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Perceptions of Black Immigrant Workers Regarding Workplace Diversity in Calgary, Alberta, Canada

Lalekan Bolutife Oluwadele
Walden University

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Walden University

College of Social and Behavioral Sciences

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Lalekan Bolutife Oluwadele

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Walden University
2021

Abstract

Perceptions of Black Immigrant Workers Regarding Workplace Diversity

in Calgary, Alberta, Canada

by

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MSC, Corporate Governance, Leeds Beckett University, 2011

MPA, Walden University, 2019

Dissertation Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Philosophy

Public Policy and Administration

Walden University

November 2021

Abstract

Globalization has resulted in permeable boundaries resulting in a highly mobile labor force. Canada's multicultural environment and its Federal Skilled Worker's Policy, renamed the Express Entry Program, attract many immigrants seeking employment opportunities comparable to their qualifications and work experience. Instead of equality and advancement, black immigrants are often underpaid and face few opportunities for advancement. Research has indicated that strong diversity policies and management are promising solutions to these issues. This qualitative study aimed to explore the perception of skilled Black immigrants' workplace experiences and diversity strategies to mitigate discriminatory practices. Johnson's polarity management, as adapted in Benet's polarity of democracy, was the conceptual framework that guided this study. Narrative inquiry elicited information through in-depth interviews of 10 purposively sampled Black immigrant participants who spent a minimum of five years in the workplace. Interview data were analyzed using qualitative data analysis software. Thematic analysis indicated that increased diversity was perceived as a solution to inequality. The participants' perceptions showed the prevalence of either/or thinking and views of diversity in isolation from the interdependent pole that forms the unique polarity of diversity/equality. The findings identified a perceived need for a paradigm shift from understanding diversity as a standalone concept to seeing these workplace issues as a polarity dilemma—to better balance the diversity/equality polarity. The shift in thinking could address the ubiquitous challenge of paradoxes in diversity outcomes, which may have a positive social change implication for increased diversity in policy formulation and implementation.

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Dedication

I dedicate this dissertation to the glory of God, who is the giver and sustainer of wisdom, good health, and sound minds. I also dedicate this dissertation to the memory of my late father, Chief Gabriel Otun Ijo, who taught me never to feel intimidated by any challenge until I have found solutions. He always said to me, “An inanimate object cannot be wiser than you.” Thank you, Father, for building that resilience in me.

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Chapter 1: Introduction to the Study

Diversity is a universal issue due to globalization (George et al., 2017; Weber et al., 2018). The inability to define diversity has presented many challenges in terms of its understanding. Levine (2003) said diversity was a buzzword that organizational leaders used as public relations to appease members of the public about diversification efforts. Beyond defining diversity, government efforts to solve problem of diversity have resulted in equal employment opportunity and affirmative action laws in the United States, Canada, and other countries. The purpose of these governmental actions is to find solutions to diversity problems.

Despite efforts to combat challenges of managing diversity, many policies have not effectively addressed inequality. Lee (2020) said understanding diversity falls within the democratic norm of factionalism, where various factions have extreme positions and thereby contribute to divisions in terms of diversity and equality. Restricting diversity to factions in democracies may continue to produce paradoxical outcomes (Nadiv & Kuna, 2020).

Janssens and Steyaert (2019) sought to balance the ontological diversity dualism of individualism and societism to find practice-based theoretical solutions to diversity. This consists of looking at the effects of diversity on individuals and groups, especially when an individual's suffering is specific to a particular group. There is a need to examine developing theories to enhance diversity management practices.

Leaders affect the success or failure of diversity (Hughes & Brown, 2018; Ng & Sears, 2020; Rahman, 2019; Turnock, 2019). Hughes and Brown (2018) Ng and Sears

(2020) ineffectiveness of human resources (HR) can occur if a CEO does not demonstrate a moral inclination to diversity to promote equality, even if a diversity policy exists. Weber et al. (2018) promoted the concept of diversity and said leaders play a significant role in diversity management. Leaders cannot avoid diversity due to globalization's multidimensional cultural imperatives. Turnock (2019) said leading with purpose as an essential component to managing diversity at an organization's top echelon.

Diversity involves the intricate balance of affirmative action and promotion of merits above anything else in organizations. Park and Liang (2020) said organization leaders will not sacrifice merit principles in the pursuit of diversity, especially in the public sector, to determine whether merit principles obstruct diversity in organizations. Some conflicts with diversity management could occur if an organization focuses on merit principles for recruitment and career advancement.

Scholars have explored employees' perceptions of diversity management and expectations involving diversity policies and organizational implementation. Some scholars have sought to understand the probable effects of diversity and organizational output and have suggested the impracticability of asserting a definitive correlation between the two.

Johnson (1992, 2014) suggested aiming for polarity management and shifting from either/or thinking to both/and thinking. Polarity management requires managing four quadrants of a poles upsides and downsides in two poles' relationships. Each pole

has an upside, which Johnson suggested maximizing, and a downside, which Johnson suggested minimizing to achieve better leverage between the two poles.

Benet (2006, 2013) formulated the polarities of democracy (POD), which consists of 10 elements divided into five pairs. The 10 elements are freedom, authority, justice, due process, diversity, equality, human rights, communal obligations, participation, and representation. The pairs derived from these elements are freedom and authority, justice and due process, diversity and equality, human rights and communal obligations, and participation and representation (Benet, 2013).

Diversity and equality require polarity management to enhance outcomes and resolve paradoxes (Nadiv & Kuna, 2020). Scholars are searching for new theories to address this complex phenomenon. Crusaders, represented by employees, might continually push for upsides of diversity because they experience the downsides. Tradition-bearers, represented by leaders, might fear letting go of the upsides of equality and thus overlook the downsides of equality or upsides of diversity, which could present issues for individuals and organizations (Johnson, 1992, 2014). The purpose of this study was to explore perceptions of Black immigrant workers in Calgary, Alberta, Canada to contribute to knowledge of both crusaders and tradition-bearers to manage polarity and reduce perceived oppression suffered by crusaders while providing tradition-bearers with positive outcomes.

Background

RBC Economics (n.d.) focused on the expanding wage gap between foreign-trained immigrant professionals and their Canadian-trained counterparts and said this gap

has resulted in significant losses for the overall economy. The wage gap originated at the close of the 20th century and has risen from 4% to approximately 10%. According to RBC Economics, “The Canadian labor market appears to discount foreign labor market experience” (p. 2) because of its prerequisite of Canadian experience (CE) for engaging new immigrants in the labor market. Apart from discrimination, this practice has also produced the wage gap. Therefore, although some organizational leaders claim to have diversified workforces, they are far from achieving equality in terms of their employment of immigrants, including Black immigrants. RBC Economics (n.d.) identified provinces of Alberta, Saskatchewan, and Manitoba as having the most unequal wage gaps. The wage gap does not occur only for Black immigrants; however, race is a factor in terms of discrimination in Calgary, Alberta. Therefore, I focused on reasons for discrimination perceived by those most affected.

The South Essex Community Council (SECC, n.d.) said immigrants endure paradoxical situations, and most immigrants possess higher qualifications than their Canadian counterparts. However, “Immigrants are three times more likely than Canadian-born workers to be found in low-skilled jobs” (SECC, n.d., p. 2). One myth is that internationally trained professionals are not as qualified as Canadian professionals. Despite completing rigorous accreditation to confirm equivalent qualifications, only about 40% of immigrants engaged in their trained professions. 60% of immigrants either engage in low-skilled jobs or change professions altogether. Switching professions requires immigrants to restart their career journeys after spending years in their previous

fields. Immigrants completing the switch to their new professions are often employed at the entry-level, one factor contributing to the wage gap.

Problem Statement

Despite diversity policies and their implementation, the expanding wage gap between immigrants and their Canadian counterparts indicates ineffective diversity management in the workplace (RBC Economics, n.d.). The wage gap is not the only concern regarding inequality, but it is one of the most glaring forms of inequality experienced by immigrants, especially Black immigrants. Globalization has resulted in the increased mobility of labor, which has profound implications for diversity management (Nkomo et al., 2019).

Through the federal skilled worker's policy, many skilled immigrant workers come into Canada, specifically Calgary, Alberta, now renamed the Express Entry system. These immigrants expect to engage in work based on their qualifications and work experiences. They hope to attain equal treatment and pay as new skilled workers; more often, however, they are downgraded in remuneration and career advancement (RBC Economics, n.d.). Diversity policies and management should address this issue.

According to Nadiv and Kuna (2020), the wage gap obstructs diversity and equality. Therefore, the present study was a means to explore how diversity management contributes to the wage gap in the local setting to determine how adequate diversity management can occur if inequality remains. Many immigrants experience various disparities in treatment. Diversity policy is a tool for integration; however, it has been ineffective in eliminating inequality in the workplace (Janssens & Steyaert, 2019).

Diversity should not involve only employing different people from different cultures; it should also affect the treatment that everyone receives. Discrimination policies indicate that employers cannot discriminate against anyone during the hiring process. Therefore, employees should not experience discrimination based on skin color or other factors.

Purpose of the Study

The purpose of this qualitative study was to explore Black immigrants' perceptions of diversity policy implementation in their workplaces in Calgary, Alberta. In this study, I focused on whether diversity policy implementation was used to address perceived discrimination, public relations, or bridging disparity gaps.

Research Questions

RQ1: How do Black immigrant workers living in Calgary perceive diversity management?

RQ2: How do Black immigrant workers think diversity management could address all forms of perceived inequality?

Framework for the Study

This qualitative study involved using the polarity management theory by Johnson. The polarity framework involves cardinal principles of ongoing dilemmas between two opposing but interdependent issues or concepts. The theory involves finding better ways of managing unsolvable situations. Polarity management was an appropriate framework for addressing the dilemma of diversity and equality in this study. This theoretical framework was the POD by Benet (2006, 2013). The POD is a theory based on Johnson's

polarity management framework. Polarity is the existence of two interdependent issues that should be managed together as pair for better results. Benet developed a theoretical framework with ten elements divided into five pairs. Each pair has two extreme poles that require management for better results. The unique polarity factor differentiates between a solvable problem and one that is only manageable. Thus, an issue with an immediate solution is a problem outside the purview of polarity management.

The POD has a philosophical foundation involving “promoting positive social change by overcoming oppression” (Bohman, 2012, as cited in Benet, 2013, p. 27). Therefore, the theory facilitated exploring how to achieve parity between diversity and equality. The POD involves overcoming oppression through an equitable society with the democratic principles of 10 elements in five pairs: “freedom and authority, justice and due process, diversity and equality, human rights and communal obligations, and participation and representation” (Benet, 2013, p. 31). I focused on diversity and equality parity and how to maximize diversity while reducing inequality via a gradual process involving attaining equality. First, organizations require diversity policies in order to measure performance. Second, equal opportunity is used for measuring performance, indicating a paradox. Organizational diversity consists of management strategies, whereas equal opportunity contributes to the outcome of those strategies.

Nature of the Study

This qualitative study was a narrative inquiry with data collected via semistructured interviews. The purpose of the interviews was to explore how Black immigrants in Calgary, Alberta perceived diversity management in various public,

private, and nongovernmental workplaces. Participants who may have been witnesses of injustice strove to be agents of social change to reduce the perceived discrimination. The study produced information about organizational diversity management and philosophies, values, and beliefs of those black immigrants who are most affected by the study phenomenon. Data collection entailed conducting interviews to generate themes through storytelling in a fluid and semistructured manner while advancing philosophical understanding of diversity management. Participants were witnesses to these occurrences of discrimination and narrated their experiences through storytelling. I designed the interview questions using the POD and polarity management principles to understand if participants considered diversity a solution or an unsolvable problem that requires management. Interviews occurred via Zoom video conferencing due to COVID-19 requirements.

Definitions

There are some standard terms related to diversity. The study involved using these key terms:

Discrimination: Discrimination in the context of this study is the overt prevention of certain employees from certain organizational privileges based on demographic traits. Discrimination can be a systemic action with the leader's complicity or more of deliberate action (Hughes & Brown, 2018). Discrimination involves deliberately alienating a group or class of people because of prejudices and biases against that group entirely without basis.

Diversity: Diversity is the understanding and acceptance that are many distinguishing factors in the workplace. Diversity distinguishes one person from another, including demographical differences in gender, race, culture, and sex (Nkomo et al., 2019). Diversity is a perceived solution to problems involving inequality, discrimination, and oppression

Diversity beliefs. Diversity beliefs is the outward disposition of both employees and employers to diversity . For this reason, there remains a lack of consensus among all strata of the organization about diversity beliefs. Whereas leaders might think more about all the classes of people represented (Weber et al., 2018), employees might seek equality in treatment, such as wages, career advancement, and other opportunities (Garg & Ganesh, 2018). Thus, there is a need for polarity management to bring these distinctive perceptions to the fore to evaluate and manage them properly (Johnson, 1992).

Inequality: Inequality is when particular groups of employees receive better or worse treatment compared to others. Inequality reflects situations where equals do not receive treatment as equals at the group levels based on different factors.

Assumptions

. I assumed participants may not fully discuss what they had experienced and expected outcomes of diversity management. I assumed that participants may not remember everything though they wanted to share their stories when given the opportunity. A small population will be required for the qualitative study, especially when researching phenomena in their natural settings (Ravitch & Carl, 2016).

Limitations and Delimitations

One major limitation involved challenges posed by COVID-19, as restriction of movement due to government regulations may not allow a face-to-face interview.

One of the delimitations of this study was its narrow scope. I focused on Black immigrants in Calgary, Alberta. Other immigrant communities exist; however, they were not populations considered for this study.

I randomly selected participants from various organizations without focusing on a specific organization. I interviewed immigrants in Calgary who have lived here for at least five years who were currently working or recently retired to compare trends in their experiences about diversity

Significance

This study was significant in that my goal was to better understand diversity, with equality as a polarity and dilemmas to manage rather than solutions to workplace oppression. This could enable employees and leaders to understand both poles' benefits and drawbacks. Such a change could contribute to shifting from either/or thinking to both/and thinking. This might also produce the desire by policymakers to review existing diversity policies, which sees diversity as a solution to address concerns involving diversity and equality poles. This study could contribute to social change by addressing diversity as a solution to inequality rather than a polarity requiring management to achieve both diversity and equality. Knowing what needs to occur for better results from managing diversity as a pole with equality rather than as standalone could be a way to enhance long-term benefits for employees and their organizations.

Summary

Diversity is a perceived solution to problems involving inequality, discrimination, and oppression. It is a topic that is understood using the POD as an ongoing dilemma that requires management.

Until diversity is achieved, organizations may continue to have paradoxical outcomes. Employees may continue to complain of discrimination despite having diversity policies in place. Therefore, understanding these phenomena as polarities requiring management was a means of addressing employees' perceptions of the outcome of diversity implementation.

Chapter 2 included a literature review of the present study's concepts and theoretical framework. In the next chapter, I present the purpose of diversity in terms of globalization and attendant mobility of labor to explore if diversity is a solution to inequality or a dilemma that requires management together with equality as a polarity.

Chapter 2: Literature Review

A lack of consensus exists regarding diversity and its management in diverse organizations. According to Vineberg (2019), Canada is supportive of economic immigrants, although this has not always been the case. A noticeable change in policy occurred in 1962 that enabled individuals from every nation to enter Canada as economic immigrants with the Federal Skilled Workers Policy, now renamed Express Entry. Express Entry enables the recruitment of immigrants from around the world into Canada. There are challenges in harnessing skilled professionals via effective workplace diversity (Guillaume et al., 2017). Successful diversity consists of more than employing people of different demographics according to color, race, or culture; it requires equal opportunities for all in terms of wages and career advancement

Literature Search Strategy

The literature search strategy commenced via the Walden University Library. I consulted with a librarian twice to undertake an effective literature review. ProQuest, Thoreau, Emerald Insight, SAGE Journals, Directory of Open Access Journals, ScienceDirect, and IEEE Xplore were the academic databases I used to search for relevant articles. Key words included *Black, immigrant, migrant, African, diversity, racism, microaggressions, and Canada*. I also accessed books and dissertations involving the conceptual and theoretical framework. In this study, I used the following key words: *diversity management, employee perception, diversity policy, workforce diversity, and organizational performance*. I considered articles published between 2015 and 2021 for this study; however, I also found relevant articles published outside of this period.

Articles that were published prior to 2015 provided foundational information regarding the subject matter.

Theoretical Foundation

I addressed diversity as a policy issue related to Black immigrants' perceptions of inequality and oppression. The study's theoretical foundation was Benet's POD. The POD is a theory based on Johnson's polarity management, which involves polarity as an unsolvable issue that requires management to maximize its positive aspects and minimize negative aspects. Benet developed a theoretical framework with ten elements divided into five pairs. Each pair or parity, has two extreme poles that require combined management for better results. Thus, an issue with an immediate solution is a problem outside of the purview of polarity management.

POD Theory

The POD theory is based on "promoting positive social change by overcoming oppression" (Bohman, 2012, as cited in Benet, 2013, p. 27). The theory was an appropriate approach to explore how to achieve parity between diversity and equality. The POD is a theory built on the conceptual framework of polarity management, which involves distinguishing problems from solutions and dilemmas that require management. The POD suggests overcoming oppression with an equitable society and democratic principles by separating problems and dilemmas. Based on the four-quadrants principle of two opposing but interdependent poles with downsides and upsides, the POD has ten elements divided into five pairs of polarities: "freedom and authority, justice and due process, diversity and equality, human rights and communal obligations, and

participation and representation” (Benet, 2013, p. 31). This study was focused on diversity and equality parity and how to maximize diversity while reducing inequality via a gradual process of attaining equality. First, organizations require diversity policies through which to measure performance. Equal opportunity is one of the main instruments for measuring performance (Nadiv & Kuna, 2020). Organizational diversity consists of management strategies, while equal opportunity contributes to outcomes of those strategies.

Conceptual Framework

Polarity Management

The polarity management theory was this study’s conceptual framework. The theory involves distinguishing between problems that require solutions and dilemmas that require management for the best possible outcomes. Johnson (1992) said, “Polarities to manage are sets of opposites that cannot function well independently. Because the two sides of a polarity are interdependent, you cannot choose one as a ‘solution’ and neglect the other” (p. xviii). Suboptimal results can occur if individuals focus on one side of the pole and neglect the other. Furthermore, additional complications occur if one pole is seen as the ultimate solution to the other pole. Therefore, I did not address diversity as isolated from equality. There is a need for employees to solve diversity challenges by advocating for better diversity implementation. Inequality may exist without any relationship with diversity. Attempts to find solutions to diversity and equality could result in not achieving anything tangible. However, considering diversity and equality as

opposite but interdependent poles is a way to maximize the upper quadrants of both poles.

Johnson's polarity management was used to provide insight into diversity and how to manage equality in this study. Johnson (1992) said that problems with easily found solutions might not be dilemmas; therefore, such issues do not fit the polarity management paradigm. Johnson said, at minimum, two conditions must exist before classifying an issue as polarity that requires management rather than a problem with a solution, which is determined by asking the questions (a) "Is the difficulty ongoing?" and (b) "Are there two interdependent poles?" Johnson said a solvable problem ceases to exist after applying solutions. If the issue is a polarity, it continues to reoccur despite applying solutions.

The second condition is the interdependence between the two poles. Diversity is the opposite of equality (Benet, 2006); the two are interdependent concepts. People who push for diversity often seek equality for all (see Ng & Sears, 2020).

Johnson (1992) indicated the need to shift from thinking about diversity and equality as moving from either/or to both/and thinking. Addressing one pole might not result in meaningful outcomes. However, managing both poles by focusing on their upper quadrants could lead to better outcomes. Johnson noted that focusing too much on either pole (either/or thinking) is not effective to manage the polarity. The two human elements are crusaders and tradition-bearers. Crusaders desire to change because they are weary of their present positions and believe they can improve their conditions with change. Crusaders tend to see only the benefits of the desired change. Tradition-bearers view the

status quo to be beneficial. They resist altering what they know and enjoy and are oblivious of the benefits of the desired change. They focus more on the effects on what they have grown accustomed. Tradition-bearers fear the consequences of crusaders.

Without a shift on both sides, the organizational leaders and the crusaders can continue in an “infinity loop” (Johnson, 1992), in which what both the crusaders and tradition-bearers fear eventually occurs. Therefore, Johnson suggested that understanding the opposite pole, especially the benefits of the upper quadrant (upsides) and the consequences of the lower quadrant (downsides), could result in the shift desired from both parties. The shift of positions based on a thorough understanding of both poles and their associated four quadrants (two quadrants for each pole) could result in effective negotiation from both parties. In other words, a reciprocal process could be a better means of managing polarity, as the members of each side can give and take something. When the members of each side insist on either giving or taking (either/or thinking) instead of giving and taking (both/and thinking), they will always drop to the downsides of the pole they occupy. When the crusaders and the tradition-bearers remain in their poles’ lower quadrants, the organization may have a suboptimal realization of its objective. In short, members of both parties lose rather than gain.

However, with giving and taking, members of both parties can achieve the beauty of both poles’ upper quadrants (see Sheppard, 2018). The win for both poles and the human elements is to see the poles’ interdependency and work toward achieving each pole’s best. If an organization focuses only on diversity as a problem that requires a solution, there will be a lot of time and effort wasted without producing anything

meaningful. In the same vein, emphasizing equality without referring to diversity as a pole that requires management alongside diversity could have frustrating outcomes, regardless of the efforts to solve the problem. Diversity and equality together are not specific problems that require a solution; they are opposing but interdependent poles that require management through both/and thinking paradigms.

The strength of both/and thinking (Johnson, 1992) is that it focuses on each pole's upsides to achieve maximum benefits for both sides. Focusing on finding solutions, an organization could fall into the infinity loop of oscillating backward to both poles' downsides. In this loop, the tradition-bearers cannot enjoy their preferred status quo, and the crusaders cannot enjoy the envisaged benefits of change. The members of both parties subconsciously frustrate each other's attempts to get the best for themselves. Understanding each other's needs and working together by giving and taking is beneficial for both parties.

Johnson (1992) advocated for proper, deliberate education so that the members of each party can see and strive for the benefits of the upper quadrants of both poles. The members of both parties need insight into the lower quadrant of both poles and must work together to avoid that portion in a similar vein. Achieving such a goal requires a deliberate shift from the tradition-bearers and crusaders. Diversity without equality might not produce the desired results. According to Johnson, diversity is not a solvable problem. Diversity requires management with equality to address opposing but interdependent poles.

Theoretical Framework

Polarities of Democracy

In developing the POD, Benet (2006) suggested leveraging democratic principles in the workplace to address workplace oppression. Benet indicated that a fully developed and functional democracy as a government system might be a means of supporting both society and the workplace. Benet suggested healthy working environments devoid of stress and healthy interrelationships between employees and employers. Further, Benet identified societal democracy as the precursor of workplace democracy and noted that human agents have significant roles in democratizing the workplace and the larger society.

Benet (2006) based the POD's conceptual framework on Johnson's (1992) polarity management to address the conflicting yet interdependent principles termed the elements of democracy. Benet linked the democratic principles of governance and the workplace management principles and asserted that all social democratic principles could find parallel expression in the workplace. There were ten elements divided into five pairs: freedom and authority, justice and due process, diversity and equality, human rights and communal obligations, and participation and representation (originally regeneration).

According to Johnson (1992), each polarity connects with the opposing but interdependent poles. There is no way to resolve each element or pole on its own because they all have unsolvable problems requiring simultaneous management to achieve maximum benefits. Simultaneous management is a means of focusing on the upsides of the quadrants and avoiding the downsides. At the societal level, all these elements are

essential components to attain a just and equitable society in which individuals can minimize oppression. Literature is abundant on the various perceptions and realities of discrimination in the workplace and society at large. The POD suggests that managing these elements or polarities is a way to benefit society.

Benet (2006) did not underestimate the strength and the influence of people in power and the greed associated with not letting go. Instead, Benet reinforced Johnson's (1992) idea about the need for proper understanding and negotiation between the crusaders and the tradition-bearers to manage the polarities for better outcomes. Managing the polarities cannot occur without considering the interdependency of each pole. Benet (2006, 2012, 2013) emphasized the mutual and interdependent relationship of each polarity. For instance, freedom and authority's polarity might not exist in isolation from justice and due process. Similarly, human rights and communal obligations could connect with participation and representation. In a similar vein, diversity and equality have much in common with justice and due process, participation, and representation.

Polarities

Considering polarity as a dilemma to manage rather than a problem to solve (Johnson, 1992) requires understanding and highlighting the positives (upsides) and the negatives (downsides) of each pole. Focusing on one polarity and neglecting the other can produce outcomes unsatisfactory to either of the poles. Therefore, achieving the maximum benefits requires minimizing the negatives (downsides) and maximizing the positives (upsides). Such action requires shifting the human agents' thinking from either/or to both/and. This paradigm shift in thinking is a way to enable managers,

employees, governors, and the governed to work together to increase the possibility of each party receiving something from the system, even if they do not receive all that they desire. Give and take is a principle distinct from taking and not giving or giving and not taking. POD requires increasing the mutual benefits for all and reducing the undue privileges of some and the oppression of others. POD suggests not seeing diversity as a panacea for discrimination in society and the workplace; instead, it is a polarity that requires management with equality to reduce oppression in the long run (Boone, 2020; Brown, 2020; Taiwo, 2019) and increase mutual trust productivity (Farmanesh et al., 2020; Sheppard, 2018). The POD way of seeing that diversity issues could result in new thinking from both parties to promote healthier working relationships between the crusaders (who ask for a change) and the tradition-bearers (who prefer the status quo). Such thinking could cause them to shift their positions to attain the common good.

Benet (2006) elaborated on the human impulses of altruism and selfishness. An individual could possess both traits; however, the prevalent trait is that the individual emphasizes. The POD suggests collective altruistic impulses as essential to achieving a better society and deploying democratic principles. Altruism in the workplace could result in significantly reduced job stress and health implications. Quoting O'Manique (2003, p. 38), Benet stated,

To repeat the basic definitions: if the behavior increases the probability of the survival of the behaving organism itself, we call the behavior selfish; if it increases the probability of survival of another organism, we call it altruistic. Both kinds of behavior are necessary for the developmental process. Both, therefore,

are good for evolution. What is bad from this developmental perspective is an imbalance in which one of these becomes dominant to the extent of being dysfunctional. (p. 36)

POD suggests avoiding imbalances by not focusing on one pole's dominance over the other. Concentrating only on diversity but neglecting equality or thinking that diversity is a solution to inequality might not achieve the desired balance; instead, such thinking could contribute to the system's imbalances. Similarly, justice devoid of due process might not have desirable results. Benet (2006) wrote,

It is possible that the corrupted form of justice that Butts posits as “law and order” actually results when a more authoritarian society pursues justice without due process. Likewise, the corrupted form of due process that Butts posits as “soft on criminals” may occur when a more libertarian society focuses on due process and ignores questions of justice for both individuals who have been wronged and society as a whole. (p. 164)

The polarity of Diversity and Equality

Benet (2006) proposed that the benefits of diversity to all individuals and equality contribute to society's cohesiveness. Thus, diversity in the workplace provides benefits to employees. Equal treatment for all workers can be a way to enhance harmonious relationships and increase productivity (Farmanesh et al., 2020). Quoting from Butts (1980, p. 179), Benet discussed the positives (upsides) and negatives (downsides) of diversity and equality, although not as a pair, noting that equality is “the remedy for the special privileges of the ruling elites” (p. 137). Although this explanation occurs at the

societal level, it is replicable in workplaces, where members of an established category hold onto their special privileges. Benet used the United States as an example and explained how many immigrants have failed to realize better treatment than that received in their homelands.

On the upsides of diversity, Benet (2006) stated,

The upsides of diversity include serving as a motivating force for creativity, hard work, diligence, competitiveness, and commitment to excellence, all traits that have been found to enhance [the] performance of the individual in the workplace, thus benefitting both the individual and the organization. Additional upsides of diversity include the protection of an individual's rights and personal beliefs.

(p. 180)

Benet's (2006) perception of effectively managed diversity aligned with Farmanesh et al.'s (2020) supposition of enhanced productivity where diversity is well managed. Benet also highlighted the downsides of diversity and advocated for avoiding these downsides to avoid substituting merit and hard work with rules and regulations (see Ng & Sears, 2020; Park & Liang, 2020). The downsides could cause unnecessary rigidity and dominance, resulting in poverty and the loss of self-esteem among workers. Loss of self-esteem can occur in an atmosphere where leaders treat workers as numbers and do not value their contributions to the organization's growth and development.

On the opposite pole of equality, Benet (2006) suggested eliminating rigidity, which contributes to domination and oppression, the intentional elimination of poverty, and recognition and respect as means of enhancing self-esteem. The drawbacks to

equality “include the stifling of motivation, creativity, hard work, diligence, and commitment to excellence” (Benet, 2006, p. 181). Benet deemed the inability to manage the upsides and downsides of diversity and equality a reason for “severe discrimination... on the basis of race, gender, and class” (p. 181). Diversity and equality are polarities that require management to maximize the poles’ upsides and minimize their downsides. Maximizing the upsides and minimizing the downsides could result in reduced workplace discrimination and increased motivation and creativity desired for organizational culture. Establishing such a workplace culture can lead to enhanced productivity and cohesion.

Historical perspectives about diversity and equality showed the benefits of diversity and equality management in the earliest human civilizations. Benet (2006) believed that humans could manage polarity for people’s greater good given such a history. Benet validated the claim about early civilizations, stating, “For example, Eisler (1987) argues that evidence from the Neolithic period demonstrates that our earliest civilizations exhibited an egalitarian character that is consistent with the effective management of diversity-equality polarity” (p. 182). Polarity also exists with the reward system, unequal power, and the “economic system, which embraces diversity at the expense of equality is related to occupational stress” (p. 190). Another challenge is managers who resist change by holding on to their privileges, to diverse workers’ consternation. Such managers impede achieving the upsides of diversity and equality. Thus, those in the workplace continue oscillating with the “infinity loops” (Johnson, 1992) of the downsides of both poles.

Benet (2006) expressed concerns about accomplishing the changes needed to move humanity back to “the partnership society” (p. 193) of early civilization, in which social and economic inequalities did not exist or, at minimum, were issues not beyond addressing. Benet indicated that diversity and equality link with justice, freedom, and human rights and have interrelationships with other polarities; diversity and equality are opposing but interdependent poles. In line with Johnson (1992), both polarities are ongoing, unsolvable issues distinct from problems with solutions. However, the overbearing influence of corporate bodies over government decisions and policies could be one of the challenges of effectively managing the polarity for maximum benefits for individuals and the organization, which Benet claimed were both polarities of meaning. Benet explored the opposite meanings of both with their dictionary definitions:

The Collins English Dictionary (Butterfield, 2003) defines diversity as “1. the state or quality of being different or varied. 2. a point of difference” (p. 482). It defines equality as “the state of being equal” (p. 553). From these definitions, it is clear that in diversity and equality, we are dealing with opposites of meaning. (p. 178)

The opposite meanings suggest that the two polarities require management for a better working environment and relationship to improve workers’ health and productivity. Such effective management can result in a “partnership society (organization)” (Benet, 2006, p.182, as cited Eisler, 1987, p. 28) that can provide for the needs of all, regardless of race, color or gender, and or other factors discriminated against.

Literature Review Related to Diversity and Immigrants

Diversity and Leaders' Roles

Scholars have suggested placing the responsibility of diversity management on leaders at the board and management levels. Turnock (2019) asserted that diversity occurs when leaders purposively chart the way for its implementation. Ng and Sears (2020) identified the CEO as the most critical person for guaranteeing the successful implementation of diversity policies. According to Ng and Sears, a CEO's body language shows the beliefs and moral values enabling HR professionals to implement diversity policies faithfully. Although the position taken makes sense and is, therefore, incontestable, there is little hope that diversity will achieve the win-win-win contemplation of Sheppard (2018). Suppose a CEO thinks unfavorably about the impartial implementation of the diversity policy at the organization. In that case, such a policy will have as much value as the paper on which it is written.

Rahman (2019) described the need to manage diversity professionally to have its desired outcomes. According to Rahman, "[The] role of the leader is important to provide direction and guidance to a group of individuals" (p. 32). Rahman further stated, "The role of leadership concerning diversity is to develop a strategic plan that exemplifies the company's philosophy on diversity" (p. 32). The second aspect was a tremendous relief and departure from Ng and Sears's (2020) position, in that leaders have the responsibility rather than the possibly chauvinistic leader as canvassed by them. According to Northouse (2019), leadership contains the three elements of leader, followers, and purpose. Such leadership can enhance the equitable representation represented (George et

al., 2017). Therefore, inclusive leaders who have diversity philosophies for policy formulation may face minimal implementation challenges. Such leaders can attain a win-win (Sheppard, 2018) status.

Similar to Ng and Sears (2020), Weber et al. (2018) stated, “Leaders can overtly strive to manage diversity through their behaviors, decisions and policies” (p. 382). Leaders’ unintentional behaviors could provide employees with a perception of diversity. Like Rahman (2019), Weber et al. suggested that teaching diversity beliefs across the board focused on what has occurred at the individual and team levels. A leader may be in the best position to channel diversity in the desired direction; however, singling out leaders rather than leadership can be a counterproductive practice in the long run. The assumption is that a diversity belief system solely championed by a leader could tilt toward that particular leader’s biases. In line with Northouse (2019), diversity beliefs appropriately situated within the collective leadership paradigm’s arena may be preferable to that subject than a single leader’s whims.

Ng and Sears (2020) noted the HR professionals’ inability to implement diversity policy effectively if the CEO’s body language does not align with the envisaged direction. Body language may appear subjective; however, Nkomo et al. (2019) also noted the constraint of HR functions constraints. Nkomo et al. discussed the enormous challenges faced by HR managers, stating, “Growing political and legal challenges made it difficult for human resource managers to sustain antidiscrimination and equal opportunity justifications for hiring and retaining women and racial/ethnic minorities” (p. 501). Political and legal considerations, including a CEO’s attitudes and beliefs about

diversity, present obstacles to HR professionals (Ng & Sears, 2020). Perhaps there is a need to turn to Weber et al. (2018) and incorporate the teaching of diversity beliefs across an organization's strata with the explicit objective of achieving the win-win-win model of Sheppard (2018).

The general issue is that although this model has a significant role in ensuring that organization leaders formulate inclusive diversity policies, a system built on collective leadership processes could be a means of achieving integrative implementation and robust outcomes (Northouse, 2019) to address "emotional tiredness and trust issues" (Farmanesh et al., 2020, p.23). Taking care of such bottlenecks and mistrust can lead to enhanced organizational performance.

Challenges of CE

The first significant challenge for a new immigrant seeking employment in Canada is the prerequisite of Canadian experience (CE; Ku et al., 2019) for a job offer, regardless of the applicant's skills and previous experiences. Ku et al. (2019) explained how the employer's insistence on the CE for new immigrants is a difficult challenge for immigrants to overcome. The researchers noted that employers often discard the experiences of immigrants doing similar work before relocation, with demotivating effects on the individual. Citing Bhuyan et al. (2017), Ku et al. stated that the CE is a paradox for many immigrants in Canada. The CE has a symbolic meaning in the public's imagination of Canadian exceptionalism; however, it is also an employment barrier for skilled immigrants and racialized minorities" (p. 291). The CE is a paradox: Individuals allowed to immigrate into Canada receive immigration rights based on their skills and

experience; however, employers disregard such experience as inconsequential upon entry into Canada. Vineberg (2019) concluded that the major inhibiting factor for new immigrants is the selection method, as employers screen applicant-submitted documents without engaging in face-to-face interviews. Vineberg suggested that the impersonal means of selection is perhaps the reason for the poor outcomes of immigrants and the expanding wage gap between immigrants and their Canadian-born counterparts. Therefore, further research is needed on whether the physical screening of would-be immigrants through interviews could produce differences.

Labor market discrimination is a much more complex issue than the immigrant selection system. Various scholars (e.g., Branker, 2017; Gauthier, 2016; Vang & Chang, 2019) have explored workplace discrimination based on race. Branker (2017) focused on English-speaking Caribbean immigrants in the Toronto area, noting, “While immigration laws and policies were amended to allow minority persons to immigrate to Canada, discrimination still exists in many forms, and discrimination negatively affects the labour market for racialized immigrants” (p. 204). Gauthier (2016) focused on the challenges faced by highly skilled immigrant women in Quebec province who must overcome many socioeconomic obstacles as new immigrants and the implications of such challenges on diversity management. Vang and Chang (2019) researched the lack of equal treatment based on the social constructs of race, age, and other factors, which led Nadiv and Kuna (2020) to challenge Canada’s status as a diversified society.

Okeke-Ihejirika (2020) lamented the presumed helplessness of new immigrants who desperately need assistance in assimilating into their new environment. Okeke-

Ihejirika argued that other factors beyond race, such as language and religion, also contribute to the discrimination faced by Black immigrants as they struggle to settle in a new environment. However, beyond the initial stage of settling in a new country, many immigrants find it takes longer to catch up with their Canadian-born colleagues in the workplace. Ng and Sears (2020) wondered if diversity policy in the workplace is nothing but compliance with equal opportunity and affirmative action laws. Similarly, Nadiv and Kuna (2020) considered the paradox of diversity management in an Israeli organization. However, Nadiv and Kuna were biased toward gender in participant selection. Such glaring discrimination could cause other scholars to discount the researchers' findings and conclusions.

Levine (2003) questioned the ideal definition of diversity found in many organizations to openly show the diversity and emphasized how individuals construe diversity to have meaningful outcomes. Levine stated, "So far as the dominant organizational fantasy links individual identity to ascribed group membership, it tends to perpetuate and even exacerbate the difficulties posed by diversity in organizations" (p. 279). Similarly, Janssens and Steyaert (2019) advocated for a practice-based theory to deconstruct individualism and the societal aspects of the diversity ecosystem. There appears to be confusion in continuously viewing an individual from the prism of an assigned group. Branker (2017) expressed the same sentiment about the categorization of immigrants from the Caribbean as "visible minorities" (p. 207), who usually experience a higher level of discrimination than most ethnic groups. Lee et al. (2018) further advocated for breaking the silence of those who suffer "racism injuries" (p. 1). Other

scholars, such as Lee (2020), have researched diversity management politics and their emotional consequences, such as suppressed feelings. Mikkelsen and Wåhlin (2020) also discussed the hidden and forbidden emotions that result from frustrations. They perceived discrimination despite diversity policy, as witnessed by the outcome of diversity management.

The purpose of diversity is integration (Vang & Chang, 2019). However, some diversity policies appear to be mere acts of compliance with government regulations (Ng & Sears, 2020), with paradoxical outcomes to implementation (Nadiv & Kuna, 2020). George et al. (2017) described diversity management as “a faithful initiative aimed at achieving equal, diverse and equitable representation without compromising merit” (p. 239). This definition of diversity has four aspects: equality, diversity, equitable representation, and merit. I address the intersection between equality and diversity entirely under the conceptual and theoretical frameworks. Sheppard (2018) defined diversity for the win-win-win model:

The win-win-win model is simple, and it is the future of business (Cook, 2017). It comes down to this: doing good in business is the same as doing good for business. This means organizations must focus on what is best for employees, customers, and other stakeholders to experience growth and success. Successful businesses know that ethics cannot take a backseat to mere profits. (p. 126)

Beyond the ethical imperative, Sheppard suggested a winning proposition for employees, organizational leaders, and customers while transacting business. Employees are the interface between customers and the organization; therefore, any arrangement that

lacks an employee focus might not have optimal results. Farmanesh et al. (2020) considered this symbiotic relationship. They suggested that the “existence of emotional tiredness and trust issues can extremely [and] negatively impact the relationship between workforce diversity and organizational performance, which in turn can be costly for the organization” (p. 23). Therefore, achieving the win-win-win condition envisaged by Sheppard requires the transparent implementation of diversity policy. Therefore, a strictly linear linkage exists along the line of diversity, diversity policy, and diversity management.

Immigrant-Focused Discriminations

Vang and Chang (2019) described the discrimination faced by immigrants in Canada. Citing Pettigrew and Taylor (2000), Vang and Chang noted, “Discrimination is the unequal treatment of individuals or groups based on social markers such as race, ethnicity, class, sexual orientation, and age” (p. 602). The focus of this study was racial discrimination against Black immigrants. However, it could be challenging to discern if Blacks of African origin experience the same discrimination as those from the Caribbean, as pronounced differences might not be apparent. Discovering the difference could require hearing how the individual speaks, including an accent. It might be a similar challenge to discern different Asian ethnicities until one knows the individuals more intimately.

At this juncture, pervasive discrimination is not an experience limited to the workplace alone. Tuyisenge and Goldenberg (2021) researched the structural racism that immigrants experience in the health sector and their treatment during the COVID-19

pandemic. Despite the country being party to “global and national policy instruments” (p. 651), Canada still cannot achieve human dignity for all. Tuyisenge and Goldberg contested that the COVID-19 pandemic has disproportionately affected immigrants because they have low-paying jobs. The inadequate attention given to people considered of the lower class further contributes to the issue.

In a CTV News report on September 2, 2020, University of Calgary officials announced removing “potential barriers for Black applicants” (White, 2020) in the law school after many years of denying the existence of systemic racism in the educational sector. That a citadel of knowledge such as the University of Calgary deliberately presented obstacles for the Blacks aspiring to study law is a phenomenon beyond imagination. In a similar vein, the new minister of justice, a Black man, called for diversity within Alberta courts to instill confidence in the justice system (Connolly, 2020). The emphasis is not necessarily because the minister is a Black man, but that the man’s last hope (the court system) is also not transparently diversified, leaving much to be desired.

Discrimination is also an issue deep-rooted in the school system. Shizha et al. (2020) researched the plight of African immigrant high school students who suffered systemic discrimination from both teachers and school career counselors. They found that the young people’s essential nurturers often reneged their fiduciary responsibility of providing unbiased care by not guiding Black students in the right direction. Instead, adults often guide Black youth toward employment based on the courses they advise the students to take. Shizha et al. found that school board leaders rarely employed foreign-

trained teachers familiar with students' needs and aspirations despite their availability. African parents suffer a lack of sufficient representation in the school systems; therefore, their children often receive inadequate guidance in schools. Vang and Chang (2019) believed that not all discrimination results from prejudice and lack of tolerance for other group members; however, it is often challenging to agree with Van and Chang, especially considering those who have experienced discrimination firsthand.

Garg and Ganesh (2018) postulated that the goal of diversity is to achieve inclusion for all individuals in a specific space. Garg and Ganesh noted that discrimination of any sort is an unacceptable practice, as it is a means of negating diversity principles. However, discrimination exists in nearly all community strata, from school systems, health care organizations, and workplaces to justice systems; it is often complained about in hushed voices. Lee et al. (2018) advocated for breaking the silence of racism injuries. Openly discussing the pains and agonies of discrimination, such as segregation of opportunity and racial profiling (e.g., law faculty at the University of Calgary), is a means of reducing discrimination. According to Mullaly (2000), racism is “an oppressive and devalued manner” (as cited in Lee et al., 2018, p. 2) in which the members of the dominant group treat those in the outer groups as subordinates. Racism can occur at the individual and institutional levels. When masked at the institutional level, racism enables the perpetrators at the individual level to operate in disguise. Discrimination is not a fair practice, as it obstructs societal cohesion (see Garg & Ganesh, 2018).

According to Memduhoğlu (2016), diversity is a distinguishable phenomenon among humans given their different cultures, ways of life, appearances, and many other factors that delineate some groups from others in the larger society. This is more imperative when considering the common saying that individuals now live in the global village. A global village's ideas and ideals affect the breakdown of otherwise artificial barriers against shared humanity. Diversity enables different people to bring different perspectives to tasks and duties, which could benefit organizations if adequately harnessed. However, successful diversity can only occur with proper recognition of what an individual brings to the workplace in an atmosphere of mutual respect and transparency. An environment opposite of what Memduhoğlu described may result in discrimination; rather than contributing to progress, such an environment may cause suboptimal conditions and injuries (Farmanesh et al., 2020), especially if it contains some racial coloration (Lee et al., 2018).

Immigrants Wage Gap

RBC Economics (n.d.), while presenting the picture of Canada's success in attracting immigrants worldwide, also indicated the substantial untapped potential and the wage gap between highly qualified and highly skilled immigrants and their Canadian-born counterparts. However, the objective of the complaints by RBC Economics might not have been empathy with immigrants. Instead, RBC Economics suggested the significant loss of revenue at all government levels due to such a glaring disparity. The government's idea of losing revenue might be better understood if the contributions of immigrants, who sense discrimination directly or indirectly impact the organization's

fortune (Farmanesh et al., 2020). According to Farmanesh et al. (2020), discrimination might impact an organization; therefore, the loss of government revenue occurs at two levels. One level is that less revenue made at the organization results in fewer taxes accrued for the government. The second level is that immigrants who earn less also pay less tax. The heavier burden of wage discrimination (i.e., the wage gap) exists in Alberta, Saskatchewan, and Manitoba (RBC Economics, n.d.).

Akbari and Haider (2018) found that immigration has an economic impact on the smaller provinces due to the quality of experiences and skills immigrants bring to the system. However, a topic often neglected in such an argument is that some of these skilled workers are economic agents who strive to survive by bringing previous resources from their countries of origin to keep living until they can acquire the CE (Ku et al., 2019) and fully engage in the workforce. The CE could be a deliberate attempt to frustrate the integration of new immigrants into Canadian society. However, the CE poses double jeopardy when immigrants must take jobs with lower wages than their Canadian-born counterparts and find fewer employment opportunities (Branker, 2017) based on their skin color.

The SECC (n.d.) presented a study entitled “Busting the Myths About Immigration in Canada” to alleviate Canadians’ prejudices against immigrants. The first myth was that immigrants do not need help. Okeke-Ihejirika (2020) believed that giving help to newcomers should not consist of labeling them as “helpless or needy newcomers” (p. 1). Categorizing immigrants as helpless or needy could correlate with offering them ridiculous wages to help them survive. Some employers perceive they are heroically

rescuing immigrants from the overcrowded labor market without considering their value to the workplace. The mentality of “helping a needy person” could contribute to the wage gap. Okeke-Ihejirika (2020) suggested that economic challenges could be a factor when organization leaders source labor at low prices, especially in a market saturated with employment-seeking applicants. However, a fault in the argument is that the saturated labor market includes immigrant and Canadian-born applicants. Little evidence has suggested that all applicants receive the same treatment during recruitment in a saturated job market. Underpricing the wages paid to new and sometimes old immigrants is deliberate discrimination against people considered different (Branker, 2017).

Vineberg (2019), in contrast, blamed economic immigrants’ misfortune on the quality of people permitted to immigrate to Canada. Basing the argument on the noncontact nature of selections, Vineberg suggested that new immigrants have qualities far below those indicated in their documentation. This argument might not be a concept dismissed as a lack of knowledge. Instead, it shows the mindset of those expected to understand the situation and who may also sometimes act as consultants to many organizations with the notion that immigrants are not usually whom they claim to be. Overclaiming quality is a strange idea for many economic immigrants who have skills and experiences comparable to their counterparts worldwide. In some instances, international organizations have derided staff members of the same organizations from outside Canada. For example, working with Deloitte in Nigeria at any level is not a guarantee that the leaders at Deloitte in Canada will readily accept an immigrant as having the experiences required to work at the company. Perhaps, as Vineberg suggested,

if a consular staff member in Lagos had interviewed such a candidate and confirmed from Deloitte Nigeria that the candidate had worked there, such an immigrant could be an acceptable candidate for Deloitte Canada. On the other hand, Deloitte should have a worldwide directory of employees to confirm who has worked at one of its many branches.

The most insidious myth by SSEC (n.d.) is Myth 7, which indicates that “immigrants do not want to work” (p. 2). Following are all the facts to counter this myth:

Myth 7: Immigrants Do Not Want to Work.

One of the reasons people immigrate is because they want a better life and a better future for their children. For most immigrants, a better life includes a suitable and fulfilling job. (Second), Immigrants who arrived in Canada during the 1990s made up almost 70% of the overall growth rate in the labor force during that period. (Third), in 2001, there were approximately 15.6 million people in Canada’s labor force, 20% of them born outside of Canada. (Fourth), it is common in Canada for immigrant professionals such as doctors and engineers to work as drivers, cleaners, and security agents. These overqualified immigrants take these jobs not because they are suitable or fulfilling but because they want to work.

Immigrants accept lower wages because they must pay their bills and struggle without jobs; therefore, they take what they can and hope for a better future. As indicated, the primary reason for immigrating is the hope of a better life in a modern and advanced country such as Canada.

Similar to RBC Economics (n.d.), which indicated the need to remedy the situation, Gauthier (2016) researched the many obstacles highly skilled immigrant women face in an unidentified Quebec province. A nondiscriminatory wage regime could be a means of hastening socioeconomic integration. If, on the other hand, the position of Vineberg (2019) is anything to go by, changing the current method of selecting economic immigrants might also be a feasible solution. Whatever the solution is chosen, the issue is that many immigrants must accept jobs with lower wages than their Canadian-born counterparts (RBC Economics, n.d.). Such discrimination suggests the meaninglessness of diversity, at least for those at the receiving end of the pains.

Myth 3: Immigrants Take Jobs Away From Canadians.

Between 1993 and 2001, that immigrants who had been in Canada for 10 years or fewer had a higher rate of overqualification than their Canada-born counterparts (SECC, n.d.). Although many immigrants come to Canada as highly skilled professionals, their qualifications may go unrecognized as equivalent to the qualifications of Canadian-born workers trained in the same fields. These immigrants do not have the opportunity to compete for jobs with Canadians with the same qualifications.

New immigrants are three times more likely than Canadian-born workers to be in low-skilled jobs. This fact suggests that immigrants are more likely to take jobs that equivalently qualified individuals born in Canada will not take. The 2011 National Household Survey showed immigrants in Windsor having a 12.8% unemployment rate, compared to 9.6% for nonimmigrants. Nonpermanent Windsor residents had an unemployment rate of 20.2%. For Leamington, the 2011 unemployment rates were 6.7%

for nonimmigrants, 6.3% for immigrants, and 9.1% for immigrants arriving between 2006 and 2011. Nonpermanent residents in Leamington in 2011 had an unemployment rate of 2.9%.

The facts indicate that #3 is not a successfully debunked myth; it is a situation that may cause fear for Canadian-born individuals who do not know that many immigrants possess higher qualifications than they do. Lee (2020) discussed a “moral agenda that focussed on equality” (p. 4). However, it remains unknown how to achieve such a lofty objective in an “antagonistic and ambivalent” (Lee, 2020, p. 1) environment in which individuals believe that the new “highly skilled professional[s]” (SECC, n.d., p.1) has arrived to take jobs away from established Canadians.

According to Mikkelsen and Wåhlin (2020), individuals might not openly express some of these emotions. Nonetheless, emotions can present obstacles to harnessing immigrants’ potential in the labor market (Guillaume et al., 2017). Such fears may be why there is high demand for CE (Ku et al., 2019), disregarding the possible effect of such exclusion on organizational performance (Farmanesh et al., 2020).

Beyond compliance to equal opportunity or similar legislation (Ng & Sears, 2020), such fears about immigrants could explain why many do not advance beyond the middle-manager level (Bugg, 2016) despite their preimmigration status. A statement by the SECC (n.d.) does not align with Vineberg’s (2019) view of the quality of economic immigrants. Vineberg suggested variance in what immigrants declare in the documentation for selection and their basic skills, especially in the skilled workers’ category. Vineberg’s is an even more profound view against Tsui et al. (1992), who

concluded that “diversity does not always work, being linked to lower employee morale” (as cited in Guillaume et al., 2017, p. 276). A primary factor for lower morale could be that “new immigrants are three times more likely than Canadian-born workers to be found in low-skilled jobs” (SECC, n.d., p.1). Constraining immigrants to unskilled jobs because of the fear they may take away jobs from qualified Canadians leads to low morale.

According to Gauthier (2016),

Quebec’s desire to promote equality and to integrate its diverse population into the workforce is illustrated by the fact that most of the public sector, as well as organizations that receive contracts from the Quebec government, are subject to equal opportunity legislation. However, this legislation has failed to ensure adequate representation of ethnic minorities in the public sector. (p. 24)

The lack of adequate representation from ethnic minorities, primarily immigrants, reflects an underlying fear that they may “take jobs away from Canadians” (SECC, n.d., p. 1). Therefore, many bottlenecks have been created to obstruct immigrants’ paths, such as the CE, without considering the economic impact on the host community (Akbari & Haider, 2018). Accordingly, Nkomo et al. (2019) called for new theories on diversity at this critical juncture. Also, according to Branker (2017), this fear likely contributes to labor market discrimination, as do other extraneous factors, such as accents and deliberately dismissive attitudes toward immigrants’ skills. One participant in Branker’s study shared an experience:

When I first applied for a job here, the man who interviewed me said to me that this job requires intelligence, skills, and knowledge. He went through a whole litany of things, and then he said to me, “I do not think that you possess any of these qualities.” And this position was one of the lower-level positions in the organization. I think that the decision he made was based on my race. By the way, later in life, that interviewer ended up reporting to me. (p. 211)

Although this particular story had a favorable ending for the immigrant, the applicant becoming a supervisor in later years seemingly confirms the fear of immigrants taking over Canadian jobs. However, remaining dispassionate about such occurrences can only suggest that many similar deliberate actions occur to reduce opportunities for new immigrants. Of course, one could also view the meteoric rise of merit rewards (Park & Liang, 2020) as a moderator for effective diversity. In that case, the initial reluctance of the interviewer could be unjustified. Many immigrants do not have stories that end so positively. If anything, the consensus is that immigrants must work harder than non-immigrants to prove themselves” (Branker, 2017, p. 212). Stories abound of the reluctance to hire based on stereotypes, racial biases, and prejudices, which may be indirect results of the fear factor, as indicated in Myth 3 (SECC, n.d.). Other indirect effects of the fear factor could contribute to the wage gap found by RBC Economics (n.d.). Creating such a gap may be a means of keeping the “ravaging” immigrants at bay and securing the jobs of Canadians. However, the downside of such a strategy could lead to placing people in jobs unsuitable for their skills and experiences.

Intergroup Dynamics

Intergroup dynamics are at the center of the fear factors previously discussed. According to Johnson (1992), the interplay between the crusaders (seeking for a change) and the tradition-bearers (upholding the status quo) is at the crux of the conflicts between diversity and equality. I discuss Johnson's (1992) polarity management and Benet's (2006, 2013) POD. Lefringhausen et al. (2020) explained the interplay of forces responsible for cultural adaptations and discrimination. Multiculturalism provides a level foundation for harmonizing the opposing forces and managing the perceived threat of immigrants. Having a different opinion of the possible effects of multiculturalism, Hansen (2017) opted not to praise Canada's efforts; instead, he questioned the mere 12,100 CAD allocated to multiculturalism in 2016. The author noted,

With this budget and these aims, the program is as radical, transformative, or threatening as milk toast. It is a mark of the success of the Canadian Government's propaganda efforts and the naivety of sections of the Canadian professoriate and Canadian press that so much causal effect is attributed to such a small program. (Hansen, 2017, p. 713)

Hansen further asserted that multiculturalism is a means of easing migrants' transition into Canadian society as superficially appealing. Canada has never had anything other than a rhetorical multicultural policy.

Based on Hansen's (2017) arguments, there is a need to consider the limited success of migrant integration into Canadian society. Hansen attributed it to education, as migrants largely self-educate. To further support his position, Hansen asked why "the

country's oldest "minority [aboriginal Canadians] would [not] be well incorporated into the Canadian society and the Canadian economy" (p. 712). This is not an easily dismissed observation. Callens et al. (2019) advocated for members of a majority group to embrace "multiculturalism as an intergroup ideology" (as cited in Lefringhausen et al., 2020, p. 3). Such an ideology may be one of the fairest means of ensuring cohesive integration, promoting understanding, reducing threats and fears, promoting equality, and reducing discrimination. Lefringhausen et al. (2020) distinguished between blatant prejudice and subtle prejudice:

Discriminatory behavioral intentions (DBI), as an indicator of a blatant form of prejudice, is such a behavioral tendency measure—that is, whilst subtle prejudice is expressed through indirect and distant discriminatory behaviors, blatant prejudice refers to direct hostility and expression of superiority towards outgroups (Pettigrew & Meertens, 1995). In line with the reported findings of values and negative outgroup attitudes, we expected that self-protection will positively, and growth negatively associate with DBI. (p. 7)

Whereas blatant prejudice is prevalent in the United States (see Bugg, 2016), subtle prejudice may be a more common issue in Canada (Hastie, 2018; Madut, 2019; Okawa, 2018; Taylor & Foster, 2015). The significant difference is that although everything appears promising for migrants in Canada, the reality is that they often deal with subtle discrimination (Hansen, 2017; Hastie, 2018; Madut, 2019). Madut (2019) asserted that although African immigrants have "a strong sense of belonging to Canada" (p. 63), they often find themselves a disadvantaged group, especially in Ontario, where

Madut conducted the study. Juxtaposing such a finding with RBC Economics' (n.d.) observation that Ontario is one of the provinces without a pronounced wage gap, it is unknown how immigrants find themselves in Alberta, Manitoba, and Saskatchewan.

Although Taylor and Foster (2015) focused on the Temporary Foreign Workers Program (TFWP) in Alberta and researched fewer African immigrants, they discovered the typical pattern of social cohesion that immigrants face regardless of immigration status. TFWP workers experience more threats than economic immigrants. According to Taylor and Foster, government policies hardly contribute to the social cohesion of this category of workers. With economic immigrants seen as threats to established Canadian workers, TFWP workers frequently suffer from deportation and work permit nonrenewal threats. Taylor and Foster observed, "The way societies (Canada in particular) deal with diversity, including through government policies, affect social cohesion" (p. 154). This position further amplified by Hansen's (2017) contention of a negligible budget for multiculturalism; such conditions could create doubt in the government's intention to achieve social cohesion.

Hastie (2018) focused on some organizations' legal consequences in dealing with TFWP workers. Citing two cases, *PN v. FR* and *OPT v. Presteve Foods*, Hastie stated, "Transnational labour law, with its emphasis on social justice, multiple actors, collective action, and counter-hegemonic narratives, presents a critical space in which to undertake deeper engagement" (p. 259). In the two cases, the workers received financial awards: PN received \$50,000, while OPT (two individual workers) received \$150,000 as damages for proven cases of discrimination, threats, and sexual harassment. Such a result occurred

because the workers were brave enough to sue for their rights despite their employers' threats and perceptions of them as vulnerable and helpless. The intention here is not to consider the appropriateness or sufficiency of the damages paid, although these cases show the downsides of the relationships between established Canadian employers and "vulnerable" immigrants, especially those in the temporary workers category. However, such a result does not suggest economic immigrants' immunity from threats; perhaps they suffer from more subtle threats. For instance, Madut (2019) said,

Black migrants continue to endure all forms of physical abuse and systemic institutionalised discrimination, including police brutality, harassment, and sociocultural and economic marginalisation (Mullings et al., 2016). Indeed, social and institutionalised discrimination against the Black migrants is one of the most unsettled social biases against minorities in Canada that hinders the integration outcomes of these migrants in Ontario and Canada at large. (p. 65)

These kinds of threats exist against Black immigrants because established Canadians see immigrants as those who have come to take their jobs (SECC, n.d.).

Taking the advice of Lefringhausen et al. (2020) and creating a deliberate, sincere multicultural environment with shared values and understanding through intergroup contact and cultural competence by both parties could eliminate some of the threats. Such an approach might enable Canada to provide the multiculturalism promised. Hansen (2017) stated, "When Canadians affirm multiculturalism, they affirm themselves" (p. 714). Effective multiculturalism may address the issues of fears (SECC, n.d.) and threats

(Taylor & Foster, 2015) by enabling shared values and understanding among immigrants and Canadian-born workers for social cohesion (Lefringhausen et al., 2020).

Conclusion

At first, ideal diversity management appears an unattainable goal because of the term's varied definitions and its use to solve inequality in the workplace and society. Given the call for new theories to address diversity at a critical junction, there may be a need to consider polarity management as a conceptual and theoretical framework to construct a new paradigm in understanding and implementing diversity policy. There is a need for a paradigm shift in thinking. The shifting from either/or thinking to both/and thinking may be a means of managing the polarities of diversity and equality. Maximizing the upsides and minimizing the downsides could provide more significant benefits to workers and their organizations. Such a shift in thinking can motivate employees to improve organizational productivity, resolve the diversity crisis, and eliminate the existing paradoxes. Applying the POD principles to manage diversity as a practice-based theory could be a way to make multiculturalism practices in Canada more integrative. POD could be a way to bring the divergent factions into commonality and shift the burdens of diversity successes away from leaders without compromising merit in the workplace to achieve equality.

Chapter 3 presented the overall methodology, including research design, mode of data collection, and the study's trustworthiness. The appendix included a copy of questions validated by the theorist, Polarities of Democracy, as relevant to obtain information necessary to answer the research questions.

Chapter 3: Research Method

The purpose of this qualitative study was to explore the phenomenon of diversity via a narrative inquiry of Black immigrant workers' perceptions of diversity policy implementation in various workplaces in Calgary, Alberta. Purposive sampling was used to recruit Black skilled immigrant workers as participants. I explored whether participants saw diversity as a solution to discrimination or a dilemma that requires polarity management alongside its opposing but interdependent pole of equality. The study could provide insights regarding perceptions of Black immigrants based on their expectations of diversity. This chapter includes the study's research design, rationale, the researcher, methodology, and concerns about trustworthiness.

Research Design and Rationale

Research Questions

RQ1: How do Black immigrant workers living in Calgary perceive diversity management?

RQ2: How do Black immigrant workers think diversity management could address all forms of perceived inequality?

Central Concepts of the Study

The purpose of the study was to understand Black immigrants' perceptions of diversity as a management solution for workplace discrimination and inequality. I conducted in-depth interviews to gain participants' knowledge and thoughts about diversity. According to Johnson (1992), team-building and specific thinking may directly impact perceptions of diversity. Johnson noted that either/or thinking involves

alternatives, while both/and thinking involves mutual inclusiveness. Participants' underlying philosophical understanding of diversity policy may affect their perceptions. I extracted categories and subsequent themes from collected data with a careful and thorough analysis of interviews. The narrative inquiry was an appropriate approach for the study. I conducted in-depth interviews with Black immigrants in Calgary, Alberta, to explore their perspectives of and expected results of diversity. Participants were Black immigrants who had spent between 5 and 10 years in Calgary.

I constructed interview questions based on the interview protocol by Castillo-Montoya and certified by Benet to collect data to answer the research questions. Due to COVID-19, data collection occurred via Zoom videoconferencing and telephone calls. I hired a professional service to transcribe audio-recorded interviews, subsequently sharing transcripts with participants for validation and triangulation.

Role of the Researcher

In this study, as the researcher, I was a witness of injustice and an agent of social change. A researcher must be a facilitator for participants to tell their stories in specific ways. I avoided bias during recruiting by not providing incentives for participating professional Black immigrants, instead requiring voluntary participation. I further strengthened the process by not selecting participants from one particular organization; instead, I chose individuals from various workplaces.

Methodology

Participants, Recruitment, and Data Collection

The target group for the study was Black skilled immigrant workers in Calgary who had emigrated to Canada through the Express Entry program as professionals in various fields. They were professionals who immigrated to Canada as adults and integrated into their workplaces despite receiving their certification and working experience outside of Canada. Interviewees were adult immigrants who attained employment status in Calgary after their immigration. The sampling strategy was purposive sampling for a particular demographic. Participants were immigrants who migrated to Canada as skilled workers who wanted to continue in the profession they practiced in their countries. Recruitment of 10 participants was done through professional associations in Calgary. Most professions have associations of Black professionals.

Instrumentation

I developed an interview guide based on my personal experiences with diversity management in the workplace in Calgary, Alberta. The interview protocol contains 13 open-ended questions confirmed by Benet. He opined that the participants were likely unaware of the POD; therefore, I composed interview questions that were sufficient for eliciting their perceptions of diversity in various workplaces. Also, I gained ideas through my familiarity with literature. Another data source was notes I took during interviews, which I used to ask follow-up questions and probe for clarification of salient points during the interview and transcription stages.

Data Analysis Plan

I hired a professional service to transcribe recorded in-depth interviews, which I then coded using NVivo. The key elements for data analysis include identifying and testing a thematic framework to collate and synthesize participants' varied experiences. I summarized each interview to code, categorize, and form themes properly. After this stage, I refined categories and themes for proper analysis and conclusion-drawing. I searched developed themes in the literature for proper perspective and understanding of data analysis. I engaged in reflexivity and reflectiveness to ensure the study's validity through effective journaling to avoid overdependency on memory. The primary objective was to analyze data to answer the research questions. NVivo was used for the process of analyzing and developing themes for the study

Trustworthiness

Qualitative trustworthiness depends upon credibility, transferability, dependability, and confirmability (Shenton, 2004). Through members checking, I used triangulation and diligent notetaking in order to review transcripts thoroughly.

Credibility

This study was focused on diversity management. The narrative inquiry approach enabled participants to narrate their experiences in their own words. Interview questions elicited sincere responses from participants. Peer debriefing ensured a transparent interview process.

Transferability

The study focused on Black immigrant workers' perceptions of diversity management in Calgary. A specific location in this qualitative inquiry provided context for other scholars to study the phenomenon across Canada and other places where immigrant workers are, regardless of color and other differentiating circumstances. I ensured that participants' perceptions were well captured to create a relatable experience with others outside Calgary.

Dependability

Other scholars will have the ability to replicate the in-depth interview method and repeat the study. Scholars could replicate this study within other communities in Calgary or with participants of the same demographic in other places in Canada and any place where diversity and inequality result in discrimination. The instrument deployed has relevance for administration in many other settings.

Confirmability

Peer debriefing and data immersion (Ravitch & Carl, 2016) were the means of eliminating doubt that the study results were the researcher's conjectures. I transcribed the audio-recorded interviews and coded them using Saldaña's (2016) method to gain sufficient information and evidence that the analysis contained the interviewees' views. Note-taking and memoing in the coding process contributed to the study's confirmability.

I considered the ethical imperative of doing no harm to the participants (Patton, 2015). Therefore, I obtained Walden University Institutional Research Board (IRB) approval before conducting the interviews. In dealing with a possible emotional outburst

during story narration, I employed empathy as an attentive listener. I politely asked if the participants wished to continue or withdraw from the interview. I ensured there were no breaches of ethical obligation for the participants' safety (Rubin & Rubin, 2012). Had any participant been unable to complete the process, I would have recruited additional interviewees.

Summary

Walden University emphasizes positive social change; therefore, this study focused on the effects of and solutions for diversity management aligned with social change. Immigrants experience discrimination and inequality in the workplace. Thus, this study centered around the gap between diversity policy and implementation, which had not addressed perceived discrimination. This study's findings indicated the need to examine that gap, correct lapses, and address the underlying reasons for the gap. HR professionals could use this study's results to develop strategies for implementing diversity policy to promote inclusivity and equal opportunities for all workers. There is palpable fear that mood could obstruct the moral inclinations of CEOs and HR professionals. The outcomes of the study could enable HR professionals to implement diversity practices and policies better.

Chapters 4 and 5 present the study's findings and the demographics of the participants. The participants' stories underwent analysis to understand their perceptions of diversity management and its relationship to perceived inequality in their organizations. The purpose of the analysis was to gain insight into whether workers see diversity as a solution to inequality or as a dilemma to manage with equality as a polarity.

Such insights could contribute to advocacy to change the tactics in the current approach to diversity management. The following chapters present the overarching implications of the POD for the concept of diversity and recommendations for creating paradigm shifts in crafting diversity policy and its implementation mechanisms.

Chapter 4: Study Results

The purpose of this qualitative study was to explore the phenomenon of diversity through a narrative inquiry of Black immigrant workers' perceptions of diversity policy implementation in their workplaces in Calgary, Alberta. I used purposive sampling to recruit Black skilled immigrant workers to participate. I explored whether participants perceived diversity as a solution to discrimination or a dilemma that required management alongside its opposing but interdependent pole of equality. Participants perceived that properly managing diversity could be a way to reduce some of the challenges of migrating to Canada. They indicated they did not necessarily think about diversity with equality according to the POD. Nearly all participants perceived or understood Canada as a multicultural society, which provided them with the comfort they would receive reasonably good treatment upon arrival. Therefore, some were shocked when they encountered the concept of CE when they attempted to enter the workforce in Canada, leading them to consider the issue of diversity. Many participants quickly found ways of coping with growing bills and dwindling resources when they emigrated to Canada. Many had to make stopgap employment arrangements quickly

Through in-depth interviews, participants provided their knowledge and perceptions of diversity. According to Johnson (1992), team-building and specific thinking can directly impact perceptions of diversity as employees pursue common goals. Johnson noted that either/or thinking involves focusing on alternatives, whereas both/and thinking centers mutual inclusiveness. Interviews with 10 participants occurred via

Zoom. I maintained data integrity through cloud recording and the use of password-protected devices.

Triangulation occurred via copious notetaking during the interviews. In addition, I worked with a human resource professional to understand recruiters' points of view. I shared interview transcripts with participants during the member checking process to achieve validation and triangulation.

Demographics

Interviews entailed posing 13 questions to 10 participants who were selected via purposive sampling. All participants were immigrants who had come to Canada as skilled workers and had spent a minimum of five years in the workplace in Calgary, Alberta. Of the ten interviewees, five were men, and five were women. Gender parity was intentional in order to test the importance of gender diversity.

Evidence of Trustworthiness

I adhered to interviewing, triangulation, and notetaking standards and thoroughly reviewed transcriptions to avoid losing information due to misunderstandings. Therefore, I achieved principles of trustworthiness.

Credibility

This study was focused on diversity management. The narrative inquiry approach enabled participants to narrate experiences in their own words. Interview questions were appropriate to elicit participants' sincere responses and present their voices. I applied thorough and meticulous editing of transcripts to address misheard words due to participants' accents. Member checking of transcripts occurred to further enhance the

credibility of responses and ensure they were genuine representations of participants' views. Korstjens and Moser (2018) said the validity of a study requires realistic, valid, and accurate participant responses.

I asked each participant 13 interview questions. I also posed follow-up questions to clarify assertions or reinforce my understanding to avoid misrepresenting participants' perceptions.

Transferability

This study focused on Black immigrant workers' perceptions of diversity management in Calgary. Using a specific location in this qualitative inquiry provided a context to study the phenomenon across Canada and other countries with immigrant workers, regardless of nationality and different circumstances. This study has transferability to other settings or contexts.

Dependability

I used standard and accepted methods for data collection as presented in Chapter 3, and this study was approved by the Walden University Institutional Review Board (IRB 07-30-21-0978455). I obtained data and adhered to ethical standards, by ensuring that no harm happened to any participant and by observing confidentiality through the masking of names of all participants. Data analysis commenced with qualitative data analysis software NVivo to enhance the data quality with standardized analysis techniques. Scholars could replicate this study in other communities in Calgary with participants with the same demographics, other places in Canada, or locations where diversity and inequality result in discrimination, through in-depth interviews

Confirmability

Confirmability is the concept that a researcher has interpreted data correctly and accurately portrayed participants' perspectives. I conducted member checking, where participants reviewed the transcripts to confirm that I had not misrepresented participants' views. Data transcription, editing, and coding occurred using Saldana's method to gain information and evidence that analysis contained interviewees' views. Notetaking and memoing during the coding process also contributed to the study's confirmability.

I followed ethical imperatives to do no harm to participants. I obtained IRB approval 07-30-21-0978455 before conducting interviews. I employed empathy as an attentive listener in case of emotional outbursts and politely asked if participants wished to continue with the interview or withdraw. No breach of ethical obligations involving the safety of participants occurred. Using purposive sampling with skilled immigrant workers was one way to enhance the study's credibility and confirmability.

Data Collection

Number of Participants

Participants in this qualitative narrative inquiry were ten individuals who identified as Black skilled worker immigrants and spent a minimum of five years in the workforce in Calgary. Three participants had not immigrated directly to Calgary but moved from another Canadian city. A few participants had moved from Europe to Canada but had not landed directly in Calgary. All participants spent more than five years in the Calgary workforce. The participant who had spent fewer number of years had spent

eight years in the workforce. As indicated in Chapter 3, purposive sampling was appropriate to obtain a sample of professional Black immigrants in Calgary. In this study, there was no distinction regarding whether immigrants had come directly from Africa or the Caribbean. I determined data saturation after I have begun collecting data.

Location, Frequency, and Duration of Data Collection

Due to the prevalence of COVID-19 cases, data collection occurred via Zoom, a videoconferencing technology that enables voice and video interviews. The interviews lasted an average of 47 minutes for each of the 10 participants. The semistructured interviews commenced with a 13-question instrument validated by Benet, the theorist who formulated the POD. In addition to the prewritten questions, I asked follow-up probes for clarity or to reinforce some of the participants' statements. The interviews occurred in August 2021.

Data Recording

The participants received interview invitations via a formal email that contained a letter of consent for availability and approval (see appendices). From the 19 invitations sent with instructions to acknowledge the email and respond to the consent letter with the definitive statement, "I consent," 12 participants responded accordingly. After receiving the consent form, I telephoned or sent a WhatsApp message to the potential participants to schedule convenient interviews. Two of the initial respondents did not respond to the messages. After confirming their interest during our communication, each participant scheduled a 1-hour Zoom interview at an agreed time. One participant later asked me to shift the agreed time forward by 1.5 hours, which I approved. All the participants

received messages to mask their names before their interviews. No recording of the interviews commenced until the participants complied with this message.

I recorded the interviews via Zoom cloud recording and a backup Android voice recorder application. The transcripts did not indicate the names of participants due to the masked names and the Otter.ai setting; however, complete anonymity was not possible due to the participants' accents. I confirmed the transcripts by reading them while listening to the recordings. Furthermore, membership checking commenced with some of the participants to enhance the quality of the information and validate the collected data. In addition, notetaking during the interview helped develop follow-up questions and clarify some of the participants' salient points.

Variations in Data Collection and Unusual Circumstances

There were no significant variations in data collection during the interviews, and I administered the same questions to each participant. Some slight variations occurred in the follow-up questions. The follow-up questions were not materially distinct from the main questions and were means to clarify points made or seek further insights (see Rubin & Rubin, 2012). The only unusual circumstance occurred during the introductory stage of one interview when a phone disruption occurred, and the participant asked to change the platform to the laptop. During the 2-minute delay, I paused the Zoom and my Android phone recordings. I followed the interview protocol, confirming that each participant had an adequately masked name, giving introductory remarks, and announcing that I would record the interview (see Appendix B)

Data Analysis

After each interview, I received emails from Zoom and Otter.ai about the availability of the recording and the successful processing of the recorded interview. Otter.ai was the application used to transcribe the audio recordings from Zoom. Otter.ai provided a request to set the Zoom application to voice recording by Otter.ai and for permission to upload the completed recordings directly from Zoom.

I downloaded the transcripts into Microsoft Word documents and listened to the audio recordings to ensure their accuracy. The transcripts had a high degree of accuracy; however, there were the problem with some words and phrases. I addressed the small gaps in the transcripts by applying the “listening, pause, correct” technique to correct the transcripts. One significant observation was that there were fewer errors in the transcripts for the female than the male participants, who seemed to have stronger accents. The accuracy level of Otter.ai was nearly 94% for male participants and 97% for female participants, for a total accuracy level of approximately 95%. If not for accents, the transcripts could have had a 99% overall accuracy.

The transcripts underwent analysis with NVivo 12Plus software for coding and theme development. Coding commenced by identifying the highlighted salient points. I assigned appropriate codes in line with Saldana’s (2016) descriptive analysis to such highlights. I opened a new file that contained a copy of the codes to avoid losing vital information before proceeding to the next stage. The duplicate codes file underwent analysis to find commonalities among all the codes. The specific codes received distinct descriptions and later emerged as the themes of the study. The process required a

combination of categorization and theming (see Saldaña, 2016), as I merged the codes of the same categories into distinct themes. NVivo allowed me to see the frequency of the codes and themes in general. Appendix C contains a graphical representation of the codes and themes.

Study Results

The goal of this qualitative narrative inquiry was to focus on the participants as possible witnesses of social injustices (Barone, 2009) to elicit skilled Black immigrant workers' perceptions of diversity in the workplace. As indicated, almost all the participants believed their working environments qualified as workplaces. This study did not focus on this perception, indicating an opportunity for future research. The literature has indicated that diversity efforts paradoxically created a gap between the expected and actual results. The purposive sampling of skilled workers in the Black immigrant community was a significant step in considering the assumed gaps that have caused the paradox indicated in the literature.

Focusing on the POD (though not introduced to the participants) enabled me to understand the prevalence of such gaps. I began the study as soon as I received IRB approval (07-30-21-0978455). The data collection occurred as presented in Chapter 3. In-depth semistructured interviews commenced with 10 participants, which produced 294 codes and 64 categories that I later merged into seven distinct themes to capture the essence of the participants' responses.

The themes underwent further analysis to determine how they related to the two research questions and contained the essence of the participants' responses.

In responding to the interview questions, the participants' outcomes gave insight into the research questions about their perceptions of diversity management in Calgary. Their perceptions cover such issues as the painful experiences about the request for Canadian experience before they could have a foothold in the workplace, subsequently affecting their movement along the line even when fully engaged. Other issues affecting their perception were the observable unconscious bias and some subtle discrimination they have to suffer in the workplace. For the reasons above, they contested that their integration into the mainstream of the workplace is hampered by the lack of proper and effective diversity management. For instance, Participants Q and R, who came from Europe to Canada, had the expectations that diversity is much better in Canada as a multicultural society. They, therefore, had high expectations about diversity in Calgary.

While it took each participant's various periods from getting into the workplace, all identified the initial bottlenecks they had to go through. Some participants later identified that those initial bottlenecks also affected their progression into higher cadres in their workplace. Though Participant P took some time deliberately, it was different for Participant Z, who initially wanted to set up a business but was told he had no Canadian experience in the retail business. With some of these experiences, there was almost some kind of agreement that diversity could, in great measure, narrow down the period of getting jobs suitable for their experiences and certificates.

Speaking generally about their experiences with diversity in the workplace, there were divergent opinions. Participant Z, who has been around for over a decade, saw some improvement as they claimed that it "was not this good in those days." Therefore, they

believed that as the demographic of the city changes, diversity might become better. In answering the question about diversity management in their organization, Participant K said some departments are more diversified than others.

On the question about what they considered to be the main factors responsible for the low level of diversity in their organizations, participants' responses can be summarized as fear of new people, pressures from the immigrants to get something doing, lack of patience to understand the new immigrants, and the gaps that seemingly exist between the government and the industry. Prompted further, they claimed that the government welcomed them with open hands, the industry seemed more aloof.

Almost all the participants agreed that diversity is not sufficiently integrative and inclusive in their organizations. Participant K emphasized that departments headed by immigrants are more understanding and give more opportunities to immigrants; others not headed by immigrants can be somewhat closed. This was closely corroborated by participant M, who claimed that only a particular group of people identified by their skin color work there on some floors in their organizations. To them, it was like a glass ceiling that was not going to be broken soon.

The many factors that the participants proffered in response to the specific question of what they considered essential to achieve integrative and inclusive diversity were transparency, treating humans as humans, training in cultural competencies, and many others. They also emphasized that more integrative and inclusive diversity management will emerge if skillsets are given more importance than skin color and demonstrable competencies on the job.

In a similar vein, the participants seem to have some high hopes that if diversity were adequately managed, most if not all the issues confronting them would have been resolved. They offered some valuable suggestions to drive home their trust in diversity management to solve issues they have to deal with. The suggestions offered to align with the intention of the second research question about how they think diversity can address perceived inequality in the workplace. They suggested issues as collaborative training, emphasizing skillsets, and making opportunities available that are directly relevant to their skillsets without any form of discrimination. They also noticed that some gaps exist between the government and the industry. The government brought them in, on the one hand, to fill in the identified labor shortages. On the other hand, the industry keeps demanding from them the Canadian experience, thereby creating bottlenecks for their absorption into the workplace. Another concern for them is that though the government assessed their certificates, they still face the challenge of certificate recognition in their profession.

Research Questions

The study had two guiding research questions:

RQ1: How do Black immigrant workers living in Calgary perceive diversity management?

RQ2: How do Black immigrant workers think diversity management could address all forms of perceived inequality?

For the study, seven distinct themes emerged, and they provided the answer to the research questions. Though some themes overlap in providing insight into the research questions, the following themes answered the specific research questions.

The following themes provided insights for research question one, how black immigrant workers living in Calgary perceive diversity management. CE, unconscious bias and subtle discrimination, and immigrant integration process

CE provided the initial doubts about whether the city was as diverse as expected. This was further complicated by the observable unconscious bias and subtle discrimination. The challenge they went through to integrate into the society often gave the participants the doubt if they were welcome. All these combined gave them the perception of diversity in the workplace in Calgary.

The following themes lend understanding to research question two on how diversity management could address all forms of perceived inequality. Collaborative training, skillsets and opportunity, gaps between the government and industry, and certificate recognition.

For example, in collaborative training, both immigrants and native-born can come together in a training environment. Cases may be thrown up to highlight constraints each side feels and proffer solutions by the other side. The same could also integrate management to enable management to have a firsthand feeling of how divergent the views of both immigrants and native Canadians are to bridge the gap, learn what is essential to each other, and reduce organizational dissonance. Such training could also elicit supports for understanding the critical skill sets and the available opportunity.

Having thought they have scaled through successfully as skilled immigrants to Canada, they were taken aback by the industry's not-so-open hands extended to them.

For this reason, the participants reasoned that if the gaps between the government and the industry are bridged, the discriminations often experienced may be minimized. They opined that the more this happens, the more diverse the workplace will become. To reduce perceived discrimination, at least 80 % of the participants think that recognizing their certificates as foreign-trained professionals will enhance their integration and reduce the inequality they see in the workplace. Certificate recognition, they suggested, may amount to appropriate placement and career progression.

Table 1

Emergent Themes and Their Frequencies

Themes	Frequency	Source	Percentage occurrences
The Canadian experience	98	Interview data	33%
Unconscious bias and subtle discrimination	87	Interview data	30%
Immigrant integration process	62	Interview data	21%
Collaborative training	23	Interview data	8%
Skill sets and opportunity	12	Interview data	4%
Gaps between government and industry	9	Interview data	3%
Certificate recognition	3	Interview data	1%
Total	294		100%

Emergent Themes

Theme 1: CE

All participants expressed challenges with CE. Thus, CE was the most frequently occurring (33%) theme throughout all the interviews. While variations existed in the participants' experiences, the participants appeared to agree that CE was a considerable challenge for nearly everyone. However, there were some notable exceptions to the general rule.

The participants reported that the primary challenge of CE was that it was an obstacle to getting into the workplace. The participants considered the "workplace" to consist of relevant jobs commensurate to their profession and previous working experience. However, some said they would consider workplaces proper even if they had to take jobs at levels slightly lower than their previous positions. Of the 10 participants, four did not struggle with CE before getting jobs. Two of those four respondents claimed they did not struggle with CE, perhaps because they had come to Canada from Europe; they considered their working experiences in the UK an advantage. For instance, Participant Q stated, "Yeah, it was an advantage [coming from the UK] compared to people [coming] from developing third-world countries. One, the advantage is climate; two, culture; three, education." The participant emphasized the point, sharing,

My immigration journey started long ago. I left Nigeria in the year 2000 to [go to] the UK as a professional, qualified accountant. And in 2014, I relocated to Calgary in Alberta. I went through the economic immigrant process, and, fortunately for me, after I came in September 2013, [I went through] what is

called landing. After the landing, I went back to London [to] get ready to come here, and [I] started applying for jobs [in Canada]. Fortunately for me, as I said, I joined XXXX. One of the oil and gas companies in Calgary offered me a job while I was in the UK and brought me over to Canada to join the team.

Thus, for this participant, coming from the UK was an advantage.

Two other participants who migrated from the UK to Canada had similar experiences. However, one of them saw only the advantage in terms of the weather.

Participant P stated,

My case [could be] a lot different from other people because I have lived in the Western world for quite some time. I did not put a whole to muscle market in Europe before coming to Canada. So, when I got to Canada, I was able to adjust to the weather because it was wintertime, and there [was] still winter in Europe. I did not have difficulties with weather and climate. Furthermore, at the same time, I did not have difficulty adjusting to the lifestyle here in Canada because [it was] kind of similar [to Europe]. However, the difference is the language when getting to the workforce.

The third participant who came from the UK did not consider it an advantage at all. The experience with CE caused him to relocate from Toronto to Calgary. Participant D said,

I left Africa many years back [and] went to Europe. [I] spent a couple of years in Europe, and from Europe, I came to Canada in 2011. I was in Ontario for a couple of months. There was not any prospect of quickly getting a job. And then somebody suggested that I try the West Coast. I came to Calgary.

Among the three participants who came from Europe or the UK, two (Q & R) did not struggle to find jobs because of CE. For example, Participant J transferred service with an organization in the country of origin to the same organization in Calgary. The participant said,

A couple of years ago, my family and I had the opportunity of getting an immigrant visa. The organization I was with at the time felt that they did not want to lose my skills until they made sure they got a job for me in the same organization [in Canada]. Thus, I landed in the same organization when I moved to Calgary.

Participant J had no problem with CE and getting into the workplace. An arrangement with an employer back home enabled him to resume his work with the same organization in Calgary.

Though not as direct as that of Participant J, Participant K also got work at an organization in Calgary and considered the new job similar to a previous job in the country of origin. Participant J seemed satisfied with the job content with another, though unrelated, professional firm. The participant said,

I started the application in Nigeria way back in 2012. I got the PR. And I landed, initially, [in] January 2012. Before I left my country, I was working with a professional service firm back home. When I was living [in my home country], there was a project that I was supposed to do for them, and it was ongoing. So, when I came back [to Canada] in December, then I started looking for work. I had a mentor [at] Fort McMurray. He assisted me in getting a job at Fort McMurray in

January. Moreover, while I was doing that work, [for] one of the resumes that I submitted, the company called me. We had an interview, and it was successful. By March, I resumed, I relocated from Fort McMurray to Calgary. So, that is how I joined that company in March 2014. And I have been with that company [ever] since.

Almost all the other participants complained about how the CE requirement was an obstacle for more than 1 year after landing, preventing them from getting jobs that they considered fair in their fields of specialization. One participant had to take a bridging program before getting accepted for practice in the former profession.

One participant had an experience distinct from the others. Participant Z, who had planned to establish and run a personal business, felt shocked when asked to submit a résumé when applying to buy an ongoing business. The participant protested that they had no intention to look for employment and did not see the relevance of submitting a résumé; however, this did not produce results. Participant Z learned that the knowledge of running a business in Canada was a precedent to granting the required business license and that the information on the résumé could be a determinant of acceptance. The participant said,

My initial plan was to set up a business. And, to my surprise, when I applied to open some filling stations in Calgary, the first reaction was [that] I needed to submit my resume. And that really came as a shock to me because [I came] from, you [could] start any business once you had the acumen and money. So, my first surprise was [that] they were asking me for a resume. I had to call them, and I

[said that I] am not looking for a job. I said, “I want to buy a filling [gas] station; I have my money.” “Oh,” they say, “Yes, you need to start [with a] resume. They need to review it.” And to be sure, I have retail experience. I sent it to them. They saw it, and they said, “Oh, you do not have retail experience on your resume.” I was really disappointed. That forced me to partner with somebody who had retail experience. Before I could cross that hurdle, I moved to the next hurdle, which was an investment. Yeah, they confirmed all my cash was there, but it took almost 2 years. Initially, I felt frustrated, especially when my plan of improvement did not come true [and] not [because of a] lack of funds. But yeah, I was really disappointed because I really had my money.

Theme 2: Unconscious Bias and Subtle Discrimination

Following closely to the theme of CE was the theme of the unconscious bias and subtle discrimination often experienced in the workplace after overcoming the initial hurdle of workplace entry. With a 30% frequency, unconscious bias and subtle discrimination were the second most prevalent obstacles to integrating participants into the Canadian workplace. The terms *unconscious bias* and *subtle discrimination* appear to be two sides of the same coin; therefore, I combined them into one theme. Nearly all the participants indicated that unconscious bias showed them that they understood the plight of some of the Canadians with whom they worked. The participants agreed that Canadians might not be conscious of how they relate to new immigrants. The participants noted that some of the silent or subtle discrimination they experienced could have resulted from unconscious bias. Although no participants justified the prevalence of

unconscious bias, as it did not positively contribute to their interests, they sometimes empathized with established Canadians. They also lamented that unconscious bias caused others to overemphasize their mistakes and justify the grievous mistakes of others, sometimes with flimsy excuses.

Participant R said,

The project manager and superintendent gave me the support I needed to go to work, for sure. And there were so many excuses given, for example, “We are not really like that,” “Oh, you have a strong accent,” [or], “We can barely hear you,” which was sad. [They also said], “This is not the way we do stuff here,” which was also not true. Because based on my experience and qualifications, I think I will do better than them. And the management in the office in Calgary who sent me there gave me a specific task to help them redevelop their health and safety program. [The manager] knows I [am] capable of doing that based on my experience and my knowledge. [However], the people in the field were not ready for those changes, especially the changes coming from somebody [who] is not their color.

Participant R’s experience showed that people in the workplace retained closed minds, leading them to downplay the competence of Black immigrants or excuse them from particular tasks or positions, sometimes without explanation. Thus, Black immigrants who find themselves in a supervisory role may face challenges in earning the support or respect of their subordinates.

Unconscious bias and subtle discrimination could result in enormous organizational losses if they remain unaddressed. However, the participants in this study noted a lack of organizational response and concern about the issue. The situation could even have frightening consequences. For example, Participant J stated,

Not everybody has the same understanding of diversity. It is as simple as that. And unfortunately, there are also people who understand [or] who know [about] diversity but [do] not welcome it, do not like it, [or] do not accept it. Yeah, but unfortunately, diversity is so, whether or not you know that. Like I always say, actually, in one of my books, diversity happens by default. There is nothing you can do about diversity. Diversity just is. The only person who can leave, even somebody who is a hermit, still has to contend with diversity. Because they do not understand what diversity is. There are people who are used to [their own way]. Sometimes even with children, sometimes you find that there are children who are so used to having things done their way. And so, if there is anything that's going to upset that, they resist it. So, when you bring in people from different countries, there is the risk of sounding demeaning [because] there is a dilution. But the dilution is [there] to improve things. But there are people who feel the dilution destroys things. And it is cool, but there is a dilution to take things to the next level. That is the whole intention. Diversity adds value.

According to Participant J, people who fail to see the benefits of diversity and continue to discriminate against new immigrants deny immigrants' value to the organization and the country.

According to Participant M, the most plausible way to overcome unconscious bias is to treat human beings as human beings. Participant J noted that treating others as human beings is a way to become accustomed to acting in more open and welcoming ways, understand that some people have different cultures and languages, and realize that everyone is human despite such differences. Such a mindset could enable people to overcome unconscious bias over time. Participant J also noted that, though it could be a challenge, the more people strive to see people as people, the better the situation.

On the other hand, Participant Z blamed unconscious bias on a lack of exposure to others. The participant had observed such a lack in Calgary and said,

I think the major [reason for unconscious bias] is that average Canadians do not travel out [of the country]. [They] lack exposure. They do not even know what other countries have. They believe so much in their own [country]. I have seen a lot of Canadians [who] stay in one province in one town or city for 20, 30, [or] 40 years. They do not even know anywhere [else]. So, when they see new people, [they feel shocked]. [For] my first job, I have a master's degree. And the first question was, "Oh, you speak English? Where are you [from]? Do you say you are just a newcomer? How can you speak good English?" Because they think in Ghana, we do not speak English.

Participant K brought a new perspective. According to the participants' perceptions of their experiences, some interactions over time could eliminate unconscious bias. Participant K shared a specific experience and stated,

There was a day that [my] boss walked into my office, and he was like, “[Name], do you have another Nigerian [who’s] looking for work? This type of work is like, you know, we have worked with Nigerians, and you guys are really intelligent.” So, some [people] may be natural racists. I am not going to rule that out, but I think some of them are [like that] because they have not worked with immigrants, [and] they are not really sure whether [immigrants] know [the work]. So, for me, those are the factors that can reduce unconscious bias.

According to the experience of Participant K and the postulations of Participant Z, overcoming subtle discrimination and unconscious bias is possible. Moving past subtle discrimination and unconscious bias could be a way to enhance diversity in the workplace and embrace the value that immigrants bring.

Theme 3: Immigrants’ Integration Process

The integration process is a challenge for many immigrants. Most of the participants in this study discussed the burden imposed on immigrants from many fronts. For instance, they described the challenge of learning the general ways of doing things in Canadian society. However, they found this process more difficult in the workplace, where many people seemed to lack the patience needed to allow the immigrants to assimilate. There are instances when soft skills are emphasized. Many of the participants contested that these nuances may not directly relate to the competencies of the immigrants.

Participant S opined on how to reduce the pressure of immigrant integration, saying,

I feel like the responsibility of every employer after hiring is to respect [the employee]. So, I will say [that] every employer should do their best to represent diversity to the extent that it is available within the society. So, if I am living in a society where half of the people are visible minorities and half are not, I think it is reasonable to expect that the composition of the employer or the workforce will be close [to that ratio], even if it is not precisely 50:50. You will expect to see a rough estimate of that. And I think as long as an employer tries to achieve that to the best of their ability, the next expectation is to treat everybody equally with respect.

New hires who are immigrant workers may find the integration process easier based on the composition of the larger society. Participant S elucidated that a restful mindset at the workplace could be a way to facilitate the integration process. Participant V expressed a similar sentiment and suggested tasking organizational leaders with making integration less demanding for new immigrants struggling to adjust to the new environment properly. Participant V stated,

I would say it is more about leadership because it is all about what the leader knows and what the leadership passes down to everybody else. And I think it is informing the culture of an organization; there always has to be that push by leadership that tells people you appreciate them, no matter who they are, no matter where they come from.

Appreciating people for who they are could enable immigrants to integrate faster. More interaction and mutual respect could be a way to ensure that immigrants do not feel awkward asking questions or seeking clarification about how to do certain things.

Some of the participants described experiences of getting fired for not doing things as expected. Sadly, some did not know what they did wrong to get fired. Many immigrants had to learn through struggles, with many, mainly men, returning to their country, leaving their family members behind.

Participant R underscored the importance of the immigrant integration process by sharing what occurs in organizations in which people can quickly integrate:

On the broader spectrum, more established companies and many employers encourage diversity to the best of my knowledge right now. They want to see people from different backgrounds working in the establishments because of the demographic changes in society. So, [diversity] is a lot easier for them [now]. For example, in my establishment where I work, [it] is easy for us to get colleagues to translate languages instead of looking for interpreters from externals because we have a lot of people [from] different backgrounds [and] cultures working in the establishment. So, it has made it very easy for the establishment to quickly resolve issues and crises when dealing with stakeholders and the public because there are many immigrants with different languages and different cultures [who can] understand and give out this information and coordinate activities.

Participant R suggested that the more diversified an organization, the fewer integration challenges faced by new immigrants. Immigrant workers in such organizations may have

access to others who understand their languages and cultures. These older employees could help new immigrant workers integrate faster.

Participant J also discussed immigrant integration, with the caveat that the immigrants play a crucial role in the integration process. According to the participant, integration is not a “plug-and-play” matter; it requires deliberate efforts from immigrants.

Participant J said,

Well, I guess the first thing [that], hopefully, immigrants recognize is that they are in [a] new country. I think it is important to recognize that you are in a new place, and things could very well be done differently. [You have to recognize] that you are not in a plug-and-play situation. I give you the example of working in the same organization [but] working in a different country—even that was not plug-and-play. I still had to make some adjustments. And I am sure [that] they also had to make some adjustments to interact with me. I feel that for immigrants, there needs to be that recognition that things will be different, you are different, the people are different, the environment is different. When you come to that recognition, you start from that place of hopefully curiosity versus confusion. And with the desire to learn more while retaining your own authenticity, that would be one way [to] help immigrants land jobs in Canada and integrate faster into the new environment.

The participant suggested placing curiosity above confusion. Perhaps new immigrants could ask essential questions with curiosity rather than try to figure things out of confusion.

Theme 4: Collaborative Training

There is a need for better understanding from both immigrants and established citizens, necessitating training that addresses both spectrums. Almost all participants emphasized the need for training for both new immigrants and established workers to enable cooperation and mutual respect. The participants emphasized that cultural and language differences may require both parties to make concessions to achieve integration and harness immigrants' valuable additions to organizations.

Participant Q suggested that an impediment to integration could be the lack of attempts to consider the need to understand new immigrants and their cultures.

Participant Q said,

Exposure is there, but in terms of culture, okay, let us talk about culture. Okay, culture sometimes could be used; maybe that should have been part of the answers to the earlier question. Culture sometimes can be used to deter [people], especially Black people, from getting jobs. Culture impacts the way we interact at work. Okay, but culture does not determine your efficiency, your whatever you want to do. Sometimes, it does not affect competency. Yes. It does not determine how competent you are as a professional person. Meanwhile, [others] do not want even [want] to tolerate, not even tolerate, my culture. So, if I am being brought into the country based on my profession, I was not brought into the country because of my culture, because my culture is not the same as yours. No culture is the same.

The participants emphasized that many immigrants come into the country because of their professional standing and competencies. However, established Canadian citizens may look down on immigrants because of cultural differences, which could result in the disequilibrium of both parties. Therefore, Participant Q indicated the need for collaborative training to understand and tolerate cultural differences for both Canadians and new immigrants.

Similarly, other participants alluded to the need for globalization. Canada presents itself as a multicultural society, which is attractive to immigrants. The 10 participants agreed that immigrants need much training to understand the challenges of the new workplace. However, they also advocated for similar training for established workers to enable mutual understanding. Participant R said,

If the policies are there, you want to find out why the policies are not being implemented and followed. Most of the time, we have found that some of the policies are there [but] the training has not been given to the people who are going to implement this policy or given to them to understand why those policies are in place. But if [a diversity policy] is not there at all, you need to create a new policy. When all these are done, you create an awareness program like [an] interactive program [or a] social program within the organization, where people of different diversity are able to meet and interact and share information and knowledge [so that] the workforce [can] understand where everybody is coming from on everybody's landing.

Similar to the integration process participants discussed, the more that interactions happen on both sides with collaborative training, the more integrative immigrants become. More seamless diversity has more benefits for both parties. Participant P said,

There should be more activities, maybe team building or whatever team events you have so that the [workers] that we meet here can also kind of be exposed to our own [immigrant] biases and our own culture and our way of doing things.

The participants indicated that training could be a way to bridge the divide between new immigrants and established Canadians. They noted that successful diversity might require more than training immigrants on what to expect in the workplace to include corresponding training for those already in the organization. Like the theme of unconscious bias, the participants expressed that training could be a way to alleviate and drastically reduce incidents of subtle discrimination.

Theme 5: Skillset and Opportunity

Many of the participants understood the challenges of integrating into a new society. However, they expected that their professional skill sets would provide opportunities, preventing others from viewing only the color of their skin. Many believed that although the quota system could be an immense help to getting people jobs, there may also be a need to focus on immigrants' skill sets. On the one hand, they felt that organizations should provide Black immigrants with opportunities. They opined that Black immigrants should receive more opportunities because of the talents and skills to improve organizational performance. Participant S expressed a somewhat divergent view of the quota systems:

On the one hand, at least with the employers [whom], I have been with and most employers, you will see that part of their corporate objectives is having a diverse workplace. But how much of the employment is directly related to that? It is something that is impossible for me to assess as a person that's not in HR. Or yeah, you know, not be where those decisions are made based on my own. Based on my own professional area, I will say it is one of the reasons that it is difficult to assess. And that is what I am saying, that is difficult to assess in the sense that you will most likely find at least one visible minority in most medium to large scale employers. But how much of the hiring is directly targeting a visible minority? Well, [it] depends on a lot of factors. But I think an employer may not want to employ someone who does have the needed skill set. Also, that is my own perspective.

Participant S indicated that although diversity may be necessary for the workplace, possessing the needed skills could overshadow the argument for diversity for small and medium businesses.

On a slightly different note, Participant D believed few professionals brought to Canada did not possess the skills needed for jobs in the country. However, the participant advised immigrants to step up and not be intimidated of showing their skills once they have the opportunity. Participant D said,

Yeah, one of the things [that] I always tell people is not [to] look [down on] yourself. Believe [that] you [are] as good as any other person, whatever assignment you are given, whatever job you get, make sure you do it to the best of

your ability. Because this standard is what will measure you; it is what you know, and it is not about your skin. Forget the skin. Because once you prove that you are as good as other people in the organization, respect will come. And like I said earlier, your contribution will help other people come [from] behind, [so] that [Canadians think], “All these people are not as bad as we think. They are as good as any one of us.” So, we need to know that we are as good as anybody. We do not need to be caged. We do not need to let somebody define our vision for us or our goal. Before we came in here, we had goals and visions. We need to continue to follow through despite whatever challenges may come [and] see those challenges are temporary.

Participant D said that immigrants should demonstrate their skill sets even when they face doubt from others across the organization. A demonstrable skill set and conscientious attention to tasks could enable immigrants to gain respect and opportunities. Establishing more immigrants could be a way to eradicate the “lone wolf” culture.

Participant J strongly believed that immigrants should step up and show what they can deliver and contribute to their organizations. Using the phrase “step and shine,”

Participant J said,

Well, first of all, keep your competence intact. And your confidence as well. And be someone who is a keen learner [who] already talks about [how] leaders are learners. And when I talk about being a leader, I am not saying it is a title. It is a mindset. The way you lead yourself will show in the work you do.

Participant J indicated that immigrants should know that they have come to Canada mainly because of their skill sets and not allow anyone to demean them. The participants suggested that immigrants should be willing to learn about the new environment and demonstrate their competence at every opportunity.

Participant Z offered profound advice for those having the opportunity to pave the way for others by focusing on excellent service delivery. Participant Z strongly believed that as more people of color demonstrate their skills are not the exception, they will earn respect. The more respect they earn because of their competencies, the more opportunities they and others like them will receive. Participant Z said,

What can be done, which I have always been telling people, is that the few people who get the opportunity to make [it to the] top should leave a good example.

Because everything here is based on excellence, let us compete effectively and demonstrate that we are as good as any human being on the planet. And once we are able to do that, the message will go along quickly. And they will know that all these people have their schools, which are good, if not better, than ours. So, let us make use of them. They can handle any position excellently and perform because [in] the workplace, their ultimate goal is performance [or] adding value to the organization. So, if we can demonstrate that, that would go a long way to earn trust, and once the trust is there, other people will be able to get the gate open [for] other people coming [from] behind.

Theme 6: Gaps Between the Government and Industry

Many of the participants expressed their initial shock when they faced the reality of rejection attempting to enter the workplace after immigrating to Canada. They felt surprised that employers doubted them after undergoing the rigorous selection process based on their professional skills. For example, they found it ridiculous when interviewers asked if they could speak English. They also wondered about the usefulness of the information submitted to the government before their selection as skilled workers coming to Canada.

Additionally, some of the participants who worked in the government gave distinct responses about diversity management. Most government establishments have had good outcomes with integration and inclusivity. However, many private-sector organizations have shown slow progress with integration and inclusivity. Participant D suggested that government officials select immigrants based on their skill sets and professionalism to create more awareness, indicating the need for them to do more:

I also think that the more [the] government itself can push, [the better]. If you are saying you are attracting new immigrants into the country, let there be awareness and due sensitization that these immigrants [that] you are bringing in are competent and capable. Therefore, organizations should, to a large extent, make [good] every effort to make sure that they give [immigrants] opportunities.

As indicated in the previous theme, government officials could impress upon employers that immigrants from professional skills cadres are the best way to reduce the number of rejections experienced by immigrants.

Participant K shared a workplace experience and noted that departments with leaders who were immigrants appeared more receptive to immigrants. On the other hand, departments headed by Canadians with less exposure to immigrants or disdain for immigrants because they doubted their competencies appeared less receptive to immigrants. Participant K said,

In my experience, I have seen people—bosses or supervisors, or managers—who are immigrants; they are open to immigrants. They are open to people coming from outside [of] Canada, where people [have] just landed. They are open to giving them the opportunity because they know that they can do the job even though they do not have this so-called Canadian experience. And for the people who are not diverse, they are people who have lived [in Canada and have] not really [been] exposed [to immigrants]. They have not really seen outside [of Canada]. All they know is all they [have] learned in Canada. So, we [immigrants] see that they are not, I do not want to say personally, maybe racists, but I will say [that] they [have not been] exposed to people coming from [other countries]. Like blacks, they [have not been] exposed to them.

The participant suggested that more awareness on the part of the government could enable leaders not exposed to immigrants to learn about the resourcefulness of Black immigrants and become more receptive to giving them opportunities. The more that immigrants receive opportunities, the more diverse the organization.

Participant Z discussed the central role of government in encouraging or discouraging leaders of private-sector organizations from accepting or rejecting new immigrants, especially Blacks, into the workforce. Participant Z said,

Yeah, [it] might also be none or full support by the government for the organizations or not in the past. So, that directly encourages organizations to keep to themselves and bring their diversity into the low ebb. Because directly or indirectly, the government and everyone is encouraging them. But now, noise is coming out. Communications are coming out. And direct supports are coming from everywhere. Recognize people for what they are, [and] do not look at their differences. Take advantage of the differences and get the best of it.

Participant Z suggested that government efforts to encourage and support diversity in private organizations could increase these organizations' receptivity to immigrants. The participant even suggested having a standard across the board and not only for Black immigrants.

Participant P called for meaningful cooperation between the government and private-sector employers of labor. According to the participant, such cooperation could be a way to ameliorate immigrants' challenges with underemployment. Participant P stated,

I think there might be a disconnect between the workplace or between [the] industry and the government. The government is in charge of bringing people in, but they do not offer employment, adequate employment, to the immigrants [who] come in. A lot of the time, the industry kind of discriminates against immigrants.

So, a lot of immigrants find themselves underemployed when they get here, even though their skills and their qualifications [are] almost all, I would say, equal to whatever you find here in Canada. There has to be more cooperation between the government and the industry of the employers of labor. Yes, it will become more meaningful because more immigrants or people with diverse cultures will find it easier to enter the workforce. Right now, there is a big barrier, and it is very difficult. What most immigrants even tell themselves, I think, is, well, [that] they have sacrificed for their children. A lot of them have taken pay cuts, a lot of them have abandoned very good careers, very good and promising careers to get here, and when they get [here], they find themselves underemployed, which could last for the rest of their lives. So, they take solace in [saying], “Well, our children got here early. They came into the Canadian society early, so hopefully, the barrier [will] be reduced with them.”

Theme 7: Certificate Recognition

One central theme that emerged from the interviews was certificate recognition, an extra burden for many immigrants. For example, a participant described having certification for a profession in both Africa and Europe. After undergoing evaluation by a counterpart professional body in Canada, the participant was surprised by request to recertify before practicing in Canada. The consequence of such an occurrence is that it caused many participants to either scale down their certification to accept work or, in extreme instances, inflate their certification to get undeserved opportunities. Both responses cause problems. As discussed under government and industry gaps, the

government's evaluation of immigrants should be a readily accepted process. In the case of professional bodies, bridging courses that address laws and ethics could be a sufficient means of aligning foreign-trained professionals with their Canadian counterparts.

Participant V gave instances of both understating and inflating certification.

On understating certification, Participant V said,

And people do [understate certification]. For instance, when I see somebody coming from Nigeria, most of the time, Nigerians [are] highly educated. If [I] see someone who is applying for whatever customer service role or something and I do not see a degree there or something, then that tells me that they are just trying to get a job, and I understand that, too.

Participant V said that, ideally, the system should not cause people to understate their qualifications. The participant then described the other side of the spectrum:

Well, I mean, even though I think one of them [overstated qualifications], this did not happen directly with me. This was something that someone was telling me about, about how they had hired someone, an immigrant. And in this case, [the immigrant] had actually inflated his qualifications because it was a technical role. Either you know it, or you do not, right? And he could not do the job. And so, this person, who was also an immigrant, wanted to kind of help in a certain way and was like, "Okay, take these courses so that you can get this right or do this and do that." And this person was—maybe he was a different breed—but he was lazy about doing [the courses]. So, he never did them. And it was like, "John is not performing, even though he said he does this [and] he knows this." And he was

sticking out like a sore thumb. And so, at the end of the day, they let him go because he just did not have those qualifications.

Avoiding undue pressure on certificate recognition could be a way to prevent undesirable incidents.

Summary

This chapter presented the processes and procedures of this study. The chapter also included the findings of the qualitative data analysis used to answer the research questions. The data analysis showed that the participants perceived that managing diversity better could enhance the prospects of meaningful job engagements for Black immigrants in Canada. The participants also stressed the need for more interactions between the government and employers of labor when bringing immigrants into the country. All ten participants perceived the critical need to improve diversity implementation, even in organizations with existing diversity policies. One of the findings of this study was that some of the Black skilled workers' experiences led them to take a closer look at the concept of diversity and its expected outcomes. The participants who had spent more years in Calgary had begun to see some improvements in diversity; however, all interviewees agreed on the need for more.

Chapter 5 provides further insights into the findings. The interpretation of the findings aligned with the theoretical framework and found agreements or divergences from the participants' understanding of diversity management. Chapter 5 also addresses the limitations of the study. The chapter concludes with recommendations and implications for practice and positive social change

Chapter 5: Discussion, Conclusions, and Recommendations

The purpose of this qualitative study was to explore perceptions of Black skilled immigrant workers regarding the phenomenon of diversity in the workplace in Calgary, Alberta, Canada, via a narrative inquiry. Another goal was to evaluate participants' responses using the POD, which suggests how to view and appreciate diversity. Organizations that employ diverse people may consider replacing either/or thinking with both/and thinking. Beyond this paradigm shift in thinking, this chapter includes interpretations of emergent themes discussed in Chapter 4. This chapter also includes an evaluation of the study's themes using the lens of POD to suggest how to improve diversity management in the workplace.

Many see diversity as a solution to the oppression that immigrants, specifically Black immigrants, face after emigrating to Canada. The understanding seems supported by perceptions of Canada as a multicultural epicenter that is welcoming to people from all nations and creeds without discrimination. Thus, a paradox occurs when immigrants enter the country and encounter obstacles when integrating into what they consider to be a welcoming society.

Interpretation of the Findings

The study's research questions were:

RQ1: How do Black immigrant workers living in Calgary perceive diversity management?

RQ2: How do Black immigrant workers think diversity management could address all forms of perceived inequality?

My goal was to determine how skilled Black immigrant workers perceived diversity and thought diversity could address inequality in the workplace. I address the importance of research questions as the basis to evaluate participants' responses.

CE

CE emerged in the responses of nearly all participants as a significant barrier to fully integrating into a new country or environment. The theme of CE had the greatest frequency and appeared in 33% of participants' responses. Participants experienced different degrees of difficulty with the CE phenomenon.

Three participants (Q, R & D) came to Canada from Europe; of those three, two (Q & R) who had started their professional careers in Africa did not experience CE initially. One found CE at his first job, where he faced resistance in his supervisory role. The most qualified of the three had moved to Calgary from Toronto because of the struggle to find job prospects.

One of the other participants (J) had moved from Africa and worked for a sister company in Calgary. This participant appeared to have escaped the scrutiny of the CE. However, participant J eventually had to leave that job after realizing she did not speak a common language with other workers. Another participant, K, secured an information technology job similar to one held in Africa for more than eight years.

A participant Z, who experienced one of the worst cases of the demand for CE, wanted to set up a business; however, authorities indicated that participant Z lacked Canadian business experience in retail. After nearly two years of bureaucratic delays and

frustration, participant Z searched for a job, even after verifying the funds needed to buy the business.

In many cases, issues with CE continue after entry into Canada. In certain instances, CE presents additional barriers for months and years, constraining immigrants to lower- and middle-management. Insistence on CE, especially for those brought into the country as skilled workers, does not align with Canada's principles of multiculturalism and acceptance of workers as possessing transferable skills. Immigrants entered Canada due to their transferable skills.

The concept of CE does not contribute to the intended outcomes of diversity. Admitting immigrants has resulted in the increased diversity of Canadian society; therefore, workforce leaders should embrace changing workforce demographics. Creating undue barriers such as CE suggests insensitivity from those in charge of managing corporate organizations. The harm CE requirements cause for Black immigrants suggests diversity has not been achieved in Calgary.

Another critical aspect of CE is that it often results in immigrants taking jobs beneath their experience and qualification. Participants explained having to take available jobs after depleting their savings. Immigrants had to face demands for CE and paying accumulating bills. A job as a cleaner could be more needed in Canada than experience as a foreign-trained professional. Like other parts of Canada, Calgary is a diverse community that has obstacles in terms of diversity management.

Unconscious Bias and Subtle Discrimination

Many Black immigrants suffer from unconscious bias and subtle discrimination in the workplace. Immigrants struggle with a lack of respect. Many Black immigrants in Western Canada emigrate from Anglophone countries in Africa and the Caribbean, where English is the official language of business and general communication. Despite this, many immigrants face questions regarding whether they speak English. Unconscious bias often produces subtle discrimination. In this study, participants shared unconscious bias experiences when others mistakenly perceived those immigrants could not handle specific tasks. These erroneous conclusions often precluded those in the workplace from giving immigrants a chance to perform work. Subtle discrimination usually occurs based on these patterns. Participant M in this study shared an experience when a person they trained became the boss. Upon inquiry about jumping over them to promote the former subordinates, their leaders said they did not want them (immigrants) to make a mistake.

When unconscious bias becomes prevalent in organizations and embedded into the culture, perpetrators of subtle discrimination may no longer see such bias as an issue. They may view unconscious bias as standard and increase unconscious bias against a particular group. The more unconscious bias remains unchecked, the quicker it produces subtle discrimination. A diversity policy may not succeed in an organization with subtle discrimination. Because of their insidious nature, unconscious bias and subtle discrimination may be difficult to detect; their hidden presence could hinder the effective implementation of a diversity policy. For example, until recently, the University of Calgary provided deliberate barriers to Black immigrants enrolling in its law school

program (White, 2020). Implementing diversity policies will continue to lack success without deliberate efforts to address unconscious bias and subtle discrimination in the workplace.

Participants said many of their colleagues at work remained close-minded. Closed minds often cause individuals to downplay the competence of Black immigrants or excuse them from particular tasks or positions, sometimes without explanation. Black immigrants who find themselves in supervisory roles may struggle to earn the support or respect of their subordinates. Participant J said, “When people and the organization fail to see the benefits of diversity and continue to discriminate against the new immigrants, irrespective of where they come from, they deny themselves the value that the immigrants bring to the table.”

More specifically, Participant M suggested that the most plausible way to overcome unconscious bias is to treat human beings as human beings. According to the participant, treating others as fellow humans could be a way to become more open and welcoming and understand that although some people have different cultures and languages, everyone is a human being. With that mindset, people may, with time, overcome unconscious bias. Participant M also noted that although it may be a challenge, the more people focus on seeing people as people, the better.

Unconscious bias could cause individuals to position their fellow human beings dichotomously. Those with unconscious bias may struggle to overcome a deep-rooted hatred for other people, regardless of what such people do. A decision-maker with unconscious bias subtly discriminates without a reversal and causes those in the

organization to suffer the consequences of preventing people from making meaningful contributions.

Immigrants' Integration Process

One major challenge of integrating diversity management is excluding community members from proper representation in the workplace. Workplace leaders must continuously respond to the changing demographics composition of the workforce. However, an unusually tough and frustrating integration process could result in setbacks to diversity; this assertion also applies to CE, presenting obstacles to immigrants getting jobs.

New immigrants coming into a new environment face many challenges. The inevitable culture shock and lack of commensurate earnings close to those before coming to Canada could cause immigrants to find the integration process slower than expected. The expectation appears to be that immigrants should have the ability to adapt immediately to their new environment, pronounce words perfectly, and master the nuances of a new culture quickly. A further complication is the weather, as many Black immigrants come from tropical climates different from Canada. All these issues can burden even the strongest of Black immigrants. The dreams of coming to a new country could quickly turn to despair, especially when immigrants face unconscious bias and subtle discrimination.

The obstacles of the integration process could have adverse effects on the psyche, including self-doubt, frustration, diminished self-value, and even mental health challenges due to unbearable pressure. The average Black immigrant may deny mental

health concerns due to the social stigma of mental health issues prevalent in many African and Caribbean countries.

A lack of support for and undue pressure on Black immigrants could result in a tortuous integration process. Seven of the participants in this study differentiated between work and a proper workplace. Except for the two participants (Q & R) who stopped in Europe before coming to Calgary and the participant (K) who got a job in the same field, the interviewees noted the challenges of the integration process. As indicated, even the participant who transferred to a job in Calgary from the same organization branch in Africa did not escape the pressures of the integration process. Some understanding between immigrants and established Canadians on the enormity of the burdens carried by immigrants could be a way to improve the support provided to immigrants.

A smoother and more accessible integration process could enable immigrants to quickly transfer their acquired skills to add value to the workplace. Also, understanding the integration process could make those in charge of diversity management more receptive to and responsible for evident demographic changes in the workplace. Participant J noted that “diversity is a default setting”; although some might not like diversity, they cannot avoid it. Participant J also believed that immigrants must play crucial roles in easing the current situation by becoming more curious about their new environment to overcome frustration.

Collaborative Training

As shown by these issues, training could be a way to help both immigrants and established Canadians achieve meaningful and sustainable improvements. Immigrants

need all the support they can get from some programs and more. There is a need for impactful, collaborative, and inclusive training, starting with the government workers responsible for selecting skilled immigrant workers. The government should provide an orientation of the minimum expectations of the new environment to anyone given a visa as a skilled worker. Second, the government should have a liaison arrangement about the categories of immigrants brought into the country with other employers of labor. Third, organizations with diversity policies should provide employees with general training on what to expect and how to relate with new immigrants who join the organization. Other training should include new employee onboarding about the principles and practices of diversity management in the organization.

Immigrant community associations in Calgary should provide collaborative and inclusive training for members, especially those recently arrived. The associations could pair people within the community to new immigrant families and centers of worship as a joint effort to integrate new immigrants. Such training could have a multimodal design, from traditional classrooms and workshops to multimedia or interactive recordings, so that members can self-teach to community-organized events and mentorship from established community members. The training could also include intercommunal exchanges and joint events for Canadians and immigrants to learn about each other's cultures and appreciate each other's differences. Collaborative training should be an ongoing process continually updated to include emerging issues in the larger society. For instance, the impact of globalization and the overall mobility of labor indicates the need for such collaborative arrangements. Each organization could design the packaging and

delivery of the training. Paying tuition for some training is acceptable as long as it has beneficial effects for trainees and society.

Collaborative and cross-cultural training could be a way to reduce incidents of unconscious bias and subtle discrimination drastically. Collaborative training could also be a means of improving community interactions and understanding and accepting once-disdained differences. Through collaborative training, enhancing the knowledge of “diversity as a default” could contribute to societal and economic well-being for synergic and mutual benefits.

Skillset and Opportunity

The participants in this study saw that diversity could address their plight; however, they all agreed that employers should primarily consider immigrants’ skill sets rather than hire them to fill a quota. This finding suggests that Black professionals who emigrate to Canada often feel degraded when diversity consists of hiring a certain number of them to meet a quota at an organization. The participants found this demeaning and a total negation of what they thought was the main reason for their selection.

“Bringing something to the table” is a prevalent thought among skilled Black immigrants who come to Canada based on their professional expertise and experiences. Many skilled Black immigrants feel surprised when their employers perceive them as mere headcounts for diversity reports. Many organizations receive awards for diversifying the workforce. However, study participants wondered if such diversity enabled their employers to downplay their expertise. They understood their positions

better when considered in conjunction with the demographics of the city. Also, many of the participants were economic immigrants who had to provide genuine and verified sources of income to qualify for immigration into Canada; therefore, they struggled to comprehend why their employers relegated their skill sets to the background.

The participants in this study appeared to cherish the opportunity, even within the gambit of a diversity phenomenon primarily focused on their skills instead of the color of their skin. Another thing the participants noted was that when organizations failed to recognize their talents and focused only on diversity headcounts, the likelihood of professional advancement diminished. They found the idea of an employer doing them a favor by engaging their services demoralizing. Such an idea could even have psychological effects, causing immigrants to ultimately lower their contribution by recognizing their professional capability and making that the basis of their engagement is that diversity will become meaningful. It will now be up to them to prove themselves.

This perception of diversity implies that skilled Black workers often feel disrespected. An employer cannot achieve its potential if the workers lack the motivation to put in their best. The RBC Economics (n.d.) report indicated government tax revenue losses because of the underemployment of many Black skilled immigrants. Deemphasizing immigrants' skill sets and focusing on a headcount for diversity does not provide benefits for three parties: (a) immigrants, who lose money and self-esteem; (b) organizations, which lose productivity due to the underutilization of employees; and (c) the government, which loses tax revenue. Meaningful diversity and the awards and recognition received by some organizations as highly diversified should require giving

due attention to the skill sets of immigrants. Engaging the services of professionals, regardless of where they received their training, has enormous benefits for all concerned.

Another issue expressed was that most employers in Calgary think all Black immigrants are refugees who bring little or no value to the workplace. This study lacked the time needed to address this assertion; however, future researchers could explore employers' perceptions of Black immigrant workers in Calgary or across Canada. The recommendation section of this chapter includes this suggestion for future research. An assumption is that an organization focused on performance and capability also prioritizes immigrants' skill sets. However, the findings of this study suggest this is not the case and that employers should take a closer look, enabling diversity management to have better results.

Gaps Between the Government and Industry

The noticeable gaps between the government and private-sector employers were surprising finding of the study. The participants did not understand why potential employers found them unsuitable for the workplace when they had already undergone government selection to fill the labor gaps in Canada based on their skills. For example, in the accounting profession, there are universal fundamentals. A debit entry and a credit entry remain the same everywhere globally, although variations may exist in laws and taxation. Thus, if government officials decided to bring professional accountants into Canada from other countries, it does not make sense that companies do not find these immigrants professional enough.

According to the participants in this study, addressing this apparent lapse in logic requires alignment between the government and industry. The government should have adequate knowledge about skills shortages, which industry may need foreign-trained professionals to fill. Next, the two parties must agree on the selection criteria for skilled immigrants. Third, a tripartite involvement with the professional regulatory body should occur to define the basis of any foreign-trained professional's acceptance. Moreover last, members of professional bodies should interact with their foreign counterparts for reciprocity, evaluation of each other's curriculum, or both.

The government provides awards for diversity in organizations; thus, there is a need for transparency in expectations and evaluating diversity. Undoubtedly, awards could motivate organizational leaders to increase diversity; however, such an award may not have the desired value without established criteria. As indicated in the previous section, diversity should focus not on a headcount but the quality of employee engagement. An organization may easily have 25% Black immigrants; however, there is little value if it only hires Black immigrants to be cleaners and janitors. The number alone should not have value; instead, there should be a focus on distributing positions among various groups.

Another important aspect of closing the gap between the government and the industry is instituting an evaluative process for assessing an organization's compliance with affirmative action and equal opportunity legislation (Ng & Sears, 2020). Such a process should indicate the enforceable sanctions for non-compliance or false reporting

of diversity. The evaluative procedure should not focus on headcount; it should include the distribution of positions as well.

Certificate Recognition

Most of the issues discussed in this chapter dovetail into one of the most frustrating experiences for immigrants: a lack of recognition of the certification of foreign-trained professionals. Accredited government agency officials evaluate the certification of skilled immigrant workers before they immigrate to Canada. Apart from the financial consequences of double accreditation (most professional bodies undertake independent accreditation), the participants in this study found the delay, uncertainty, and lack of standardization for certification frustrating. Again, as indicated in the previous section, a need exists to align these procedures among the government, industries, and professional bodies. Sometimes, the current practice is such that the individuals think or feel different from those the government has previously provided with a “clean bill” for these issues. Also, as in accounting, there are few differences between professional principles and practices worldwide, except for laws and taxation. New immigrants can take seminars or workshops to acquaint themselves with any differences.

Immigrants may feel confused because although they have received government recognition of their certification to enter the country, the professional bodies and industry do not consider their certification and experience sufficient. The participants’ experiences appeared to show more alignment between the industry and professional bodies than with the government. A need exists to align the three parties so that immigrants do not have

potential employers deny them opportunities or deliberately slow them down, as many participants reported.

Government officials could take the lead and resolve the duplicate efforts and frustration to help immigrants fully integrate and contribute to the new environment. As the system exists now, many immigrants find themselves without any sense of direction. There is a need to assess and resolve skilled immigrants' certification. A system accessible to all stakeholders could save employers' and skilled immigrant workers' time and efforts. Most importantly, such a system could be a way to save the immigrants from experiencing unnecessary frustration. Canada presents itself as a multicultural country; therefore, everything should ideally reflect the country as a melting pot with diversity. The current system presents obstacles to immigrants, especially skilled Black immigrants, and multiculturalism. As this study's findings showed, the existing system is an obstacle to successful diversity implementation in the workplace in Calgary.

All the findings in this study are supported extensively in the literature, as highlighted in Chapter 2. For instance, the Canadian experience was well documented by Ku et al. (2019), the unconscious bias and subtle discrimination by Gauthier (2016), and Ng and Sears (2020). Guillaume et al. (2017) lend voice to the issue of the immigration integration process, while the practical approach suggested by Janssens and Steyaert (2019) reinforced the suggestion for collaborative training. RBC Economics (n.d) emphasized recognizing the immigrants' work experiences and bridging the wage gaps that undermine their skillsets and limit their opportunities. Madut (2019) study underscored the gaps between the government that brings in the immigrants and the

industry that discriminates against them. Lai et al. (2017) discussed extensively the issues bothering on certificate recognition for the new immigrants. With the above snapshot, it can be inferred that the findings of this study align with the extant literature in all the identified themes.

Also, the findings answer the two research questions sufficiently, almost in the affirmative. The participants perceived that diversity management is not achieving its utmost because of some underlying factors that they think are counterproductive to its effective management. Then expressing their thoughts that diversity, if well managed, could help ameliorate the major setbacks they currently faced offered valuable suggestions. Those suggestions provided answers to research question two about the thoughts of the black immigrants and diversity management capability to address inequality in the workplace.

Contextual Analysis of Findings Via the Lens of Polarities of Democracy

The study's findings aligned with the conceptual and theoretical framework by showing that the ultimate purpose of diversity is to undertake a paradigm shift from either/or to both/and thinking. The interpretations emerged from the participants' insightful perceptions. However, the fundamental fault was that all participants viewed diversity as a solution to the many challenges of applying for jobs or advancing their careers when they secured positions.

The either/or mindset was a limitation for the immigrants who focused on the upsides of diversity as the primary solution to their problems. The participants represented the crusaders (Benet, 2006; Johnson, 1992) who perceived that any

improvement in diversity could be a way to improve their situations. In contrast, the tradition-bearers were the established Canadians who made decisions inadvertently focused on the downsides of diversity by counting the Black immigrants they employed to confirm their compliance with diversity. Neither side appeared to consider equality, the opposite pole of diversity (Benet, 2006, 2013). Instead, both sides treated diversity in isolation of equality. An example is an organization where the employees consider the organization diversified if different people of color, work there.

Isolating diversity from its polarity with equality would not be an effective means of addressing the participants' concerns or finding a lasting solution to the dilemma of diversity. Miscategorizing the dilemma between diversity and equality as a solution or a problem is not a way to make optimal and long-lasting improvements. According to Johnson (1992), the situation will remain oscillating in the infinity loop. However, a shift of understanding, such as the collaborative training suggested in one of the themes, could be a way to manage the dilemma and address the gray areas between diversity and equality.

The findings suggested that diversity could produce the desired results with more effort, as improvements have occurred over time. The understanding is not a surprise as small successes often confuse the tradition-bearers and crusaders who benefit from the successes and achieve their aims. However, they often caught themselves in the infinity loops, where the temporary success may sour for both parties. Also, some of the suggestions for integrative approaches by government and industry appear reasonable; however, they address only diversity and not equality. Therefore, conforming with the

POD principles requires both sides to compromise, view diversity and equality in both/and paradigms and using the poles' strength for mutual benefit.

The interpretations of the findings indicate the need for more work to address diversity. However, contemplation of the POD suggests that meaningful work to produce the desired outcomes requires a shift in knowledge and focus. The knowledge shift consists of managing diversity in conjunction with equality. A shift in focus requires both sides to see diversity and equality as a dilemma requiring continuous attention instead of a one-time stop-gap solution.

Limitations of the Study

This study was limited to the exploration of perceptions of diversity management in one city in Canada. Participants were a subset of the immigrant community: skilled Black immigrants. Although I attempted to gain in-depth knowledge of the perceptions of this small group, the outcomes of the semistructured interviews remained subjective, as each participant expressed personal views and experiences of diversity in the workplace.

Another significant limitation was that the study did not present balanced views of diversity management in Calgary workplaces. As such, the findings were not representative of the entire immigrant community in Calgary. Additionally, some Black immigrants may not have come to Canada as skilled workers. Some immigrants, including Blacks, come to Canada as refugees, not as economic immigrants. The views of such immigrants could contribute to a complete understanding of diversity management in Calgary workplaces.

Face-to-face interactions with the participants did not occur due to COVID-19 restrictions. Videoconferencing via Zoom, despite its usefulness, had a limited capability of presenting the participants' body language, which could have provided more insight than just words. I asked follow-up questions during the interviews; however, it could have been relaxed. More robust interactions could have occurred during face-to-face interviews.

In this study, the participants' perceptions, which showed bitterness, may have contained bias. Just because participants spoke about unconscious bias does not indicate their immunity to it. However, these limitations did not harm the value of the study. The commonality of expression, if anything, was a confirmation of the expectation gaps and the need to address them.

Recommendations

Policy Recommendations

The literature review, the data collected for this study, and the study's findings indicate the need for further research in certain areas. The first recommendation is to study CEOs as the drivers and key stakeholders in implementing diverse cultural competencies. The CEO's strategic position could be crucial in achieving effective, organization-wide diversity management. One participant observed that although some departments complied with diversity initiatives, others did not. Thus, the tone set by the executive leaders could create harmonious diversity in organizations. Therefore, it is recommended that existing policies be reviewed in such organizations so that diversity becomes organization wide.

Another policy recommendation given the POD concept is to have an integrative approach that incorporates the two poles of diversity and equality as dilemmas to be managed together. Such policy designs should explore the upsides of both poles and harness their inherent advantages. At the same time, it should focus on the downsides of both poles and create actions that minimize those if they cannot be eliminated. The approach of POD is far beyond complying with affirmative action (Ng & Sear, 2020) of the quota system.

Recommendations for Future Research

One primary recommendation for further research is the perceptions that all Black immigrants are refugees to determine whether they are unique or shared across the entire industry. Researchers could replicate such a study across Canada and in places with significant numbers of Black immigrants. Immigrants' perceptions could contribute to why employers consider many of them suitable only for lower-cadre jobs. Such a study could indicate why many Black professionals fail to receive recognition for their skill sets and serve as only a number to satisfy a diversity quota.

The participants' perceptions of unconscious bias and subtle discrimination indicate the need for further research into those topics. Researchers could explore how the perceptions of unconscious bias led to subtle discrimination against a group of people. Such research could show ways to remediate the painful consequences of the bias. There will be no end to subtle discrimination in the workplace if people remain unaware of their unconscious bias. Awareness sensitization can occur if such a study shows that such phenomena exist. Another recommendation is to replicate this study in other cities or

provinces in Canada. Scholars could also repeat the study for different immigrants other than Blacks and even Black immigrants who did not come to Canada as skilled workers, such as students and artisans.

Implications

Implications for Positive Social Change, Theory, and Practice

The findings of this study have implications for positive social change. For example, the consequences of the demand for CE could negatively impact many skilled Black immigrants. Recognizing and addressing the pain caused by CE demands could significantly benefit immigrants. Professionals from other countries immigrate to Canada to help grow the economy and improve society. However, a constant CE focus will not enable the members of Canadian society to fully realize the purpose of bringing skilled workers from other countries. Therefore, the knowledge produced by this study could result in positive social change for immigrants, the workplace, and society by altering demographics. Policymakers should have the courage to look into the issues presented in these findings—not only CE but also unconscious bias, subtle discrimination, and the other interrelated themes.

The participants raised concern about the gap between policy and implementation on any group of people. This study focused on skilled Black immigrants; however, the issues could also affect other populations. There is thus an implied need to evaluate and

overhaul the current policy to design more responsive implementation mechanisms to benefit all stakeholders.

In terms of theoretical implication, this study unearthed the concerns of the theory that many issues are viewed and treated in isolation, which are unsolvable in such a state. Understanding that diversity cannot be addressed in isolation of its parity could be a way to foster equality and positive social change via a paradigm shift. Recognizing diversity and equality as the polarities of social dilemmas that require better management could produce new thinking and policy reversals that result in positive social change. Organizational leaders who understand the symbiotic relationship between diversity and equality can change their design and management approaches. Such changes could, in turn, have more significant, more positive, and more realistic impacts than the existing approaches to addressing diversity alone.

Regarding the collaborative training suggested in this study, a paradigm shift from either/or thinking to both/and thinking could provide an all-inclusive curriculum for training to achieve the desired results. Training based on a faulty curriculum will likely not succeed. Focusing on the POD and seeing diversity as a polarity with equality could be the necessary foundation for training, policy design, implementation, reviews, and reversals when necessary.

This study included instances of a particular group's feelings, aspirations, pains, and disappointments. Policymakers could use this study's findings to reexamine existing policy and its impact on this group and others contending with issues about which an organization may be unaware. However, POD presents diversity and its polarity equality

as unsolvable problems, indicating the need for ongoing management. The findings in this study confirmed that diversity is not a one-stop solution for immigrants and the workplace. Listening to the participants' perceptions indicated the need for more than cursory attention. The findings provide an opportunity to review the current policy and practices to determine how to improve diversity policy. The practical implications of this study can provide the information needed to design a model for a larger population directly impacted by diversity and equality.

Conclusion

This study occurred through the lenses of POD, which present diversity as the opposite pole to equality. The study had thought-provoking outcomes helpful in evaluating policy. Some participants believed that Canada was a multicultural environment with an effectively designed and implemented diversity policy that could address their disappointments and pains.

While not discounting the benefits of a well-crafted and implemented diversity policy, using the theoretical lenses of POD could show the problems of identifying diversity as a solution rather than an unsolvable problem. Continued globalization and high labor mobility indicate that diversity will continue to have cultural implications. Thus, the solutions sought today could soon lack relevance. It is impossible to predict the challenges of skilled Black workers and Black workers no longer regarded as immigrants. Therefore, diversity and equality will continue to require different solutions at different times.

The purpose of labeling diversity as an unsolvable problem is not to cause fear, as the findings show that the issues are ever-changing. For instance, there is information on the diversification of departments in the same organization. Departments headed by immigrants are perceived as more diverse, which suggests that a dilemma truly exists. In the same vein, if immigrants dominate organizations, it is unknown whether nonimmigrant workers will have equal opportunities. Future uncertainty indicates the need to manage diversity and equality in tandem to maximize their upsides. Policymakers and implementers of diversity policy in any organization should consider and engage with the POD.

The purposeful sample of skilled Black immigrant workers in this study provided the opportunity to explore what these individuals silently endure. However, the findings do not preclude that other groups in Calgary might have similar or worse situations. Individuals have the personal responsibility to respond positively to the knowledge produced from this study. The significance of this study's theoretical framework is that it falls within the critical theory of reducing oppression, allowing policymakers to assess the thinking behind diversity policies founded on either/or thinking. New thinking of equality with both/and thinking could create a paradigm shift in the formulation and implementation of diversity policy. The perceptions of skilled Black immigrants in this study could be a foundation for institutionalizing paradigmatic positive social change as a deliberate response to the changing demographic landscape in Calgary, Alberta, other places in Canada, and worldwide.

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Appendix A: Interview Questions

1. Can we begin with a brief recall of your immigration journey and how you joined the workforce in Calgary?
2. How long did it take to get into the workforce proper after landing or relocating to Calgary?
3. As a skilled immigrant worker, what does diversity mean to you, especially in the early days of entering the workforce?
4. How would you describe diversity as a solution to immigrants' problems in getting a job after landing in Canada?
5. Did you have expectations based on your understanding of diversity when you joined your organization?
6. Tell me about your experiences with diversity in the organizations where you have worked or still work?
7. What factors do you consider mainly responsible for what you have observed about diversity?
8. Do you consider diversity in your workplace integrative and inclusive?
9. Which factors would you consider essential for achieving more integrative diversity management?
10. If you were to advise the human resources manager about diversity, what would you tell him/her?
11. Can you draw any parallels for diversity between Calgary and your home country?

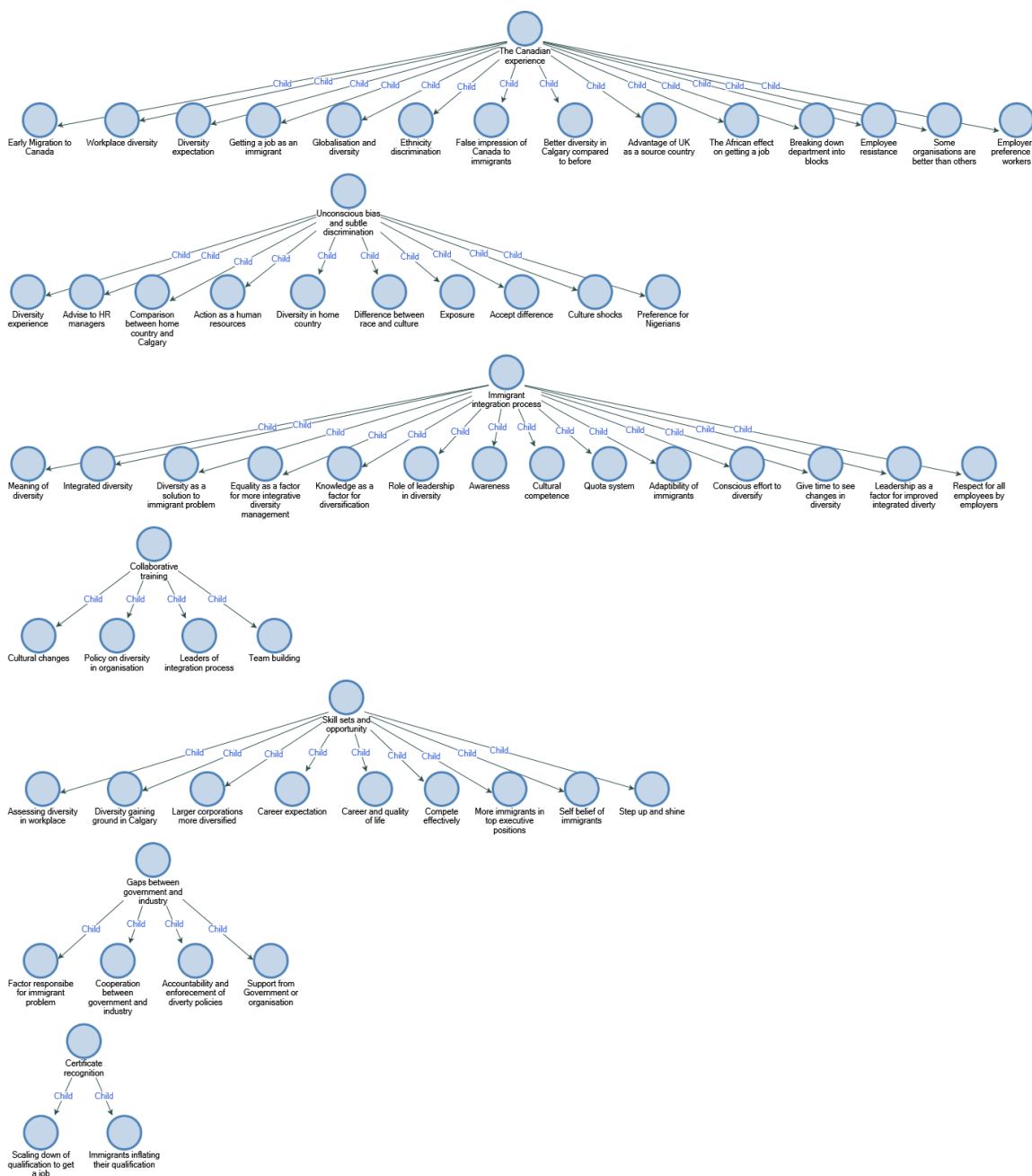
12. What would you do differently if you were a human resources manager in charge of diversity management in your organization?
13. Are there other things you would like to share with me?

Appendix B: Opening Comment

Hi, this is Lalekan Oluwadele. Thank you very much for participating in my study. The purpose of this interview is to talk about diversity management in Calgary, Alberta, and how you perceive it. The interview should last about 1 hour. After the interview, I will examine your answers for data analysis. I will share some of your answers with my supervisor to complete my dissertation. However, I will not identify you in my documents, and no one will have the ability to identify you with your answers. You can choose to stop this interview at any time. Also, I need to let you know that I will record this interview for transcription purposes.

Do you have any questions?

Appendix C: Graphical Presentation of Thematic Analysis



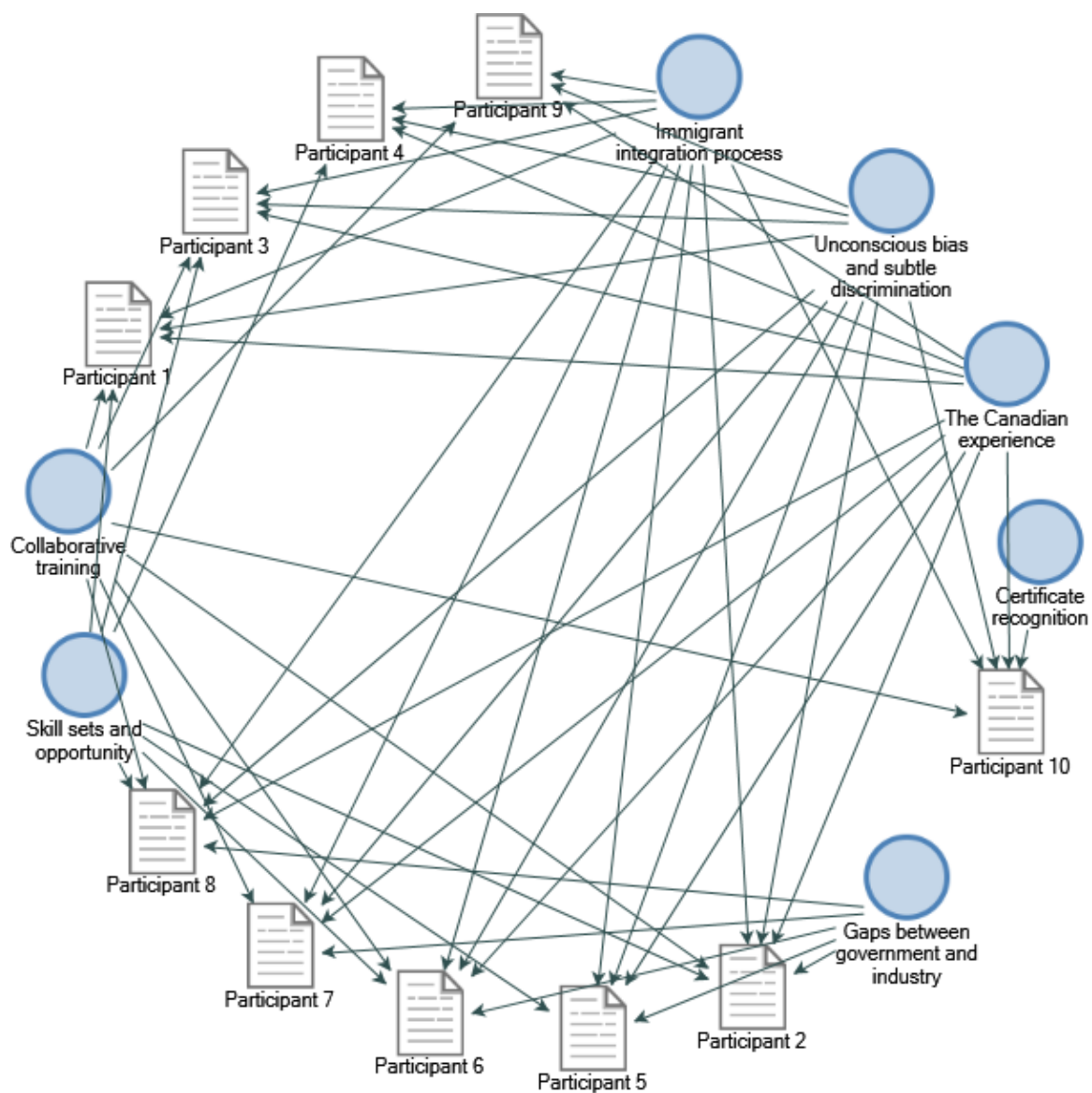
Source: NVivo12 Plus Analysis

Appendix D: Word Frequency Analysis



Source: NVivo12 Plus Analysis

Appendix E: Thematic Interconnectivity



Source: NVivo12 Plus Analysis