

Implementation and Benefits of Diversity Management: Lesson from Organisations Located within the Visegrad Group V4 Countries (The Czech Republic, Poland, Slovakia and Hungary)

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Abstract

The goal of this article is to determine the state of implementation of the concept of diversity management in organisations within countries belonging to the Visegrad Group V4 and gather opinions regarding if and (if so) what benefits result from implementing this concept. For the purposes of the research, the literature on the topic was reviewed and a diagnostic survey was conducted, which was based on a survey questionnaire. Empirical research was conducted in the years 2016-2017 on a test group of 401 representatives from organisations in the Visegrad Group (Poland, the Czech Republic, Slovakia, Hungary). These were qualitative-quantitative studies. According to the research, the level of implementing diversity management in the organisations examined is low, despite the fact that the representatives saw its benefits and declared their intent to seek more knowledge on this topic. Unequal treatment and discrimination, according to the respondents, occurs most frequently due to age, and at a further stage, due to gender and ethnic origin. The research has shown that according to the opinion of the respondents from the organisations, diversity management carries a multitude of benefits.

Keywords: diversity management, benefits of diversity, Visegrad Group

JEL Classification: M14, 015

1.0 Introduction

In order for organisations to function effectively, in the current dynamic environment, elasticity is required from them. Today, in a rapidly changing reality, the ability to adapt and to be open to change are instrumental in managing organisations. It should be assumed that the inner and outer surroundings of an organisation elicit the organisation's activity, which ought to reflect the changes taking place on the global (or local) and competition market. It therefore seems that the success and competitiveness of an organisation depends on its ability to implement and accept diversity and realise what benefits stem from it. With an assumption stated as such, in an environment of changes in the modern world, an urgent need arises for a new viewpoint on the most important resource that an organisation possesses, which are people and human capital, which is characterised by competences, subjectivity and responsibility. Today, success is not based on meticulously organised process flows, but on the ability to adapt, decision-making speed, utilising intuition and accepting risk (Skrzypek, 2009, pp. 234-243). Interesting observations come from the Economist Intelligence Unit (EIU) Report on the topic of diversity in business, presenting the research entitled *Value based diversity. The challenges and strengths of many* (Value based diversity, 2014), which had been conducted in 2013 among 228 HR directors from the entire globe. 80% of them had declared that in the following years diversity will be one of the key competitive advantages on the labour market, but also the biggest challenge of over a decade, which organisations will have to face. Companies that recruit diverse employees are able to enter new markets more easily, are able to tailor their products and services to their customers' expectations more efficiently, but also build long-term relationships with clients more effectively.

As a consequence of these deliberations, the main aim of this article has developed, namely to identify the state of implementation of the concept of diversity management in organisations within countries of the Visegrad Group V4, as well as determining whether this concept presents benefits to organisations, and if so, then what are they. While conducting the research, the literature on the topic was reviewed and a diagnostic survey was conducted, which was based on the technique of a survey questionnaire.

This allowed formulating conclusions, including postulate ones, as well as recommendations regarding the necessary changes in management, directed at managing diversity.

2.0 Diversity management – theoretical aspects

The term “diversity management” has been used for the first time in the United States in the ‘80s of the 20th century, and only in the ‘90s of the 20th century, the concept has found its reflection in the activities undertaken by organisations. It has to be noted that the concept has developed based on historical developments, but it is also strongly rooted in practice.

Diversity management is a wide and complex term, and therefore it seems that it is difficult to set a single standard or system encompassing all aspects associated with the issue. Authors in multiple publications define the field and its components in different ways. An overview of them allows one to observe that diversity management is an interdisciplinary category, which utilises several perspectives, namely economics, social and biological ones. Classically, (see e.g.: Mor Barak 2011, pp. 136-145; Thomas, 1999; Thomas 1991; Loden & Rosener, 1991) diversity has been defined as a mosaic of characteristics brought to the organisation by employees; characteristics such as gender, age, race, ethnicity, religion, family conditions or physical abilities. Diversity among employees can also be concerned with the diversity of functions in a given organisation. It also includes lifestyle, sexual preferences, origin, work experience at an organisation, the status of being let go or employed. Diversity, in its broad definition, can relate to any perceived difference and similarity between people, both observable and otherwise (the effect will be a wide and universal approach). Furthermore, the aspect of diversity should be perceived from the perspective of its influence on the unit and the organisation. Diversity is generally connected with approval, understanding, acceptance and appreciating differences between people. The effect of said diversity in an organisation is a valuable and diversified team, which *inter alia* contributes to: the conception of diversified experiences, a different point of view contributing to teamwork, creative problem-solving, innovation and creativity. Whereas managing diversity should be defined as broadly as possible, and understood as systematic efforts of a company, aimed at involving diversified human resources in the activity of a company and treating it as a strategic advantage. Fundamentally, managing diversity concerns (Gross-Gołacka, 2018):

- utilising all talents available in an organisation, without making references to ethnocentrism and stereotypes,
- with regards to a group of employees – conducting policy on behalf of diversity, contributing to the growth of innovativeness and creative activity, decreasing shortages in the workforce with specific abilities and improving the quality of customer service,
- with regards to the company – satisfying the needs of different clients, widening the market, in terms of individual clients, as well as employees and stakeholders.

Selected definitions of diversity management have been presented in Table 1.

Table 1: Selected definitions of diversity management

Author/Definition
R.R. Thomas Jr., 1990
Diversity management is understood as a concept that can support a company in gaining competitive advantage.
R. Kandola, J. Fullerton, 1998
“(…) is a strategic activity of the management, which results from the recognition that diversity among employees can contribute to achieving the organization's goals”, “(…) this approach assumes creating an organizational culture, in which employees are guaranteed equal treatment and respect, and specifically, it is assumed that the intentional development of employees' competences related to, inter alia, equal treatment, supporting employees in their individual development, in order to utilise the differences on behalf of achieving the goals of the organization”.
J.A. Gilbert, B.A. Stad, J.M. Ivanevich, 1999, pp. 61-62
“(…) is a way for organisations to be proactive, instead of being reactive, forced to certain activities defined by the law (…)”
A. Poczowski, 2002
Diversity management means observing the differences between people in an organisation (and beyond it), and what follows – an aware decision to include activities in the scope of diversity management to the organisation's mission, values, as well as personal policy, manifesting themselves in proper procedures, propagating diversity within an organisation, organising training sessions on the topic and using effective internal communication.
European Commission, 2005
Diversity management: Managing people, taking into account their individual differences; Respecting dissimilarity in the workplace (excluding behaviour not acceptable in an organisation); A system of support, co-existence and co-operation with diverse people in an organisation, based on specific characteristics, while respecting rules.
E.E. Kossek, S. Lobel, J. Brown, 2006, pp. 53-74
Generally, the term diversity management refers to a systematic and planned commitment by an organisation to recruit and retain employees from a diversified demographic origin. The issue at hand is called by the authors – a perspective of human resources management (HRM) in a diverse team; according to their definition such an approach denotes undertaking initiatives in an organisation, which: 1) increase the numerical share of groups that were historically excluded; 2) grant permissions to diversified group (after their appearance in an organisation), so that they are able to be a part of the decision-making process to the fullest extent; 3) ensure the inclusion of diversified human resources in every aspect of organisational life.
Chartered Institute of Personnel Development, 2006
The basic idea of managing diversity is based on accepting the fact that employees are a diversified population of people, who differ from each other through visible and invisible characteristics (…), the concept is based upon the assumption that thanks to the co-operation, the differences create an environment encouraging efficiency, in which everyone will feel valued, in which talents will be fully utilised and in which the organisation's goals will be realised.
E. Gross-Golacka, 2008, p.12
Managing diversity is a business strategy and activity programmes aimed at consciously utilising a diversified potential of all employees in an organisation.
M. Özbilgin, A. Tatli, 2011
Diversity management is defined as a management philosophy, meaning that diversity in organisations is recognised and valued, and that the goal is to increase the performance of the organisation.
A. Sznajder, 2013
Managing identifying and responding to the differences existing on an individual level, and to a lesser degree referring to group adherence. One the one hand, the concept includes the issue of the organisations profit, and on the other hand, however, is oriented towards the needs and expectations of all employee groups. In such an approach, the crucial element is the ability to identify the actual differences present in the workplace, reliable analysis, which exceeds beyond simplified and stereotyped schemes of thinking and the relevant design of solutions, which will be a response towards the real needs, without causing conflicts or meeting with a lack of understanding in people, towards whom they are not addressed.
A. Wiktorska-Święcka, 2013; A. Wziątek-Staško, 2012, S. Begeç, 2013
A way of managing, through which the value-based organisation is developed actively, consciously and is future-oriented.
B. Urbaniak, 2014
Diversity in human resources management is treated as an element of competitive advantage, as well as a lever of organisational innovativeness.

Source: researcher literature review.

While reviewing the selected definitions of diversity management and for the purposes of the empirical evidence analysis presented in this article, the author's aim was to delineate a complex way of understanding them. Diversity is understood as a collection of characteristics, including all characteristics differentiating one person

from another (in terms of employees) and their similarities. Nonetheless, the concept of diversity management regards:

- utilising all available talents in an organisation, without referring to ethnocentrism and stereotypes
- with regards to a group of employees: conducting policy on behalf of diversity, while contributing to an increase of innovativeness and creative activities, reducing any lacks of human resources with specified abilities and improving the quality of service for clients,
- With regards to the company: further fulfilment of needs of clients, increasing the market share, both in terms of individual clients and employees and stakeholders,
- Approach through strategic management oriented towards adapting the organisation to its environment.

3.0 Benefits of implementing the diversity management concept

A review of the literature on the topic and experience of practitioners allows one to observe that the implementation of the concept of diversity management ensures the ability to improve the operational results of an organisation the short and medium -term perspective as well as strategic assets of the company in the long-run. Investments made towards managing diversity contribute to creating and reinforcing human and organisational capital, which today is an important element influencing effectiveness. It therefore seems that diversity in an organisation carries many benefits, including those in a macroeconomic perspective – which contributes to increasing efficiency, increasing innovativeness and creative activities, or gaining new markets and maintaining current ones. Whereas the improvement of goods and services for the benefit of the clients, attracts talents from the widest possible group of potential employees, reduces any lacks of human resources and limits fluctuations of employees – these are all benefits from a micro-economic perspective (Sonnenschein, 1997, pp. 3-4).

Fundamentally, in the topic literature and in the presented points of view of practitioners, it is pointed out that managing diversity contributes to benefits, which can be assessed from a perspective of the time needed to attain them (Table 2).

Table 2: Benefits stemming from implementing the concept of diversity management

Benefits	
<i>Short-term</i>	<i>Long/medium-term</i>
Influence on managing talents	Reaching new groups of candidates on the labour market
Increasing innovativeness and creativity	Increasing the ability of recruitment and retention of talented employees
Forming a culture based on tolerance	Conquering new markets
Reinforcing the image and reliability of the company externally, among clients and business partners	Development of new products and services
Good reputation among employees	Better response to the needs of (new) diversified customers
Ensuring loyalty from employees, clients and business partners	The ability to reach a larger number of recipients of products and services
A better understanding of phenomena occurring on the inside of an organisation	Better response to the needs of diversified customers
Creating a diverse environment, making learning and experience exchange easier	Lowering the costs associated with fluctuations of employees and their absence
Increasing the flexibility of the organisation	Reducing the number of lawsuits and legal costs
Breaking through known schemes and routine activity	

Source: author's own research, based on E. Gross-Gołacka. (2018). *Zarządzanie różnorodnością. W kierunku zróżnicowanych zasobów ludzkich w organizacji*. Warszawa: Difin.

Diversity within human resources can potentially lead to the creation of conflicts, however if well-managed, it can result in a synergy effect, as the results of working together are improved, even if compared to the sum of individual activities, which has been proven in the '80s by an American researcher M. Belbin (2009). The ability to manage teams comprising of diversified employees in terms of their age, race and gender, is beginning to amount to common practice in global firms.

As pointed out by A. Poczowski (2015, p.28), a crucial role in the context of diversity among human resources is played by building a leadership sensitive to cultural differences (and not only), one that is able to focus employees coming from different cultural circles and having different preferences in terms of leadership behaviour. The benefits outlined above can be measured quantitatively and their relationship with investments in diversity management policy can be established. However, this relationship only remains partial. At the same time, there is a lack of transparency with regards to the employed indicators used in research, as both in managing human resources and in managing diversity, it is difficult to indicate a direct and singular dependency of the activities on the financial profit of the firm (Monks, 2007; Kirton & Greene, 2005; *Managing diversity. Linking theory and practice to business performance*, 2005; *Diversity Matters*, 2014).

According to the author, it seems that the character and reach of the undertaken activities in organisations can depend on the size, scope and character the company's activities. Organisations employ diversity management policies for more than one of the aforementioned reasons, which interact with each other and are considered collectively and reflect strong impulses to meaningful internal changes within an organisation. But the relative importance of each of these reasons has changed also depending on the organisation and its characteristics (*Methods and Indicators to Measure the Cost-Effectiveness of Diversity Policies in Enterprises Final Report*, 2003, pp. 20-40; *The costs and benefits of diversity*, 2003, pp. 10-12).

4.0 Research goals, research problems and research methodology

The main research goal was to identify the state of implementation of the concept of diversity management in organisations, as well as establishing whether this concept delivers any benefits, and if so, what are they, based on the opinions of representatives of enterprises located in countries, which are members of the Visegrad Group V4 (Poland, the Czech Republic, Slovakia, Hungary). The secondary goal was getting insight into the social characteristics, which can be contributing factors to unequal treatment and discrimination in an organisation, according to the representatives of the organisation. The empirical exploration conducted aimed at finding the answers to the specified research problems, which took the form of the following questions:

- Q1. Have the representatives of organisations located in countries belonging to the Visegrad Group V4 had contact with the concept of diversity management?
- Q2. Is there a perceived need for diversity management in organisations located in countries belonging to the Visegrad Group V4?
- Q3. In relation to what social characteristics, according to the representatives of organisations located in countries belonging to the Visegrad Group V4, does unequal treatment and discrimination occur?
- Q4. What benefits, according to the representatives of organisations located in countries belonging to the Visegrad Group V4, stem from implementing the concept of diversity management?
- Q5. Do the representatives of organisations located in countries belonging to the Visegrad Group V4 indicate a need for knowledge on the topic of the concept of diversity management?

In the preparation phase of the empiric research, the following hypotheses have been assumed:

H1. The level of implementation of the concept of diversity management in countries belonging to the Visegrad Group V4 is low.

H2. Implementing the concept of diversity management, according to the opinion of the questioned organisations located in countries belonging to the Visegrad Group V4 brings diversified benefits.

The main subject of the research was thus the level of implementation of diversity management and the resulting benefits, whereas the subject were representatives of organisations located in countries belonging to the Visegrad Group V4 (Poland, the Czech Republic, Slovakia, Hungary). The quantitative-qualitative research was conducted in the year 2016-2017 in frames of the international project entitled „Diversity management in the V4 countries as an answer for demographic changes”, which was supported by the International Visegrad Fund.

For the purposes of the research a method of a diagnostic computer-assisted personal interviewing (CAPI) technique was chosen, and the tool used was an electronic questionnaire as the means of asking the questions and obtaining answers. The questionnaire contained closed questions (multi-aspect ones), as well as open questions and was comprised of two parts, with the following titles:

- The Term: Diversity Management (5 questions),
- Workforce Changes (15 questions).

The questionnaire was constructed in such a manner, as to allow the respondents to choose from the proposed options or indicate their own answers. In the research, which was of an anonymous character, 401 respondents took part willingly, who were employees (management representatives) or owners of organisations from Poland, the Czech Republic, Slovakia and Hungary.

In order to analyse the results, the descriptive statistics method was used. Analysing the qualitative results was done through qualitative analysis, and for quantitative data, statistical analysis was applied through the SPSS program in version 21.

The research sample consisted of 51,20% of women and 49,80% men. In terms of age, the largest group of respondents were people of 40-49 years of age (28,90%), followed by the 30-39 age group (26,60%) and below 39 years of age (21%). Essentially, people over 40 years of age constituted almost 53% of all respondents.

The majority of respondents were owners/co-owners of enterprises (27,9%) and representatives of the group "other positions" (31%). 17% of the respondents represented the positions of HR specialists and 11% were personnel directors. People representing the position of president/vice-president were in the minority at 3,3%, whereas 11% were PR directors.

The majority of the companies that partook in the research were private enterprises (80%), 13% were state-owned enterprises, and only 1,3% were NGOs. Taking into account the size of the organisations that took part in the research, small organisations employing 1-49 people constituted 44,53% (of which: those that employ less than 10 employees – 10,66% and 10-49 employees 33,87%), medium (with 50-249 employees – 27,79%) and large (over 250 employees, 27,55%).

Data analysis of the characteristics of the research sample allows to formulate the conclusion that the group of respondents was very diversified, taking into account each diversity criterion.

5.0 Research Results

The research highlights that knowledge pertaining to diversity management among companies located in states belonging to the Visegrad Group V4 is not widely-spread. While 40% of respondents from the studied countries heard about the concept, in contrast, another 40% of the respondents never heard about it. Also, only 14% of the of the companies participating in the study saw the implementation of the concept in practice. From the perspective of the respective states, the most respondents (63%), who heard about the concept were located in Poland, whereas the least heard about it in Hungary (29%). In the study, the participants were asked whether in their opinion utilising and implementing the concept of diversity management is important for the company. The responses allow one to make the observation that 60,7% respondents see the concept as being important for companies; this mainly pertains to companies from Poland (78%) and Hungary (76%). However, only 12% of the respondents believe that implementing diversity management is not important for the activity of the company, whereas 27% did not have any knowledge on the subject.

This low awareness of the concept of diversity management in Visegrad Group V4 countries is also present when it comes to the progress level of activity in this area at organisations. Only about 12,2% companies have dedicated documents on diversity management (5,7% have a separate document/strategy; 6,5% companies have diversity management elements in different strategic documents). This state of business is observable in all of the countries in question. In the other 23,7% of organisations, elements of the concept of diversity management are elements of the code of ethics (except companies from Slovakia – 10%). Over half (64,1%) of the organisations do not have a diversity management strategy; of which 1/5 of the companies participating in the study plan to develop such a strategy, whereas the remaining 44,4% of organisations are not planning on developing such a strategy. The most companies planning to develop a diversity management strategy are located in the Czech Republic (26%) and Slovakia (24%), and the least in Hungary (12%). On the other hand, the most companies, which are not planning to develop a diversity management strategy have been identified in Slovakia (55%) and Hungary (45%).

An important aspect associated with introducing pro-diversity policy at organisations is the issue of unequal treatment and workplace discrimination. Respondents in the study were asked about delineating which social groups are most prone to unequal treatment and workplace discrimination. It turned out that according to the respondents, it is the age of an employee which is the most common reason for this negative phenomenon. 40% of the respondents believed this to be true. In this inglorious ranking, what followed the criterion of age, was education, followed by gender (30%) and ethnic origin (29%). This distribution of responses varies among members of the Visegrad Group.

The most common characteristic that could contribute to unequal treatment and workplace discrimination is age – in the Czech Republic (61,39%) and Poland (29%), whereas in Hungary (56%) and Slovakia (42%) – education. The second most common characteristic for Hungary (37%), Poland (21%) and Slovakia (42%) was ethnic origin, and for the Czech Republic it was gender (43,6%).

From the study, it was possible to determine what benefits stem from diversity management at organisations. It was determined that the surveyed companies saw clear benefits of implementing this concept, but they can be very different (Table 3). The respondents identified what benefits can be obtained from implementing the concept of diversity management through assigning between 1–5 points to every answer, where 1 meant that diversity management contributes the least, while 5 meant that it brings the most benefits for the company.

Table 3: Benefits of the Diversity Management (%)

Benefit	1	2	3	4	5
Improving the image of the company	13,2	8,4	30,5	21,9	20,6
Better motivation and performance of employees	10,7	10,8	19,5	40,1	13,3
Better satisfaction of employees	9,0	10,8	24,6	22,2	26,7
Increasing company profit	11,7	12,4	29,1	28,9	11,8
Access to new markets, retaining new customers	11,2	10,4	21,4	31,9	18,6
Getting the best personnel	8,2	8,9	20,0	36,7	19,0
Retaining the best talents	8,7	8,3	19,7	30,7	25,5
Increasing creativity and innovation by building diverse teams	7,5	9,5	17,6	25,3	31,0
To avoid any risk of discrimination in the company	8,2	10,5	25,0	28,3	21,4
Increasing client loyalty	11,9	14,7	21,1	23,6	20,2
Reduced costs	18,4	16,8	24,9	19,4	14,9
No benefits	53,6	8,4	16,7	7,4	9,9

Source: Researcher.

The benefits of implementing the concept of diversity management at organisations, which have received the most positive indicators from the organisations in question (4 and 5 points), include: maintaining the biggest talents at a company/decreasing the number of employees leaving (56,2%), increasing creativity and innovativeness through building diversified teams (56,3%), obtaining the best employees for the company (55,7%) and better motivation and performance of employees/limiting absences (53,4%). The aforementioned benefits clearly show that implementing the concept of diversity management can have an important impact on obtaining and retaining best employees at an organisation as well as increasing their motivation, creativity and innovativeness.

A slightly smaller group of respondents saw the benefits of: accessing new markets and obtaining new clients (50,5%), limiting risk associated with discrimination at an organisation/avoiding lawsuit (49,7%) or better satisfaction among employees (48,9%). Slightly fewer positive assessments were given to the issue of increasing customers' loyalty/retaining current clients (43,8%), improving the image and reputation of the company (42,6%) and increasing the company's profits (40,8%), whereas the least points were given to "reducing costs (obtaining, employing, training and replacing employees)" (34,3%). 17,8% respondents confirmed that managing diversity does not deliver any benefits. On the other hand, 62% of the participants do not agree with the statement that diversity management delivers very limited and few benefits. Furthermore, 35,2% of respondents did not confirm that diversity management can contribute to reducing costs (of obtaining, employing, training and replacing employees) and 26,6% believed it could not translate into increased customer's loyalty/maintaining current clients. Finally, it was established that about 30% of respondents believe that diversity management – to a medium extent – contributes to improving the image and reputation of a company and increasing the firm's profits.

The opinions of companies from V4 countries are often similar to the results of studies by other researchers. It is clear that the issues of diversity management and utilisation are not well-known in the V4 countries. Some people never had contact with diversity management. But it is also estimated that diversity management can bring multiple benefits for companies taking advantage of diversity in its activity and they are able to define it.

They mention as being the most important: retaining the best talents and increasing creativity and innovativeness by building diverse teams or better motivation, satisfaction and performance of employees. Respondents from V4 countries are also aware of possibility of discrimination, which can result from diversity. The most wide-spread discrimination by them is discrimination based on age. Other sources of discrimination are education and gender.

6.0 Conclusion

The goal of this article, namely identifying the state of implementation of the concept of diversity management in organisations functioning in countries belonging to the Visegrad Group V4, as well as establishing whether and what benefits it delivers, based on the opinions of representatives of organisation located in Poland, the Czech Republic, Slovakia and Hungary, has been realised successfully. Moreover, it has been established which social characteristics could lead to discrimination and unequal treatment in the workplace and on the labour market. The conclusions and research results, which have been presented, allow for the both hypotheses stated at the beginning of the research process, to be confirmed. The state of implementation of the concept of diversity management in Visegrad Group V4 countries is low. According to the participants of the survey, activity in this area brings an array of different benefits for organisations.

It is necessary to continue efforts in the area in question. Most likely, the state of knowledge in organisations functioning in V4 countries, with regards to the concept of diversity management is low. Spreading the notion of diversified human resources and what tendencies govern this area, is therefore necessary. It requires multi-aspect activities in this area. Firstly, wide-scope training and education is required for all employees in the organisation (including the management level), which is aimed at eliminating stereotypes and prejudice as well as all indicators of discrimination and unequal treatment at the workplace and also promoting the concept of diversity management itself. Secondly, directing attention towards the benefits, which can be gained by an organisation from obtaining, retaining and utilising diversified human resources at an organisation with the aim of professionally constricting a line of reasoning for the undertaken actions? A well-defined justification (business/social/ethical) is an important element for implementing diversity management at an organisation. There are several motivations for implementing the strategy and practices supporting diversity. Beginning with issues of ethical and social justice, legislative requirements, binding market regulations, and ending with strictly economic benefits for an organisation. Generally, the justification for the undertaken activity is the main driver of change. According to the author, it seems that in order to get the attention of the leaders and managers and obtain actual benefits from implementing diversity at an organisation and managing it, one has to provide a comprehensive business justification, which should be understandable by all participants of the process. These issues are closely associated with both the vision and mission statements, but also leadership philosophy. With regards to the former, several research priorities emerge, which pertain to diversity management in an organisation, measuring it and its relationship with obtainable benefits at organisations, aimed at building an increasingly more fluent justification for the actions undertaken in this area. Another research direction for science, as well as for practitioners, is building awareness of the concept of diversity management and its role in managing organisations.

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