

ANALYSIS OF DIVERSITY ON WORK PLACE FOR HUMAN RESOURCE MANAGEMENT

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ABSTRACT: *After globalization, our society had been developed more complexly and sophisticatedly. For nations and global enterprises are in need of different strategies for Human Resource management. How to cope with new waves of labor formation and human's life span change is main research objectives in order to solve HR management difficulty. The research will feature real problem and solution to policy and management in terms of age, culture, gender, languages and so on.*

KEYWORDS: diversity, work place, human resource management

INTRODUCTION

There are both advantage and disadvantage of diversification in workplace. Diversity can contain wide scope of range and it can be directly classified as age, gender, language, nationality, race, religion and so on. As well as social class, wealth and statue are indirectly considerable. It is moderately sensitive in way of working together. Diversity can affect organization as negative as worsening social conflict and overall profit and benefit of the organization. How HR management would considerable harmonizing all employees and the organization would be prior discussion in this research are main curiosity for this analysis.

Diversity in Australia

Human resource diversity management in Australia had been practiced within its globalization and massive labor influx by immigration. Australia was very exclusively white preferred country few decades ago. Unlikely white people, other races had huge difficulty with entering Australia's major societies (D'Netto & J. S., 2014). Their barrier recently had been weakened with policy of immigration from other countries. A book of (Pinkney, et al., 2001) includes the short story of influx of German labor to Australia's hard working place such as farm working place. German workers wandered all different regions of farm fields. They were mainly looking for great income sources as working temporary at farm areas. Because of they had jumped to other farmlands for pursuing more income, these labors were called Jackaroo in early ear of Australia (Pinkney, et al., 2001).

Influx of temporary workers is possible with certain work visa policy. People with age below 30 years old can legally apply for Australia's working holiday visa (subclass 417) and Australia government issues and grants visa holders' right to stay, study and work in Australia for one year or two years within permission of extension (Department of Home Affairs, 2008). Not only subclass 417 visa, but also Australia Government issues permanent residency plan, work

visa, international student visa, visitor's visa and so on. This policy of immigration hosts many people around the world and incoming students, visitors and workers contribute to cause quite diverse place in entire nation of Australia. Except travelers to Australia, most foreigners are able to work legally in Australia. Unlikely international student visa policy known as F1 visa in the United States, International students in Australia are legally avail to work 20 hours a week. This influx of labors occurred one of most diverse place in terms of work, study and living in Australia.

Subclass 417 (Working Holiday Visa) Holder in Australia

Age from 18 to 30 years old can hold working holiday visa, which does not require English language skill for approval of visa. Many of this type of visa holders' work in low skill work places such as farms, cafes, restaurants, grocery stores and factories in Australia as indicated in the book of (Pinkney, et al., 2001). These young people are eager to learn and practice language of English, so encouraging development of language aspect is crucial point at work place. As well as there are many language classes for learners (eslbase, 2016). Many are teaching students who want to learn English and train them while they employee the young people from all around the world. However, many people in the United States also speak in other languages rather than English at home (Mujtaba & F.J., 2012). This phenomenon is similar with that of Australia. Many people speak in their own mother language at home which occurred by massive influx of immigrants. Teaching English at work place for proper human resource management at work place can be highly recommended and it is one of main aspects of diversity in Australia's work place for working holiday visa holders. Many of these working holiday visa holders are coming from nations that does not experience intensive diversity. So, these workers are less experienced in diverse work place and this can be their cultural aspects of their own mother nations (KIM, 2020). Diversity training in work place is another main factor of Human Resource Management nowadays. To set this goal of training diversity can be seen in any work places (Jehn, 2012).

Highly effective human resource management can be considered with aspect of labors' skill, ability and adoptability and the reason is immigrants are supposed to have tremendous ability to adopt Australian life and work places. In terms of maintaining appropriate equal opportunity for both Australian and immigrants, equality is most fundamental concept idea for work places. Discrimination based on difference may discourage either of Australian or of immigrants. Equal compensation and opportunity boost both of competition of harmony, which may bring about effective way to harness personal development and organization (KIM, 2020). However, this worsen relationship between Australian and immigrants. Australian government always have access to control influx of immigrants and authority can control numbers of immigrants. These workers are considered core employees in Australia (KIM, 2017).

Student visa holder

International students in Australia have right to work up to 20 hours a week. They can work in anywhere but since they are having education for both Australian culture and English language. They have little bit more advantage at work place than working holiday visa holders, but they have difficulty with time management. When HRM use these people at work place, managing proper time schedule is substantial factor of success. This type of policy is same as Danish

student visa policy for international student in Denmark (KIM, 2017). Most western nation's law allows part time or temporary working, however it is prohibited in USA for international student working in domestic work place. Usual working hour is nine to five and if workers work during this hours, international student can cover after 5pm work shift. It is happening in Australian grocery store can use this tactic as well as Danish can. Coles opens 7am to 9pm (Coles website, 2017). Evening part time shift can be covered by international students.

Work visa and Skilled immigration (subclass 417)

Australian regulation for migration to main land is quite difficult for people from non-English speaking countries. Regulation of visa requires superior level of English ability. IELTS (the International English Testing System) is designed to measure test takers' English level and is associated with British Council (IELTS website). Previously diverse of languages are used in Australia is mentioned and it is one of most crucial factors for HRM but for immigration purpose, having employees with low English skill can be minor activities but when labors needed in high tech, national infrastructure, and tremendously important industries could be in needs of high skilled labor. These employees are usually filled with people with skilled immigration statues and they are supposed to have high score on IELTS test. Working with these people can be not much different than those of Australian, they have substantial knowledge on English and cultural aspects of Australia. Not only from point based immigration, but also, work after graduation from Australian schools is substantially useful source of recruiting high skilled labor. These people are not needed much training to get adopted in specific work place which naturally qualified (Jehn, 2012). Highly effective human resource management can be managed as it be which is manage as what they do normally because of immigrants are supposed to have tremendous ability to adopt Australian work place. In terms of maintaining appropriate equal opportunity for both Australian and immigrants, equality is most fundamental concept of idea at work place. There should not be any discrimination based on difference and HR should manage as one that regardless Australian or immigrants. Same compensation and opportunity can boost labor competition which could bring about upgrades of personal abilities and society. However, it can cause turbulence between natives and immigrants. Australian government always have access to control influx of immigration and it can be opened when it is needed. These are core employees (KIM, 2017).

General HRM

As above mentioned main factors for consideration for HRM would be English, time schedule, cultural understanding, types of visa variety and so on. HRM has to well organize labor and consider well of seasonal, temporary, student, full time, and skilled worker and trains well for cultural understanding for inducing to adopt its work place (KIM, 2017)

Travelling or eVisitor (subclass 651)

Working is not allowed and HRM must be aware of it. Americans, British, Canadians and other English speakers can be in this group. But people from New Zealand have legal statue of working in Australia

Age diversity

Developed countries such as Germany and Japan are having their human resource management

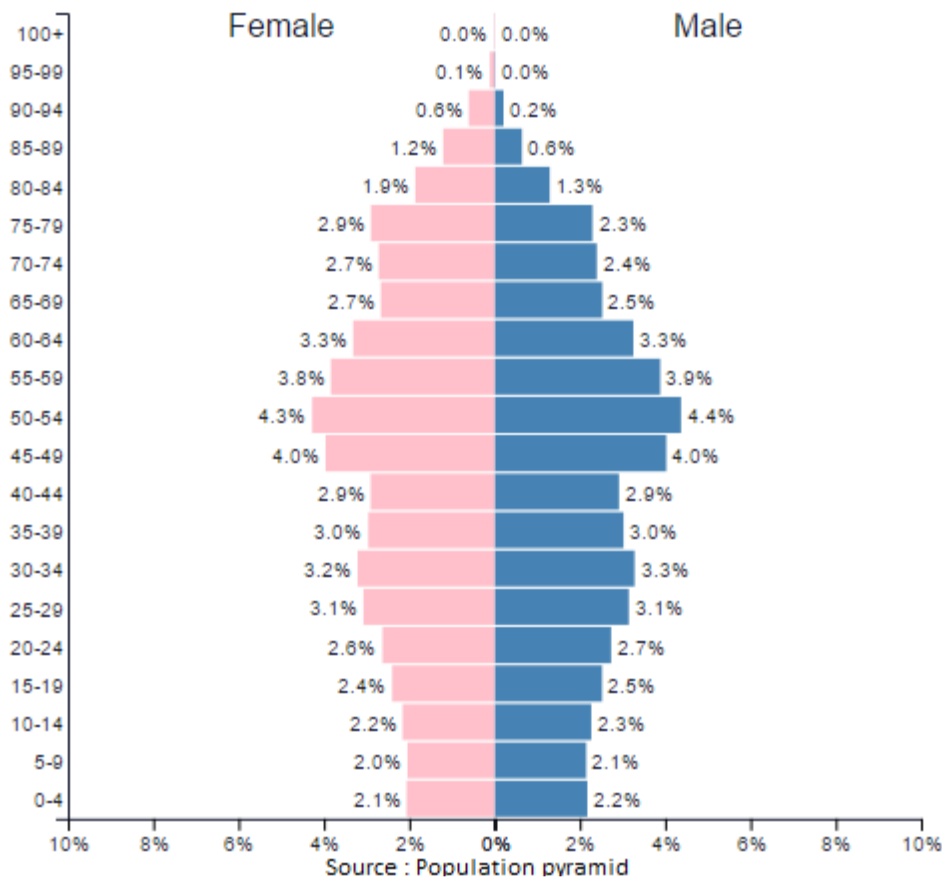
demonstrate with diversity which include with gender gap, immigrants, workers with age over fifty and so on (Kemper, 2015). Life expectancy (or life span) increasing gradually after middle age in Europe. By increasing life span with healthy environment, HRM should respond this social phenomenon quickly as possible. There is also another social phenomenon which occur demographic change that is low birth rate. With ageing society and low birth rate substantially brought about different labor formations in the world. USA and some other nation's policy is changing as increasing retirement age by life span expansion and inducing skilled migrant worker from less developed countries by low birth rate.

Germany's aging society

This country is tremendously affected by ageing and low birth rate. 40.2% of labor is age between 50 to 65, which will be major labor by 2020 (Kemper, 2015). Tardiness and unmotivated mind are stereotype bias in this group. It is not only Germany's phenomenon but also, that of other nations'. Global force of medical and hygiene industries was growing rapidly and constantly which bright about longer life span. Traditionally, population of old people were small portion and it was not highlighted much. These days, with decreasing a young age group is substantial problem with its labor supply. As chart below clearly demonstrate age above 40 has higher population than that of other groups. This group is highly experienced and can go with substantial position in various work place. Thus, labor population decreases potentially and this could cause major problem with German economics. German society faces similar migrant influx in terms of reinforcement of labor section (Kim, 2020).

HRM planning

German old labor is not quite motivated at work place. The knowledge-based economy is one idea that people's skills, knowledge and creativity are main factors and it is HRM resource for economic and organizational success (Peter Drucker, 2007) (KIM, 2017). Typically old people are substantially experienced and have broad knowledge by their experiences. For this group, HRM should plan their work situation less intense. In Japan, high percentage of worker are only having five or less hours sleep a day (J@pan Inc., 2000) (KIM, 2017).



However, for this group having less hour relaxation may give labor potential problem with chronic fatigue problem. Planning suitable work hour could be main fact.

Labor resource

Germany is also having influx of migrants as little as Australia. Germany has blue card immigration policy (Germany Gov Org, 2017). It is adopted after US green card program. Germany needs high skilled workers who immigrates to US. Selecting domestic worker as well as international would be crucial consideration. As blue card policy, almost all of them is skilled labor which is that there is less effort or risk on employees. German policy gave their labor market more supply of labor force with worldwide range of selection.

Development

German language outside Europe is not wide spread nor prior language for international conversation. Coming migrant and native German can have conflict with language difference. HRM should manage for having less impact on this problem. Tactic such as offering German language class is one option and speak in English at work place can be acceptable when all Germans are good at command of English language. As well as cultural innovation is significant factor with employees since they have different nationalities (Lambert, 2016).

Motivation and rewards

Typically, Germans are known as lazy and un-motivated at work place (Anna Katharian Bader

et al, 2015) (KIM, 2017). There is significant problem with this situation. HRM should have given them high motivation for work achievement. Personal motivation of working is highly count on money and many people are working for living. However, for some people, it is not the reason to pursue at work place. Embrace worker and encourage them with motivation would be crucial. Fairness wage system is one require part of rewarding system between native and migrants in orders to reduce conflicts (Iain Henderson, 2007) (KIM, 2017).

Role of line management

In orders to achieve efficient line management system, HRM should establish effective communication platform for all workers. Some work place can consist of German speaker and that of others which can be factor of misunderstanding in line management. In line management, leadership is fundamental key to HRM which can be defined as people who guide others within its criteria. Leadership can also influence some other factors such as work planning, motivating, performance and supporting (Iain Henderson, 2007). According to Hawthorn studies by Roethlisberger and Dickson in 1939, job satisfaction and feelings of achievement can give good motivation or improve output by workers. Looking into case study of movie 'Money ball' features that strong leader can tremendously impact on its team (Kim, 2020).

Other Considerations

Increasing life span in demography and low birth rate causes shrinking working population and taking migrants worker from other Europeans countries or outside of EU countries can solve diminishing supply of labor force. Also, increasing retirement age can be very effective in various way. People can be motivated when they have thing to do, having work for life can be reason for surviving in the world. Using old people as labor force would be effective to solve the problem. In the way, German society can reduce, non-labor population. German retirement age keeps increasing gradually and it might reach 67 until 2020. HRM should introduce new idea to manage all worker to be well harmonized with all different ages.

Analyze and evaluate HR practice in contemporary work situation

In contemporary work in situation is different than that of our past time. Woman used to stay at home and took care of home keeping and raising children but nowadays, women are taking over the work place. Also, there is high competition between these two genders. It is more than one half in the 2010s by compare of 1960s (Schneid, 2015). As well as all mentioned above is the current situation. Work environment is substantially mixed in some place such as sales, marketing and so on. People work together regardless gender, age, religion, race, and so on. In the mall in USA, people from all around the world work together in orders to boost its sales record. There are many tourists visits the US malls, these workers can provide various languages. All different cultural ideas are acceptable. These working environments makes working place substantially diverse place and there are benefits from diverse working place which can offer better customer service and have its sales increases in terms of business aspects. This world is getting closer by transportation development and many customers are now international buyers. Hiring diverse workers for certain work place is needed and it is effective. HRM department controls demography of labors and spreads workers appropriately.

CONCLUSION AND RECOMMENDATIONS VIA HRM PRACTICE

In Australia and USA, there are language barrier and harmony which people speak different language and English. These are all suitable for supporting foreign visits. In Germany, because of low birth rate and expansion of life span brought about working age very high and retirement age gets much older gradually. For this situation, co-operate with all different ages is tremendous factor for success. Nowadays more women work than it used be. Harmonizing two different genders can boost team work goal highly. Diversity is present and it is very effective concept for present days and future. With diversity Australia could solve its white domination concept and its shortage of labor in harsh work place and its lack of industry as high tech working labor. Diversity of ages and influx of migrants could solve decreasing population and shortage of working population. Two different gender could improve work place and makeup of each specialty. Recommendations for HRM is the department should understand what employee can do, want to do, likes and will do at working place. It depends on person, working in diverse working place would be suitable and for some not quite suitable. HRM should analyze labors individual personalities and put into right place, in right time and with right people. If some want to speak in his or her own language, he/she could not work in other working place which is spoken in other languages. HRM always should search who is right person to work in firm's team and try to connect them. This can benefit future cost of searching resource of labors and can cut down time consumption. HRM also should always take attention on employee preferences and put them in suitable working place for increases performances.

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