


Chapter 11

Managing Diversity: A Study of Multicultural Workplaces in Arab and Chinese Societies Post Pandemic

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ABSTRACT

This chapter examines the impact of the concept of “Global Citizenship” on multiethnic workplaces in Arab and Chinese communities after the COVID-19 pandemic. It explores the definition and reinterpretation of diversity in these unique cultures, focusing on the part played by independent thinkers and managers. Organizational structures and methods are analyzed, as are the repercussions of ethnocentrism and prejudice on society at large. Organizational culture and its impact on communication are also discussed, as is the link between equality, inclusion, and diversity. Emerging leadership styles and the dynamics of multiethnic teams are the focus of this chapter. Lastly, it offers a futuristic outlook on workplaces around the world.

1. INTRODUCTION

Multicultural workplaces have gained popularity as a result of globalization, which has reduced barriers to trade and travel and facilitated communication between individuals all over the world (Reisinger, 2009). As companies continue to spread their operations across the globe, they bring with them employees from a wide range of countries and cultures. This has resulted in the rise of multicultural workplaces,

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in which people from a wide range of cultural backgrounds collaborate to achieve the organization's goals (Thomas & Peterson, 2016).

Diversity in the workplace is just the beginning of what it means to be multicultural. It's a place to work together on projects, bringing together people with different backgrounds and skill sets in order to generate new ideas and solve old problems. Age, gender, sexual orientation, religious beliefs, level of education, and even cognitive styles are all examples of aspects of diversity in the workplace that go beyond ethnicity and color (Jackson & Van de Vijver, 2018). All these different aspects of diversity work together to make the workplace more interesting and rewarding.

The notion of "unity in diversity" is especially important in multicultural workplaces. They help to create a community in which everyone feels like they belong and their contributions are appreciated. It's a lively setting that promotes cultural awareness and helps workers develop their own skills and perspectives via exposure to those of others. The foundation for a successful multicultural workplace is awareness, acceptance, and adaptation to the many cultural backgrounds represented there (Evans & Suklun, 2017).

Despite the potential benefits, managing such diversity can be difficult and calls for certain structures and approaches. It's crucial to promote a peaceful workplace and prevent any friction that can result from cultural differences. Further changes have occurred in these multiethnic workplaces as a result of the global pandemic, with new modes of working and collaborating formed to deal with the difficulties brought on by the crisis.

As the world's demographics, economies, and technologies shift, so too must the idea of the multicultural workplace adapt. In order to fully grasp the complexities of diversity and multiculturalism in the workplace, it is necessary to first gain a foundational understanding of the settings in which these concepts are being implemented.

The global pandemic has caused profound changes across many dimensions in Arab and Chinese communities. These shifts are especially noticeable in the context of the workplace and have had an effect on the cultural, economic, and social fabric of these civilizations.

Many companies in these areas had to quickly adapt to the concept of remote work because of the pandemic, which was novel to them (Espitia et al., 2022). The transition to digital collaboration was a major cultural shift in Arab countries, which place a premium on community and interpersonal contact. At the same time, the traditionally regimented and hierarchical nature of Chinese workplaces had to give way to something more fluid and decentralized. Workplace interactions, team cooperation, and productivity have all been affected by this shift, forcing businesses to get creative in order to keep going (Kadri, 2021).

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