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Minority Cultural Values and Workplace Management: Legal Implications and Strategic Insights

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In today's globalised and industrialised world, workplaces are undergoing demographic shifts towards greater cultural diversity, necessitating careful management of cultural beliefs and practices. This paper examines the intricate relationship between minority cultural beliefs in the workplace and managerial effectiveness, with a specific emphasis on legal and managerial recommendations for fostering positive organisational cultures among minorities. Drawing on a cross-sectional conceptual framework and specific provisions of Indian legislation, the study emphasises critical human rights and diversity policies, including anti-discrimination laws, accommodations for religious practices, and effective diversity strategies aimed at creating equitable and inclusive work environments. It further proposes actionable suggestions for future organisational planning, such as mitigating biases, promoting cultural sensitivity, and ensuring that minority employees contribute meaningfully to organisational success. By implementing these measures, organisations can enhance operational resilience and innovation in a globalised context while upholding ethical standards and corporate social responsibilities. This research contributes to the field of workplace diversity by offering practical steps to improve workplace relations and ensure that no employee faces discrimination or marginalisation based on their cultural identity.

Keywords: *legal frameworks, managerial practices, anti-discrimination laws, recommendations.*

INTRODUCTION

The frequent advancements in industrialisation and globalisation have tremendously increased trading transactions. An increasing number of new organisations have been emerging. These organisations constantly need management of their staff and functions to work effectively and reach their goals. It is also clear that, in almost all organisations, a diverse workforce is desired. In such a workforce, there might be huge diversity in the cultural values of the employees. Some values might be largely believed by the employees (i.e. the majority belief), while other beliefs might be held by a small sect of people (i.e. the minority). These sects might be small, and at first, people might underestimate them, but their cultural values affect the managerial practices of an organisation. This push for diversity within the workforce underscores the critical need to understand how minority cultural values influence managerial practices.¹

It is better to define the major terms of the article's title in clearer terms. The word 'minorities' covers a multitude of cultural, ethnic, and social categories, each possessing characteristics that not only mark the difference but also distinguish them from the majority population.² These groups may be valuable besides their contribution to demographic diversity, but they can also increase intellectual and creative diversity. The cultural values held within ethnic minority communities provide the fuel for innovation and generate an area of vibrancy. This is the environment that can serve as the launch pad for businesses.³

Cultural values are shared beliefs, customs, norms, principles, and ideas that influence how individuals perceive and interact with the world. These are intricately woven with the social fabric of a particular culture and guide individuals regarding their interaction with others, decision-making attitudes, communication styles, and many other factors.⁴

¹ Jesse E Olsen and Luis L Martins, 'Understanding organizational diversity management programs: A theoretical framework and directions for future research' (2012) 33(8) *Journal of Organizational Behavior* <<http://dx.doi.org/10.1002/job.1792>> accessed 05 July 2024

² Graham Brown et. al., 'Toward an understanding of the development of ownership feelings' (2014) 35(3) *Journal of Organizational Behavior* <<http://doi.org/10.1002/job.1869>> accessed 05 July 2024

³ Yang Yang and Alison M Konrad, 'Understanding Diversity Management Practices: Implications of Institutional Theory and Resource-Based Theory' (2011) 36(1) *Group & Organization Management* <<http://dx.doi.org/10.1177/1059601110390997>> accessed 05 July 2024

⁴ *Ibid*

The term ‘managerial practices’⁵ refers to practices that play a very significant role in helping the organisation to strive towards its goals. Some of the key elements employed by managers are planning, organising, leading, controlling, teamwork, performance management, etc. While cultural diversity in the workplace offers immense potential for growth and creativity, it also poses challenges. The interplay between minority cultural values and managerial practices raises intriguing questions about adaptability, legal frameworks, and ethical considerations within organisational contexts. Exploring these dynamics underscores the need for engagement and non-discrimination.

This article delves into the complex relationship between minority cultural values and how laws recognise this domain. In workplaces, there is a need to supervise and work with the employees while also keeping a focus on the enchanted provisions of the law. Legal interventions in the workplace aim to uphold principles of fairness, non-discrimination, and equal opportunity. These regulations encompass a range of statutes, policies, and guidelines to ensure minorities’ cultural rights are protected. Yet, certain areas that are unexplored and, perhaps, a reframed approach towards including such areas can change the entire dynamics of the workplace.

THEORETICAL FRAMEWORK AND KEY VARIABLES

Understanding Cultural Values as the Independent Variable: In an experiment or research study, a variable that you control, adjust, or change to examine its effects is called an independent variable. Any other study variables do not impact this variable; hence, it is independent.’⁶

In this study, the cultural values of minorities are described as an ‘independent variable’. These values play an imperative role in our conceptual framework as they influence our managerial approaches and organisational issues. From a legal standpoint, cultural values are crucial to the

⁵ Martin Luenendon, ‘Management Practices’ (*Cleverism*, 10 October 2017)
<<https://cleverism.com/lexicon/management-practices/>> accessed 05 July 2024

⁶ Selvam Ranganathan and Purustaman Paramasivam, ‘Case Study Training the Employees: A Case Study of Sime Darby Group (Malaysia)’ (2019) 8(5) *International Journal of Business and Management Invention*
<[https://www.ijbmi.org/papers/Vol\(8\)5/Series-2/D0805021820.pdf](https://www.ijbmi.org/papers/Vol(8)5/Series-2/D0805021820.pdf)> accessed 05 July 2024

formation of the laws. Acknowledging these values will facilitate the formulation of enhanced solutions, leading to an effective and inclusive workplace.

Given the legal domain, cultural values, as an independent variable, are recognised and protected under various legal frameworks. Anti-discrimination laws and similar statutes ensure employers are not discriminated against based on cultural background. Similarly, international instruments like the Universal Declaration of Human Rights (UDHR) affirm the importance of cultural diversity and protecting cultural rights. A detailed study is made in the next section.

The cultural values of minorities can affect the expectations, perceptions, and preferences of minorities of managers and management practices in several ways, as shown in the following points. Here are how laws are framed to tackle the issue. Some of the ways are enumerated below: -

Personal and Contextual Diversity

- Research indicates that diversity can have both pros and cons. The teams can have two facets of diversity (personal and contextual). Personal diversity includes differences in personal characteristics (age, gender, language, skills, and cultural values). All are well protected under the 'anti-discrimination laws, whereas contextual diversity includes diversity in environments like institutions and political systems intersecting with legal protection against discrimination.
- The teams with higher contextual diversity produce higher quality work with innovative and creative solutions to problems. The diversity in contextual backgrounds enhances the team's ability to approach problems from multiple perspectives. Intriguingly, cultural diversity is one of the 7 areas where the government offers legal frameworks to create an inclusive workplace.
- Personal diversity, such as cultural values, can negatively affect a team. Different cultures, who differ at a personal level, find it less enjoyable to spend time together. As a result, they have less communication, leading to less camaraderie and more conflicts. Minorities can often feel harassed. To mitigate these challenges, governments offer anti-harassment policies, ensuring valued equality. Section 2 (a) and Section 25T of the

Industrial Disputes Act 1947, read with Schedule V, detests the favouritism of one group and terms it as an unfair labour practice.

Variation in Leadership

- Cultural diversity can create a variance in leadership types, for instance, consensus and hierarchy. Some cultures value consensus and participatory decision-making. Leaders or managers from these backgrounds seek input from team members. Whereas in hierarchical cultures, top-down decision-making is followed⁷.
- High culture vs. Low culture – High-context cultures (e.g. Japan) rely on shared context and non-verbal cues. Low-context cultures (e.g., the United States) emphasise explicit verbal communication.

Yet, it might be largely noticed that the majority with their cultural value still predominantly occupy major leadership positions. The board members usually follow suit, and there's less inclusivity. There's a need for laws that check minorities are not being deprived of their deserved position. Although reservation of jobs for Scheduled Castes (SCs), Scheduled Tribes (STs), and Other Backward Castes (OBCs) has helped to some extent.

Motivation Strategies

According to Robert Dublin, 'Motivation is the complex set of forces starting and keeping a person at work in an organisation.' Motivation is of two types (intrinsic and extrinsic). Extrinsic focuses on external factors, whereas intrinsic focuses on internal factors. Cultural values influence what influences individuals. Some cultures emphasise intrinsic factors (personal growth and autonomy), whereas others focus on extrinsic rewards (salary, status).

Local Markets Insights

Diverse backgrounds allow minority employees to understand local customs, traditions, and consumer behaviour. They can identify niche markets with their deep understanding of specific customer segments. Local language fluency enables better communication with customers while

⁷ Yang (n 3)

reducing language gaps. The cultural values of minorities can guide organisations on behaviour and communication of real-time feedback. Legal protections against discrimination ensure that minority employees can leverage their cultural knowledge without facing biases.

*Innovations*⁸

The cultural values of individuals often oversee the innovation in managerial practices. Risk-taking and open-mindedness prioritise creativity and the pursuit of new ideas. Cultures may opt for open-mindedness. These cultures support changes and adaptability in technology and the work environment, fostering a culture of innovation and continuous improvement. Government services and policies should cater to both groups, what is required is the best minds in the world. In India, the government provides incentives for research irrespective of their culture and religious practices. A good example of this is the National Science, Technology, and Innovation Policy (STIP).

Analysing Managerial Practices As the Dependent Variable: To study the cause-and-effect relationship between two variables, researchers often tease one variable to examine the effect on another. The dependent variable is that variable which is affected by the change made to the independent variable. The researchers, through their study, are interested in examining the effect on the dependent variable. Unlike the independent variable⁹, the value of the dependent variable depends on the changes in the independent variable. In this study, Managerial Practices are the Dependent variable. The study aims to examine how they are managerial practices in an organisation affected by variance in the cultural values of minorities, which is the independent variable here.

Managerial Practices¹⁰ refers to activities and strategies that managers may employ to manage and lead an organisation effectively. It is extremely important for the smooth functioning of the organisation. Cultural practices may significantly affect managerial practices in various ways.

⁸ Muath Jaafari et. al., 'Organizational Health Behavior Index (OHBI): A Tool for Measuring Organizational Health' (2023) 15(18) Sustainability <<http://dx.doi.org/10.3390/su151813650>> accessed 05 July 2024

⁹ Pritha Bhandari, 'Independent vs. Dependent Variables | Definition & Examples' (Scribbr, 03 February 2023) <www.scribbr.com/methodology/independent-and-dependent-variables/> accessed 05 July 2024

¹⁰ Yang (n 3)

Some ways are:

Organisational policies and practices: There exists cultural diversity in an organisation, and the cultural values of these minorities also, in some way, shape the policies and practices to be followed in an organisation. It must be ensured ¹¹That the policies and the cultural values align with each other. If a mismatch exists, there is a high chance that such policies might disappoint employees belonging to such minorities. An instance can be taken of *Griggs v Duke Power Co.* wherein it was held that an employer could not use discriminative job requirements excluding a particular race for any reason. Employment tests or measures must be relevant to the job to be valid.

Decision-making processes: Legal frameworks like the Equality Act in the UK mandate inclusive decision-making processes that consider the diverse perspectives of employees. This was highlighted in a landmark case called '*Ricci v DeStephano*'. In this case, Frank Ricci was unfairly denied a job promotion because of his race.

Motivation and Rewards: When designing an incentive program, managers must keep in mind that different cultures might have different notions of what is considered a reward or an incentive. It must be ensured that the program resonates with those notions of the diverse workforce. Managers must design equitable reward systems that resonate with a diverse workforce's cultural values.

Communication Styles: Different cultural values have different ways of dealing with arguments, confrontation, what might or might not be considered insulting, how people are to be greeted, what is preferred indirect or direct communication, etc. The managerial practices should be such that the communication style proves to be effective across diverse backgrounds. Anti-harassment laws and workplace regulations such as those enforced by EEOC demand effective communication strategies.

¹¹ David Pitts, 'Diversity Management, Job Satisfaction, and Performance: Evidence from U.S. Federal Agencies' (2009) 69(2) Public Administration Review <<http://dx.doi.org/10.1111/j.1540-6210.2008.01977.x>> accessed 05 July 2024

Training and Development: To foster an inclusive environment at the workplace, diverse perspectives must be accommodated into managerial practices. The managers must be properly trained and educated in such a way that their understanding of diverse cultural practices increases and they become more accommodative. Training programs must adhere to legal standards.

Conflict Resolution: Different cultures might have different practices and values. Sometimes, they might conflict with each other. In such a scenario, a manager must be trained in such a way that he is capable of resolving these issues or conflicts between the cultural values. He must be able to maintain peace and harmony within the organisation so that the organisation functions smoothly and efficiently.

NAVIGATING LEGAL FRAMEWORKS FOR CULTURAL DIVERSITY

A diverse workplace should reflect a mosaic of individuals from various backgrounds, ensuring adherence to international laws that prohibit discrimination based on ethnicity and religion. This requires compliance with laws that seek to prevent discrimination based on ethnicity and religion. Let us navigate this ultimate maze of legal frameworks in India and globally. The given points here tell us about the existent laws in place focusing primely on prejudice and 'equality'.

International Legal Standards and Laws:

Anti-discrimination laws:

The anti-discrimination laws seek to prevent discrimination against a particular group of people. In workplaces, equal opportunities and fair treatment in employment rights are ingrained in these laws.

Such instances can be found in:

USA: Title VII of the Civil Rights Act 1964¹² - includes provisions for waning employment discrimination based on race, colour, religion, sex, or ethnicity, including recruitment, hiring, promotion, and termination.

An instance of the same could be highlighted in the case of *EEOC v Abercrombie & Fitch Stores, Inc.*¹³ In the mentioned case, Samantha Elauf, A Muslim woman, wore a hijab to work. Her headscarf violated Abercrombie’s Look Policy governing employee dress. The Equal Employment Opportunity Commission (EEOC) brought a claim against her behalf. The Supreme Court ruled in favour of Elauf, highlighting that employers have an affirmative obligation to accommodate.

UK: The Equality Code 2010¹⁴ legally shields individuals against discrimination in the job and society. Via this Act, Public bodies must consider how their policies affect people with different protected characteristics.

Canada: Under the Canadian Human Rights Act,¹⁵ Employers are obligated to ensure equal treatment of all employees. Thus, this act plays a crucial role in protecting the cultural rights of minorities by prohibiting discrimination based on cultural background and fostering inclusivity.

Germany: Under Germany’s General Act on Equal Treatment, Section 1 states that this act solely tries to prevent discrimination on ethnical race and other categories.¹⁶ Section 2¹⁷ states the criteria under which such discrimination will not be tolerated. Intriguingly, Sections 2(1), (2), (3), and (4) all oversee discrimination in employment and organisation.

¹² United States Civil Rights Act 1964

¹³ *EEOC v Abercrombie & Fitch Stores Inc* [2015] 575 SC 768 (US)

¹⁴ The Equality Code 210

¹⁵ Canadian Human Rights Act 1985

¹⁶ General Act on Equal Treatment 1985, s 1

¹⁷ General Act on Equal Treatment 1985, s 2

Accommodation of Religious Practices:

Many countries entail provisions for accommodating religious practices in the workplace to protect the interests of others. Employers are typically required to make reasonable adjustments to cause undue hardship. Research corroborates the business case for diversity and showcases that diverse teams are more innovative, creative, and better equipped to navigate complex challenges. According to a McKinsey study, companies.¹⁸ In the top quartile for racial and ethnic diversity, they are 35% more likely to have financial returns above their respective national industry medians. The laws for the same are seen in countries like:

Ireland: Irish Employment Equality Acts 1998 to 2015 states that no person can be discriminated against based on religious grounds (if they are atheists or believers in God).¹⁹

Malaysia: Article 8 of the Federal Constitution of Malaysia²⁰ Guarantees that every citizen is treated equally before the law and forbids discrimination based on a person's race, religion, place of birth, or descent.

Diversity and Inclusion Policies:

Organisations worldwide are encouraged to adopt diversity and inclusion policies to promote a culture of respect, equity, and belonging. One of the methods for facilitating the same can be done via the appointment of commissions. An instance of the same can be found in the:

- USA appointed the Equal Employment Opportunity Commission (EEOC). It was formed to enforce Title VII of The Civil Rights Act 1964. It investigates the charges brought by employees about discrimination they felt in their workplace.
- Sweden: Sweden Equality Ombudsman (DO) monitors compliance with anti-discrimination laws and promotes equal rights and opportunities for all individuals, regardless of gender, ethnicity or religion.

¹⁸ Ruchika Tulshyan, 'Speaking Up As A Woman Of Color At Work' (*Forbes*, 10 February 2015) <www.forbes.com/sites/ruchikatulshyan/2015/02/10/speaking-up-as-a-woman-of-color-at-work/> accessed 05 July 2024

¹⁹ Irish Employment Equality Acts 1998, s 37

²⁰ Constitution of Malaysia 1957, art 8

- Canada: The Canadian Human Rights Commission (CHRC) endeavours to combat discrimination and foster equitable opportunities for all Canadians. It conducts inquiries into allegations of discrimination and delivers educational initiatives to enhance awareness and understanding.

Employment Regulations:

Legal frameworks govern various aspects of employment, including recruitment, working conditions, wages, benefits, and termination. Consequentially, the same could be found in the Fair Labor Standards Act (FSLA) in the USA²¹ and the Employment Rights Act²² in the UK.

INDIAN LEGAL FRAMEWORKS AND PROTECTIONS

Various constitutional provisions and specific laws in India aim to protect cultural minorities and promote workplace equality.

Constitution of India: The Constitution of India envisions sections to reduce workplace harassment.

Article 14²³ provides *equality before the law*. It states, “*The state shall not deny to any person equality before the law or equal protection of the laws within the territory of India.*”

Similarly, Article 15²⁴ entails that “*the state shall not discriminate against any citizen on grounds only of religion, race, caste, sex, place of birth or any of them.*”

In addition, Article 26²⁵ gives the freedom to manage religious affairs to minorities so that their cultural rights are not infringed upon.

²¹ Fair Labour Standards Act 1938

²² Employment Rights Act 1996

²³ Constitution of India 1950, art 14

²⁴ Constitution of India 1950, art 15

²⁵ Constitution of India 1950, art 26

Article 29²⁶ provides that 'any section of the citizens residing in the territory of India or any part thereof having a distinct language, script, or culture of its own have the right to conserve the same.'

These constitutional provisions form the stratum for subsequent legislation. Additionally, it serves as a panacea for cultural minorities who suffer from discrimination and harassment in the workplace or organisation.

Scheduled Castes and Scheduled Tribes (Prevention of Atrocities Act) 1989 or simply Atrocity Act:²⁷ This act prevents atrocities among the weaker deprived section of societies. Scheduled Castes (SC) or Scheduled Tribes (STs). They entail provisions to prevent hate crimes against these communities. Furthermore, penal actions are laid down if any person commits such an act. Thereby seeking to uphold the rights and dignity of SCs and STs in India.

Therefore, there is a need to incorporate additional examples and eloquently elaborate on various aspects of the global legal framework. A comprehensive understanding of anti-discrimination laws, accommodation of religious practices, diversity and inclusion policies, and employment regulations are the need of the hour. Moreover, the discussion herein on Indian legal frameworks highlights the constitutional provisions and specific legislations aimed at safeguarding the rights of marginalised communities and promoting equality and social justice within the country.

A prime instance of fighting this cultural discrimination against minorities in workplaces could be found in the State of Karnataka v Appu Balu Ingale.²⁸

COMPARATIVE ANALYSIS

United States - Civil Rights Act: The United States Title VII of the Civil Rights Act 1964, as discussed above, primarily focuses on varied types of discrimination against individuals. One of the key features worth mentioning is the empowerment of individuals to file lawsuits directly

²⁶Constitution of India 1950, art 29

²⁷ Scheduled Castes and Scheduled Tribes (Prevention of Atrocities) Act 1989

²⁸ *State of Karnataka v Appa Balu Ingale & Ors* (1992) 4 SCC(SUPP) 469

against employers in case of discrimination. The act ensures the employees always have a recourse to legal remedies. Yet, on a different spectrum, this can be burdensome, considering the complexity and the cost of litigation.

United Kingdom - Equality Act 2010: The UK's Equality Act lays down prime emphasis on a single cohesive framework. It requires public bodies to consider how their policies affect people with minority cultural backgrounds. A crucial feature includes the empowerment of the employers to address the disadvantages of underrepresented groups. Like every act, it showcases a loophole, too. The act may require continuous monitoring and adaptation to changes.

India's Constitutional Provisions and Laws: India's constitutional legislations and laws have been discussed comprehensively before in this discourse. The key features include reservation policies in education and employment to correct historical prejudices. While this approach to promote substantive equality is appreciated, challenges need to be addressed. For instance, the upper-income class feels their voices are being marginalised. A uniform, ubiquitous application remains a concern.

In summary, the US model emphasises legal remedies via individual litigations empowering employees. Yet, they can also be detrimental. The UK's proactive measures allow employers to take steps. This suggests it supports systematic change in the workplace. India emphasises affirmative action and specific protections for marginalised communities. This suggests India stands on substantive equality. It focuses both on current and historical discrimination.

STRATEGIC RECOMMENDATIONS FOR FUTURE PRACTICE²⁹

After analysing the complexity and significance of cultural diversity incorporation in workplaces, here are some ways it can be foreseen:

Inclusive Workplace Model: The foremost step in respecting different cultures in workplaces is being inclusive. For instance, is a Muslim employee allowed to practice her daily prayers

²⁹ '15 ways to improve diversity and inclusion in the workplace' (*Firstup*, 10 May 2024) <<https://firstup.io/blog/15-ways-to-improve-diversity-and-inclusion-in-the-workplace/>> accessed 05 July 2024

without any questions? Furthermore, a survey or evaluation can signify the inclusivity of the team. The Boston Consulting Group (BCG) confirmed that minorities are under-representation, only 3 CEOs are black out of 500. In strengthening the aforesaid model, governments should implement laws requiring companies to conduct '*regular inclusivity audits*' and report on minority representation at all levels.

Acknowledge and Honour Cultural Practices: Companies can focus on holidays and celebrations. For instance, a Forbes article suggests a special refrigerator to separate Kosher items. Companies give vacation holidays on Christmas and other religious occasions. To strengthen the practice, governments can give '*floating holidays*', allowing employees to choose their religious and cultural holidays. Additionally, office meals should include dietary preferences for minorities, e.g. pork is not allowed for Muslims.

Workforce Feedback: Employees should have access to 'workforce communication platforms' They should offer a safe sphere for the employees. An inclusive sphere without any discrimination, where employees can be united and their voices heard. Furthermore, a discussion panel where they discuss diverse viewpoints can be beneficial. For the facilitation of the same, the government can include or strengthen the '*whistleblower laws*'. In the United States, the Whistleblowers Protection Act allows employees to disclose information which they believe is a violation of law. Similar laws should be established everywhere.

Diverse Thinking: When a company needs a diverse workforce to elevate to the zenith, it must consider diverse backgrounds and perspectives. This could include the smallest part of the work, like sending an email to the bigger part, such as feedback on the product. A thorough understanding is quintessential to brighter thinking patterns and great products. Governments can institute a system of quotas and reservations. Although they are still existent, often they are not properly implemented. In India, the Union Government established *a sub-quota of 4.5%* for religious minorities within the existing 27% reservation for Other Backward Classes (OBCs).

Strengthening Anti-Discriminatory Policies: A major step in ensuring employees' security is strengthening anti-discriminatory laws. A Harvard Business Review revealed that 75% of respondents felt that superficial policies are insufficient. They emphasised good leadership and

reinforced anti-discrimination policies. In line with the research, leadership and managerial training in diversity and inclusivity can be the way forward. In India, this can be included as a sub-part of the *Pradhan Mantri Kaushal Vikas Yojana (PMKVY)*. This is a government scheme that helps in imparting skill development training to the youth of India.

Some additional suggestions include the incorporation of AI in every sphere.

Training and Development Offers: E-learning platforms and virtual reality (VR) can provide cultural role play where employees can observe various cultural interactions and improve their perspective. A government scheme, the *Centre for Cultural Resources and Training*³⁰ (CCRT), does the required work. By educating people on religious heritage and sites, it sought to educate the masses. Yet, the outreach is low.

Communication Platforms: Regardless of the type of cultural attitude adopted by the minorities, go-to communication tools such as Slack, Microsoft Teams, or Zoom may help in improving communication and collaboration.

Data Analytics: AI-driven tools may analyse employee sentiment and reveal the cultural problems that can be an issue for the organisation. Furthermore, AI tools can help reduce bias by anonymising bias rather than focusing on skills or qualifications.

Inclusive Recruitment: Promote the use of recruitment automation systems with reduced chances of discrimination on cultural practices.

Employee Engagement: Employees, through the provision of virtual meeting platforms or resource libraries such as Employee Resource Groups (ERGs), may foster discourse. India has formulated the³¹ *National Digital Library of India*, made by the Indian Institute of Technology,

³⁰ Neeraja Murthy, 'Centre for Cultural Resources and Training (CCRT) : A multidisciplinary space that promotes music, dance and cultural events' *The Hindu* (27 April 2023) <<https://www.thehindu.com/life-and-style/centre-for-cultural-resources-and-training-ccrt-is-a-welcome-addition-to-hyderabad-cultural-scene/article66763107.ece>> accessed 13 July 2024

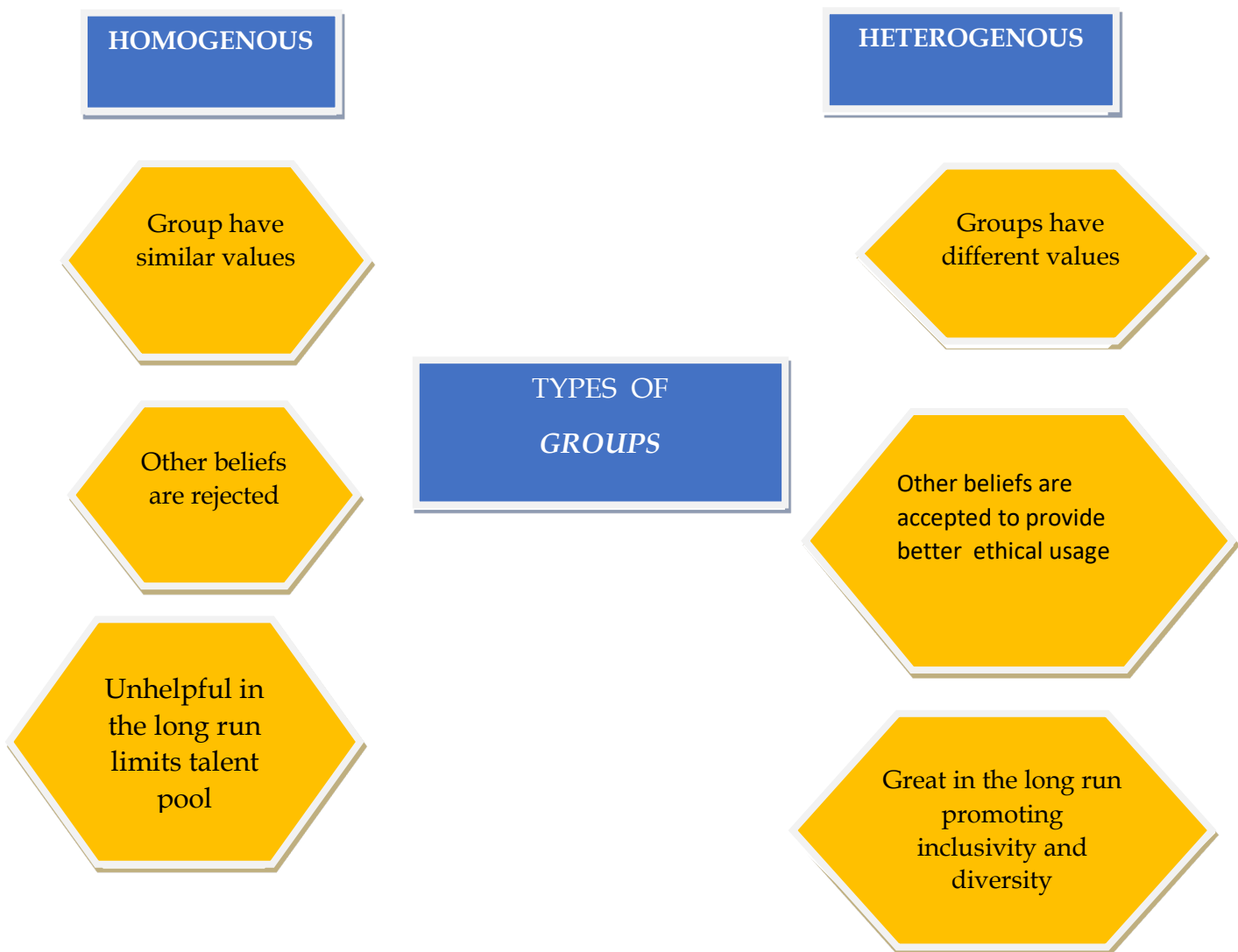
³¹ Tahir Qureshi, 'IIT Kharagpur Creates National Digital Library For Students In All Subjects' *Idnia.com* (26 March 2024) <www.india.com/education/iit-kharagpur-creates-national-digital-library-treasure-trove-of-knowledge-for-students-in-all-subjects-6814071/> accessed 13 July 2024

Kharagpur. It has four crores of resources that cater to different sections of society. It serves as an excellent platform for cultural sensitivity.

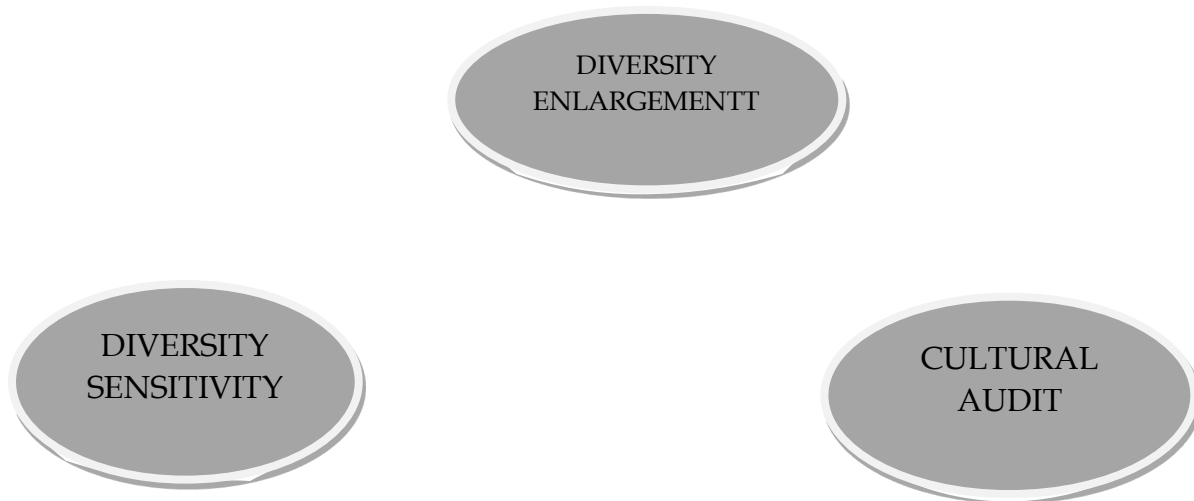
Yet, limitations exist. AI can harm the personal identity of minorities, leaking their confidential information. In a globalised world, no one knows when your info might be revealed. To mitigate the same, the government should aim at strengthening the recent Data Protection Bill.

STEPS TAKEN SO FAR: A CASE STUDY

For the facilitation of the study, organisations can be grouped into two:



In this globalised world, diversity and inclusion of cultural practices of minorities have become crucially significant. Companies that embrace cultural diversity can benefit from enhanced creativity, problem-solving, and employee satisfaction.



Diversity Enlargement: Herein, the company aims to change the demographical composition via the inclusion of various ethnic and cultural backgrounds. Often, this is due to compliance with laws.

Diversity Sensitivity: This approach aims to reconcile the differences that may arise due to employees from diverse backgrounds and cultures. The prime emphasis is laid on sensitising employees about stereotypes and discrimination.

Cultural Audit: This approach involves an inspection or audit done by outside consultants who obtain surveys and focus groups. They provide insights into the minorities who feel that their voices are being silenced and cultural rights are being silenced.

According to survey data, religion in India showcased the following results. The result showcased that the workplace is more lenient and supportive towards non-Hindus.

- Non-Hindus feel the workplace is more supportive than Hindus (the majority);
- There is no significant difference between the performance appraisal scores of Hindus (majority) and non-Hindus (minority).

HYPOTHETICAL CASE SCENARIO

Background: This study highlights some eccentric practices advocated by XYZ Corporation – a tech giant company that tried to penetrate a new area with a diverse culture. The employees for companies and organisations are no longer homogenous. They cater services to different minorities as well. The management team understands the significance of presenting cultural rights as well as ensuring fairness towards the employees.

Scenario: Meet Sarah, The Croatian software star, and Ahmed, an Egyptian Marketing enthusiast. Both are part of a multicultural team and are part of minorities in America. Here's how cultural rights impact their managerial practices.

Recruitment and Selection

- XYZ actively promotes diversity in line with the Equal Employment Opportunity (EEO) laws, which prohibit discrimination based on race, colour, religion, sex, or nation.
- Sarah's cultural background influences her work style and communication preferences. The HR teams understand these nuances and are trained in compliance with anti-discrimination laws.
- Ahmed's religious practices are accommodated during the interview process, following the guidelines of Title VII of the Civil Rights Act, which requires reasonable accommodations for religious practices.

Leadership and Communication

- The leadership team attends cultural sensitivity workshops and gains insights about cultural norms and non-verbal cues.
- Managers adapt their leadership approaches according to the employees' behaviour and preferences. This is, in fact, non-discriminative as per the legal notions of practice. Sarah gets direct feedback, whereas Ahmed receives indirect feedback.

Work-Life Balance

- Sarah observes religious holidays and festivals. The company provides flexible hours, ensuring reasonable accommodations.
- Ahmed is more family-oriented. Managers prod him to attend family events, in line with laws such as the 'Family and Medical Leave Act (FMLA), which ensures employees' rights to freedom and life.

Organisational Policies

- XYZ Corporation revisits policies to ensure they align with cultural rights. For instance, dress code guidelines are updated to respect cultural and religious attire.

Results

Employee Satisfaction and Motivation: Sarah and Ahmed feel valued, respected, and motivated. Their cultural identities are assets to the company's success. This fosters a workplace free from discrimination and complies with all relevant laws.

Enhanced Organizational Performance: XYZ Corporation's commitment to cultural rights enhances employee engagement, creativity and overall organisational performance. The company's adherence to anti-discrimination laws not only improves morale but also ensures legal compliance and mitigates the risk of litigation.

CONCLUSION

In conclusion, this paper intends to highlight the significant impact of minority cultural values on managerial practices. Current legal frameworks at both national and international levels aim at protecting minorities from any form of violation. Any form of discrimination is condemned globally to permit equal access in workplaces. Although the legislative laws are valuable to the utmost extent, the manager's and organisational roles are essential as well. Diverse teams bring in different perspectives, encapsulating solutions to complex problems.

Yet challenges persist. In turn, such problems require organisations to have proper and efficient Diversity and Inclusion policies. The comparative analysis carried out in this paper enriches the diverse strategies implemented by countries. The national legal advisors can present a specifically tailored approach, weighing the pros and cons of different international schemes laid down for the protection of minorities' cultural rights.

In brief, this article aims to highlight that the cultural beliefs of minority groups have to be acknowledged and appreciated while ensuring that organisational policies respect the legal provisions. Additionally, it can create a cultural mosaic that can support new ideas to enhance growth. This holistically can foster the recruitment of the best employees and successful organisations.