

EFFECT OF DIVERSITY MANAGEMENT ON HUMAN RESOURCE MANAGEMENT: RECRUITMENT AND SELECTION IN FOCUS

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Abstract

The changing demographic composition of the workforce, the overall effects of globalization and the increasing social sensitivity to ethical concerns are compelling multinational organizations to deal with diversity management. However, organizations worldwide, in their attempt at diversity management, have faced challenges as stereotypes are deeply rooted in one’s culture and there is resistance to change. The key to diversity management hinges on strategic thinking and people centred policies. It is against this backdrop that this paper examines the effects of diversity management on human resource management with special reference to recruitment and selection. In this paper, we explore the interface between diversity management and human resource management and how this impinges on recruitment and selection when HR managers fails to acknowledge cultural and individual differences in the workplace, focus attention on individual differences rather than group differences; we develop a conceptual framework of HR diversity management, linking HR diversity strategies with major HR diversity issues; we also, examine the state of HR diversity practices that have been adopted in organizations worldwide and finally we discuss the gaps in the literature and the implications of our findings for practitioners and researchers.



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Keywords: *diversity management; human resource management; recruitment; selection.*

JEL Classification: M9, M15, M27

Introduction

Workforce diversity acknowledges the reality that people differ in many ways, visible or invisible, mainly age, gender, marital status, social status, disability, sexual orientation, religion, personality, ethnicity and culture [Kossek *et al.*, 2005]. The predominant diversity issues in each country may be different. While gender inequality is the oldest and most common diversity issue worldwide, religion and ethnicity separate people in India and Middle East and household status differentiates off-farm migrants from urbanites in China. Rural migrants are routinely looked down upon by urbanites and mistreated at the workplace and in society. Multiculturalism has always been the most important dimension of diversity in Western countries, including the USA, the EU, Australia, New Zealand and South Africa, where there are a large number of international migrants. Although researchers have examined several aspects of diversity, no comprehensive model exists. A diverse workforce comprises a multitude of beliefs, understandings, values, ways of viewing the world, and unique information. The rapid internationalization and globalization has enhanced the significance of workforce diversity [Kossek, Lobel & Brown, 2005]. A cross cultural and multicultural workforce is a common thread not only in organizations in Western economies but also in all global corporations. As a result, diversity has increasingly become a “hot-button” issue in political, legal, corporate and educational arenas.

However, the attitude towards a diverse workforce in these corporations and from researchers has been very mixed. The organizational attitudes range from intolerance to tolerance and even appreciation of diversity [Joplin & Daus, 1997]. On one hand, a large number of corporations are reluctant to hire and promote female employees and ethnic minorities, especially for top positions. Some studies have found that some HRM diversity practices are not associated with increases in diversity. For instance, Rynes and Rosn (1995) argued that the adoption of diversity training does not increase top management diversity and overall workforce diversity. Blum, Fields and Goodman (1994) affirmed that companies with higher diversity tend to provide



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lower salaries and have higher turnover. On the other hand, there is a wide recognition of the value of workforce diversity. Research by the Australian Centre for International Business shows that diversity improves the quality of management's decisions and provides superior solutions to organizational problems and innovative ideas [ACIB, 2000]. Firms that have effective diversity management stand to benefit through bottom line returns. Information sharing and constructive task based conflict management are the keys to the 'value' in diversity management. Managing diversity is premised on recognition of differences as positive attributes of an organization, rather than as problems to be solved [Thompson, 1997].

In a similar vein, authors, such as McLeod, Lobel and Cox (1996) and Wilson and Iles (1999), argued that a diverse workforce has better-quality solutions on brainstorming tasks, displays more cooperative behaviour, relative to homogenous groups, and can raise organizational efficiency, effectiveness and profitability. In addition to the full utilization of the skills and potential of all employees, managing diversity can contribute to organizational success by enabling access to a changing marketplace and by mirroring increasing diverse markets [Cox & Blake, 1991; Gardenswartz & Rowe, 1998; Iles, 1995] and improving corporate image [Kandola, 1995]. Therefore, valuing diversity may become a source of competitive advantage, increase the quality of organizational life and ultimately be good for business [Cassell, 1996]. The popularity of the diversity approach comes from these positive assumptions. However, the potential benefits will not come into being simply because of greater workplace diversity, as pointed out by Thomas (1990), corporate competence counts more than ever, and today's non-hierarchical, flexible, collaborative management requires an increase in tolerance for individuality. The question is not, therefore, one of accepting that individuals are different but creating an atmosphere of inclusion and making a commitment to valuing diversity. Similarly, Liff and Wajcman (1996) argued that far from pretending workplace differences, managers should be trying to actively manage and value diversity. Managing diversity has its origin in the USA [Kandola & Fullarton, 1994] and has now become a strategic business issue for many organizations worldwide [Wilson & Iles, 1999]. If designed and implemented properly, effective diversity management can support key organizational development initiatives [Agocs & Burr, 1996; Storey, 1999].

Research by Goodman, Fields and Blum (2003) found a positive relationship between emphasizing employee development and promotion, and the representation of women. Other studies have confirmed the association between identity-conscious



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or formalized HRM practices which address demographic representation in human resource decision-making and greater representation of women and minorities in management [Kalleberg *et al.*, 1994; Konrad & Linnehan, 1995]. It is, therefore, widely recognized that effective diversity management can be achieved through using appropriate HRM strategies [Litvin, 1997]. Diversity management has a place in HRM and should be at the heart of human resource practices and policies. We argue that the reason for the absence of association of HRM diversity practices with increases in diversity and improved organizational performance reported in some past studies, such as Blum, Fields and Goodman (1994), Rynes and Rosn (1995), is actually a lack of effective HR diversity management practices. These studies regarded HRM diversity practices only as the compliance with AA and EEO and neglected the practices appreciating and making use of diversity. In the early 1990s, several scholars have commented that diversity research lacks scientific precision, theoretical analysis, historical specificity, empirical grounding, and is seriously under researched [Litvin, 1997; Nkmo & Cox, 1996; Sanchez & Brock, 1996]. Moreover, Maxwell, Blair and McDougall (2001) highlighted the potential disparity between espoused organizational rhetoric on managing diversity, and the reality of organizational practices in key human resource areas. This situation has changed marginally over the last decade. Researchers have not investigated how diversity has been managed in the HRM area and what HRM approaches are appropriate to manage diversity effectively.

Our extensive introduction outlined the objectives of our review. In this paper, we examine the most important diversity issues in the area of Human Resource Management. We develop a conceptual framework which will help organizations develop HRM strategies and policies to manage diversity effectively. Our framework will also help researchers identify key areas for future research and guide practitioners to formulate policies on managing diversity and implement appropriately.

Literature Review

The Concept of Diversity

Diversity covers a wide range of personality distinctiveness, it is the difference in people, and this means differences in age, physical abilities, religious beliefs, gender, and ethnicity and so on. We are not born the same; individuals are different in all forms. Diversity, according to Thomas (1991), means more than race and gender in the workplace. Diversity can be defined as acknowledging, understanding, accepting,



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and valuing differences among people with respect to age, class, race, ethnicity, gender and disabilities [Esty *et al.*, 1995]. Diversity embodies much more than race and gender as people sometimes view it. Diversity can refer to lifestyle tenure, position in the organization, age, sexual preference, functional specialty or geographic location. It is the human differences that play an important role in the culture and operation of organization [Brazzel, 1991]. These definitions show that diversity is not a specific topic but a wide range of topic. Also, according to some writers, diversity can be divided into two forms. The first is a primary dimension, primary dimension being age, ethnicity, gender, physical abilities/qualities, race and sexual orientation. The primary dimensions shape our basic self-image as well as our fundamental worldview. In addition, they have the most impact on groups in the workplace and societies [Loden and Rosener, 1991]. This dimension cannot be controlled or influenced, it is just who we are and the second is secondary dimension which includes educational background, geographic location, income, marital status, religious beliefs and work experience [Loden & Rosener, 1991]. This secondary dimension affects our self-esteem and self-definition and this second form of diversity can be influenced but still it makes us all different and unique in our own ways.

Diversity means difference and acknowledging that everyone is different is the beauty of it, some people believe that we are all the same and they do not see colour or race or religion but this is not really true at the moment; when see people we psychologically tend to classify them either into their age group, or place they come from or gender, so acknowledging this fact and been ready to work with it fosters good diversity in the workplace.

Cultural Diversity in the Workplace

As we have discussed what diversity is, we then have to narrow our minds to understand what cultural diversity is and what it has to do with an organization. Culture is usually defined as shared beliefs, values and customs of people which are usually transmitted from generation to generation. Culture is not developed in a day and it takes years to develop, when these habits are being embraced by the people around it, then it becomes a culture, culture makes us unique and different from all others, for example, it is a culture in Japan to slurp on your noodles while eating and this is considered rude in the western world as it is bad table etiquette, also in Africa and in some parts of Asia, it is considered rude to shake with the left hand. Another definition of culture is that it is a belief that has been used for a space of time to solve



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problems and which is distinct to a set of people then passed to the next generation which then becomes a way of life. One unique characteristic of culture is that it is learned. Therefore, it is evident at this stage that culture is unique and not uniform, it is the traditions and perceptions of life in general [Tervonen, 2012; Celebioglu, 2017]. Cultural diversity can also be “scrutinized within a specific organization or community by taking into account also the racial and religious differences, languages spoken, different nationalities and ethnic groups” [Reisinger, 2009]. Cultural diversity in the workplace is having workers of different backgrounds and ethnicity working together in a workplace; it is also the difference in tradition of workers of an organization. For example, Chinese working together with a European and an American working together with an African man, all this are forms of a cultural diverse group in an organization and this can either bring benefits or create problems in productivity if they do not get along well.

Benefits of Cultural Diversity

Cox and Blake (1991) established six factors that can be used to bring advantage to the company through diversity management; this includes cost, creativity, marketing, problem-solving, resource acquisition and organisational flexibility. These are competitive advantages companies with diverse cultural workforce can achieve, while companies with homogenous workforce might not necessarily achieve.

Cost: Studies have revealed that turnover rates, absenteeism and low productivity are often times related to lack of career growth and these traits can often be found among cultural groups with minority representation. The higher the turnover, the higher the cost incurred by the organization. This being said, if the HR manager is able to control these behaviours from the minority group, a lot of cost will be saved and productivity will be increased. If workers with different cultural backgrounds are able to work together in harmony and this group is satisfied with the organization, then turnover will be reduced to a large extent hereby saving a lot of cost that would have been used to recruit new staffs and train employees.

Marketing: It has been said by some expert that once an organization is able to catch a market, profits are likely to increase. A culturally diverse group is a big advantage in the sense that they can represent different parts of the market and the organization can easily key into this instead of hiring experts to research on what various people need in the market. For example, pork is used to make sausages and



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the likes and this pork is illegal in Muslim countries. A cultural diverse group that has employees from Muslim countries will be able to get this message easily and know what is allowed in Muslim countries and what is not instead of hiring people to research. Also, an organization with a multicultural group are more likely to know what type of marketing and advertisement an organisation can use in other to capture different customer group and also know how to develop this products to fit different markets.

Creativity: Organizations with multicultural teams are more likely to come up with different ideas and skills. Different cultures come with different ideas and people in this group are more likely to think outside the box and also to use their skills in solving problems. Diversity encourages creativity and innovativeness and this can be used as good way to meet up with customers need and wants. A diverse group knows what different section of the market needs and they are able to bring ideas together in other to capture the needs of different markets. For example, Muslims love to eat “helalmeat” (meat produced in a Muslim way); an eatery that has this form of information from its employees can decide to segment a part of its eatery for “helal” meat hereby catching the Muslim market in that region. This is a form of creativity.

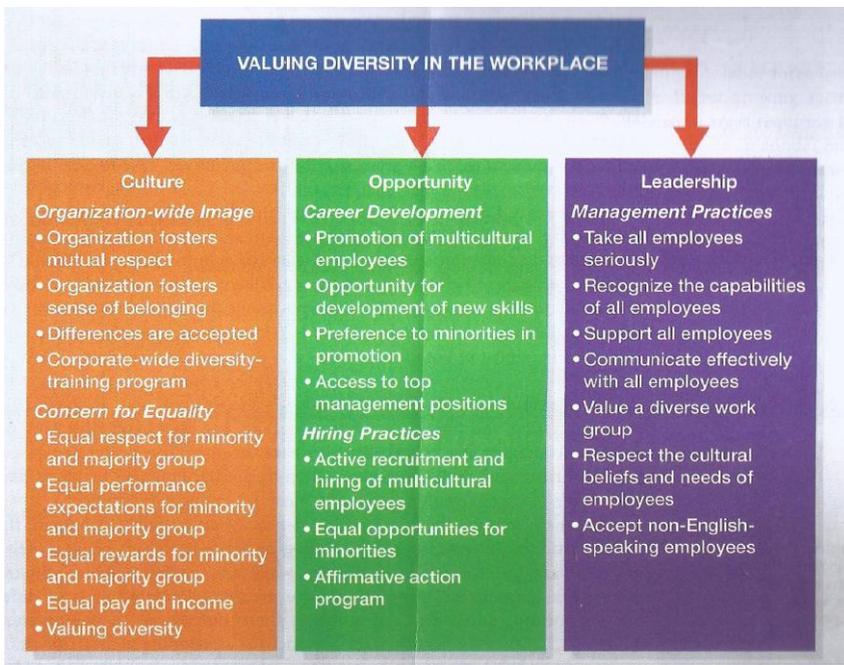
Problem-Solving: The world is getting more complex and unpredictable due to technology and demographic change; it will take experience and good problem-solving skills to break into this type of environment. An organisation with multicultural workforce is at a greater advantage because it gathers ideas from different parts of the world and different people. Due to diverse work communities, problem-solving and decision-making become more effective, as there are various perspectives and aspects, but also a richer base of experiences from which to scrutinize the dilemmas [Tervonnen, 2012].

Organizational Flexibility: Diversity management in the organization already changed some methods of operation into a more flexible and tolerant direction, because of this, it is more likely for the company to adjust to changes later in the business environment. Also research has shown that cultural minorities can accomplish multilateral and ambiguous jobs easily because of their flexible nature whereas the homogenous cultural group might not be able to achieve this.

Good Brand Image: It is every organization’s wish to have a good brand image in order to attract and retain customers. One of the ways of getting a good brand image is to create a diverse workforce; this will earn trust among its employees and also increase its reputation and increase its growth [Donnelly, 2015].

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Therefore, managing diversity is a concept that recognizes the benefits to be gained from differences as shown in the diagram below.



Source: Kathleen Iversen, 2000 cited in G. Bohlander & S. Snell (2007). *Managing human resources. United States: Cengage Learning*

Challenges of Cultural Diversity

There is always an opposite side of the coin, this means as there are benefits, there are also challenges associated with having a diverse cultural team, misunderstandings and problems can occur as there is lack of understanding of the different cultures and lack of communication. These problems, if not addressed on time, can affect the growth of the organization and can also cause conflict within the organization. The following are challenges that can occur as a result of a multicultural teams working together:



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Internal Conflict: Internal conflicts are conflicts that occur within the boundaries of an organization and in most times are influenced by the workers. A lack of communication among multicultural group can result in this conflict and thereby affect the other management functions of the organization.

Cost: Extra cost will be incurred on recruiting and training individuals as a result of high turnover by the multicultural teams. Multicultural teams might feel unsatisfied by their work and because of this, they search for better career life in another organization, this turnover will lead to extra cost for the organization as they will have to recruit and train new personnel.

Low Productivity: In the advent of an internal conflict or unsatisfied cultural workforce, there could be low productivity, motivation decreases, will power also reduces and the willingness to work will also reduce, all this combined together can result into low productivity. The key to managing a high productivity level with the employees is to understand this diverse group and make them work together. With this, high productivity and satisfaction can be achieved.

Negative Behaviours: This can affect the growth of the organisation. Some workers feel bad if they notice there are minority workers in their organization and this is only a human trait that can be changed. This human trait can cause negative behaviours with the workers and therefore escalates to conflict. It is a big challenge if not properly managed. And finally, lack of communication between multicultural groups can slow work process and waste time. If information is not understood well by the various groups, it can result in slow processing of administrative work and thereby cause a reduction in profit margin [Abidi *et al.*, 2017].

Hofstede' Model of National Cultural Differences

Geert Hofstede, a Dutch researcher, conducted a study, which Luthians (1998) describes as the largest organizationally-based study ever done. Based on this study, he categorized culture into four dimensions, which are: Power Distance, Uncertainty Avoidance, Individualism Collectivism and Masculinity-Feminity.

Power Distance: This is about inequality in power in a society, in families, at school, and particular at work. It is the extent to which less powerful members of organization accept the unequal distribution of power; that is, the degree to which subordinates accept that their boss has more power than they do. While explaining the work of Hofstede on national culture, Gatley *et al.* (1996) asserts that subordinates feel dependent on the superior and are afraid to express disagreement.

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The result will either be a preference for autocratic, a paternalistic boss or an outright rejection, but there is little indifference since the relationship is morally-based. In contrast, within low-scoring PDI countries (i.e., the U.K.), there is less of dependence and more of a contractual relationship between subordinates and superiors, resulting in a preference for significant influence of Power Distance on organization and work in its effects on the degree of centralization in an organization and the number of hierarchical levels present.

Table 1. Consequences of National PDI Score differences for Work and Organizations

Low PDI (e.g. the U.K.) Decentralization Lower concentration of authority	High PDI (e.g. Hong Kong) Centralization Higher concentration of authority
Flatter organizational pyramids	Taylor organizational pyramids
Hierarchy involves inequality of roles, established for convenience. Smaller proportion of supervisors in workforce	Hierarchy reflects existential inequality between superiors subordinates. Higher proportion of supervisors in workforce
Narrow salary range between top and bottom. Lower differential in qualification and status	Wide salary range between top and bottom. Higher differential in qualification and status
Consultative relationships between superior and subordinates. Ideal boss is resourceful and democratic	Autocratic style of management ideal boss is benevolent/paternal
Mixed feelings about employee participation in management	Ideological support for employee in management participation
Informal employee consultation possible without formal participation	Formal employee participation possible without informal consultation

Source: Gatley, S., Lessem, R., and Altman, Y. (1996), *Comparative Management: A Transcultural Odyssey*, McGraw-Hill International Organization, McGraw-Hill London, and Hofstede, G. (1984), *Culture's Consequences*, Sage, Beverly Hills, CA

Uncertainty Avoidance: This dimension of cultural difference identified by Hofstede relates to the extent to which members of a culture feel threatened by ambiguous situations and the degree to which they try to avoid these situations by engaging in the following:

- establish more formal rules;

- providing greater career stability;
- rejecting deviant behaviour;
- accepting the possibility of absolute truths and the attainment of expertise.

In countries with high scores on the Uncertainty Avoidance Index (UAI), there is a greater willingness of employees to stay working for the company, reflecting a cautious approach to risk and a high degree of angst in the face of likelihood of bureaucracy as a means of structuring activities. In low UAI countries, there is less anxiety about the future and as a result, bureaucracy will be less apparent and job mobility will be higher [Adler, 1986; Bana, 2019].

A related example is noticed in Japan where lifetime employment usually exists; at least in the large organizations, there is high uncertainty avoidance. On the other hand, in the United States where usually there is relatively high job mobility, there is low uncertainty avoidance.

Table 2. The Summary of Hofstede’s Proposed Consequences for Collectivist and Individualist

Collectivist (e.g. Hong Kong)	Individualist (e.g. the U.K.)
Particularistic relationships based on personal trust are basis for moral nature of work and business life	Universalist contractual transactions determine work and business activities
Promotion usually on inscriptive criteria	Promotion on merit as defined by market criteria
Private and work life diffusely related	Private and work life specific and separate
Organizations protest well-being and long-term interest of members; policies and sense of duty	Organizations not intensively involved with long-term welfare of members; policies and practices based on loyalty and practices based on promotion of individual initiative
Underlying philosophy is traditionalism	Underlying philosophy is modernism
Management of individuals. Task prevails	Management of groups relationship prevail

Source: Gatley, S., Lessem, R., and Altman, Y. (1996), *Comparative Management: A Transcultural Odyssey*, McGraw-Hill International Organization, McGraw-Hill London, and Hofsted, G. (1984), *Culture’s Consequences*, Sage, Beverly Hills, CA

Masculinity Feminity: The masculinity-feminity dimension of Hofstede’s model of national cultural differences is about the extent to which the dominant values of a



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society are more masculine and emphasize assertiveness, competitiveness, toughness, and so on, compared with the femininity which refers to the extent to which the dominant values in a society are more masculine. Emphasise relationships among people, concern for others, and interest in quality of work-life. Hofstede (1991) argues that the fundamental consequence for the workplace is in attitudes to work centrality, in that the work ethos in ‘masculine’ cultures tends towards ‘live in order to work’ rather than in ‘feminine’ cultures where the ethos is more incline ‘work in order to live’. The basic consequences proposed by Hofstede for work and organizations of differences in national scores on the (Masculinity) index are highlighted in table 4.

Table 3: Consequences for Work and Organizations of Difference in UAI Scores

Low UAI	High UAI
Less structuring	More structuring of activities
Emotional need for fewer written rules relativism empiricism	Emotion need for more written rules. Absolutism, theoretical purity.
More generalists	More specialists and experts
Organizations can be uniform, managers more involved in strategy, style, interpersonally-oriented and flexible in managers more willing to make individual and risky decisions. High labour turnover	Organizations standardized, managers more involved in details, operations, tasks and consistent in style. Managers less willing to make individual and risky decisions, lower labour turnover
Less ritual behaviour	More ritual behaviour
Smaller organizations motivation by achievement	Larger organization motivation by security
High need for achievement determine in terms of recognition ‘Hope of success’	Achievement determined in terms of security ‘Fear of failure’
Less emotional resistance to change	More emotional resistance to change

Source: Gatley, S., Lessem, R., and Altman, Y. (1996), *Comparative Management: A Transcultural Odyssey*, McGraw-Hill International Organization, McGraw-Hill London, and Hofsted, G. (1984), *Culture’s Consequences*, Sage, Beverly Hills, CA

Individualism-Collectivism: In the definition of Hofstede (1991), ‘individualism pertains to societies in which the ties between individual are loose; everyone is expecting to look after himself or herself and his or her immediate family, collectivism, as its opposite, pertains to societies in which people from birth onwards

continue to protect them in exchange for unquestioning loyalty’. The findings of Hofstede are that wealthy countries have higher individualism scores and poorer countries have higher collectivism scores, see table 4.

Table 4. Consequences of Differences in MAS Scores for Work

High MAS	Low MAS
Managers have leadership, independence and self-realization ideals	Managers are relatively less interested in leadership, independence, etc.
Managers expected to be decisive	More of a service ideal prevails managers use intuition to strive for consensus
Beliefs in individual decisions, equity and competition	Belief in group decisions, equality and solidarity
Appeal of job restructuring permitting individual achievement	Appeal of job restructuring permitting group integration
Strong achievement motivation	Weak achievement motivation
Achievement defined in terms of wealth and recognition	Achievement defined in terms of service, human contracts and living environment
Company interference in private lives accepted for legitimate reasons	Company interference in private lives rejected
Higher job stress	Lower job stress
Move industrial conflicts	Less industrial conflicts
Conflict resolve by ‘combat’ gender-based occupational segregation	Conflict resolved by compromise less gender-based occupational segregation
Big is beautiful Growth more important	Small is beautiful conservation more important
Fewer women in qualified jobs. Women in such jobs highly assertive	More women in qualified jobs and not particularly assertive.

Source: Gatley, S.R., Lessem and Y. Altman, (1996), Comparative Management: A Transcultural Odyssey, McGraw-Hill International Organization, McGraw-Hill London, and Hofstede, G. (1984), Culture’s Consequences, Sage, Beverly Hills, CA.

Managing Diversity

In this literature we have discussed what diversity is and the roles HR plays in the organization in relation to diversity. It is also important to discuss how best to manage a group of people from different cultural backgrounds in an organization.



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Issues are bound to happen between employees of different cultures because the employees might not understand themselves and this issue if escalated can result into low productivity for the company, it is the role of the HR department to organise key into managing these workers of different cultural background and help them to contribute and achieve unity. The following are the ways in which diversity can be managed:

Managers must understand discrimination and its consequences: This is the first step for managing diversity; the human resource managers should understand and feel how it is to be discriminated. Understanding of this helps to recognise the minority culture in the organization and be ready to listen and speak up for them at the best time and also the implication of not recognising this group. Therefore, understanding is the key to managing diversity.

Helping workers to recognise their biases: Humans have the tendency to be biased, it is just part of our trait as human, the role of the HR in this regards is to help educate the workers and inform them that truly we are all different, but we are unique in our own ways. Workers should not be criticized because of their backgrounds and cultures, but they should recognise that we are all different based on our personal choices and our work in the organization is done based on how we want it to be done individually.

Setting good examples: The workers are more likely to follow examples than instructions. The true meaning of encouraging diversity should be seen in the daily life of the HR managers, in the way they encourage work among all groups in the organization, the way all groups are appreciated and treated equally. These examples will be felt by workers and once they see it as a culture of the organization, they will most likely follow suit and work peacefully with one another.

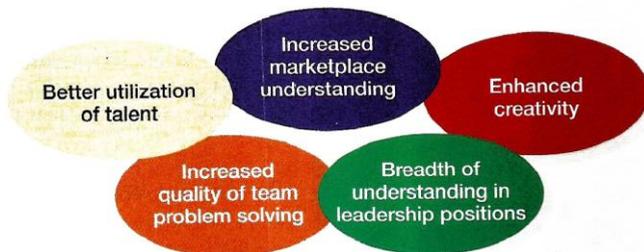
Diversity should be encouraged as early as on-boarding: On-boarding is the process a new staff is introduced to a workplace and co-workers. During this period, the worker familiarizes himself/herself with the duties expected of him/her. This is usually the best place to inform the new worker of the company's policies toward diversity and how diversity is encouraged in the workplace. The new employee should be informed about the benefits of diversity in the workplace and encouraged to embrace it.

Introduce training programmes for employees: Training programmes are created to instil knowledge into the employees and position them to fit into the organizational policies. There are two types of training which is common: that is

awareness and skill-building [Cox, 1994]. Awareness training inspire diversity into the mind of the workers and introduces them into the meaning of diversity, information on diversity in the organization and gives them exercise on how to encourage diversity while skill building on different cultural behaviours and how these behaviours can affect their work.

Actively seek input from minority group: Asking for the opinions of minority groups in decision-making exercise encourages diversity. This move makes them feel important and have a sense of belonging in the organization, this also give minority group a voice to be heard in the organization. In the long run, the majority group will tend to listen and welcome ideas from minority groups and this fosters peace and improves productivity [Edewo, 1991].

The primary business reasons for diversity management include . . .



Source: G. Robinson and K. Dechant, 1997 cited in G. Bohlander & S. Snell (2007). *Managing human resources*. United States: Cengage Learning

Assigning important roles to minority group: Workers with a different cultural background and in a minority group will feel more welcomed if important roles in the organization are given to them. This will improve trust and create a good feeling within the organization; through this, everyone is made to understand that everyone in the organization has a say no matter the cultural difference and background.

Change organizational structure: Changing organizational structure deals with revising the practice and polices which affects or discourages diversity among



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cultural groups. The policies and work life in the organization should reflect an interest in cultural groups and examples of this includes reviewing the recruiting process, reviewing vacation policies, job sharing and team work among diverse cultural groups.

Job sharing: This is the process by which assignments and projects are shared among workers in the organization. A good way to manage diversity is to share projects among the different groups of different cultural backgrounds. This will encourage a relationship and bring a friendly atmosphere towards all workers and by this everyone will be able to appreciate themselves.

In summary, HR managers must create a good atmosphere for employees to interact. This will go a long way to promote diversity. Also HR manager involving himself in every role should give minority groups an opportunity to relate and share their problems and experiences with the manager.

Diversity Management and Recruitment and Selection

The key to diversity management hinges on strategic thinking and people centred policies. Diversity management is an approach which revolves around employees, the HRM function is the custodian of the people management processes. These functions have considerable overlap. First, both HRM and diversity management are mainly concerned with the contribution of the human resource function to competitive strategy. Second, both HRM (especially soft HRM) and diversity management are concerned with individual differences, the development and well being of each and every individual [Truss *et al.*, 1997; Storey, 2014]. Using the HRM toolkits addressing inequality in recruitment, appraisal, advancement and reward can enhance equal employment opportunity, improve inclusiveness and enhance creativity in a diverse workforce. HRM strategies are regarded as critical in overcoming individual and group process problems while improving the triple bottom line. Effective HR strategies focus on increasing organizational learning, flexibility, knowledge creation and the development of a work environment which is conducive to diversity management. The Ford Foundation study of non-profit boards shows a cascading effect from hiring practices [Burbridge *et al.*, 2002]. Hiring more male than female or minority board members resulted in greater diversity in recruitment. These diverse board members made subsequent recruitment easier through their access to networks and talent pools.

For any organisation to be successful in achieving its goals it requires the best employees; therefore recruitment and selection is the most important part of an



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organizational success. Recruitment and selection is the process of attracting, screening and selecting qualified candidates to fill in available positions in the organization. This can be done internally or externally. Internal recruitment is sourcing for individuals to fill in vacant positions from within the organization, while external recruitment is sourcing for individuals to fill in vacant positions from outside the organization. To many employees and managers, diversity management is equal to having an equal chance for any person to enter the organization. Many world class organizations have been effective in hiring women and minorities to access the increasingly diverse markets and win over new customers [Perlman, 1992]. Managerial attention to increased workforce diversity has been mandated in IBM, Xerox and J. C. Penney [Ted, 2005]. Digital, Esso and Westpac all set EEO targets in their HR practices [Kramar, 1998]. Alcoa recruits and retains high calibre people through harnessing the creative capacity of its people, creating a work environment and culture where this creativity will flourish [DIMIA, 2000]. Allen, Dawson, Wheatley and White (2004) conducted a survey of 396 employees from a wide variety of companies in Australia to examine thirteen separate diversity practices. Ninety-three percent of the companies reported a zero tolerance level of workplace discrimination. South Africa had a long history of being apartheid state. EEO for blacks has dominated South African employment relations. Before the 1979 amendments to Industrial Conciliation Act (ICA), recruitment, employment level and access to skilled positions were virtually controlled by established white trade unions in South Africa.

Over the past three decades, due to the wide adoption of tripartite negotiations, the percentage of blacks and other minorities in management has been considerably increased [Horwitz *et al.*, 1996]. However, despite several decades of equality legislation and declared commitment to equal opportunities, there still exists a systematic discrimination in the recruitment and selection process. Morrison (1992) conducted a survey of managers in 16 “model” US organizations. He found that most organizations introduced just one approach to equity, instead of an array of measures intended to make the organizational climate more supportive, and ensuring employment policies and practices provide developmental opportunities, career planning, reduction of work-family conflict, and mentoring for disadvantaged groups. Therefore, Morrison (1992) proposed that managing diversity can complement affirmative action strategies and new employment policies and practices to address the failure of organizations to promote women and racial and ethnic minorities into



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higher levels of management. Bennington and Wein (2000) found that there is widespread discrimination in employment in Australia. Holly (1998) and Equal Opportunities Review (1995) presented the evidence of discrimination in recruitment and selection in the U.K. public sector. Abugu and Eno (2018) also presented the evidence of discrimination in recruitment and selection in Nigeria. Walsh (1995) argued that the increasingly competitive environment makes it difficult for public sector managers to maintain the levels of organizational commitment required for equal employment opportunity to be truly meaningful. Worldwide, only fifty four percent of working-age women are in the workforce compared to eighty percent of men [Kossek *et al.*, 2005].

Conclusion

Diversity management means not just tolerating or accommodating all sorts of differences, but supporting, nurturing and utilizing these differences to the organization's advantage. The concept of 'diversity management' is founded on the premise that harnessing these differences will create a productive environment in which everyone will feel valued, where their talents are fully utilized and in which organizational goals and objectives are met. In conclusion, it can be seen that it is important for human resource managers to understand the impact of cultural diversity in the workplace. As migration increases and diversity increases in the organisation, cultural and diverse challenges are likely to occur. The human resource managers are to realize the opportunities and benefits this trend can bring and use it as a competitive advantage in the business environment. Therefore, HR managers should acknowledge cultural and individual differences in the workplace, focus attention on individual differences rather than group differences and emphasize the need to eliminate bias in such areas as recruitment and selection, training and development opportunities, employees' compensation, promotion and performance assessment.

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