

DIVERSITY POLICIES, DISCRIMINATION AND EMPLOYEES' PERCEPTIONS OF CANADIAN WORKPLACE: IMPLICATIONS FOR POSITIVE SOCIAL CHANGE

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ABSTRACT

Humans cannot live in isolation. The uniqueness of diversity is found when people form an association or integrate to solve a problem and build a stable community. Diversity is a perceived solution to problems involving inequality, discrimination, and oppression. Governments worldwide cannot avoid diversity due to globalization's multidimensional impacts. The purpose of this study is to explore perceptions of Black immigrant workers in Calgary, Alberta, Canada, to contribute to the knowledge of both crusaders and tradition-bearers to manage polarity and reduce perceived discrimination and oppression suffered by crusaders while providing tradition-bearers with positive outcomes. This study is significant in that it will create a better understanding of diversity, with equality as a polarity and dilemmas to manage rather than solutions to workplace oppression. The polarities of democracy theory was this study's theoretical framework. The theory involves distinguishing between problems that require solutions and dilemmas that require management for the best possible outcomes. The target group for the study was Black skilled immigrant workers in Calgary who had emigrated to Canada through the Express Entry program. Recruitment of 10 participants was done through professional associations in Calgary. A lack of support for and undue pressure on Black immigrants results in a tortuous integration process. 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 polarities of democracy and polarity management theories.

Keywords: Canada, Discrimination, Diversity, Immigrants, Inequality, Polarity,

INTRODUCTION

Diversity is a perceived solution to problems involving inequality, discrimination, and oppression. It is a topic that is understood using the polarities of democracy (POD) theory within the purview of polarity management 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.

Governments worldwide cannot avoid diversity due to globalization's multidimensional impacts. Leading with purpose as an essential component of managing diversity at an organization's top echelon should be of utmost priority for all leaders (Turnock, 2019). Therefore this paper raises the question; how do Black immigrant workers living in Calgary perceive discrimination and/or diversity management? Diversity involves the intricate balance of affirmative action and the promotion of merits above anything else in organizations. Organization leaders are not in any way expected to sacrifice merit principles in the pursuit of diversity, especially in the public sector, to determine whether merit principles obstruct diversity in organizations (Park and Liang, 2020).

Benet (2006, 2013) formulated the polarities of democracy (POD), which consists of 10 elements divided into five pairs. The ten 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).

Nadiv and Kuna (2020) opined that diversity often results in paradoxes; therefore, it may require polarity management of diversity and equality to enhance outcomes and possibly resolve the paradoxes. Scholars are searching for new theories to address this complex phenomenon. Johnson (1992, 2014) further emphasized that 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. The purpose of this study is to explore perceptions of Black immigrant workers in Calgary, Alberta, Canada, to contribute to the knowledge of both crusaders and tradition-bearers to manage polarity and reduce perceived discrimination and oppression suffered by crusaders while providing some assurances to tradition-bearers of positive outcomes.

This study is significant in that it will create a better understanding of 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 see diversity as a solution to address concerns involving oppression rather than diversity and equality poles.

This study could contribute to social change by offering a paradigm shift that diversity is a solution to inequality to a polarity thinking 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 a standalone could be a way to enhance long-term benefits for employees and their organizations.

Conceptual clarification

There are some standard terms related to diversity. The study used these key terms: Discrimination, Diversity, Diversity beliefs, and Inequality.

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 a 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 are 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.

THEORETICAL FRAMEWORK: POLARITIES OF DEMOCRACY

This study's theoretical framework was the polarities of democracy (POD) theory. The theory's root in polarity management (Johnson, 1992) 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 separately 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 the 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 ineffective in managing the polarity.

The two human elements are crusaders and tradition-bearers. Crusaders desired to change because they are weary of their present positions and believed they could 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 to the benefits of the desired change. They focus more on the effects of what they have grown accustomed to. 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 by 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, a lot of time and effort will be wasted without producing anything meaningful. Similarly, 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 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 (Benet, 2013; 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 benefits both parties.

Johnson (1992) advocated for proper, deliberate education so that the members of each party could 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.

DIVERSITY POLICIES, DISCRIMINATION, AND POLARITIES OF DEMOCRACY

The issue of diversity and perceived workplace discrimination will be examined under the aegis of; immigrants' integration process, collaborative training skill set, and opportunity gaps between the government and industry

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 and composition of the workforce. However, an unusually tough and

frustrating integration process could result in setbacks to diversity; this assertion also applies to Canadian Experience (CE) requirements, 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 that immigrants should be able 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 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 responsive to 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 organization's principles and practices of diversity management.

Immigrant community associations in Calgary should provide collaborative and inclusive training for members, especially those who recently arrived. The associations could pair people within the community with 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 members can self-teach at 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 that is 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 benefits 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.

Skill set and Opportunity

Immigrants do think that diversity could address their plight and often agree 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. Immigrants 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.

Immigrants 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 immigrants 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, ultimately causing immigrants to lower their contribution. 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 study includes this suggestion for future research. An assumption is that an organization focused on performance and capability prioritizes immigrants' skill sets. However, the findings of this study suggest that 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 are important episodes in the lives of immigrants. Immigrants seldom do not understand why potential employers find them unsuitable for the workplace when they have 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. Debit and credit entries remain the same everywhere globally, although variations in laws and taxation may exist. 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 immigrant perceptions 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 the 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 on 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 also include the distribution of positions.

RESEARCH METHODOLOGY

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 Canada. The 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.

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. Also, I gained ideas through my familiarity with literature. Another data source was notetaking 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 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 over dependency 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

Presentation of Findings

For example, in collaborative training, both immigrants and native-born can come together in a training environment. Cases may be thrown up to highlight each side's constraints and proffer solutions by the other side. The same could also integrate management to enable management to feel firsthand 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 support for understanding the critical skill sets and available opportunities. Having thought they had scaled through successfully as skilled immigrants to Canada, they were taken aback by the industry's not-so-open hands extended to them.

A lack of support for and undue pressure on Black immigrants results in a tortuous integration process. Seven 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.

For this reason, the participants reasoned that if the gaps between the government and the industry are bridged, the discrimination 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.

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 considered 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 effectively address the participants' concerns or find a lasting solution to the diversity dilemma. 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 oscillate in an 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 the 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 use 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 produces the desired outcomes and 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.

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 other interrelated issues.

The participants raised concerns 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 from 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, positive, and 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 an organization may be unaware of. 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 and polarity management theories, which present diversity as the opposite pole to equality. The study had thought-provoking outcomes helpful in evaluating policy. Some participants believed Canada, as a multicultural environment, may have an effectively designed and implemented diversity policy to address their disappointments and pains.

While not discounting the benefits of a well-crafted and implemented diversity policy, using the theoretical lenses of POD and polarity management theories 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, who are 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, suggesting that a dilemma 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 theory.

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 are responsible for responding 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, and other places in Canada and worldwide.

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.

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