Workplace Diversity in organizations Conceptual Framework

Doctorate: Latif AbdulRidha Atyah

Abstract

The research aims to contribute to the literature of managing diversity, by providing a theoretical framework for the management of diversity and its impact and results through regulation. It studies the diversity management on two levels. The first is the virtual level and the second is the deep level. The virtual level includes age, gender, race, cultural, educational and ethnicity, while the deep level includes values, attitudes, beliefs and personality traits. The researcher aims to group the most important conclusions which point out the fact that the diversity management has become a necessity and not an option, especially in the light of the global environment. By managing diversity many advantages can be achieved by the organization, notably lower costs, low labor turnover rate, greater creativity, increased productivity and staff satisfaction.

Introduction

One of the global common phenomena in the large companies is the diversity of manpower, which is being characterized by individuals with various characteristic like age, gender, nationality, religion, tribal affiliations, logical, doctrinal or political affiliations…etc.

The phenomenon of the workforce diversity is included in the Business management's Dictionary as "workforce diversity" and has developed into a topic covered in numerous books and researches. It has also become the main interest in seminars and conferences. Many intensive training courses address this subject, while consultancy companies provide advice in this area for major companies to enable managers and administration to build an organizational culture of tolerance, acceptance and respect for privacy. There is no surprise that in some advanced countries like The United States of America large numbers of employees coming from all over the world through migration are annually recruited. Also, in some countries illegal immigrants are employed. The best examples are Canada, Australia and New Zeeland. The differences between employees reflect on their behavior and contribute to building their personalities. The individuals' ways of thinking must be taken into account and used for the benefit of the company. There is no company or workplace which only employs workers from similar ages. Also, the companies employ man and women, colored or white people, Arabs or non-Arabs, Muslim or non-Muslim, as well as people with various religious beliefs or ideologies. All this diversity requires conscious management care about each category and special attention to develop them into an integrated

frame with the purpose to increase the effectiveness and to gain competitive advantages. The respect for diversity so well can lead to functional stability and thus reduce costs.

Productivity could be increased both at individual and at department levels. So that the individuals from various diverse when they feel appreciation, justice and equity in the dealing it makes them doing their best to raise the level of performance.

There is no doubt that culture takes diverse forms across time and space, and this diversity is reflected in the authenticity of the identity of groups and societies. The variety and diversity of these interactions increase in the community day by day and require harmonious interactions. The desire to live among people with multiple and diverse cultural identities and cultural diversity cannot be separated from the democratic framework. The cultural exchanges and the flourishing of the creative capacities feed the public life. If cultural rights are an integral part of the human rights, which are universally accepted, it is the right of any person to have the ability and creativity in all areas, as it is the right to education and good practicing. The respect for the cultural identity, as well as having the right to practice the own cultural traditions and customs are well established rights of an individual.

Chapter 1
Diversity management

Organizations so that it can be the best and most capable to compete . the managing diversity make it more responsive to the technical moves , and based on that we will address the set of concepts that relate to the concept of diversity and the concept of managing diversity

Concept of Diversity

The term diversity has not been wildly used until the mid eighties and through administrative review of the literature (Edelman, et al, 2001) the attention to the term diversity has began in the year 1987 and it reached its peak at the beginning of the nineties. Before embarking to recognize the dimensions of the diversity it is important to provide a definition, as the concept of evolution focuses some basic characteristics as race, gender, age, diversity tends to focus on definitions which takes into account a wide range of human differences. Table 1 provides some important definitions of the concept of diversity.

Table 1 – The concept of diversity

Year	Authors	Definition of diversity
2004	Ferlenius	Diversity is the noticeable heterogeneity referring to identities among people existing in social surroundings.
2005	Saninaf et al.	Variations in race, ethnicity, gender and age, other definitions are panoramic and involve attitudes, perceptions and backgrounds of the employees.
2005	Potratz	Situation that includes representation of multiple (ideally all) groups within a prescribed environment, such as university or workplace.
2007	Kinicky	Diversity is the sum of individual differences that make people different

Year	Authors	Definition
		from and similar to each other.
2007	Buga	Any attribute that another person may use to detect individual differences
2010	John	Diversity is a total of differences associated with race or gender and sexual identity and ethnic, sexual orientation, age and religion and level of education, the economic and social situation and physical ability and class and many others.
2010	Mazur	Diversity is what differentiates one group of people from another along primary and secondary dimensions. Primary dimensions of diversity, or those exerting primary influences on own identities, are gender, ethnicity, race, sexual orientation, age and mental or physical abilities and characteristics. The primary dimensions shape our basic self-image as well as our fundamental world views.
2011	Ehimare	Diversity encompasses all the possible ways people can differ.
2012	Munjuri	Carrell (2006) defines workforce diversity as the ways that people differ which can affect a relationship within an organization such as age, gender, race, education, religion and culture
2012	Kogleroeet al.	A characteristic of a group of two or more people. It typically refers to demographic differences of one sort or another among group members.

Source: table prepared by the researcher

The main theme for all the definitions includes each staff member under an umbrella of diversity which includes differences in personal characteristics such as age, sex, race, education, religious beliefs and cultural background, while other differences are attributed to organizational characteristics, such as functional length of service in the organization, work environment and dissemination of reports for example. According to a Human Resources Institute survey which was conducted by the Institute of Human Resources for a thousand companies listed in the Fortune Magazine, 96% of respondents said companies provide training for diversity based on race, 85% on the basis of ethnicity, 80% on the basis of sex, 65% on the basis of age and 54% on the basis of beliefs.

These results indicate that the above companies follow strategies to manage diversity trying to benefit from the differences among workers to achieve the goals of the organization.

There are multiple perspectives to manage diversity and the Table 2 shows some of the definitions of diversity management.

Table 2 – The concept of diversity management

Year	Authors	Definition of diversity management
1990	Tomas	Diversity management means to explore these differences under an environment characterized by safety, positivity and care. It also means understanding each other and being tolerant and simply expanding the natural dimensions in each individual, while celebrating the differences and approaching the individuals with equally positive actions.
1991	Cox & Blats	Policies for recruiting and retaining talent from different backgrounds.
1993	Cox	As the sum of organizational practices for managing people to maximize potential advantages of diversity.
1994	Taylor Cox jr.	Proactive attention and efforts of managers and other employees to respond effectively to the challenges posed by diversity in workgroups.
2003	Osborth at all.	The concept of managing diversity in organizations emphasizes appreciation of differences in creating a setting where everyone feels valued and accepted.

2004	Ferlenius	Diversity management is the strategic process to manage a diverse workforce including the fight against stereotypes prejudice and all kinds of discrimination due to the individual perceptions and assumptions - in the manner to maximize the benefits and minimize the barriers of different opinions, behaviors and attitudes of human beings within a company.
2007	Kinicki	Creating organizational changes that enable all people to perform up to their maximum potential.
2007	Kinicki	Managing diversity entails enabling people to performs up to their maximum potential.
2015	Sania	Practices that involve appreciating and accepting the humanity natural environment and interdependence of cultures.

Source: table prepared by the researcher

From the above table note that managing diversity as a set of practices and regulatory initiatives carried out by the organization in order to effectively manage diversity. These initiatives may include providing appropriate environment for diversity and making some changes to the environment in order to fit with the diversity of employees. It may also take other forms such as programs and systems that are trying to achieve justice and non-discrimination between workers within the organization by finding a way that makes them feel their worth and importance to work. This attitude will reflect positively on their productivity and satisfaction with work.

Benefits of managing diversity .

The diversity management multiple benefits can be summarized the following points:(cox, 1991)

1 – lower costs due to lower labor turnover rate

2 – acquisition of resources (human resources) with multi-cultural backgrounds

3 – marketing organization trade mark and improve its image in the community

4 – increase creativity among employees

5 – increase effectiveness to solve business problems

6 – increase the flexibility of the organization and help it adapt faster to the environment.

According to (Kreitnes, 2007) the management of diversity brings many benefits to the company, such as helps the organization to enter the global markets and makes the organization able to respond to rapid changes.

Some researchers also suggest that management of the diversity includes a total of benefits to the organization (Alen et al. 2008) such as:

1 – the ability to attract the best skills in the labor market

2 – the ability to understand the needs of customers and improve marketing ability of the organization

3 – improved administrative decision-making

4 –the ability to achieve higher organizational performance.

Some of diversity management noted by (Ferlenius, 2004) are the ability to convert knowledge between workers with various educational

levels, through the development of best practices among the labor force and continuous improvement of all the organization's operations and activities.

Another benefit for the management of diversity is the improvement of the organization's reputation identified (Kile et al., 2007).

The Figure 1 shows

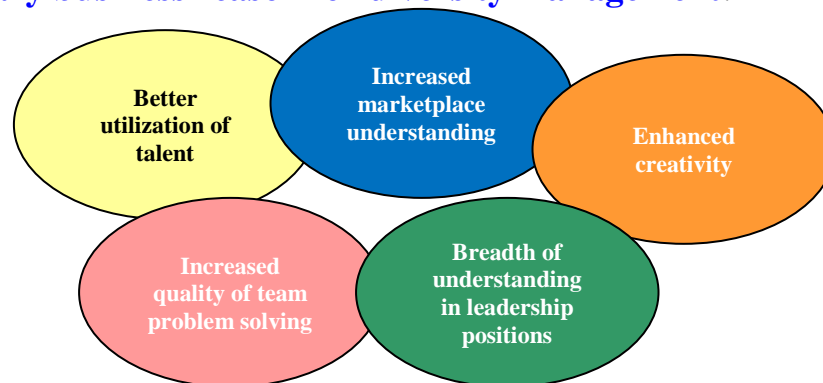**The primary business reason for diversity management**:

Figure 1 primary reason of diversity management
Source: Survey data from Gail Robinson and Kathleen Dechant, "Building a Business Case for Diversity", *Academy of Management Executive* 11, no. 3 (August 1997), 21-31; permission conveyed through Copyright Clearance Center, Inc.

Disadvantages of managing diversity

Some researches signal that managing diversity is not without some drawbacks. Most important of which are low satisfaction of employees, low level of cohesion between teams, difficulty in communications and the emergence of some types of conflict and tensions (Allen, et al., 2008).

Other researchers have identified that managing diversity can come with negative aspects such as workers feeling uneasy at work leading to lack of harmony between work teams and negative impact on the performance, or the difficulty in communication between workers because of the language barrier (Fielkner et al., 2004)

According to (Kundu, 2001) some disadvantages of diversity management as follows:

1 – Managing diversity leads to ambiguity, complexity and confusion work
2 – Managing diversity leads to difficulties because of the inability of the organization to fulfill the individual needs of the employees.
3 – Inability of the organization to formulate procedures and policies and strategies unified organization.

Theories of diversity management
Managing diversity theories

The most important four theories of managing diversity (Joynece & Dipbage, 2004) in the specialized literature are:
   1. Psychology organization theory

This theory provides a set of practices which better suited for employees who are looking for simplified procedures and rules. It can be applied to all positions in all organizations.

2. Contingency theory

This theory states that diversity management and the organization success depend on the attitude of the organization in multiple areas such as culture and organization strategies, environment organization, as well as individual employees.

3. Goals theory

This theory states that the conflict within the organizational goals and the lack of clarity leads to difficulty in acceptance by individuals, which leads to low level of organizational performance, and thus requires management to clarify those goals through effective management of diversity.

4. Learning theory

According to this theory, diversity management programs are an essential way to rethink processes and basic tasks of the organization, with elimination of unnecessary tasks, thus contributing to improve the performance of the entire organization.

It concludes the researcher through the above that an organization should be looking

for the best and the most important, commensurate the best staff, who are looking for uncomplicated procedures. As a result, the organization could achieve one of the important goals for the application of effective management of diversity.

As well as the researcher believes through the above, the success of diversity

management and organizational success depends on the position in different areas, such as culture, organizational strategies, organizational environment, employees. An organization must focus on those areas and deal with them in a positive way for the purpose of achieving effective performance. Also, it should focus on clarifying the goals even though it conflicts with the existing organization's operations.

The learning process is to modify the behavior through experience. Thus, the

administration should focus on this theory because of their active role in improving the effectiveness of performance.

Some authors consider the following diversity management theories: (Biga, 2007)

1. Resource theory

Diversity is a source to add value to the organization and to lead performance improvement through the cognitive benefits owned by individuals with miscellaneous backgrounds. According to this theory

the diversity of the workforce gives the organization an additional resource through the knowledge benefits, easy access to markets, as well as facilitation of the process of collective thinking which reflects the performance.

2. Social utility theory

This theory states that diversity management can be achieved by finding a way to identify individuals with the group membership. The motivation will increase through the promotion of self-esteem through integration of the individual identity in the organization's and teams' regulations.

3. Contingency theory

This theory has tested the effects of the attitudinal factors on the diversity of workers and their impact on the organization's performance. This theory states that the interaction of multiple factors such as telecommunications conflict, cohesion, harmony with the diversity of workers affect the results for the tested groups (Richard, 2002).

The impact on the organizational performance by boosting the importance of the diversity management in the company's strategy: the results of that study indicate that in the cases of the companies with high levels of diversity which apply strategies to manage diversity, the level of performance rises. On the contrary, companies the high level of diversity companies which focus less on diversity management strategies, the level of organizational performance declines.

Through the above theories we find that an organization must focus on the diversity of resources and owned by individuals from the cognitive experiences. It has positive effects on performance through easy access to markets.

The identification of individuals and confidence enhancement of the individuals themselves, gives great motivation to improve the performance of the organization which must focus on the social benefits for the individuals. As a result, the organization could achieve its goals.

The challenges of managing diversity

The challenges faced by organizations when trying to develop a diversity management strategy are numerous: (Kinicki, 2007)

1 – Inaccurate judgment about diversity.

Many researchers have identified the fact the workforce diversity is seen as a weak point at organizational level. Management diversity programs in this case have the purpose of reducing these negative outlook.

2 – Ethnic superiority

At times, the opinion of individuals is that of superiority. Also, they believe that their own habits are the best.

3 – Poor career planning

In some cases, the companies lack career opportunities for employees with diverse backgrounds, especially in senior leadership positions.

4 – Hostile work environment

At times, the work environment is non-supportive for employees with diverse backgrounds, such as racial differences, age or gender.

5 – Lack of political safety for workers with diverse backgrounds

At times, people with diverse backgrounds are discouraged to aspire to advance positions within the company due to their lack of knowledge of the rules of work, thus making them unable to protect themselves.

6 – The difficulty of planning for vocational path and family issues

Most women may suffer of great responsibility with raising children, which makes it difficult to work in the times of the evening or the weekend. Even for those women who do not have children, the responsibility of the home takes considerable time.

7 - Fear of reverse discrimination

Some employees believe that managing diversity could lead to the opposite of excellence. This belief leads to strong resistance because of a feeling that there are some people who gain, while others lose.

8 – Resistance to change

According to Muniuri (2012), the implementation of diversity management can also be expensive for the organization or may cause disruption in the work. Sometimes, it creates a hostile environment. Also, the communication can be affected.

Most employees may suffer from the change, making them resisting any initiative for change. Therefore, the active management of diversity may include operations and personal change.

Note to the point above, there are significant challenges facing an organization, such as inaccurate judgment on managing diversity, racial superiority, poor carrier planning, resistance to change and many other points. These represent an impediment to reaching the goals of the organization.

An organization must take into account these basic points and plan in a positive and effective way for the purpose of meeting these challenges and thus achieving effective management of diversity, which will positively reflect on the organizational performance for all the employees.

Many organizations are facing difficulties in communication because of the language barriers, knowledge or culture among the individuals in case of the diverse workforce. At times, messages fail to be delivered to all workers, which may cause weakness and create a barrier in the communication system of the organization.

Diversity management strategies

There are three diversity management strategies. (Adler, 1997)

1. Ignore diversity

By following this strategy, the diversity is not taken into account, as well as its impact on the organization. This is common for strategies in many organizations. In such organizations, the managers believe that their way is the only way to manage and organize diversity, so they do not take into account the impact of diversity on the organization and consider managing diversity inappropriate. They believe also that the active management of diversity is likely or may enhance the positive impact; therefore, their neglect to diversity.

2. Reduce diversity

In this case, the manager is trying to acknowledge the discrimination which comes from diversity, but it is considered a source of problems. In such a strategy, managers try to reduce the problems resulting from the diversity by reducing the diversification, since they do not see its benefits and rather focus on its disadvantages. The managers choose homogeneous labor force or try to develop programs to adapt all employees according to the behavior which fits the prevailing culture, and thus can prevent the likelihood of such problems.

3. Diversity management strategy

In this case, the organization that adopts such a strategy is trying a diversity managed in a synergistic manner. Organizations that follow this strategy have identified the effects of workforce diversity on the results of the organization, as well as the pros and cons of the diversity and the only way to manage diversity is by finding creative heterogeneous workforce which provides a mix of skills in the organization .The managers are able to reduce the potential problems and increase the benefits from managing diversity.

The dimensions of workforce diversity

There are multiple dimensions in the diversity of employees in organization which has been classified into two groups. The first group is represented by the virtual level and the second group is the deep level (Schermerhorn, 2004)

A. Virtual level

1 – Gender

Most researches indicate that there are differences between men and women which affect the work performance. Those studies have shown that there are differences between men and women in the field of the ability to solve problems, the analytical skills, motivation, learning ability and social adjustment. Some researches also indicate that the absenteeism rate among women is higher than among men, which requires the development of initiatives to manage diversity and overcome these problems, such as flexible working hours initiatives and telework. The latest statistics indicate that the labor force of women became 76% of the current workforce, compared to 1975 when was up to 59%. Magoshi (2002) also points out the fact that, according to certain researches, only up to 5% of managers are women,

because of the length of the career path through which women access to positions.

2 – Age

Research results indicate that the 50 years and over worker force represent up about 85% of the labor force. The challenges among this age group are generally the inflexibility and unwillingness to experiment with other ways to work. Especially in the USA and especially by the younger generation, this age group is sometimes not shown enough importance and appreciation, or is required more experience and skills, even though they perform their work well. This phenomenon creates a distinctive age. On the other hand, small companies appreciate older workers because of their long experience and career stability, as well as lower labor turnover rate. Many researches were consistent with these findings. Some researches show that there is a relationship between long working experience and performance, as the most experts have long working experience, low rate of absence and turnover rate (Schermerhorn, 2004). This is experienced by some countries, especially the United States, Germany, Japan, Russia, Brazil, Italy and other countries in the Eastern and Western Europe (Kreitner, 2007).

3 – Ethnic diversity

This type of diversity refers to the ethnic group the individual is part of. Most researches indicate that the ethnic component is increasing dramatically in the labor force, especially in the United States, such as African Americans, Americans of Asian descent, and Americans of Spanish descent. US latest statistics (Bureau of Labor Statistics) indicate that these groups constitute 27% of the labor force and the expectations are that they will make up to 32% by the year 2020.

The organizations need to develop programs in which these minorities can progress in their careers and open professional opportunities for them. The United States is an American country which consists of white workers and black workers (Kinicki, 2007). Race is another factor and statistics indicate that the African American population was up to 33 million in 1950. This creates significant challenges for business organizations. Researches indicate that companies paid the equivalent of 61.1 $ million to resolve ethnicity or racial related problems.

4 – Cultural diversity (Dietz, 2007)

Cultural diversity includes diversity in the social and cultural values in the workforce. Most of the researches indicate that there are differences between groups at cultural and social level .For example, in the United States the Asian culture includes Koreans, Japanese, Americans, Korean Americans, American Japanese. There are also a number of other cultures related to the group of American Spaniards and African Americans. Therefore, the focus should be on the acceptance and respect for cultural differences through the identification of cultures in the organization, and by not considering a culture superior to a particular race or to a particular country (Dietz, 2007). Some

researchers also suggest that cultural diversity includes multiple other aspects, such as concerns, views, values, beliefs and behaviors, so the organization needs to identify ways that make workers perform at work and use their full potential by creating an encouraging environment (Kunda, 2001).

The diversity of cultures has become very important in the light of the increasing globalization and the emergence of minorities in many countries (Podsiadlowski et al., 2013). Since there are multiple cultures within the same organization, it may cause some problems, so the organizations have the task of managing labor force with various cultural backgrounds by treating them with respect, equity, in a way that makes them feel the presence of justice organization. Also, the organizations avoid discriminatory practices of the labor force with miscellaneous cultural backgrounds, as well as provide adequate support for a minority and reduce practices and non-social equality (Podsiadlowski et all, 2013).

5 – Educational diversity (Kntiner, 2007)

Researches indicate that 28% of the labor force has a university degree and most individuals have highly skilled jobs, which creates a large layoff. As a result of the lack of vacancies, most people with higher education and higher-level skills are unemployed, which causes them dissatisfactions leading to psychological diseases. (Kreitner & Kinicki, 2007).

B. Deep level

1 – Values (Schermerhorn, 2003)

Values are known as preferences and their results are reflected in a person's sense of the right or wrong behaviors, for example, treating the people with respect and integrity and equal rights for all. The values influence the behaviors and trends. When an organization treats some workers unevenly with non-equal rights leads to the creation of trends. The organization becomes a not fair workplace, which causes some workers to leave the organization. Some also indicate that learning and experiencing different values and beliefs of individuals, may cause difficulty in changing behaviors. Values also affect the cohesion. Differences in values cause conflict about goals, leading to a negative impact on the organization. Therefore, managing the values diversity in an organization maximizes the positive effects and reduces the disadvantages.

2 – Trends

A trend represents the preset position towards something or someone.

Research has indicated that a strong relationship exists between attitudes and behavior at work. Therefore, the non-positive trends carried by workers can lead to a reduction in the level of satisfaction among employees, to work absence and higher turnover rate reflected on mental health of the employees. Therefore, one of the responsibilities of the managers is to understand the direction for the purpose of identifying the multidirectional trends emerging from the diverse workforce in order to reduce the negative impact on the organization.

3 – Personal features

The personal characteristics of the individual are cooperation, flexibility, motivation, action, behavior at work. Diverse labor force embodies a variety of personality traits, so the managers employ the features which serve the organization. For example, individuals with motivated by satisfaction form work are expected to provide more work developing initiatives.

When it comes to control forms, people who believe that they have the ability, have positive feelings can perform tasks that require complex data processing or learning, opposite to the individuals with external control center.

The Figure Follows a suggested research indicates the effect of diversity on the work and performance variable teams
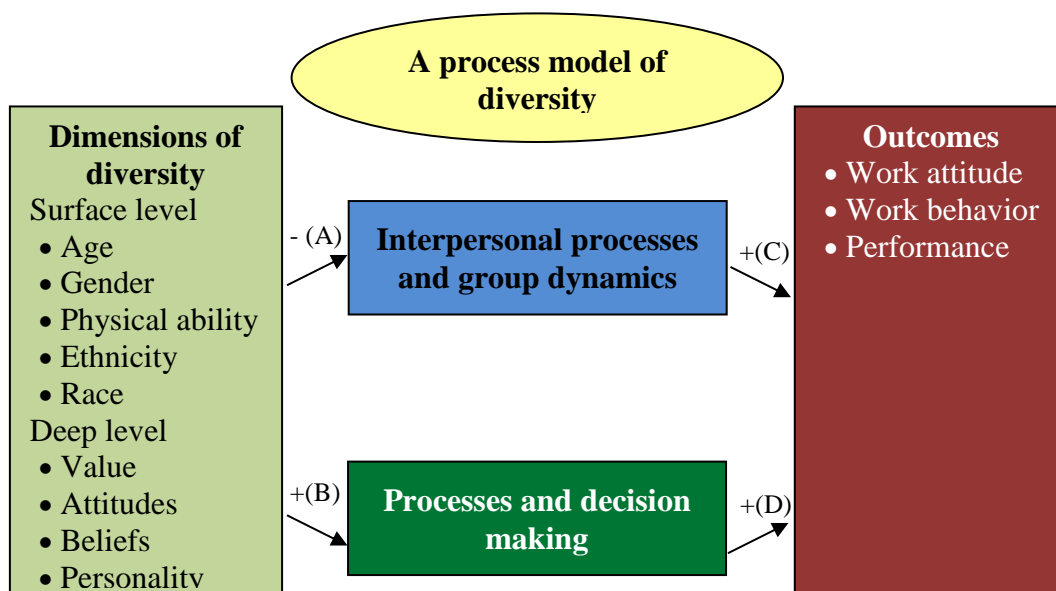

Figure 2
1. Source: Kreitner, Robert & Kinicki Angelo-Both of Arizona State University organizational behavior, seventh edition 2007

Note: from the figure above the dimensions of diversity negatively affect the total interactive operations. It creates a conflict between groups, but at the same time suggests that the dimensions of diversity may affect in a positive way the decision-making processes, and perform tasks by work teams, according to the decision-making theory, which will reflect positively on the results of the organization and it leads to high satisfaction to work and increases productivity and turnover.

Chapter 2
The historical evolution of Diversity management in the US

There is a series of historical changes that can be identified and the most important historical development concerning the management of

diversity will be analyzed in the following pages. This stage has been described as fluctuation, or shift in the diversity management developments.

There have been identified four main stages in the development of diversity management: demographic, economical, political and critical stage (Lorbiecki & Jack, 2000).

The decline in the proportion of white workers and the growing interest of American businessmen and academics in the study of how to deal with heterogeneous groups in the labor force is known as the demographic stage.

The political phase began by realizing that diversity management has become acceptable in the context of the new political rights. This act began with the Reagan government (John Wrench, 2007).

The economical phase has recently begun in the 1990' when a number of economical discussions has indicated that the organizations would suffer a lot in their performance, functions and perception, unless they started to take into consideration the management of diversity (John Wrench, 2007).

The critical stage started after the emergence of many problems in the diversity management implementation process, with people feeling frustrated and disappointed. The diversity management initiatives have failed their promise to manpower quality (Johnston & Baker, 1987).

And so the diversity management must be understood as a historical concept where the concept of managing diversity has emerged and gained momentum in the United States of America in the mid eighties of the twentieth century. That is when the US president Ronald Reagan threatened to dismantle the equal rights and positive action laws in the US. Equal rights and positive action specialists appointed by US companies worked side by side in the establishment of the argument. Their case was that diversity should be considered as a competitive advantage and not a legal restriction. Their message was not to promote diversity as a law, but because it's benefits (Kelly and Dobbin, 1998). Since then researchers have begun to select and test various ideas about the diversity and diversity management, a process known as the feasibility of diversity.

The principles of diversity management (definition)

In the attempt to better understand and implement the concept of diversity management, one must realize that management diversity initiatives require new ways of thinking. The management of diversity includes planning, setting priorities for actions and setting commercial targets in all the activity areas with influence in the organization. All of those programs need to interact with the model of managing diversity.
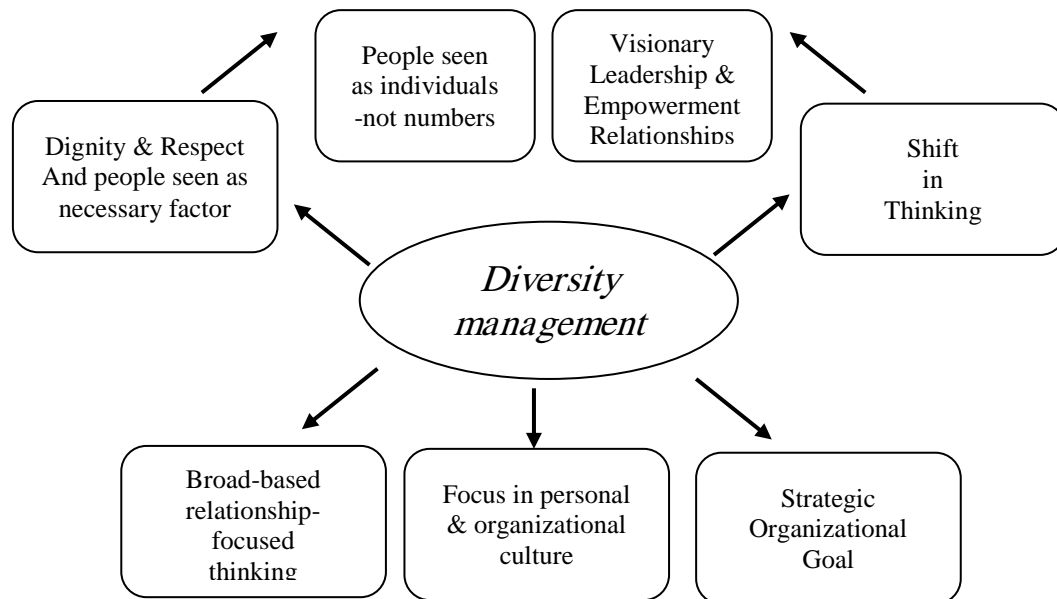
Figure 3 Principles of Diversity Management

2. Source: Ferlenius Bengt and FjelknerViveca; Diversity management - A new perspective, 2004

For the purpose of understanding the differences all the members of the organization should be taking the necessary time to learn and know more about the different ideas, views and values and to practice the policy of integration rather than exclusion in all means of communication in the organization (Devona Williams, 2012).

One of the important principles for the management of diversity in the work environment is to look for the opportunities of the diversity and achieve growth, innovation and improvement. Another principle is to imagine a comprehensive future strategy using diversity, as well bringing a group of individuals in a common vision by integrating their values and hopes (Edward & Hubbard, 2004). The diversity management is the main key to strengthening the state of dignity and respect in the workplace which an important factor in the success of the organization (Arredondo, 1996).

According to(Ferlenius & Fjelkner, 2004) there are two problems for which must be found a solution. First-classification of people as demographic groups according to gender, color, physical challenges occurs very easily, and it usually takes the form of stereotypes which are negative and demanding. The other problem that appears in the development of individuals is putting people in groups, which deprives people of their characteristics as individuals.

Another principle a company should be aware of is that the staff realizes that they are people and not numbers in the company documents (Arredondo, 1996). In addition, diversity management should be considered as one of the strategic objectives in the mission of the organization and translate into all aspects of business, leadership, human resources, management practices, production improvement, internal and external exchange aspects of the company's business. The factors supporting the

implementation and application of diversity management is a change in thinking which requires control, knowledge and understanding of the demographic changes in the labor force in the coming years.

The change in thinking requires control and understanding the extent of diversity management to reevaluate beliefs (Ferlenius & Fjelkner, 2004).

Changes in thinking require a successful command, where the leadership change requires a new approach and formulates a new vision and continuous support to achieve them (Harper, 1998). Any effort to change or implement change is the source to achieve competitive advantage (Tushman & Anderson, 1997). In such case the leadership is the most important factor in the thinking and without it nothing will happen. The success of the change depends on the commitment and conviction of the administrative leadership of the organization. The necessity to adopt a program of change in order to improve the competitive position in the organization and this conviction is translated in the form of effective support by clarifying the vision and delivering it to all employees of the company. The commitment of senior and middle management is necessary to implement the change in thinking (Nadler, 1989). The effective change requires investment in resources with respect to the effort, time and money, since to achieve change effectively requires enabling the material and human potential to support changes (Nadler, 1998; Robben, 1995). It is important to identify and provide human and physical resources, training and development process through all the steps of the change processes. The most important role of the management during change is to help people who are affected by the change to adapt to the environment and conditions of uncertainty created by the change. And the change is going according to plan.

Another important tool and application of diversity management is the vision, which is the base for everything. The vision is the force that gives the meaning and purpose of the work of the organization. The leaders of change have the vision to the basis of their work. The most important step for the success of change is to formulate a clear vision for the future status (Kotter, 1996). A shared vision is the basis of the effective change.(Kotler, 1997). The importance of a shared vision for the process of organizational change is that the vision describes the trend (Cox, 2001). The concept of leadership is the ability to decide what to do and then get involved to do that thing (Cox, 2001).

The vision of the leader is the image of what must be done and the guidelines on how to do is. There are three steps to help a leader formulate a vision:

- Show personal emotions towards the necessary change
- Provide a strong argument for why this vision correct.
- Communicate this vision effectively.

Change management must be linked to the vision and strategic objectives of the business (Kotter, 1995). The process of change in the

absence of a strategy cannot be realized, as the strategy is a tool necessary to achieve the vision and mission. It is important to the company's management to focus on the knowledge and the multidisciplinary and take into account the personal and organizational culture and create a positive culture for change, differences and relations. This is inevitable for the development of a strategic plan of implementation or application of diversity management.

Strategic approach to managing diversity (Gary, Dressler, 2009)

A strategy includes many activities.
- A total change of practices which leads to the exclusion of many individuals who belong to a minority group
- Place ads in places accessible for individuals from minority groups.
- Provide additional daily service to support women with babies.
- Develop a training program to enable members of the minority group to compete for senior management positions.

This strategy is based on a fundamental assumption that as long as the obstacles are efficiently identified and eliminate positive results will be achieved.

Restrictions on the selection and appointment policy. This is done by reducing the market share for all quality individuals whether in the areas of selection or promotion regardless of age, color, religion and then allow equal opportunities for recruitment and promotion in front of the different categories of workers (Gary, Dessler, 2009)

In addition (Ressond, Schneider, 1992) the strategic approach has some important points following:

- Initiatives must be supported from the inside not be imposed on the organization from the outside
- Focus on the individuals and on their characteristics and not on groups
- Focus on all the various different cultures in the organization (Corporate identity) rather than systems that use of the initiatives
- Everyone that works in all the initiatives (and responsible for all initiatives).

Boosting workforce diversity

Diversity in the work force has become inevitable, so many organizations and employees are using a lot of methods to support this diversity. A good example of this is the company Baxter Healthcare which began developing a program for the establishment of a multicultural global team to lead the company's activities in the field of healthcare by adopting a strong policy to emphasize the benefits of multiculturalism, race, gender, workforce (Sree & Ramrace , 2007).

Baxter Healthcare has followed a series of steps that support diversity (Dessler, 2007):

- Assess the diversity program effort of employment
- Attract some minorities to join as members of the board of directors
- Direct contact with officials from the minorities for the purpose of appointment.
- The training program of the labor force is one of the most effective and essential activities. It targeted employees' sensitivity and the advantages of the diversity in the workforce.
- Satisfy the need for self esteem among workers.
- Provide a healthy environment for their employees where they can do their jobs effectively

On the other hand, some organizations also tried workforce management through design range of optional programs targeting of non-discrimination between individuals whether on the basis of age, sex, color (Dessler, 2009).

Diversity training

Training on diversity on training helps employees with multicultural background and creates a sound environment. The training does not only refer to the differences between workers within the organization, but it also helps the employees accept the differences among workers. The training on diversity, according to an article (Rokstr), ads the essential part in building a cohesive work environment (Mitchell, 2015). There are two types of steps in the training programs which are specified in the literature. The first type refers to the awareness and skills programs and the second type of program focuses on the classification of people about diversity issues and potential of individuals from different groups.

The staff with increases awareness of diversity has the ability to work more effectively in a heterogeneous workplace. Training programs focus on the development of skills, and aim to improve the management of diversity.

The types of skills included in training programs are: flexibility, adaptability, mutual understanding through intercultural communication. The purpose of the trainings is to improve the interaction between groups (Battaglia, 1992).

In order to assess the effectiveness of the training programs, there need to be certain criteria for the purpose of development and management in the form that leads to the achievement of the desired goals (Arthur, 2003).

Recent polls indicate that the majority of the U.S. companies currently include training on diversity in their training program and have moved from the traditional to the current mainstream material (Luthaans & Fred; 2005).

The research studies show that the companies which adopted comprehensive training programs tend to have the following characteristics:
- Large size companies
- The positive beliefs of the senior management about diversity

- High priority for the strategy compared with the objectives of the competition
- Have appointed a diversity manager
- Have adopted many other policies supporting diversity

It may be noted that there are other ways used for the training on diversity. Some include diverse members into the training groups and design the training programs to help the employees cope with the current or future tasks and responsibilities.

The other training approach is to provide training for managers and other staff who work with diverse staff.

In the recent years there have been used many diversity training methods (Fred, 2005).

According to Cox (1991) there must be a focus on diversity and on understanding of its meaning. Also, there is the need for management to assess diversity. The focus should be on increasing self awareness, on diversity related issues, such as stereotypes or cultural sensitivity, and building skills which help employees deal with differences in the workplace.

Common mistakes in training

There are some mistakes that should be avoided by the organization during a training exercise on diversity, such as (Amas and Woodruff, 1999):

- Assume that a short training be enough
- Failure to connect diversity with tasks of different departments in the organization
- Waiting to get all possible date and ignore the perceptions of the employees about what attributes of the date guy workplace for the purpose of taking action
- Not including the workers as part of the information provided.
- Not pay any attention to the impact of the people's in important places.
- Isolate the person who has the decision-making in a single department such as human resources or under the control of one person.
- Not differentiate between good intentions usually rely expressions he has to support diversity and sometimes it relies mainly on the criteria against diversity
- Not build alliances and support with stakeholders

Jarik, (2009) has pointed out that there is a set of common points that should be avoided
when conducting a training process of diversity.

- Very few focus on the impact of passion
- Not to involve white males
- The lack of convincing feasibility study
- Not to involve senior management

In 2011 Admin has pointed out that there are some traps which should be avoided when
conducting a training on diversity, such as:

- Not to move from theoretical work to practical work
- Failure to take difficult decisions
- Compliance and manageable
- Proactive reactions

Gender distribution of the workforce

Note from the Figure below that there are nearly 60% of women participants in the labor force.

A group representing 47% of the total labor force and nearly 80% of the mother who have school-aged children and referring to office work statistics office found that where women will continue to join the workforce and it represents 48% of the workforce in 2012. (Snell & Bahlendes, 2007).

Educational attainment for women is also on the rise and is close to men. And employers who want to attract women of talent have prepared to provide a range of initiatives to ensure or guarantee women the same rights as men in terms of the career path and compensations.

Labor Force and Gender Distribution

LABOR FORCE PARTICIPATION RATE BY SEX, PROJECTED 1950-2012
Continuing a historical trend, the labor force participation rate for men will decline as the rate for women increases.

LABOR FORCE GROWTH BY SEX PROJECTED 2002 – 2012
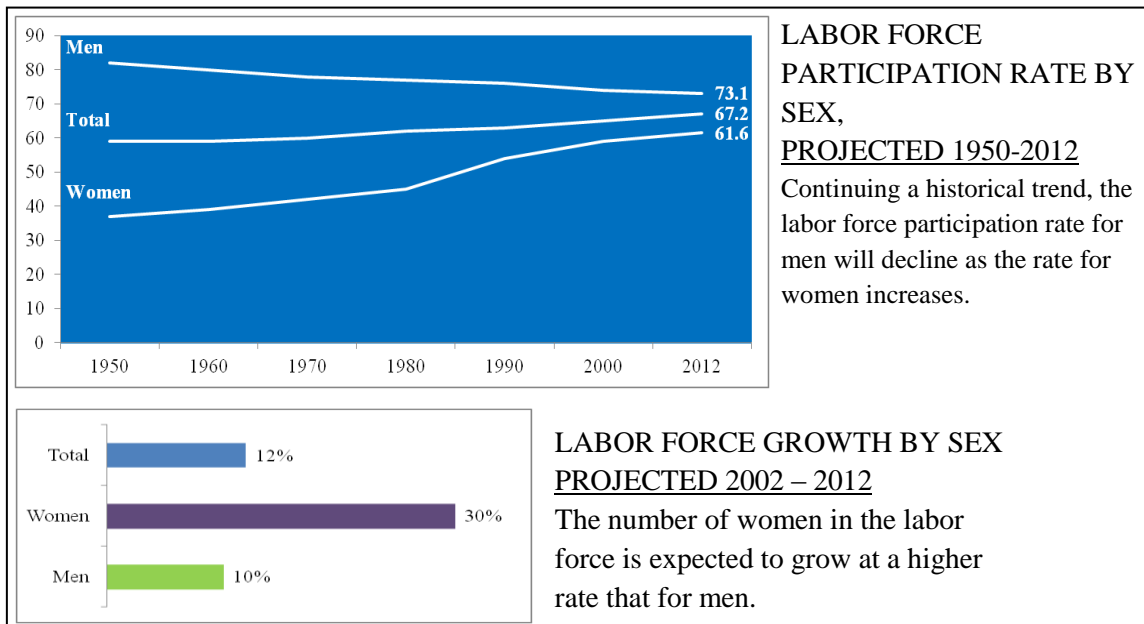The number of women in the labor force is expected to grow at a higher rate that for men.

Figure 4
Snell and Bohlander, 2007

Through the above figures we can observe that it imposes a new challenge to the management of human resources in general and diversity management in particular. The management should deal with these challenges in a positive way. Dealing with these changes brings a competitive advantage to the organization in an environment of change and insures the organization's survival, sustainability and continuity.

In addition, some researches signal that distribution of women employed is different from one field to another. In December 2014, 75% of staff in the health and educational fields is women. This ratio is very high in jobs and the majority of women work in these fields are teachers or nurses. 20% of the women work in administration and financial functions in the health and educational institutions.

While in factories the female representation is much lower - female employees are often less 10% in the main line of work. In administrative and support function there are much less women than men.

Despite all this, the gap is shrinking in highly educational stages. Among 32% of women over 25 years have less than a certificate diploma in 2013, compared to 60% of men have less that a diploma certificate (U.S. Department of labor, 2013).

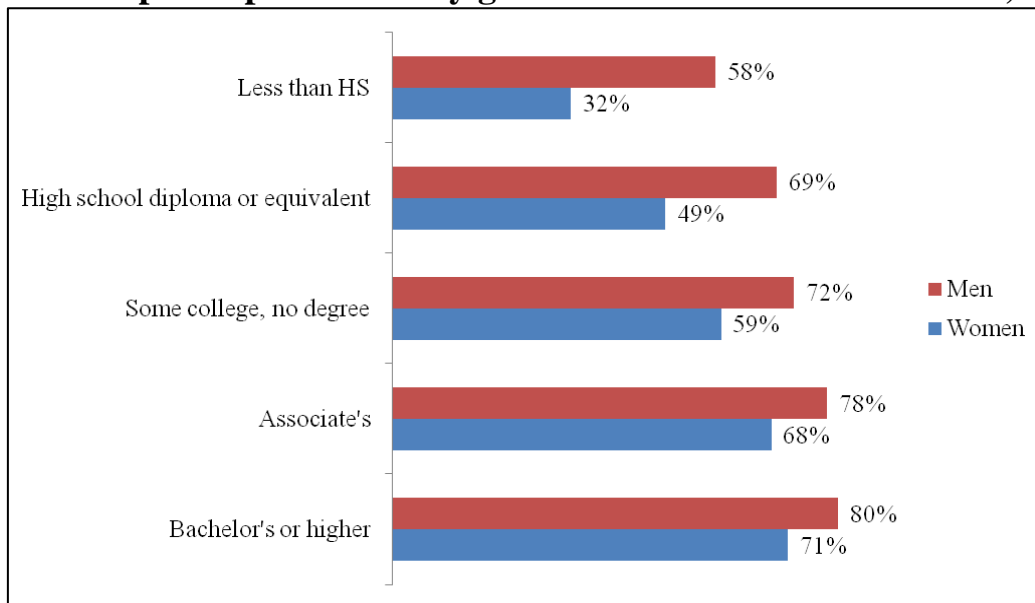**Workforce participation rate by gender and education attainment, 2013**

Figure 5
Source: U.S. Department of Labor, Bureau of Labor Statistics, Current Population Survey, Table 7, 2013

Future research

The deeper study of diversity management must be implemented in order to fully understand the topic.

Depth questionnaires must be applied in order to understand the nature of this idea

Researchers must in future try to look on the same subject in order to see the additional development of diversity management.

As a result of demographic changes in order to form a NES task force in institutions, there must be found a diversity administration for the future which meets the aspirations of workers in organizations, while seeking to

achieve the goals of the companies seeking. Also, the companies must be aware of the importance of this idea.

The world is undergoing tremendous changes and cultural changes are accelerated by the process of globalization. In the near future someday there will not be a company to perform work without the implementation and thoughtfully managing cultural diversity.

In the future cultural diversity must be accommodate, analyzed and applied as a research tool.

Contradictions in diversity management theories must be properly addressed. These contradictions may be the result of expansion of the results on group level or at the organizational level. The operations at the organizational level are more complicated and so there is the need to further study in the future.

Research has provided important insight that can help workers in human resources management to achieve the benefits and avoid diversity problems in the future.

There is a need to research in the future rating improvement in operations as a measure of performance.

Future research should be focused on managing diversity, from the perspective that there is a need to effectively manage diversity, to achieve the best financial results.

The company which is characterized by directly or indirectly reducing the available talent possibilities loses financial benefits rather than keeps them. Such companies do not have a choice, only the introduction of diversity management in the workforce.

Because of the global economy and the increase in the numbers of multinational companies, diversity management has become a necessity for companies that want to survive and prosper during this time of economical, social and cultural variable.

The implementation of diversity management includes the need to adapt to the new reality of the labor force, which has a diversified increasingly.

The focus on commercial feature is a very important factor, which is a new incentive for companies to include diversity management programs.

The use of balanced employment, the creation of awareness, training of staff, assessment and reward of good performance, equal opportunities form the solid basis for the diversity management in the workforce that leads to achieve a competitive advantage for the organization.

The goal of creating diversity is not enough, because the target is not reached. The diversity practices must be clear, as well as the real motivation on the part of the organization should be to create a favorable climate for diversity.

The increasing attention given to diversity management in human resources management practices reflects the inevitable result of the global economy.

The increasing diversity in the workforce often involves problems such as satisfaction issues and conflicts. Moreover, diversity alone does not imply concrete improvements in total or individual performance. However, achieving a diverse workforce and effective management can bring many benefits.

The companies must be aware that managing diversity is not just a program, but is a work style for everyone to live and accept reality.

The labor diverse work force is nothing but a reflection of the world and the changing marketplace. Diversity management contributes by creating a fair and safe environment where every person has the right to access the same opportunities and challenges.

Conclusions

There is a growing interest by organizations about managing diversity. This growing interest is illustrated by the intense research in the field and by the diversity management practices included by the organizations in their strategies, reflecting the fact that diversity management has become a necessity, not an option for organizations, especially in light of the economic and social international changes.

Most research indicates a large gap in the field of knowledge as well as the application in managing diversity. It also points out the absence of integrated models for the management of diversity, and, in consequence, the lack of strategies designed to manage diversity.

The researcher also found that there are two levels to manage diversity: virtual level (which include age, sex, culture, education and race) and deep level (which includes values, attitudes, personality traits and beliefs).

The researcher found that the ability of the organization to polarize, motivate and retain employees with miscellaneous cultural backgrounds leads to the achievement of competitive advantages and the ability to survive in a complex and fast changing environment.

The researchers found also that creating a work environment that respects and appreciates diversity in the workforce has great benefits, namely competitive advantages, lower costs, better allocation of resources, a great capacity for creativity, speed in solution finding and great flexibility.

As the researcher concluded, managing diversity is not without problems, especially difficulty in communication, low satisfaction of employees, low level of cohesion between the teams and possible conflict and tension.

diversity management in the workforce that leads to achieve a competitive advantage for the organization.

Creating diversity is not enough, because the target of the diversity practices must be clear. The real motivation on the part of the organization is to create a favorable climate for diversity.

The increasing attention given to diversity management in human resources management practices is not for impelling the vessels but reflect the inevitable result of the global economy.

The companies must be aware that managing diversity is not just a program, but is a work lifestyle and for everyone to live and accept reality.

The diverse labor force is nothing but a reflection of the world and the changing marketplace. Diversity management contributes to creating a fair and safe environment, where every person has the right to access to the same opportunities and challenges.

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