to facilitate all workers and provide them with a comfortable working environment. When it comes to common ethical concerns in an organizational setting than diversity is one of the major concerns. Improper consideration of diversity turns as ethical concerns for different stakeholders. It is vital for the manager of the organization to critically overview the entire scenario and offer better domains of interventions. A detailed assessment of specific concern of diversity in the form of ethical dilemma can be helpful to figure out different prospects linked with the idea of diversity issue as an ethical dilemma. The idea of diversity is defined as accepting, understanding, embracing, and valuing differences prevail in a diverse workforce. It is mandatory for workers to accept each other’s difference and work collectively to meet actual organizational goals. It is critical for the business managers to deeply overview the organizational situations of diversity that might sometimes turn as the ethical dilemma for the organization (Trevino & Nelson, 2016). Here the particular focus is to critically examine the organizational situation of diversity as an ethical dilemma and discuss it within the moral framework develop with the help of the theory of ethics.

**Discussion**

 It is important for the manager to fully aware of risks involves in the case of ethical dilemmas. Timely recognition of the ethical situation helps to figure out the entire perspective and offer solutions suitable for all stakeholders. It is crucial to address the issue of ethical dilemma by considering the example of a specific manager who is facing the issue of decision-making process due to the approach of cultural diversity. The ethical concern of cultural diversity rises for the manager when it comes to managing a diverse team at a global level. Team members belong to different ethnicities and cultures and this form of difference eventually appear in their working perspective (Gaudine & Thorne, 2001). The ethical issue appeared when workers faced some form of religious clash that ultimately makes it difficult for them to work as a team. The blessing of organizational diversity turns as an ethical dilemma when it primarily contradicts with the personnel working domain of any of stakeholder. The approach of diversity can observe in various forms such as the difference in beliefs, religion, gender, qualification, ethnicity, etc. The main goal for the higher management of the organizations is to align all the team workers to the actual organizational goals.

 It is also necessary to mention that the aspect of diversity sometimes turns as the issue of an ethical dilemma. The mishandling of diversity ultimately leads to the issue of an ethical dilemma. The paradigm of diversity is recognized as diversity because it comprised of both positive and negative features. It is the core responsibility of the manager of the organization to properly address the approach of diversity and attain positive outcomes in the end. Diversity is an ethical challenge for the organizations to achieve desired results from the diverse working team. It is important to examine the issue of the ethical dilemma of diversity considering the moral framework. It is worthy to notice that different team members have different religious beliefs that turn as an ethical concern. Some workers face challenges to actively interact with each other and set a good example of workplace diversity. Diverse workers and the manager are the main stakeholders that involve the entire ethical spectrum within the organization.

**Situational Analysis**

 Detailed exploration of the entire scenario of diversity is important to draw better outcomes in the end. Identification of the actual scenario of diversity concern helps to identify different related aspects. When it comes to the idea of diversity in the workplace setting than the management of a global team is one major domain of concern. The considered ethical challenge is based on the issue of diversity that appeared in case of management of the global team. It is challenging for a manager to deal with different aspects of diversity that appears in the case of global team management. The prominent issues concerning to the diverse global team identify in the form of the difference of language that eventually influences the functioning of the entire team. Team members have concerns in the forms of language barriers that make the prospect of communication difficult within the teamwork. The multinational organization focus to expand its business in different geographical areas to expand its global market position. The local manager is hired in the host country which is different from the local organizational form due to many different aspects. Management of the global workforce is challenging for the manager due to the issue of diversity. Team members are diverse that ultimately turn as the complexity of the overall working domain. Language and communication barriers are major concerns that exist in case of management of the global team.

**Stakeholders’ Analysis**

 Diverse teamwork has the potential to increase productivity for the organization in the long run. Initially, it is complex for the manager to align the working of all the team members to achieve organizational targets effectively and efficiently. Exploration of all stakeholders in the entire scenario of the ethical dilemma of diversity is essential to propose a better solution to the issue. Consideration of aligned shareholders helps to propose valuable solutions to the whole situation of ethical concern. The whole scenario of the diverse global team indicates that it is difficult for the manager to align non-English workers into the conventional approach of working because of the difference in culture and language. Manager and diverse team members are the main stakeholders involves the entire issue of diversity. Both the shareholders of manager and workers strongly influenced the application of a globally diverse team. Local workers are also closely linked with the overall scenario of diversity as it is important for them to align their working prospect with the diverse team members.

 The analysis of the overall diverse situation of the team is essential for the manager to recognize the entire situation and attain the beneficial outcomes in the end. Consideration of positive aspects for all the shareholders is essential to assure the proper utilization of the blessing of a diverse workforce. On the other hand, the identification of the entire paradigm of the ethical dilemma of diversity helps to determine actual concerns of all team members and how effectively they can be addressed for the future. Proper handling of diversity is also critical to attain and sustain a desirable position at global business setting. It is important for business corporations to utilize the element of diversity and get benefit from the potential competencies of different team members who are connected with each other in the form of one organizational team.

 The factor of diversity turn as the challenge for the managerial department of the organization in case of proper inclusion of all the employees who need to work properly and collectively. There is a need for offering different and suitable practical measures to achieve anticipated targets from the entire phenomenon of diversity. Appropriate ethical management is required by the manager to determine the suitable form of diversity in case of global team development. Construction of proper moral framework is essential to analyze the entire perspective and achieve desired outcomes with the alignment of all shareholders. It is important for the management to understand and value diverse working ideas delivered by a diverse workforce. Ideas of innovation and organizational growth need to be embraced by organizations by accepting the positive domains of diversity. The feature of diversity is a growing ethical concern for the business organizations that requires the development of the proper moral framework in an organizational setting. It is important to offer proper ethical conduct for all the team members. This form of consideration eventually helps all the team members to identify their actual working roles and their working association with each other. Consideration of the practical form of the moral framework can be helpful to determine ethical goals for the team and adopt relevant strategies.

**Development of Moral Framework**

 Establishment of a proper moral framework for the organization is only possible through the consideration of the suitable theoretical perspective of ethics. It is vital for the manager to have a necessary understanding of the theoretical foundations to develop practical measures in an organizational setting. There are different options exist when it comes to consideration of the theoretical framework for an ethical perspective. Adoption of suitable theory into practical measures helps to effectively handle the issue of an ethical dilemma. This particular prospect can also successfully apply in case of the issue of diversity. It is essential for the manager to have a proper understanding of the entire diverse working scenario and apply the suitable ethical paradigms (Jones, King, Nelson, Geller, & Bowes‐Sperry, 2013). The appropriate platform of ethical framework helps to determine the actual ethical concerns in the case of diversity and offer possible solutions to the situation. Adoption of accurate ethical theory helps the manager to adopt a correct decision that will be beneficial for most of the stakeholders. The approach of ethical dilemma also turns as the opportunity for the manager to establish a suitable idea strategy according to the actual requirements of the situation. Diverse workforce demands to ensure better forms of communication between all the team members to get the actual objective of the group work.

**Analysis based on Ethical Theory**

 There are various theories of ethics that provide directions to address the moral concern of diversity in a workplace setting. Proper execution of most relevant theoretical domain assists to handle the concern of ethical dilemma. Different ethical philosophies eventually help to recognize the actual moral concerns prevails in the situation and offer suitable solutions. It is essential for the manager to play their role as critical assessor and apply the appropriate ethical facet to achieve performance targets from diversity. A diverse workforce can never be effectively managed if there is no proper implication of suitable theoretical foundation. The ethical theory of utilitarianism can be considered as the theoretical platform to identify different dimensions of the ethical dilemma of diversity (DeGrassi, Morgan, Walker, Wang, & Sabat, 2012). It can be used as the philosophical guide to understanding different aspects of ethical issues in the workplace setting considering the phenomenon of diversity. Equality is a basic objective when it comes to offering a suitable working environment for a diverse workforce. It is the right of every worker to work comfortably considering their different cultures, beliefs, or cultures, etc. This form of consideration applies in the case of diverse group team who is facing different forms of language and communication barriers. Adoption of theoretical standards helps to deliver suitable practical measures according to the need of the situation. Development of ethical workplace culture is possible with the adoption of effective and practical moral and legal conduct within the organization.

 When it comes to addressing the ethical dilemma of diversity than utilitarianism can be established as a desirable framework. The broad idea of their theory helps to achieve suitable outcomes for all the shareholders (Mill, 2016). It is vital to adopt the scenario which provides benefits to every member in the most possible manner. Identification of basic features of this theoretical perspective assists to determine the actual problem and the consideration of practical measures as the future direction. The idea of utilitarianism is good because it ultimately talks about the maximum benefits for all the stakeholders. This approach can effectively apply when a manager wants to provide working opportunities for all the team members. The ethical theory of utilitarianism can be helpful to develop moral framework when it comes to ensuring a suitable and positive working environment for all without considering the difference of culture, ethnicity, religion, etc. Working domains will be established as equal for everyone according to their skills and potential of working. It is utmost essential for the manager to think about the maximum profitability for the business with the consideration of achievement of individual goals of performance set by every team member. Discrimination is a basic ethical dilemma appears in case of diversity of workforce (Ragins, 2007). It is critical to consider viable practical form to provide better outcomes and working domains to all the shareholders. Reframing of entire business approach according to the moral consideration is vital to provide the necessary confidence to each team member. It is one central responsibility for the manager to adopt practical measures to align the working of individual team members with the overall goal of the team which is ultimately the basic feature of the theory of utilitarianism. The major complication reveals in case of diversity in the workplace is that diverse team members have to face different forms of discrimination. This particular issue needs to be resolved with the application of a suitable ethical foundation.

 Proper understanding of the entire idea of utilitarianism helps the manager to achieve desired outcomes from the entire diverse perspective that is associated with different forms of complication. The theoretical idea of utilitarianism is effective because it talks about the attainment of collective outcomes that will be beneficial for the stakeholders. It should be the prime function of the business organization to completely align their goals with the performance domains set by the workers. Provision of a suitable working environment helps workers to consider themselves as an important part of the organization and utilize their skills to achieve collective targets set by the management. Consideration of suitable theoretical perspective also helps to critically analyze the entire situation of ethical dilemma and offer possible and effective solutions. It is mandatory for the individual who works as the manager for the organization to understand and respect the diversity of each worker and align them with the overall culture of the organization. Creating a balance between an individual’s values and organizational values is the basic aspect of success in case of diversity of the workforce. Moral actors need to be well-aligned with the actual facet of consideration appears in the form of the diversity of team members. The complexity of group working can better address through the understanding of all the elements of difference and embrace them in an effective way.

**Conclusion and Recommendations**

 To conclude the discussion about the ethical dilemma of workplace diversity, it is crucial to indicate that there are different perspectives involves when it comes to proposing better solutions to handle the ethical situation in the organization. Proper alignment of relevant ethical theory and its proper implication will be helpful for the manager to motivate all workers to work as a team and achieve organizational goals.

Critical analysis of the entire situation of ethical dilemma exists in the form of workplace diversity demands to offer some practical measures. Identification of actual concerns eventually helps to offer practical measures efficiently. It is recommended for the manager of the organization to apply flexible domains of working for everyone to provide the necessary level of comfortability. Consideration and application of aligned practical measures are essential to ensure desired results in the end. It is essential for the management of the organization to ensure effective practical measures to increase the level of communication between all the stakeholders. The idea of better and flexible communication encourage workers to illustrate their ideas of innovation and positive organizational change. Proper collaboration between all the members helps them to understand each other that ultimately helps them to achieve their organizational tasks efficiently. Practical measures of suitable ethical theory demand to attain maximum output from the ethical concern exist in an organizational setting.

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