

Workforce Diversity in Private Sectors Bank in Middle East

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Keywords

Workplace diversity; Private banking; diversity inclusion; Internal culture.

The research report has involved discussion based on how the workplace culture is affecting the private banking system in middle east region. The introduction chapter is based on highlighting the research aim, objectives as well as the area of significance. This study has aimed to discuss regarding workplace diversity in private sector banks in middle east. The issue is based on lack of workplace diversity affects the growth of business productivity. This study has focused to open a new window to shed light on the aspect of workplace diversity and its relevance to a banking sector. Along with this, the research techniques have been analysed in brief. Selecting the interpretivism philosophy has become effective to answer the research questions and the exploratory research design has become effective to discuss regarding the needs of workplace diversity in private banking in middle east. Both primary and secondary data collection processes have been taken into consideration. For primary data collection 4 managers have been interviewed and for secondary data, collection of theoretical sources such as articles, newspapers, e-books published on or after 2015 have been considered. Additionally, ethical aspects have been mentioned that have been followed by the researcher to complete the study in an effective way. Lack of focus towards industry trends is hampering the process of managing workplace diversity. The most important feature of diversity is it gives access to a greater range of talent. Thus, it can be stated that diversity at workplace is highly beneficial for the organization which helps to gain core competencies by the contribution of innovative ideas. Along with this, the last part has involved the conclusion part in which the objectives have been linked and effective recommendations have been made. Besides, the future scope of this study is discussed in brief. It has been mentioned that this study will be helpful for the aspiring researchers to research on the aspects of managing workplace diversity and how it can be helpful for manging the business process of private banks in middle east.

تنوع القوى العاملة في القطاع الخاص في بنوك الشرق الأوسط

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الكلمات المفتاحية	الملخص
التنوع في مكان العمل، الخدمات المصرفية الخاصة، إدماج التنوع، الثقافة الداخلية.	هدفت الدراسة مناقشة كيفية تأثير ثقافة مكان العمل على نظام الخدمات المصرفية الخاصة في منطقة الشرق الأوسط، ومناقشة التنوع في مكان العمل في بنوك القطاع الخاص في الشرق الأوسط. تستند القضية إلى أن الافتقار إلى التنوع في مكان العمل يؤثر على نمو إنتاجية الأعمال، ركزت الدراسة على فتح نافذة جديدة لإلقاء الضوء على جانب التنوع في مكان العمل وأهميته للقطاع المصرفي، إلى جانب ذلك، تم تحليل تقنيات البحث بإيجاز، أصبح اختيار فلسفة التفسير فعالاً للإجابة على أسئلة البحث وأصبح تصميم البحث الاستكشافي فعالاً لمناقشة احتياجات التنوع في مكان العمل في الخدمات المصرفية الخاصة في الشرق الأوسط. تم أخذ كل من عمليات جمع البيانات الأولية والثانوية في الاعتبار، لجمع البيانات الأولية، تمت مقابلة 4 مديرين وللبائانات الثانوية، تم النظر في جمع المصادر النظرية مثل المقالات والصحف والكتب الإلكترونية المنشورة في عام 2015 أو بعده، بالإضافة إلى ذلك، تم ذكر الجوانب الأخلاقية التي اتبعتها الباحثة لإكمال الدراسة بطريقة فعالة. إن الافتقار إلى التركيز على اتجاهات الصناعة يعيق عملية إدارة التنوع في مكان العمل. إن أهم سمة للتنوع هي أنه يتيح الوصول إلى مجموعة أكبر من المواهب، وبالتالي، يمكن القول إن التنوع في مكان العمل مفيد للغاية للمنظمة التي تساعد في اكتساب الكفاءات الأساسية من خلال المساهمة في الأفكار المبتكرة. إلى جانب ذلك، تضمن الجزء الأخير الجزء الختامي الذي تم فيه ربط الأهداف وتقديم توصيات فعالة، إلى جانب ذلك، تمت مناقشة نطاق هذه الدراسة في المستقبل بإيجاز. وقد ذكر أن هذه الدراسة ستكون مفيدة للباحثين الطموحين للبحث في جوانب إدارة التنوع في مكان العمل وكيف يمكن أن تكون مفيدة لإدارة عملية الأعمال للبنوك الخاصة في الشرق الأوسط.

1. Introduction

Managing workplace diversity is effective to enhance business productivity in an efficient manner as well as sustain the process of business integration. This part of the study includes discussion based on how the workplace diversity is affecting the service system of private sector banks in middle east.

- Background

Workplace diversity is the aspect where employees from diverse environments are engaged in the business process. As mentioned by Ng and Sears (2020), most of the business companies are focused to adopt effective diversity practices in the business culture for enhancing productivity. In the middle east region, there are 17 total private banks in which the labour force comes from a wider geographical range. Thus, analysis of workplace diversity in private sector banks can be helpful to evaluate how an organisation can manage diversity through deriving its best outcomes. This aspect constitutes the background of the study.

- Research problem

It is needless to mention that workplace diversity can be problematic and at the same time, it can be effective to enhance business productivity. The problem can be based on development of internal conflicts and lack of understanding among employee groups. In the thoughts of Mazibuko and Govender (2017), lack of smooth communication along with retention of weak talents can be two of the critical issues in implementing workplace diversity practices. The study has emphasised on this aspect regarding what types of issues are faced by private sector banks in middle east related to workplace diversity.

- Aim

This study has aimed to discuss regarding workplace diversity in private sector banks in middle east.

- Objectives

- *To analyse the reasons behind workplace diversity in private sector banks in middle east.*
- *To evaluate the impacts of diversity on workplace management in private banks.*
- *To determine to issues developed due to workplace diversity in private banks in middle east.*
- *To recommend effective strategies that can be helpful for managing negative effects of workplace diversity in private sector banks.*

- Research questions

- A. *What are the reasons behind workplace diversity in private sector banks in middle east?*
- B. *Which can be the effective impacts of diversity on workplace management in private banks?*
- C. *How the issues can be developed due to workplace diversity in private banks in middle east?*
- D. *What are the effective strategies that can be helpful for managing negative effects of workplace diversity in private sector banks?*



- **Research rationale**

The issue is based on lack of workplace diversity affects the growth of business productivity. On the other hand, increasing workplace diversity can be effective sometimes to generate internal cultural issues. As stated by Cletus et al., (2018), modern companies may face troubles of business development if the prospect of workplace diversity is not maintained in a proper manner. Therefore, it is a crucial fact that if workplace diversity can not be maintained, it hampers business process efficiency.

This is called an issue because workplace diversity is directly related to service system development process. It is observed that there is lack of workplace diversity practices in the banks of Oman and this is creating problems for the companies to foster the base of business growth. Most striking fact is that women employment has not been supported in most of the private banks in middle east (Belwal and Belwal, 2017). Thus, the private banking is struggling hard to cope up with the trend of managing diversity.

This is now called an issue because it is affecting the process of business sustainability maintenance. As per the views of Cletus et al., (2018), lack of workplace diversity leads to create issues related to loss of business sustainability. Thus, the study has shed light on this aspect because managing workplace diversities in private banking in middle east can be helpful to discuss the essential practices of diversity inclusion. As a result of this, the workforce base can be developed and this industry will be able to attract talents from distant ranges.

- **Research significance**

It is true that each and every research study focuses to introduce certain significant areas of discussion. Therefore, this study has focused to open a new window to shed light on the aspect of workplace diversity and its relevance to a banking sector. Considering this aspect in terms of analysing the needs of diversity in private banks in middle east has become beneficial to develop an industry-based analysis. Therefore, it can be stated in short that the study has discussed regarding a most recent and valid aspect of business development. Hence, it becomes significant.

- **Summary**

Thus, it can be summarised that workplace diversity may have a negative impact on integration of business functions. Highlighting the aim and objectives of the study has cleared the fact that workplace diversity is both beneficial and problematic for private sector banks in middle east.

2. Methods

Highlighting research techniques is helpful to portray in which methods the study has been developed. This part of the study has involved discussion based on how the researcher has collected data and interpret them in an effective way. Along with this, key research ethics have also been discussed in brief.

- **Research philosophy**

There are three main types of research philosophies such as positivism, realism and interpretivism. As stated by Sim et al., (2018), the positivism philosophy helps to interpret statistical data whereas the realism philosophy is effective to link between past and present data. Thus, these philosophies have been rejected in the research study.



Selecting the interpretivism philosophy has become effective to answer the research questions by means of comparing research findings as well as contemporary data related to the topic. The researcher becomes benefitted by means of analysing needs of workplace diversity in private banking through collection of real-world data based on middle east region.

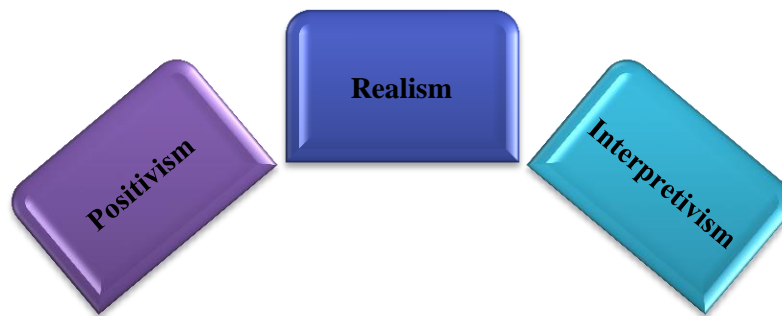


Figure 1: Research philosophies
(Source: Developed by author)

- Research design

It is known that there are three types of research designs namely descriptive, explanatory and exploratory designs. The descriptive research design is based on describing a specific research issue by collection of information from contemporary sources. In the comments of Snyder (2019), the explanatory research design is based on providing generalised explanations regarding a particular area of research and the exploratory design is focused to explore new ideas that can be helpful to solve the research problem. This study has considered the exploratory research design that has become effective to discuss regarding the needs of workplace diversity in private banking in middle east. This discussion has been developed by collecting real world data and link them with the contemporary literacy sources.

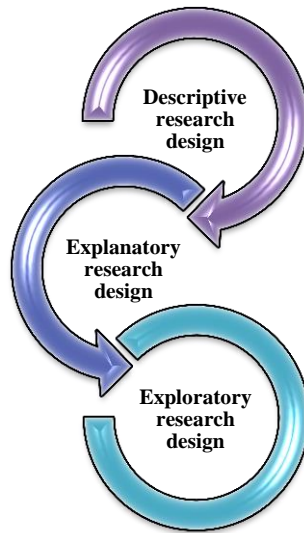


Figure 2: Research designs
(Source: Developed by author)

- **Research approach**

There are two main types of research designs such as deductive design and inductive approach. The deductive approach is based on testing existing theories whereas the inductive approach is emphasised towards creation of new theories. As the study has not aimed to create new theories, so that inductive approach has been discarded (Mohajan, 2018). Selection of deductive approach has become helpful for researcher to answer the research questions by making proper analysis of contemporary research findings related to impacts of workplace diversity on private banking system.

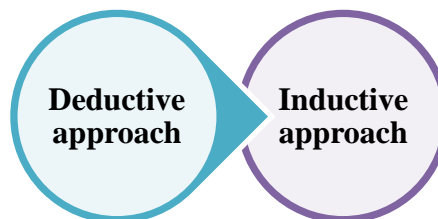


Figure 3: Research approaches
(Source: Developed by author)

- **Data collection process**

There are two main types of data collection processes such as primary and secondary data collection. As opined by Snyder (2019), the primary data collection process is based on selection of research samples for gathering first-hand data whereas the

secondary data collection process is based on collection of theoretical data from different literacy sources. For the sake of this study, both primary and secondary data collection processes have been taken into consideration. For primary data collection 4 managers have been interviewed and for secondary data, collection of theoretical sources such as articles, newspapers, e-books published on or after 2015 have been considered.

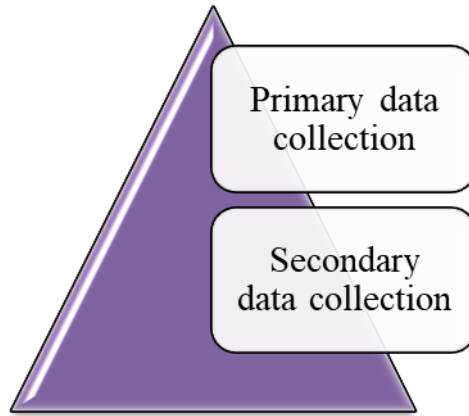


Figure 4: data collection processes
(Source: Developed by author)

- **Data analysis process**

There are two types of data analysis techniques such as qualitative and quantitative methods. In case of quantitative method, the statistical process is followed to analyse data such as through Ms Excel whereas the qualitative method is applied to analyse theory-based data. In case of this study, the qualitative analytical method has been followed. To analyse primary data for interview, a transcript has been developed and to analyse the secondary data, case study analysis method has been followed. Critical data analysis process has helped the researcher to answer the research questions based on needs of workplace diversity in private banking in middle east regions.

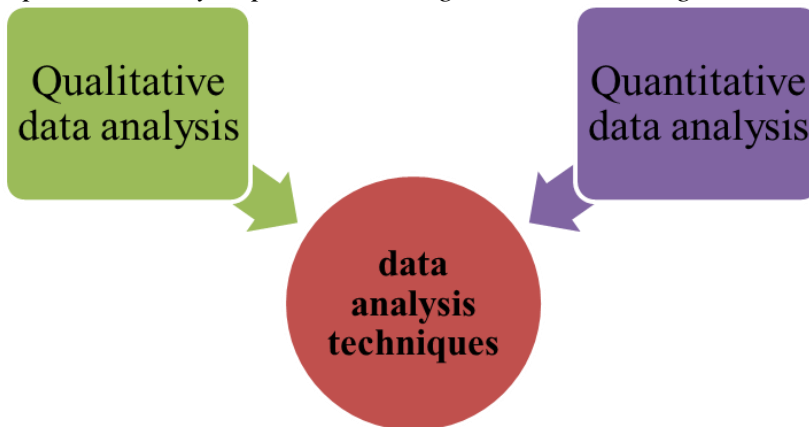


Figure 5: data analysis techniques

(Source: Developed by author)

- **Ethical considerations**

The key ethics that have been followed are as mentioned below:

- Following the principles of Data Protection Act 2020 has helped the researcher to secure collected information throughout the research process.
- Data security has been maintained in terms of keeping the personal details of interviewee safe and secure.
- Data genuineness has been maintained by means of reducing the scope of data duplications and data manipulations.

Hence these ethics have helped to broaden the research outcomes in a prominent manner.

- **Limitations**

In order to conduct the study, certain limitations have been faced by researcher such as shortage of time and lack of budget. Lack of proper planning caused issues to complete all of the functions within time. On the other hand, shortage of budget caused constraint to consult costly literacy sources.

- **Summary**

Thus, it can be summarised that selection of effective research techniques have become helpful for the researcher to discuss regarding the contemporary research area and collection of valid information from authentic sources. Maintenance of key ethics has supported the entire research process including data collection and analysis methods.

3. Analysis

Analysis of research data in an effective manner is necessary to have effective outcomes that can answer the research questions. This part has involved analysis of research findings through interview and secondary data collection methods. 4 managers of private banks have been interviewed with four questions and literacy sources have been analysed based on needs of workforce diversity in private banking sector in middle east.

- **Data analysis**

• **Primary data analysis:**

A. According to you, what are the reasons behind lack of workplace diversity in private sector banks in middle east?

Against this question, the manager 1 has replied that the business authority of private banks is not aware enough to include diversity practices in business culture. As a result of this, the private banks face hurdles to sustain business cultures. Manager 2 has supported the response of manager 2 and it has been mentioned that the entire banking industry has developed certain rules and regulations as per their own needs whereas the diversity inclusion is the common need of all business sectors. Lack of focus towards industry trends is hampering the process of managing workplace diversity. As stated by Joubert (2017), effective management of workplace diversity helps the business authority to flourish their employee base. In this respect, the third manager stated that lack of effective business planning can be the reason for eliminating the concept of diversity from culture (Refer to appendix). Moreover, the authority of private banks of middle east do not provide scopes of employment to women which also indicates a



critical aspect of workplace discrimination among employees. Lastly, the fourth manager has conveyed that their company can be able to manage and nurture the diversity practices but they are somehow reluctant to diversify the business base. As a result of this, the private banking sector of middle east is facing troubles to cover the gaps of workplace diversity in an efficient manner.

B. Do you think that workplace diversity has negative or positive impacts on culture management in private banks?

The manager 1 has stated that development of workplace diversity may have differential impacts on business process of private banks. In this regard, it is mentioned that if the business base is small then developing the workplace diversity may create issues to satisfy all employees in an equal manner. As described by Roberson (2019), attaining positive outcomes of workplace diversity is based on how efficiently the authority is managing their cultures. On a contradictory note, the second manager stated that workplace diversity is always helpful for a company to maintain an upgraded rate of business productivity (Refer to appendix). Hence, there is no doubt that if workplace diversity practices are adopted in private banking system in middle east, these will bring plenty of business opportunities in competitive market. Manager 3 has supported the response of manager 1 and mentioned that as the business base of middle east private banks are not expanded, so that development of workplace diversity can be problematic for them to enhance unit performance level in the company. As a result of this, individual employee performance can be degraded (Gomez and Bernet, 2019). Other than this, the answer of second manager is well supported with the answer of manager 4. It has been mentioned that lack of market reputation of the private banks in middle east can never be helpful to enhance workplace diversity. If diversity develops, it may lead to enhance excess resources in business culture.

C. Are there any issues that may arise due to lack of workplace diversity in private banks in middle east?

In this respect, manager 1 has mentioned that lack of workplace diversity can generate issues based on lack of employee motivation. Thus, it becomes prominent that of the banks of middle east do not follow the workplace diversity practices, it may reduce rate of productivity. Apart from that, manager 2 has stated that lack of workplace diversity has made the business base of private banks weak, so that the banks of middle east are failing to expand their market in international locations. The third manager mentions that due to lack of workplace diversity, the employment in middle east banking is affected in a negative manner (Refer to appendix). The third manager has shed light on the fact that there are no critical issues in business process of private banks in middle east even when there is lack of diversity culture. In the thoughts of Cho et al., (2017), the issues due to lack of workplace diversity in private banks are based on generation of hostility related to employees' dissatisfaction. In this regard, the manager 4 has opined that the private banks are struggling to adopt modern innovation as the labour force diversity is not maintained and the banking service is managed by means implementing traditional business development practices. As a whole, there are certain critical issues in business process of private banks in middle east which are ignoring the aspects of managing workplace diversity in an efficient manner.



D. What are the effective strategies that can be helpful for managing negative effects of workplace diversity in private sector banks?

In this respect, the manager 1 has mentioned that the banking authority can emphasise on developing the recruitment and selection process. As mentioned by Qasim (2017), developing efficiency of human resource department can help the business company to handle diversity practices in an efficient manner. Apart from that, manager 2 has stated that diversity management training can be provided to the employees, so that they may feel supported in business process and the growth becomes flourished. As per the comments of Rodriguez and Walters (2017), managing employee performance in a constant manner can be possible only when the effective diversity practices are present in business culture. Therefore, manager 3 has explained that the employee motivation policy needs to be developed, so that huge percentage of workforce will be eager to work in the concerned company under banking sector in middle east (Refer to appendix). The fourth manager has supported the concept of manager 3 and mentioned that proper ways to sustain business culture and establishment of internal efficiency will be helpful for the banking companies of middle east to sustain workplace diversity. It can be mentioned that until or unless the internal culture is developed, it can never be possible to maintain diversity in a sequential way. Therefore, the interview responses of the managers have helped researcher to interpret the current situations in a prominent manner.

- Secondary data analysis

In the comments of Djabi and Shimada (2017), diversity is nothing but the range of human differences in a system including ethnicity, gender, as well as sexual orientation, age, social class and lastly the physical ability. The most important feature of diversity is it gives access to a greater range of talent. Thus, it can be stated that diversity at workplace is highly beneficial for the organization which helps to gain core competencies by the contribution of innovative ideas. The explanation of Fine et al., (2020), achieving common organizational goals and objectives can be easier if business diversity is maintained in a thorough manner. On the other hand, Manoharan and Singal (2017) argued that there are some prominent issues related to diversity which includes conflict of common interest, cultural difference, as well as different working style and different communication style. The information of Thecasecentre (2021) reveals that Diversity issue has been founded in the banking sector of middle east especially in Oman which impacts on the performance of several banks. In banking sector, if there is low level of cultural diversity then it creates excessive risk which will be very harmful to the organization. Additionally, it can be highlighted that if an organization maintain workplace diversity among the workforce, then it increases the chances of innovation. Supporting the fact, Djabi and Shimada (2017) stated that workplace diversity also helps to add competitive advantage to the banks by contribution of innovative ideas for managing the cultures. Apart from this, it can be mentioned that Gender diversity has been not been observed in the banking sector of Oman which reflects that the women are not selected as the represent at different senior level. It clearly shows that the gender diversity needs to be improved for the sake of



organizational growth as well as workplace diversity. It has also been analysed that there are very a smaller number of women's who are employed in Oman. As per different market research, it is founded that nine out of ten were men who are appointed in the top-level management of the organization till the year 2017 (Un, 2021). It reveals that there is lack of diversity in the banking sector in middle east region. Thus, it becomes prominent that diversity issues need to be improved in order to mitigate the same. The diversity issues also arise due to lack of education facilities for women's which make women incompetent to work in banking sector. It is the major setback which needs to be improved by the government by taking different initiatives regarding the equal education opportunities for women also. Like gender diversity, most of the Oman companies in private banking sector are facing issues based on diversity of language, nationality, religion as well as age and other ethnic beliefs. Overall initiatives in the industry are necessary to apply effective workplace policies that can manage diversity in an effective way.

- **Summary**

Thus, it can be summarised that impacts of weak workplace diversity are prominent in case of private banking in middle east. Collection of both theoretical as well as practical information has helped the researcher to explore different new aspects related to the topic in depth.

4. Conclusion

Thus, it can be concluded that efficiency in managing workplace diversity can help the private banking sectors of middle east to flourish the business base. The study has explored different aspects by collecting real world information from the research samples. Effective research techniques have made it easier for the researcher to collect and interpret the findings in an appropriate manner. This part has involved linking with objectives along with making recommendations for solving diversity-based issues in private banking sector in middle east. Additionally, the future scope and limitations of the study have also been highlighted in brief.

- **Linking with objectives**

- **Objective 1: To analyse the reasons behind workplace diversity in private sector banks in middle east**

The objective 1 can be linked with the first question of the interview. It can be mentioned that lack of awareness in the management regarding the needs of workplace diversity is one of the crucial reasons of absence of effective workplace diversity policy in private banking sector in middle east. Loss of business integration becomes prominent sometimes due to lack of diversity practices in business culture ().

- **Objective 2: To evaluate the impacts of diversity on workplace management in private banks**

The objective 2 can be linked with the second question of the interview and secondary data analysis part. In the thoughts of Brannon et al., (2018), if appropriate workplace diversity practices have not been applied in business culture, then it can never be possible for the company to bring process-based innovation. Thus, the objective is justifiable.



- **Objective 3: To determine to issues developed due to workplace diversity in private banks in middle east**

This objective can be linked with the third question of the interview and secondary data analysis part. It has been revealed that the banks in middle east have not supported women employees effectively in business process. Hence, loss of business integrity is one of the key reasons to generate issues due to lack of workplace diversity in private banks.

- **Objective 4: To recommend effective strategies that can be helpful for managing negative effects of workplace diversity in private sector banks**

This objective can be linked with the last question of the interview and secondary data analysis part. Thus, it becomes clear that effective Government initiatives as well as developing the recruitment process of private banks can be beneficial for the same and it will be effective to develop the process of business integration.

- Recommendations

Recommendation 1: Development of recruitment process will be effective to consider employees' diversity for cultural business growth

Specific	Measurable	Attainable	Realistic	Time bound
Development of recruitment process will be effective to consider employees' diversity for cultural business growth	It can be measured by assessing the rate of business growth	It can be attained by incorporating HR based guidelines in culture	It can be considered as realistic because it will develop internal integration	6 months

Table 1: SMART recommendation
(Source: Developed by author)

Recommendation 2: Conducting diversity related training program for the employees, so that their adaptability power can be enhanced

Specific	Measurable	Attainable	Realistic	Time bound
Conducting diversity related training program for the employees, so that their adaptability power can be enhanced	It can be measured by analysing employees' satisfaction rate	It can be attained by developing ability to handle a pool of labour force	It will be realistic as it will help to bring business innovation	5 months

Table 2: SMART recommendation
(Source: Developed by author)



Recommendation 3: Business authority needs to implement appropriate guidelines for the banking industry to support diversity-based culture

Specific	Measurable	Attainable	Realistic	Time bound
<i>Business authority needs to implement appropriate guidelines for the banking industry to support diversity-based culture</i>	It can be measured by determining the rate of business growth	It can be attained by managing internal business efficiency to adopt GOVT guidelines	It will be realistic because it will develop diversity-based culture in an effective manner	6 months

Table 3: SMART recommendation
(Source: Developed by author)

- Future scope

It is an obvious fact that each and every study must have some prominent future scopes that may help the future researchers to explore the topic in depth. Therefore, this study will be helpful for the aspiring researchers to research on the aspects of managing workplace diversity and how it can be helpful for managing the business process of private banks in middle east. As a result of this, the paper can be accepted in a broader field of banking sector and the range of audience can be increased.

- Limitations of the research

The limitations of the study are based on shortage of budget and constraint of time. The researchers have faced troubles to access costly literacy sources and approaching the interviewees a number of times. Lack of required time made the researcher bound to complete all of the functions in a hurry and critical analysis has been affected.

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