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## Research Article

### Antecedents and Consequents of Multiculturalism and Social Diversity among Law Enforcement Workplace in Metro Manila

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#### ABSTRACT

This study describes the antecedents and consequents of multiculturalism and social diversity, and the perceptions of law enforcement personnel towards the consequents of multiculturalism and social diversity in the law enforcement workplace. This quantitative descriptive research determined the perceptions of 100 law enforcement personnel from the purposively selected law enforcement workplaces in Metro Manila. Data were analyzed using frequency and percentage distribution, mean and rank. The majority of the respondents recognized the utmost importance of multiculturalism and social diversity in a Law Enforcement workplace. Managing diversity in the law enforcement workplace means creating conditions that maximize the potential of its personnel to enhance organizational performance; and Multiculturalism promotes the integration of different cultures and the sharing of one's ideas and perspectives that lead to innovations have the highest mean scores of 3.75, respectively. On the other hand, Inclusive organizations can screen out highly prejudiced individuals and will find it easy to manage diverse employees with a mean score of 2.69. It can be gleaned that the majority of the respondents perceived that employing a culturally diverse law enforcement workforce has positive consequences to its people, workplace culture, and organizational climate. Therefore, law enforcement officers should support heterogeneous workplace advocacies, and that policymakers should reinvigorate the rigor of existing policies to sustain multicultural and social diversity in the entire organization.

**Keywords:** *Multiculturalism, social diversity, antecedents and consequents, law enforcement, workplace*

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## **Background**

The changing social formations articulated the multicultural democratic society and multiplied boundaries. Multiculturalism is a social reform committed to grasp social equality (Gottfredson, 1997) and has long been standing for a wide range of social articulations, ideas, and practices (Gottfredson, 1997; Cuyugan et al., 2017). Multiculturalism is a social condition of diversity among an explicit population evident through various spatial constructions, in particular, the presence of differences and transformations among a population in terms of racial, ethnic, religious, and other cultural characteristics (Clayton, 2009; Pahayahay et al., 2017). As postulated by (Nye, 2017) multiculturalism through a lens of a complex range of issues as social management approach and looking at the challenges and opportunities in social diversity.

In the 21st century workplace, organizations are predictably confronted with culturally diverse employees (Davel & Ghadiri, 2013; Dasig Jr, 2017) as such; diversity in the workspaces promotes the development of dynamic heterogeneous organizations (Selden & Selden, 2001; Dasig Jr et al., 2017). The paradigm shift from dominant to empathic workplace culture was driven by cultural literacy and cultural competence training afforded by the people managers of the company (Sue, 2001; Austria et al., 2015) as steps in building culturally conscious employees (Stoffle & Tarin, 1994) and as an essential component of workforce diversity management (Melkonian, 1995), that can be enriched by reframing them in terms of multiculturalism (Fenner, 1999). Similarly, the ability to advance multiculturalism in the workplace is a powerful belief that underlies all social work practices (Walker & Staton, 2000; Dasig Jr, 2017) is a noteworthy indicator of an organization's success and competitiveness (Iannuzzi, 1997; Dasig Jr, 2014).

Prejudice towards and discrimination of recruits with racial and cultural differences (Geschke, 2007), alienation from a system because of disparities in the police workforce (Loveday, 2008), and the cultural incompetence and homogeneity that makes the organization blind to collective failures (Jirwe et al., 2009) were identified as the common antecedents of

multiculturalism and social diversity in the law enforcement workplace. Researches show that prejudice and discrimination are serious problems in our modern globalized world (Geschke, 2007). The controversial political issue of racial profiling and the disproportionate use of police force (Legewie, 2016) and the effects of perceived age discrimination on employee outcomes (Redman & Snape, 2006), and ethnic categorization (Holdaway & O'Neill, 2004) are the common issues such organizations need to redress institutional discrimination (Body-Gendrot, 2010).

Further, the research uncovered wide disparities in the use of police officers and police staff in a variety of functions such as the police shootings of young black men in their communities in the U.S. (McKelvy, 2018); police departments collecting race-based traffic and pedestrian contact information (Engel & Calnon, 2004) and the extreme racial disparities had accelerated conversations about the need to address racial disparities (Okonofua et al., 2016). Similarly, cultural incompetence and homogeneity have been evident as most organizations fail to acknowledge diversity in culture. Westmarland posited that the existence of a "cultural crisis" was due to limited cultural knowledge, strategy (Westmarland, 2008), and organizational processes (Dasig Jr et al., 2014; Chan, 1996), while there has been an increasing cultural issue raised for police managers, are the effect of uniforms, ranks, and the implications (Kingshott & Prinsloo, 2004). These antecedents have been there over time that makes the organization blind to collective failures. These antecedents were some of the barriers to the development of human potentialities and so weave a less arbitrary social fabric (Trimble, 2013). Further, these antecedents have posed challenges to organizations that lack diversity management and maximizing potential to enhance organizational performance (Dasig Jr et al.; Bertone & Leahy, 2003) can incur costs, including legal action, resulting from discrimination and associated negative publicity (James & Wooten, 2006).

The topic of cultural diversity in the law enforcement workplace has been somewhat neglected in the abundant research on cultural diversity in corporate and other organizations.

To this nature, and to overcome this gap, the researcher examined the antecedents and consequents of employing a culturally diverse work in a law enforcement agency. In the law enforcement workplace, cultural literacy and cultural sensitivity promote peaceful coexistence, respect, tolerance, better interactions with people of diverse cultures, and excellent conflict management.

This study describes the antecedents and consequents of multiculturalism and social diversity, and the perceptions of law enforcement personnel towards the consequents of multiculturalism and social diversity in the law enforcement workplace. This study advances multiculturalism and social diversity literature based on research evidence of the various antecedents and consequences in employing a culturally diverse law enforcement workforce. As such, it would be of great significance that law enforcement workplace should advance heterogeneous workgroups to be more creative, innovative, and adept at problem-solving and conflict management (Cox & Blake, 1991; Cox, 2001; Valderama, 2018) and that employee training should focus on “managing for diversity” to leverage the competitive advantage of diverse human capital (Oliver, 2017).

The results of this study may also be used by law enforcement officers and people managers to embed multiculturalism and social diversity issues in the workplace policies, leadership, and workforce diversity management, revisit racist and unproductive recruitment strategies.

## Methods

The researcher utilized a quantitative descriptive approach (Dasig Jr et al.) by applying a non-probabilistic purposive sampling method by convenience and accessibility during the COVID-19 pandemic. The researcher-developed questionnaire was utilized in the study. Data collection was conducted utilizing an online questionnaire administered to selected law enforcement workplaces in Metro Manila using the Google Form, which gained 100 responses. The researcher utilized frequency, percentage distribution, mean, and rank as tools in statistical analysis.

## Results and Discussion

### **Demographic Profile of the Respondents.**

Table 1 presents the demographic profile of the respondents. The majority of the respondents 53 or 53 % belong to the age group of 30-39 years old. The respondents were dominated by males comprising 52 or 52% and 48 or 48% were females respectively. This is the usual trend in terms of the gender since law enforcement profession is often associated with the male population. The majority of the respondents 48 or 48% were single and 47 or 47% were married, while a very small 5 or 5% were divorced / separated.

The majority of the respondents 70 or 70% were college graduates and 28 or 28% were master's degree graduates, while a very small 2 or 2% were graduates of doctorate. The majority of the respondents 72 or 72% were working in the law enforcement service for 1-10 years and 17 or 17% were working in the law enforcement service for 11-20 years. While a small 9 or 9% were working in the law enforcement service 21- 30 years and a very small 2 or 2% were working in the law enforcement service for 31- 40 years already.

In terms of rank, the majority of the respondents 64 or 64% were Police Corporal (PCpl) and 9 or 9% were Police Staff Sergeant (PSSg), while 7 or 7% were Patrolman / Patrolwoman (Pat).

On the other hand, there were 3 or 3% for each of the ranks as Police Major (PMAJ), Police Captain (PCPT), Police Lieutenant (PLT.), Police Executive Master Sergeant (PEMS), Police Senior Master Sergeant (PSMS), Police Master Sergeant (PMSg), while a very small 1 or 1% of each rank were Police Colonel (PCOL) and Police Lieutenant Colonel (PLTCOL), respectively

In terms of monthly gross income, most of the respondents 55 or 55% were earning 30,000- 39,999.00 and 18 or 18% were earning 40,000- 49,999.00. On the other hand, some of the respondents 10 or 10% were earning 20,000- 29,999.00, 7 or 7% were earning 10,000- 19,999.00, 5 or 5% were earning 75,000- 99,999.00, 3 or 3% were earning 50,000- 74,999.00, and a very small 2 or 2% of the respondents were earning more than 100,000.00.

Table 1. Demographic Profile of the Respondents

Profile		Frequency	Percentage (%)
Age	20- 29 years old	26	26
	30- 39 years old	53	53
	40- 49 years old	17	17
	50- 59 years old	4	4
	60 and older	0	0
Gender	Male	52	52
	Female	48	48
Civil Status	Sigle	48	48
	Married	47	47
	Widow/Widower	0	0
	Divorced/Separated	5	5
Highest Educational At- tainment	Doctorate graduate	2	2
	MS/MA Graduate	28	28
	Bachelor's Degree Graduate	70	70
Years in Service	1- 10 years	72	72
	11- 20 years	17	17
	21- 30 years	9	9
	31- 40 years	2	2
	41- 50 years	0	0
	51 or more years	0	0
Rank	Police General	0	0
	Police Lieutenant General	0	0
	Police Major General	0	0
	Police Brigadier General	0	0
	Police Colonel	1	1
	Police Lieutenant Colonel	1	1
	Police Major	3	3
	Police Captain	3	3
	Police Lieutenant	3	3
	Police Executive Master Sergeant	3	3
	Police Chief Master Sergeant	0	0
	Police Senior Master Sergeant	3	3
	Police Master Sergeant	3	3
	Police Staff Sergeant	9	9
	Police Corporal	64	64
Patrolman / Patrolwoman	7	7	
Monthly Gross Income (in Peso)	More than 100,000.00	2	2
	75,000- 99,999.00	5	5
	50,000- 74,999.00	3	3
	40,000- 49,999.00	18	18
	30,000- 39,999.00	55	55
	20,000- 29,999.00	10	10
	10,000- 19,999.00	7	7

N= 100

**Perceptions of the Respondents on Multiculturalism and Social Diversity in Law Enforcement Workplace**

Table 2 represents the perceptions of law enforcement personnel towards multiculturalism and social diversity in the law enforcement workplace. Generally, 100 respondents rated their perceptions at an average mean of 3.28 interpreted as strongly agree. This implies that law enforcement personnel recognized the utmost importance of multiculturalism and social diversity in a Law Enforcement workplace.

Among the 16 statements about multiculturalism and social diversity in law enforcement workplace, items numbers 14- *Managing diversity in the law enforcement workplace means creating conditions that maximize the potential of its personnel to enhance organizational performance* and 16- *Multiculturalism promotes the integration of different cultures and the sharing of one's ideas and perspectives that lead to innovations* have the highest mean scores of 3.75, respectively.

The majority of the respondents believe the significance of multiculturalism and diversity in the law enforcement workplace

demonstrates tolerance, respect, and acceptance which improve the organizational culture and reduces conflict within the workplace. Most of them underscore that diversity training can help officers cast aside bias and become role models and conduits of change.

On the other hand, the statements that received the lowest mean scores were, 3- *Inclusive organizations can screen out highly prejudiced individuals and will find it easy to manage diverse employees* received the lowest mean score of 2.69 with the descriptive interpretation of agree, 1- *diversity in law enforcement helps us understand that all kinds of people are needed in this job*, and 5- *multiculturalism and diversity in the law enforcement workplace change negative perceptions about the agency*, with mean scores of 2.94 and 2.95 respectively. Respondents supposed that multiculturalism and social diversity in the law enforcement work can shelter the organization from intolerant people and can reinforce positive interactions between police officers and minorities and image rebuilding of the armed national police force in the Philippines

*Table 2. Perceptions of the Respondents towards Multiculturalism and Social Diversity in Law Enforcement Workplace*

Statements about Multiculturalism and Diversity in Law Enforcement Workplace	Composite Mean	Interpretation	Rank
1. Diversity in law enforcement helps us understand that all kinds of people are needed in this job.	2.94	A	15
2. With the dynamics and competitive global community, acquisition and retention of the diverse pool of talents are critical to the success of the organization.	3.03	A	13
3. Inclusive organizations can screen out highly prejudiced individuals and will find it easy to manage diverse employees.	2.69	A	16
4. Organizations that lack diversity management can incur costs, including legal action, resulting from discrimination and associated negative publicity.	3.08	A	12
5. Multiculturalism and diversity in the law enforcement workplace change negative perceptions about the agency.	2.95	A	14

Statements about Multiculturalism and Diversity in Law Enforcement Workplace	Composite Mean	Interpretation	Rank
6. Multiculturalism and a diverse law enforcement workplace allow the personnel to communicate with cultural nuance.	3.23	A	11
7. Multiculturalism and a diverse law enforcement workplace are paramount to building public trust.	3.24	A	10
8. Multiculturalism and diversity in the law enforcement workplace boost police legitimacy in the eyes of the public.	3.36	SA	7
9. Multiculturalism and diversity in the law enforcement workplace create confidence in a law enforcement agency's understanding of local issues.	3.33	SA	8
10. Leadership diversity in any organization can promote improved problem-solving and innovation.	3.25	SA	9
11. Diversity training can help officers cast aside bias and become role models and conduits of change.	3.50	SA	4
12. Law enforcement officers should be trained on "managing for diversity" to leverage the competitive advantage of diverse human capital.	3.48	SA	5
13. Heterogeneous workgroups in the law enforcement workplace will develop the personnel to be more creative, innovative, and adept at problem-solving.	3.39	SA	6
14. Managing diversity in the law enforcement workplace means creating conditions that maximize the potential of its personnel to enhance organizational performance.	3.75	SA	1
15. Multiculturalism and diversity in the law enforcement workplace demonstrate tolerance, respect, and acceptance which improve the organizational culture and reduces conflict within the workplace.	3.56	SA	3
16. Multiculturalism promotes the integration of different cultures and the sharing of one's ideas and perspectives that lead to innovations.	3.75	SA	2
Overall Mean	3.28	SA	

1.00-1.74- Strongly Disagree, 1.75-2.49- Disagree, 2.50-3.24- Agree, 3.25-4.00- Strongly Agree

### Conclusion

Based on the findings of the study, it can be gleaned that the majority of the respondents perceived that employing a culturally diverse

law enforcement workforce has positive consequences to its people, workplace culture, and organizational climate. Therefore, law enforcement officers should support heterogeneous

workplace advocacies, and that policymakers should reinvigorate the rigor of existing policies to sustain multicultural and social diversity in the entire organization.

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