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Intercultural Communication in Business Environment



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President's Message



Dear participants,

It is a great honor to welcome all of you to the International Conference of LIGS University.

During the preparation for this conference, students were paired up (or worked on their own if they preferred that) and prepared articles focused on earlier announced topics from the area of the Intercultural Communication

In Business Environment.

The conference has connected many people from all over the world. I am very happy that our university has enabled them to be a part of a live presentation and discussion, no matter where on the planet the participants were, with only time zones being a slight limitation.

The conference topic “Intercultural Communication in Business Environment” gave participants the opportunity to see and discuss many valuable contributions.

I would like to thank all the participants for their efforts and their enthusiasm for the conference.

I wish for all of you to be significantly inspired by your research. I am already looking forward to our next set of international online projects.

Dr. Pavel Makovsky
LIGS University President

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Research paper

Managing diversity in workplace: “an explicit delineation of diversity, concepts, challenges and management in workplace settings”!

Olukorede Adewole, Rita Leleh

Specialization: Marketing & Management

Annotation

The present study is an extensive and thorough delineation and discussion, elaboration and presentation analysis of diversity in relation to organizational contexts, working environments and management for tapping and capturing into its gains and benefits optimally for the advancement of the organization, long term goals, profitability & sustainability in a modern era dynamics anticipated and seen in work place.

New models were proposed with underlying assumptions and hypotheses in the contexts of diversity and diversity management.

Illustrations were presented from Amazon and Coca – Cola on how the two companies adopt and approach diversity and manage the situation.

Recommendations and suggestions were also made

Key words: Diversity, Diversity management, integrated communication mix, culture, strategic fit, workplace

Overview

In organizations today considerable emphasis with significance or attention is placed on facilitating diversity and encouraging equality, assuming that, if properly embraced, diversity and equality management can lead to improved firm performance (Jackson, Joshi, & Erhardt, 2003; Thomas & Ely, 1996).

In line with its strategic–fit, goals and mission a well managed diversity template in a workplace can enable it achieve its goals, vision and strategic fit optimally and within the fastest pace anticipated in a dream 21st century.

Motivation/Problem Statement

As it is quite and highly significant, if diversity is not well managed, comprehend and appropriately applied, it can be a problem in organizations!

Diversity and diversity management are two concepts and contexts significant in the present day organization and era where new organizations are frequently emerging, some evolving and sought to go global, expand and open new businesses in other parts of the world where new conditions, cultures, differences, orientations and backgrounds are seen and met.

The importance of diversity is extensively enumerated in this investigation, while pointing out possible challenges and emphasizing the need for proper management for the overall benefits of the organization in play.

Furthermore, it is quite pertinent and significant for organizations targeting expansion outside their present geographical or demographic boundaries and sought to go global to understand and comprehend the concept of diversity, management and how to approach new cultures, environments and situations to be met.

Research objectives

The central objective of this research and investigation is to examine work place diversity and extensively delineate the concepts of diversity and diversity management as essential and pertinent to the workplace.

It is also essential to emphasize while diversity can be beneficial and extremely important; it can also be detrimental if not managed and well handled, thus as a major aim and objective of this investigation and research

we sought to emphasize the importance of diversity management in workplace and examine;

- (i) The concept of diversity and diversity management in workplace to avoid its detriments
- (ii) (ii) The factors that can enhance diversity and promote or foster it
- (iii) (iii) Management of workplace diversity and its significance

It is essential to note this research work and findings would be extremely valuable and tremendously useful in organizing, organizational management and leadership and quite useful for leadership, management and managers in drafting effective workplace diversity structure within the framework of an integrated communication mix and organizational culture and maximizing the benefits of work place diversity while eschewing and avoiding its detriments and gaining competitive advantages or edge over competitors.

Introduction & brief literature

Diversity entails and encompasses diverse ranges of attributes drawn across ethnicity, cultures, sexual orientations, origin or backgrounds, religious beliefs, etc.

The labor market in the Republic of Ireland as a setting or case study was investigated in a study (Claire Armstrong, Patrick C. Flood, James P. Guthrie, Wenchanliu, Sarah Maccurtain and Thadeus Mkamwa, 2010). The country's legislative efforts and Ireland's robust "Celtic tiger" economy during the 1990s and 2000s have caused Ireland's workforce to become significantly more diverse in terms of nationality, language, ethnicity, and religious affiliation. This increased diversity was mainly due to the population's share of non-Irish immigrants increasing from 3% in 1993 to 10% in 2006 (Smyth, Darmody, McGinnity, & Byrne, 2009).

Although many definitions of the term "diversity management" are found around and exist (e.g., Ellis & Sonnenfield, 1993; Kandola & Fullerton, 1994; Thomas & Ely, 1996), two are especially significant and helpful in capturing details of the concept's essence.

The first states that diversity management is "an approach to workplace equality that draws or attracts its distinctiveness largely from its focus on

equality through 'difference' rather than 'sameness'" (Gagnon & Cornelius, 2002, p. 36). The second states that managing diversity involves "understanding that there are differences existing among employees and that these differences, if properly approached and managed, are an asset to work being done more efficiently and effectively" (Bartz, Hillman, Lehrer, & Mayhugh, 1990, p. 321).

A work place embracing diversity seems to be well positioned and better poised for advancement and progress most crucial to the present realities found in different workplaces.

It has been pointed out that attention to diversity is connected and related to enhanced or improved work related attitudes and behaviors culminating to organizational loyalty (Jauhari & Singh, 2013), job satisfaction (Choi, 2009; Pitt, 2009), inclination to workplace or increased retention/less intention to disengage (Choi, 2009; McKay, Avery, Toniidandel, Morris, Hernandez, & Hebl, 2007).

Diversity brings business gains or benefits: enhances creativity and triggers or boosts sales (Ozbilgin & Tatli, 2009). It also results to increased or enhanced productivity (Armstrong et al., 2010) and drops down or cuts costs connected to turnover and abstaining from work or duty (Armstrong et al., 2010).

Organizations embracing and investing their resources in diversity capture and tap into opportunities accrual to diversity or it brings along and outplay or outcomes those that decline to make such investments (Choi & Rainey, 2009; Kochan Bezukova, Ely Jacken, Joshio, Jehn, Leonard Levine, & Thomas, 2013).

Diverse studies and literature evidences have claimed and revealed diversity management enables harvesting the time gains and tremendous benefits diversity offers (Choi & Rainey, 2013); Foldy, 2004; Thomas Ely, 1996, Ely & Thomas, 2001).

Advocates of diversity stated and emphasized diversified workforce is gainful in economic terms (Ferley, Hartley & Martins, 2003), pointing out its roles in gaining "competitive advantages" (Richard, & Miller, 2013), and eventually leading to enhanced or improved firm performance (Cox, & Blake, 1991; Richard, Barnett, T., Dwyer, & Chadwick, 2004). Investment in organizational diversity is advocated and welcomed by organizations worldwide (Foldy, 2004; Kondu 2004; Kondu, Mor & Ranga, 2014).

However, despite this strength and position, and cognizant of the advantages and benefits accrual to diversity or which it brings, obviously stated and cautioned, on the opinion of Farrell (2004), mere literally saying and manifestation of diversity as a conceptual framework does not guarantee success, thus it is extremely important and quite essential organizations have to bear the key responsibility of being able to manage diversity effectively by celebrating, valuing need to manage it.

Hypothesis

- 1) Although diversity is beneficial to workgroup but should be well managed to reach and achieve its full objectives and potentials among workforce and workplace settings.
- 2) Organizations can manage diversity effectively by drafting it into the organization cultural schemes, templates and plan while also merging it effectively and most optimally with a well-coordinated and effective communication fit.

Model proposition I

Proposed model of diversity:

In managing diversity effectively, an integrative and all-encompassing model is proposed integrating; organizational culture, diversity or core traditions and values with the strategic-fit, goals and mission of the organization as illustrated schematically below.



Fig.1: Proposed model of diversity within integration contexts of the 3 key elements mixes illustrated above

Source: Author(s) draft & present study

Research questions:

- 1) Why is diversity management essential in the workplace?
- 2) Will effective communication enhance diversity in the workplace?
- 3) Does diversity influence retention?
- 4) Do diversity and retention contribute to turnover?

Future bearings and direction(s)

It is sought and anticipated the scope of this study and research would be expanded further in the nearer future and to validate further the proposed and formulated hypotheses with new and expanded working propositions and pragmatism or organization practicality in this context of diversity & management.

We also sought to investigate further the possible bearing and relationship between diversity, retention and turnover.

Furthermore, a clear relationship and model can be established showing vividly the relationship between diversity and retention and bringing out clearly the dynamics and interaction between the two terms or concepts.

Case study & draft samples & dynamics

It is quite pertinent and essential to point out and enumerate or elaborate the dynamics seen and possible in diversity related conflicts.

The essentials dynamics and flow are presented and three dynamics to be discussed and highlighted for further consideration here as presented in previous literature are (Susan Woods, 2010): 1) Respect and Disrespect; 2) Recognition and Identity; and 3) Resentment and Backlash. Working through these processes and mechanisms may open new doors, grounds or frontiers and opportunity for diverse people of goodwill to learn new and explore new or novel ways of relating and interacting, most pertinently and importantly in the workplace settings or environments.

Questions arising & pertinent tips:

What is the uniqueness identified and seen here?

How were diversity issues and related conflicts managed in these two cases?

Case I:

Amazon is an online trading firm that has gained massive global expansion over the years foraying into the international market enjoying vast growth, rapidity and global presence.

The company was founded by “Jeff Bezoos” 5th July 1994 in Bellevue, Washington; which initially started as an online store or marketplace for books and subsequently expanded to sell electronics, software, video games, apparel, furniture, food, toys, and jewelry.

Amazon as a reference or sample case emphasizes an all-inclusive and diverse cultural work teams¹. It is believed that such inclusive and diverse teams have strong positive impacts on goods, products and services delivery by the company.

The company also emphasize and seek constant learning and iterating through central programs or work within business teams whether local, regional and global.

Case II:

Another example and illustration to consider is the “Coca-Cola” company as a global company in a diverse work environment.

The company sold its first Coke; a carbonated soft drink in 1886 at Jacob’s Pharmacy, and maintained the company’s mission, whose goal is to sell the highest number of beverages to most people.

It was originally intended as a patent medicine, and invented in the late 19th century by “John Pemberton” and was bought by business man “Asa Griggs Candler”, whose marketing tactics led Coca-Cola to its dominance of the world soft-drink market throughout the 20th century, and still much-more prominent today.

Based in Atlanta Georgia, the company specializes in making ‘non-alcoholic’ beverages, with numerous existing products on its line segment, comprising; ‘Diet Coke, Sprite, Dasani, Nestea and Fanta’.

Coke has gradually and successfully globalized and widely expanded into the international market.

Similarly, like Amazon, “Coca-Cola also embrace and adopt an all-inclusive policy and measures to diversity like previously mentioned on Amazon”².

An all-inclusive culture and measures encompass; “seven core values: leadership, passion, integrity, collaboration, diversity, quality, and accountability”².

Two assets or potentials identified for maintaining its strong brand positioning, and availing the opportunity in keeping to promise are the “people and its brand”.²

The Coca-Cola Company leverages a worldwide team that is blended and vastly rich in diverse people, talent and ideas.

As a well-positioned global company, it is identified and known with the ability to understand, embrace and operate in a multicultural world- both in the marketplace and in the workplace—is critical to sustainability.²

Ref citation

1<http://www.aboutamazon.com/working-at-amazon/diversity-and-inclusion>

2<https://www.coca-colacompany/our-company/diversity/workplace-culture>

Managing diversity in workplace effectively

As very significant and fascinating, noting its full possibilities, potentials and capacities, diversity if not well managed, it can be difficult to achieve its full potentials and goals or objectives.

Thus, it is extremely pertinent to manage diversity effectively in workplace towards maximal attainment of its goals, potentialities and fullest objectives or goals. It was pointed out (Gillian, 2014) that one negative effect of organization cultural diversity is the most likely hood and greater chances of organizational personnel to indulge in interpersonal conflicts, thus emphasizing the huge importance of managing organizational diversity and cultural differences that may reside therein.

Identifying and recognizing that diverse work groups sometimes do not reach their full potentials, Jehn and Bezrukova (2003) and Kochan et al. (2003) highlighted that while diversity may be beneficial and highly significant or pertinent in workplaces, diversity and equality initiatives must be managed effectively to realize or actualize these benefits.

In consciousness of workplace conflicts and disagreements and realizing the full benefits of diversity, it is extremely significant and pertinent to understand adequately and apply the concept of diversity management in a diverse working environment or workplace.

Ashikali and Grioenefeld (2015) showed the positive significance of diversity as a positive trigger of employees’ organizational commitment and this was buttressed as shown and pointed out in another study (Subhash & Archana, 2016).

Focus on diversity has the chances and potential to boost work related activities, and behaviors triggering organizational loyalty (Jauhari & Singh, 2013).

However, on the opinion of Farrell (2004), mere literally saying and manifestation of diversity as a conceptual framework does not guarantee success, thus it is extremely important and quite essential organizations have to bear the key responsibility of being able to manage diversity effectively by celebrating, and valuing expedient need to manage it.

Magoshi and Chang (2009) affirmed and emphasized the effective implementation of diversity boosts and enhance employees’ commitment in organizations, thus it is of utmost importance and expedient need for organizations to be able to draft and devise schemes for effective diversity management and implementation in their respective or given organizations.

Coca-Cola as a company emphasizes dialogue, obviously dialogue if embraced leads to better understanding of colleagues at workplace and beyond including suppliers, customers, stakeholders or parties, and ultimately leads and results to greater success in the market place setting.³

Dialogue is a product of effective and well integrated communication mix which is one attributes of a global firm organization or firm as presented subsequently illustrated in fig. 7 in our proposition and model.

As identified and reported by researchers, top management is highly instrumental and key determinant for shaping and enforcing diversity management innovations or initiatives (Guilliam et al., 2014).

It is the responsibility of management to communicate diversity initiatives to enhance its smooth implementation and adoption which constitutes strong assets and attributes of truly global firms like Coca-Cola culminating to growth and all-inclusiveness.

The company works hard to ensure an inclusive and fair work environment for its associates, all of whom undergo diversity training on regular basis.³

Coca-Cola as a company strives to find ongoing dialogue that leads to better understanding of its colleagues, suppliers, customers and stakeholders, and ultimately to greater success in the market place.³

In view of a diverse workplace strategy, “Coca-Cola” drafts programs to attract, retain, and develop diverse talents providing support systems for groups with diverse backgrounds; and educate all associates so that they master the requisite skills to achieve sustainable growth and development.^{3, 4, 5}

³<https://www.coca-colacompany.com/our-company/diversity/workplace-culture>

The Coca -cola company global representation of female talent

This trend supports the inclusive strategy and approach of the Coca-Cola bottling company in its present structure.

Representation of female talent

The Coca-Cola Company Global Representation of Female Talent



Fig.2: The Coca -cola company global representation of female talent

Illustration of cumulative total shareowner turnover

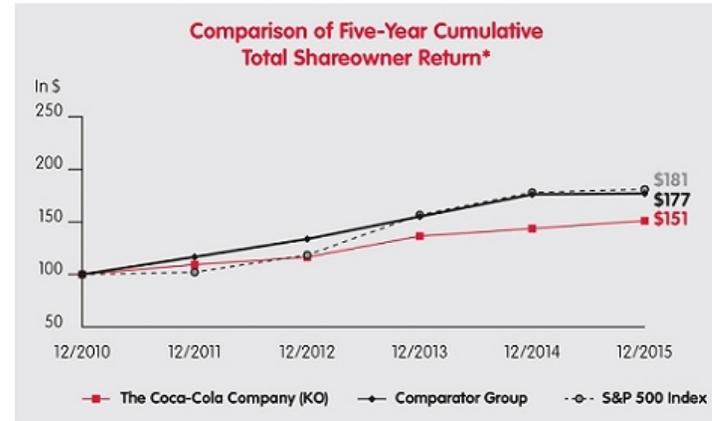


Fig.3: Five-year cumulative total share owner turnover

Looking at this graphical depiction and illustration, the turnover over a 5-year period showed increases.

Coca-Cola has intensified efforts in diversity, management and inclusion over recent years, do we attribute this trend and the inclusive approach to the turnover increase seen?

Diversity brings business gains or benefits: enhances creativity and triggers or boosts sales (Ozbilgin & Tatli, 2009) as evident in literature.

It seems quite logical to a considerable extent to say based on observation and trend that diversity and proper management with an inclusive and intense diversity management approach of Coca-Cola as a company to some considerable extent would have significantly impact on its increased turnover as this is one of the gains and benefits accrual to diversity.

Source: ⁴<https://www.coca-company.com/stories/2017-DI>

⁵<https://www.coca-colacompany.com/stories/2017-DI>

As mentioned earlier, the Coca-Cola company embraces and adopts inclusion strategy in its approach and style or methodology to diversity, management and inclusive in style, pattern or approach and adoption.

While the Coca-Cola company focuses its metrics on gender and multicultural representation, there is an adoption of a broad spectrum and inclusiveness considering other factors but not limited to among; sex, age, sexual orientation

ability, religion identity, military service, nationality and religion, obviously embracing and adopting an inclusive mindset.

Amazon: “Total employment trend & trends compared with other companies”

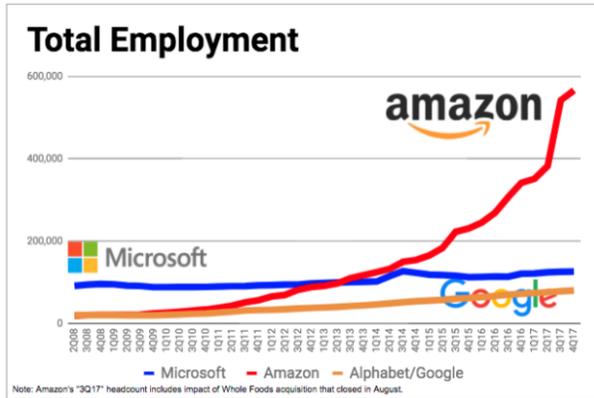


Fig.4: Total employment trend & trends compared

Employee retention chart

Employee Retention

Company	Median employee tenure
IBM	6.4 years
HP	5.2
Intel	4.3
Microsoft	4.0
Wal-Mart	3.3
Yahoo!	2.4
EBay	1.9
Google	1.1
Amazon	1.0

DATA: PAYSCALE. BASED ON SURVEYS OF 250,000 EMPLOYEES OF FORTUNE 500 COMPANIES. DOES NOT ACCOUNT FOR OVERALL GROWTH IN WORKFORCE; GRAPHIC BY BLOOMBERG BUSINESSWEEK

Fig.5: Employee retention chart

The chart lucidly shows the retention dynamics and curve across a cross-section of some famous global industries.

Amazon showing the least in the schematics appearing like an inverted staircase of descending steps from top to down.

Value proposition & SWOT Analysis:

SWOT Analysis of diversity:

As strength diversity can be a trigger for internal strength and building strong interrelations and network within the organization for facilitating its action plans, activities, pursuits and goals.

On the other hand as a weakness, if mismanaged or mishandled, it can cause internal rifts, attrition, disorientation and conflicts.

Opportunities accrual from diverse working environment can be numerous in terms of open doors to effective networking, talent pools, fresh and new streams or novel influxes of ideas.

Threats or external adversity could seem minimal but could include conflicts from lack of tolerance to other cultural backgrounds, cultural and ethnic barriers, language differences or constraints in some instances.

Strengths: strong teams and relations

Weaknesses: internal rifts, attritions

Opportunities: talent pool to novelty

Threats: cultural barriers, language constraints, border restrictions and external conflicts

Value proposition: Diversity management as a value proposition

Diversity management should be embraced and thus presented as a value proposition:

- 1) Diversity management should be considered and drafted along with the organizational goals and vision for optimal attainment, vision realization and sustainability.
- 2) Effective diversity management to eschew and eliminate conflicts or effectively resolved where it occurs should be drafted into the organization's workplace environment and working template.

Model proposition II:

Proposition:

Proposed structure for a diverse workplace



Fig.6: Proposed organizational structure for a diverse workplace

Source: 'Authors own draft & present study

The proposed structure and organizational chart for a diverse workplace as presented here is less hierarchical and more or less of a flat-down shape or form as seen in the diagram and chart presented.

A flat-down process or structure emphasizes less hierarchy and by so doing in such a setting effective communication, freedom of expressions among all can be strongly facilitated in such working environment and enhance diversity as expected and sought in a truly diverse working environment.

As stated earlier, identified and reported by researchers, top management is highly instrumental and key determinant for shaping and enforcing diversity management innovations or initiatives (Guilliam et al., 2014).

Thus, managers have crucial roles to play in instituting and implementing equality based diversity in organizations adopting such and by so doing mutual cooperation has to be allowed and put in play which would be fostered by a flat-down organizational and management structure playing down hierarchy as proposed here and illustrated in the schematics.

This approach or structure would also enhance diversity management and proper or effective coordination. Minimizing or eschewing diversity related and rifts that may result or seen in workplace sometimes and frequently.

Attributes of a truly global organization!

In line with the research questions presented earlier, these are expected attributes of a truly global organization in view of observation by the authors and thus presented in the chart below.



Fig.7: Attributes of a truly global organization or firm

Source: Authors draft & present study

Extrapolated/simulation: 'A simulated/extrapolated responses and illustrations of diversity attributes & the research questions

It is extrapolated and assumed:

- A: I enjoy working in a diverse environment or workplace: 78-93%
- B: Effective & integrated communication mix would enhance diversity: 89-99%
- C: A diverse working environment or workplace would enjoy high retention: 75-85% or over

D: Diversity can enhance the turnover: 85%

Diversity attributes:

A simulated/extrapolated responses and illustrations of the research questions

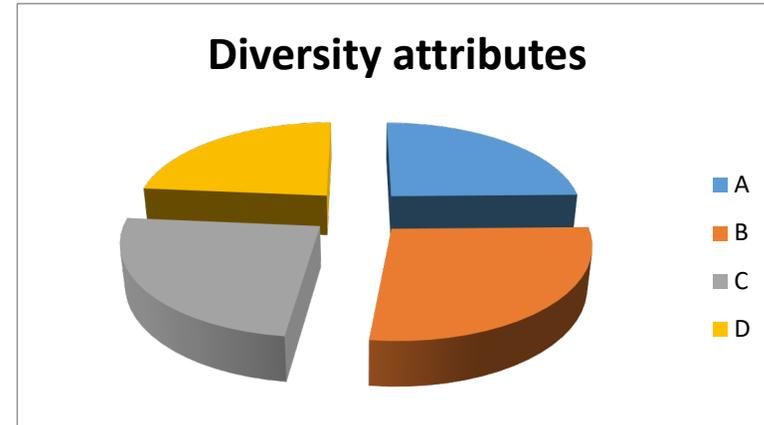


Fig.8: A simulated/extrapolated responses and illustrations of the research questions

Chart representing the observation/polling based on the figures below:

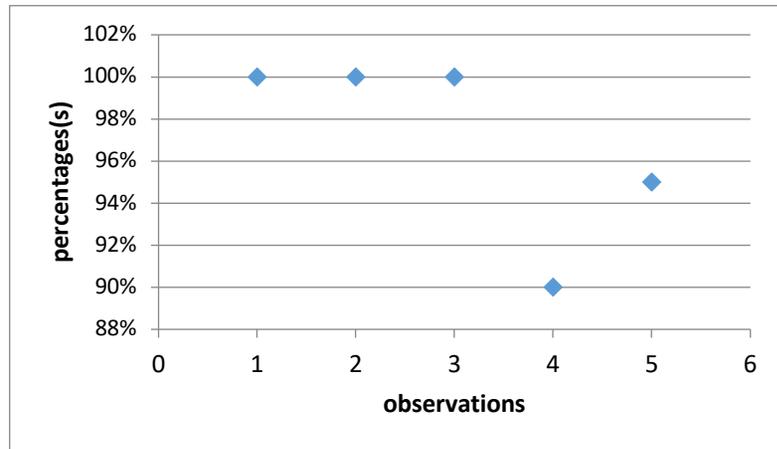


Fig.9: Chart based on point or dot plots representing the observation/polling based on the figures below

Findings from pool (expressed by proportion or %):

- I. Like working in a diverse environment: 100%
- II. Feel diversity is in line with the strategic vision and goals of the organization:100%
- III. Effective communication would enhance diversity: 100%
- IV. Conversant with organizational culture:95%
- V. Diversity would enhance high retention: 90%
- VI. Diversity will enhance turnover:95%

Deduction(s): ‘based on poll *

The poll findings indicate or suggest an overwhelmingly large majority or proportion of the people enjoy working in a diverse working environment and feels to some considerable extent diversity is in line with the strategic fit and vision of the organization and can highly likely enhance or boost it.

Summary:

The benefits of managing diversity in a Workplace outweighs the cons, it is quite enormous.

Workplace diversity can take a company’s culture and business results to a greater height. This can raise the brand and brand engagement of a company so high and command due respect worldwide.

Managing workplace diversity effectively will produce all these awesome benefits which are geared towards profit maximization, business expansion and continuity.

This study and article presented and based on information report and findings here will be extremely useful for the practitioners, managers, ‘CEOs and management teams as well as academic researches and debates.

Deduction(s):

A truly diverse workplace or working environment would optimally tap and capture the gains and benefits of diversity if well managed, coordinated and embraces an effective integrated communication ‘mix.

Limitation(s): A major limitation to say is a bit of time constraint as we worked under a very tight scheme and schedule; however, we managed the situation working sleeplessly.

Another major limitation to mention is fund limitation and a bit of financial constraint as this project is not under any funding source yet, we did our best possible, and we hope in the nearer future in expanding the scope of this work we get some external or funding source.

Conclusion

We have thoroughly and extensively delineated the concept of diversity and its management in this study and making salient recommendations for organizations to capture its benefits and advantages maximally.

Diversity is highly beneficial but a balance has to be struck to eschew or avoid its disadvantages or detriments as well if mismanaged or inappropriately handled.

Recommendations

We are recommending the concept of diversity should be well managed and effectively coordinated and drafted into the organization's strategic-fit, goals and mission to achieve its fullest potentialities and objectively to the competitive advantage of the company rather than plunging into its possible detriments if not well implemented and managed.

As presented in fig.6 above a truly diverse working environment or workplace should emphasize less hierarchy, thus supporting a flat- hierarchical or flat-down process.

This would foster and strongly enhance cooperation, confidence and high esteem to moral boosting at workplace enhancing high delivery.

Funding(s): This project and research work is self-funded by the authors and not under any grant act or external funding source at present.

Acknowledgement(s): It is quite pertinent and extremely important to express deep and sincere appreciation to those who participated in the 1 week almost intensive and a bit enervating roaming the streets to get participants and make an opinion poll.

I am deeply and earnest grateful to a wonderful friend and worker in one of the big city 'Caffe bars & restaurants visited; "Lisa Zanghi" met in the course of the 1-week opinion poll & survey carried out, she was quite amazingly wonderful for her huge assistance and nice gesture.

I thank some anonymous friends not mentioned here in the course of the survey, friends indeed who offered glasses of water, beverages and energy drinks while roaming the streets and gave strong words encouragement apart from some few bad people which is not unusual in a world of 2 sided coins always composed of good or nice and bad or ugly.

Deep and in-depth appreciation also goes to 'professor. MUELLER Melanie for previous interactions and strong encouragements to keep going on the fight.

Finally, I can't close this segment without thanking our dedicated lecturers and most pertinently I am expressing my deep and earnest gratitude to Ms. Stephanie Vesela for her huge support, drive and moral drives and support in every capacity to me in the course of my activities at the institution till date.

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Appreciation:

Thank you for your passion, keen & intense attention, danke & grazie millie!

Research paper

Managing diversity in workplace

Rael Lubasi, Sulaiman Elrajoubi

Specialization: Management

Annotation

This Conference Paper looks at how organizations can deal with diversity in the workplace, using different approaches and strategies to ensure its successful implementation. The Paper will delve into the different types and sources of diversity management, diversity cost, and the challenges organizations face due to diversity, the benefits of diversity as well as legal compliance required. Finally, the Paper will offer possible solutions to managing diversity in the workplace.

Key words: Affirmative Action, Cultural Diversity, Diversity Management, Equality, Diversity & Inclusion (EDI), Equal Employment Opportunity (EEO), Equality, Global Diversity Management, Multicultural Workforce, Racism, Workplace Diversity

Introduction

How diversity is managed in a multicultural workforce is becoming increasingly important for businesses in this era of globalization (Kamal, 2009). This is because this issue affects efficiency and productivity in organizations. This Paper aims to shed light on diversity management in international organizations. The findings of the study will be beneficial to international organizations, academia and Policy Makers as it provides guidelines on how to manage diversity. The question that the researchers are setting out to answer is, why is it important for an organization to embrace diversity management?

In the early Nineties, factors such as ageing workforce, globalization, concern towards discrimination, increased the necessity for companies to come up with a new plan to gain competitive advantage through human labor (Guest, 1997; Becker and Gerhart, 1996). The response to this necessity was the introduction of diversity management (Agocs and Burr, 1996). The main idea of diversity management was to enhance the effectiveness and productivity of organizations by valuing, promoting and utilizing diversities between individuals (Sharma & Nisar, 2016).

Diversity management can be defined as the planning and implementation of organizational systems and human resource practices to maximize the merits of diversity while minimizing its demerits (Cox, 1993). The demographics of the population and the workplace in the world are drastically changing because of a number of reasons, such as women, older people, an increasing number of ethnic and religious minorities, and single people with caring responsibilities in the workplace (Bisin et al., 2011).

Accordingly, organizations need to effectively manage and understand workforce diversity not only to increase business outcomes but also to ensure that they build an inclusive work environment in a socially responsible manner (J. O. Syed, M., 2015). Diversity plays a crucial role in organizations; this is as a result of globalization, the increase of complex jobs and greater diversity of the workforce. Different scholars have defined diversity in different ways.

Another definition given by Cox (2001), describes diversity as the variation of cultural and social identities among people who exist together in an employment setting. Thomas and Ely (1998), explain that diversity is varied approaches and perspectives to work brought by members of different identities. Organizations need to focus their attention on engaging with and managing a heterogeneous workforce in ways that not only yield sustainable competitive advantage, but also are contextually and socially responsible (J. Syed & Tariq, 2017).

According to Kandola and Fullerton (1998, P.7), the managing diversity concept confirms that the workforce is made up of a diverse number of employees who have differences which are visible and sometimes, non-visible differences. They include factors such as age, sex, disability, race, background, personality and work ethics, and is built on the premise that bringing together these differences ensures an environment which is productive in which every employee feels valued and appreciated.

Ragins (1997) posits that cultural identities are often associated with certain power positions, asserting the fact that some cultural identity groups have more prestige, power, and status than others do. An example is in the Western culture where men hold a higher status than women, this can be seen in politics where there are more men voted into office than women, and in the business world where more men hold senior positions than women (Taylor, 2017).

Cox and Beale (1997) and Vertorex (2015) state that the management of diversity can only be done by the top management teams, as they play a vital role in ensuring that it is done effectively and efficiently. There is need for organizations to create structures and cultures that facilitate the inclusion of employees in workgroups as well as involving the fulfillment of the needs of both belonging and uniqueness (Brewer & Silver, 2000; Syed & Boje, 2011).

Approaches and strategies for managing diversity

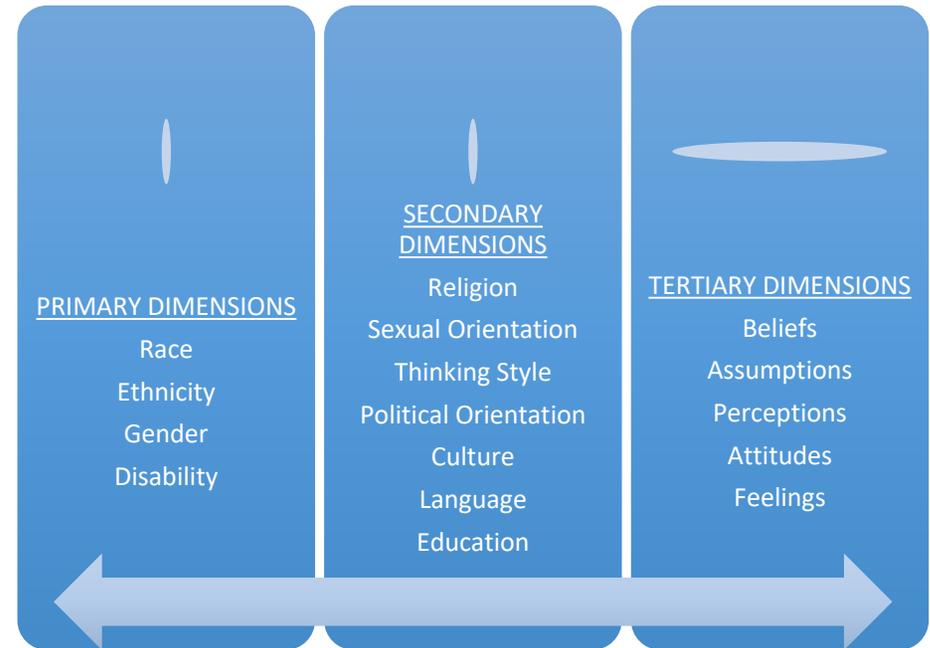
In the past few decades, how the issue of equal opportunities has been approached has evolved gradually from affirmative action (AA), to the current diversity management approach (Vertorec, 2015). AA is intended to deal with systematic discrimination, which is deeply entrenched in outdated old employment policies and help to get rid of discrimination in the workplace (Derlien & Peters, 2008). The purpose of equal employment opportunity (EEO) is to ensure that the work environment is free from all forms of unlawful discrimination and harassment, and everyone is treated fairly (Paludi, 2013).

Diversity management is not legally mandated, unlike equal employment opportunities and affirmative action (Wrench, 2007). Diversity management is a process intended to create and maintain a positive work environment where the similarities and differences of individuals are valued so that they can all reach their potential and maximize their contributions to an organization's strategic objectives (Ugwa, 2015).

Cultural diversity is considered very important in diversity management (Kamal, 2009). According to Ely and Roberts (2008), the differences among members of a team in their gender, ethnicity, nationality, or any other dimensions of social identity that are associated by a past history of inter-group oppression, discrimination and prejudice can be termed as cultural diversity. There are three dimensions of diversity; they are primary, secondary

and tertiary (Rijamampianina & Carmichael, 2005). This is illustrated in Fig. 2.1 below.

Figure 2.1. Dimensions of Diversity



Source: Yousuf Kamal

Diversity can be categorized into three variables, primary; which includes race, culture, gender, disability and age, secondary; which includes, cognition, personality, education, position, linguistic ability, psychological factors, and mediating variables such as nature of attitude, interaction strategies and organizational factors (Mamman, 1996).

Paradigms of diversity management

There are three paradigms that were identified by Thomas and Ely (1998). Most businesses use only two of them. They are the discrimination and fairness paradigm, which lays emphasis on, fair treatment, equal opportunity, recruitment and compliance with federal equal opportunity requirement.

The access and legitimacy paradigm emphasizes the need for acceptance and the celebration of peoples' differences.

Ely and Thomas (2001) introduced the 'moderator strategy' which states that the impact of cultural diversity on group functioning is influenced by 'diversity perspective', these are the normative beliefs and expectations of members of a group on cultural diversity and the role it plays in their workgroup.

Diversity perspective can be implicit, for example the unstated way that an individual manages her/his subordinates. It can also be explicit, which is in the form of written policies and statements by an organization (Taylor, 2017). Diversity perspectives can also be classified into three types; discrimination and fairness, access and legitimacy, and integration and learning (Stacy, 2016). Ragins (1995) stated that organizations had to undergo important changes in how homophobic, sexist and racist behavior was viewed, in order to recognize the value of diversity.

Diversity in a global context

It has become necessary for businesses especially multinational corporations (MNCs), to understand and manage the diversity of their workforce, as a result of globalization and its impact on the demographics of countries (Shen, Chanda, D' Netto, & Monga, 2009).

Against this backdrop, in order to maintain consistency throughout an organization, diversity management has become a framework to leverage the

diversity of a global workforce (Rosenzweig, 1998). An organization's flexibility is enhanced by diversity as it encourages the firm to question old methods and become more adaptable to new ways of doing things (Nelson & Quick, 2013).

Teams consisting of members from diverse backgrounds are the preferred choice of many businesses, this is because they are better performers than homogenous teams (Sippola and Smale, 2007). Especially for difficult tasks, heterogeneous teams have proved to be better performers than homogeneous ones (Benet-Martinez and Hong, 2014). Transnational diversity pays attention to the interaction and complexities in different racial or ethnic groups, while diversity stresses the content of ethnic culture (Williams et al., 1998).

Both individuals and organizations need diversity in the global context, because of the important role it plays in the transfer of knowledge and innovation, motivation and productivity, the overall performance of the organization (J. Syed & Tariq, 2017). Quotas have been introduced in countries across Europe to ensure that there is an increase in the representation of women on corporate boards, this has seen other countries try to emulate the same (G, 2006).

Racism in the workplace has been associated with detrimental outcomes such as poor physical and mental health, drinking problems (alcoholism), as well as staff absenteeism (Buttner, et al., 2010; Buttner & Lowe, 2010). Scott and Byrd (2012) propose that associations that create social skill and encourage smooth cooperation and change crosswise over representatives, and specialization sections are probably going to be more effective than those that don't focus on these issues.

For organizations to achieve a sustainable competitive advantage, they must continuously monitor their diversity programs and change them as required to fit in with the current trends (Kamal, 2009). Organizational issues are being influenced by diversity, these include; enhanced global knowledge, high performance, innovation, and employee commitment (Lauring, 2013).

Diversity cost

When investing in workforce diversity strategies, companies face four kinds of extra costs (Commission, 2003). These are:

Legal Compliance Costs: Expected costs include record-keeping policies, employee preparing, and implementing a new communication approach. In any circumstance, the scale and quality of current internal strategies and current administrative obligations will impact the size of these costs for a company.

Cash Diversity Costs: The primary capital expenses are education and training, facilities and support, working conditions and benefits, information, jobs and tracking, and recording. Some of these are "one-off" and long-term but most of them are repeated long-term costs.

Opportunity Diversity Costs: Opportunity costs are the loss of benefits because it is not possible to use a limited resource in other productive operations. These include: Top Management, Functional Time Diversion Management, and lack of productivity.

Diversity Business Risks: Many programs assigned to change organization culture takes longer to execute or fail than scheduled. This “execution risk” is usually recognized by organizations. Sustainable strategies on diversity are the result of a successful corporate culture transformation.

Benefits of diversity at the workplace

As diversity management is positively combined to greater gains on investment, therefore, any company that wants to reach the worldwide competitive profit must identify diversity as an organizational formula and promote methods to become an inclusive organization because (Odor, 2008).

According to European Commission (2003) good use of diversity principles helps to improve the capacity of human capital by gaining

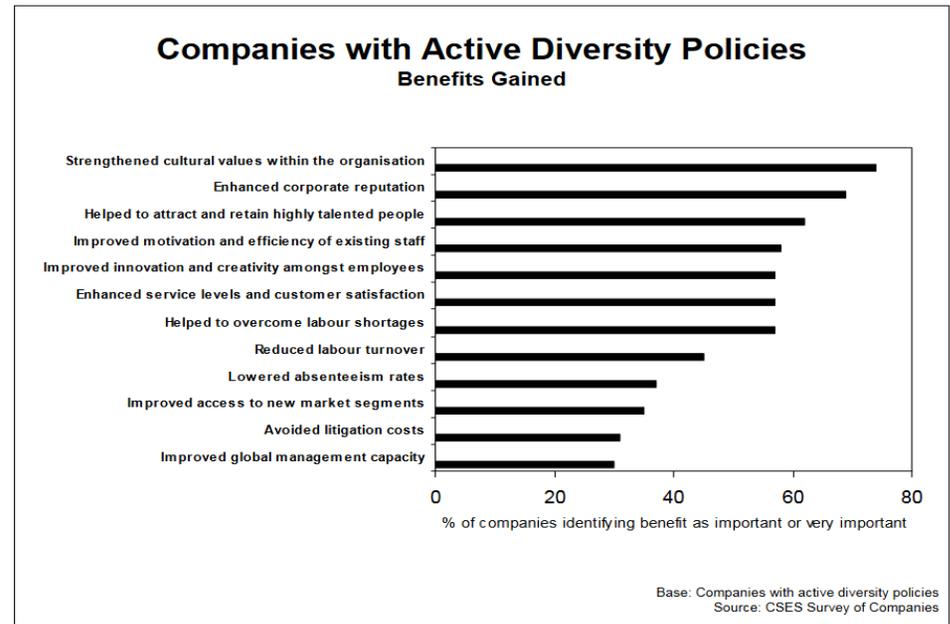
knowledge that is shared by varying people with different cultural orientations (Odor, 2008). The following are the key importance of diversity management:

- Improve the Employer to Employee relationship in a cost-effective way.
- Develop better customer relations and broader service range.
- Facilitates flexibility, innovation and creativity within the Organization.
- Stabilize sustainable organizational development.

Some scientists have been able to document an organization's ability to transform potential difficulties from managing a culturally varied organization into a lasting competitive advantage. (Georgiadou, 2014).

Organizations which consider workforce diversity plans identify significant benefits that sustain long-term competitiveness, and in certain situations, also produce short and medium-term developments in performance (Table A) (Commission, 2003).

Table A



A variety of skills enable the company to deliver a wider and more adaptable product and service variety. Organizations benefit from employing experts with a wide range of abilities that are often not available when recruiting locally by drawing from a culturally varied talent pool. Through leveraging the abilities and experiencing their global staff, globally focused businesses can contribute to their spectrum of services (Katie Reynolds, 2019).

Diversity policies

"Diversity of the workforce" within businesses is linked to strategies aimed at recruiting, retaining and developing staff from various social groups. This leads to a shift in the mix of individuals employed in some instances and changes in the type of individuals employed in particular or technical management roles (Commission, 2003).

Such strategies in all instances go beyond accordance with anti-discrimination laws. But it is hard to identify a "different workplace" in practice. Nowadays there are accepted ways to distinguish between workplaces that are 'diverse' and 'not-diverse'. A "different workplace" is the result of major changes in a company's inner culture and the measurement of values shifts that accompany modifications in inner cultures is hard.

In addition, not all Organizations set out in their diversity strategies to accomplish the same objectives. Organizations implement workforce strategies for different reasons: ethical, regulatory (demonstrating compliance with anti-discrimination laws) and financial (generating financial advantages that exceed the cost of execution).

Capabilities approach in diversity management

The strategy to capacities in the management of diversity and equality enables the issue of gender equality in terms of paid jobs and care to be addressed while also offering a universal model of equality rooted in the acceptance of human diversity (Lewis, 2005). Sen (1980) has helped to understand a universal, cross-cultural delicate approach to comprehension and the reasons behind inequality.

Basic capabilities have been described as inherent capacities that are available to individuals and form the foundation for creating more sophisticated capacities (Nussbaum, 1999).

The concept of fundamental skills depends on one nation to another, and organizations seeking to control equality and diversity needs to be conscious of that. Organizations need to understand the fundamental skills of their workers that refer to their inherent skills or predispositions that people have and should promote them in a setting where they offer their workers the opportunity to develop their skills (Morrison, 2006).

In a research of hotel employees in multiple Hong Kong hotels, Wong and Ko (2009) discovered that by understanding employee views through surveys,

hotels could derive methods of improving employee productivity. Basic needs can be identified through various ways as described above and the ability to identify these innate qualities and needs is how a firm acquires basic capability. Although fundamental needs are the most significant needs that an organization wants to suffice to guarantee the involvement of minorities and females, there are other skills that staff is looking for (Wong, 2009).

Required tools for diversity management

Effective executives are conscious that the creation of a productive, varied workforce requires certain abilities. First, executives need to recognize and comprehend the implications of discrimination. Second, executives need to acknowledge their own cultural prejudices and biases (Koonce, 2001).

Unfortunately, there is no single recipe for dealing with the diversity issue; it mostly relies on the capacity of the managers to comprehend what is best, based on teamwork and workplace dynamics for the company. Social gatherings and business meetings, where every member must listen and have the chance to speak, are good ways to create dialogues. (Kelli Green, 2002).

Managers should enforce strategies to provide partners with access to data and possibilities, such as mentoring programs, associates should also never be denied positive, critical feedback they need in order to learn from their mistakes and achievements (Flagg, 2002). Another essential requirement in coping with diversity is to promote a safe place to interact with partners (Koonce, 2001).

Management of diversity benefits partners by establishing a fair and secure atmosphere in which everyone has access to possibilities and difficulties (Flagg, 2002).

An efficient manager should concentrate on personal consciousness when generating a successful varied workforce. Both managers and partners need to be aware of their personal biases. Organizations, therefore, need to create, enforce continuous training, this is because, a one-day training session will not alter people's habits (Koonce, 2001).

Diversity training

Diversity training helps create inclusive thinking and behaviour, leading to a more favourable, productive working setting for all. To guarantee that staff recognize the significance of diversity, inclusion and equal opportunities for jobs, companies should create compulsory training for every employee to complete.

Implementing diversity training programs is also a significant step towards reducing the likelihood of discrimination in the workplace and allegations of harassment. Moreover, to inform staff about the significance of diversity in hiring and promotion and how to prevent stereotypes in settling discrimination instances is also important (Trealiant, 2018).

Good diversity training starts with the knowledge or awareness of diversity. It is not always feasible to state that an employee is different by having a conversation with him/her. Training enables staff to see how, even unintentionally, their words and behavior can be harmful to a diverse workforce population. It helps to humanize each other's co-workers and bring everyone on a level playing field (Estrada, 2012).

(Estrada, 2012) presents why diversity training is important in the following points:

Workplace diversity training can complement your staff policies on sexual and other types of staff harassment that you have in place.

- As diversity training can assist in avoiding such issues in your workplace, it is also can save money by encouraging awareness of diversity and avoiding allegations of harassment in future.
- Prevention of harassment and avoidance of negative advertising are just a few elements of what is essential to this practice.
- Diversity training is an investment that should not be considered optional with regard to a company's future and that of its workforce.

Restrictions of implementing diversity policies

With different sorts of interests in various Human Resource (HR) approaches, there are two groups of barriers to the implementation of workforce diversity policies: Internal and external obstacles (Commission, 2003):

Internal Obstacles:

According to a survey conducted by the European Commission; Companies that had not put resources into diversity management discovered three principle kinds of motivation regarding why a variety of alternatives had not been considered. First, the perception is that diversity policies are not required to satisfy present employee expectations, prospective future staff, clients or the general public. Second, was the lack of awareness of the term diversity. Thirdly, the challenge of changing the current culture of the organization, lack of internal expertise or knowledge, need of understanding of the business advantages of a diverse workforce, and difficulty in quantifying the gains to provide investment.

External Obstacles:

A similar overview discovered three significant sorts of the external obstacles:

To start with, legitimate restrictions on holding delicate information about workers, which make it difficult to gather information on the ethnic cause, religious conviction, or sexual inclination in many nations. Second, notable holes in hostile to segregation enactment structure a significant piece of the national socio-legitimate system inside which organizations work. In conclusion, contrasts in national social frames of mind and social qualities, especially small and medium sized enterprises.

Reasons for diversity management in organizations

(Dike, 2013) presents three different reasons for the workplace diversity for the organizations:

Talent shortage:

Talent shortage is one the reasons to diversify at workforce. In a time of crucial expertise lack, associations observe that to be competitive, they need to attract, motivate, maintain and make effective use of their precious staff. Management of diversity can decrease unwelcome turnover and decrease absenteeism.

Wide range of Consumer Needs:

Over the past few years, organizations have recognized that they can best serve varied groups of clients in through a diverse workforce, regardless of whether its location is in an ideal market or not.

Globalization:

Globalization can be described as a process in which companies begin to function on a global scale. They are more open to global activities, and choosing an effective place to operate from. Input prices differ throughout the globe, this encourages businesses to shift their factories to developing countries where the cost of production is cheaper.

Strategies to achieve diversity at workplace

(Tatli & Ozbilgin, 2009) present the possibility of distinguishing three approaches to corporate diversity at the workplace, these are: Radical Change, Liberal change and Transformational Change.

Liberal change

In practice, the liberal notion acknowledges equal opportunities when all people can compete for social benefits freely and equally. The Liberal Change Model's goal is to have a fair labor market from which the best individual is selected for a performance-only job. The liberal-change approach centers on compliance, law, and legal penalties for non-compliance (Dike, 2013).

One weakness in the liberal view is that formal rules can not cover every aspect of working life, as there is almost always an informal element to work like affinity groups, hidden transcripts, and alternative casual channels of communication (Cynthia Cockburn, 1989).

Radical changes:

Unlike the liberal strategy, radical change seeks to intervene directly in the procedures of the workforce in order to obtain balanced workforce as well as a fair distribution of benefits among staff (Flagg, 2002).

Reasons for and against quota practices in originations or government authorities include contradicting thoughts like quotas:

Compensation of real obstacles preventing marginalized participants from achieving a fair share of management roles.

It is against equal opportunities for all and means that a marginalized member has only given a position in order to fill a quota. Sweden's quota system for parliamentary positions is a favourable case for radical change through setting of quotas (Press, 2009).

Transformational change:

Transformation change includes an agenda for equal opportunities for both short and long-term goals of a company (C. Cockburn, 1989).

To minimize bias in processes such as recruitment, promotion, and communication, it implements fresh policies for short-term purposes (Ilmarinen, 2000).

One example of a transformational shift is the ageing leadership, younger workers are seen as more productive and flexible, while older workers require higher wages and healthcare needs (Brooke, 2000).

An organization can formulate policies that eliminate age-based discrimination. Negative stereo-types of older staff, however, should be eliminated for long-term gains, because elderly worker can add value to the workplace through their expertise and experience (Ilmarinen, 2000).

Conclusion

The objective of this paper was to investigate the issue of diversity management in the workplace and to examine the different ways of dealing with workplace diversity as well as to provide guidelines for those in charge to effect successful diversity management strategies in their respective organizations.

Based on the information gathered, there is clarity on what management needs to do in order to build an effective diverse workforce, and how they can have a positive effect on diversity management. In addition, organizations need to continually look for different approaches in dealing with their diverse employees.

For organizations to achieve competitive advantage that is sustainable, they must continuously monitor their diversity programs and change them as required to fit in with the current trends.

Human Resources managers also need to deal with the issue of diversity with the diligence that it deserves, by ensuring that no discrimination is practiced when hiring employees and putting in place the right training programs to enhance diversity management in their respective organizations.

Managers should be ready to modify some of their organization's methods when diversity management methods do not work efficiently, before doing so, the change vision needs to be efficiently communicated.

The use of counselors by the HR department accelerates the pre-screening process and draws attention to the under-represented communities. This is therefore a good alternative that organizations can use for diversity management in the workplace.

In addition, executives should embrace some principles of change management to guide them in making the change choice.

And lastly the business should offer concrete reasons why any change being introduced should be accepted by executives and staff.

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Research paper

Institutional resistance to managing workplace diversity

Quoc Liem Bui, Olorunfemi Eguaihide

Specialization: Intercultural Communication

Annotation

Firms nowadays have to change to meet the new requirements of diversity and optimize the potentiality of workforce from many backgrounds and cultures. Institutional practices will be changed and conducted to overcome institutional resistance to managing diversity at workplace that they can deal with diversity issues to create and maintain equality in all business aspects. This paper looks through three case studies of RMIT Vietnam, Intel Vietnam and Ford Motor with the application of diversity theory and institutional theory to see how they find institutional resistances and cope with them. Findings show that there is a need for (1) improving communication via many channels, (2) developing a learning organization to increase diversity awareness, (3) changing the corporate culture, especially work environment, (4) managing equality with human resources policies, and (5) integrate diversity initiatives into the corporate's strategic plan with clear action plans. The research is limited to Vietnamese context for first two cases but both firms have highly diverse work environment with workforce from many nationalities.

Key words: diversity, diversity management, institutional resistance, workforce diversity, institutional outcome, diversity issues

Research questions:

The research aims to answer the following questions:

1. What is the firm's current workplace diversity?
2. What are their institutional resistances to managing workplace diversity?
3. How can they overcome those resistances?

1. Introduction and Literature Review

1.1 Managing workplace diversity

Diversity theory

Theory of diversity and diversity management started to develop in 1980s when demographic development stimulated diversity awareness of organizations looking for better managing ways (Janssens & Steyaert 2003). Throughout the work process, employees with diversified backgrounds among different departments have to work together to reach the common goals of the organization. There is actually social inequality in organizations and this can create certain resistance that is spread over the different groups and if this is not properly managed, intercultural conflicts may occur and trigger low productivity in workforce. Ely (1995 p.164) states diversity management as "freeing people from oppression and freeing people to explore themselves". In general, diversity is defined as people or groups with different cultures with both visible characteristics and invisible characteristics that influence their attitudes and behaviors toward other people and issues (Carter et al. 1982 p.49, Daft 1994).

Diversity management

A firm with multicultural backgrounds needs to manage diversity from the top management to sustain continuous existence and development (Jabbour et al 2011). Cox and Blake (1991) state that effective diversity management can bring a competitive advantage to the firm as cost effectiveness, organizational flexibility and productivity, creativity enhancement, and resource acquisition. Besides, well-managed diversity can help reduce anger, disappointment, discrimination and inequality toward gender, race, religion and other issues. On the other hand, not managing diversity, a firm can risk cultural conflict, misunderstanding and widening suspicion that will lead to poor competitiveness (Nigel 2005). Diversity management can be defined as a way

a firm tries to support, intervene and drive the people with diverse backgrounds and competences to work together in good harmony and understanding in an intercultural working environment. The firm develops diversity management practices formalized for both internal stakeholders and external stakeholders who need to work smoothly among departments.

Institutional outcomes related to managing workplace diversity

Possible outcomes of diversity management are building and maintaining a positive and inspiring workplace where everyone respects individual commonality and differences. This emphasizes the way a firm applies to manage people at differently cultural capacities, reducing cultural barriers or resistance (Patrick & Kumar 2012). This management will go through gender, race, age, competence, language, experience... by instructing people to perceive not only themselves but also others. Ozbilgin and Tatli (2008) confirm that organizational performance can be improved if diversity is successfully managed, leading to an increase in employee productivity and better employee satisfaction. Changes in workforce are the real concern for a firm in managing diversity in the scenarios of globalization and multiculturalism. Moreover, quickly developing technology in communication also changes the way employees interact with each other but supports better diversity management. These two factors force the continuing trend toward diversification across a firm in all aspects of business and become significant organizational challenges (Green et al 2002).

1.2 Institutional resistance in managing workplace diversity

Institutional theory

Institutional theory focuses on the development of organizational structures and their maintenance in certain forms, however, the structures can be changed because of changes in culture to drive interests and reduce conflict (Greve & Argote 2015). The theory also explains organizational actions and changes across levels and contexts, therefore it provides the understanding of how an institution is founded, changed or transformed. Yang and Konrad (2011) see diversity management practices applied from this theory in terms of culture, social and professional norms, consistency across the organization and the acceptance of these practices from the organizational stakeholders. As institutional theory stresses normative contexts in an organization as an interconnection between organizational structures, actions and social environment. The theory is applied to implicate diversity management or heterogeneity

management can help an organization achieve homogeneity via institutional pressures (Scott 1995).

Issues in the management of workplace diversity

The biggest concerns for an organization are contemporary discussions over race, gender, religions, backgrounds, age, sexual orientation... do not stop once it is not aware of creating a primarily homogeneous firm (Pushkala 1997). It can be seen that the workforce has changed a lot with an increasing number of women entering the boardroom as well as the movement of workforce from many nationalities. These changes strongly influence long-established power structure and lead to change in both organizational structure and organizational culture and as a result, there is a desire for managing workplace diversity. Rejecting cultural differences and maintaining cultural commonalities can threaten the corporate existence, so a firm needs to change though it faces a lot of barriers or resistances. Diversity becomes an issue that needs to be managed for more sustainable development and better corporate stability in an era of market globalization. Inner dynamics of diversity become driving forces for a firm to think of planning steps for managing diversity and people from different races can feel motivated to work better.

Factors influencing diversity management

Managing workplace diversity, a firm has to look at personal awareness and personal biases (Koonce 2001). Though there are exceptions to the rules of diversity management, equality should be maintained at an acceptable level. It is not usually about equal employment opportunity but about creating dialogues for every staff to have a chance to speak, raise their voice or communicate any change in policies (Losyk 1996). Cultural biases and prejudices can lead to cultural discrimination and conflicts, so managing diversity becomes harder if the manager cannot harmonize the working environment. Managing diversity is not about managing the differences among the group but rather than that, they try to increase the extent of mutual acceptance, learning, and adaptation. Lančarič et al. (2015) state in their research that there are three main factors influencing this management: legal form, number of employees and shares of different sources of capital. The form of an organization reflects the owner's perception toward building its corporate culture and the levels of control and decision making. Employees' perception toward diversity is important regardless of their sizes when they care about the benefits of diversity management. The corporate culture is

defined by that of the owner with the biggest or bigger shares of capital, so the way to manage diversity will reflect this owner's perception.

Resistance to managing workplace diversity

The first resistance is the effort to manage diversity is this process is not continuous and it is done as symbolic, so investing in time and energy to this is not substantive (Allison 1999). Second, there is lack of responses from employees to engage in the diversity process and many employment tactics have been done basing on genders and races. If this management is executed separately with the firm's strategic plan, it will not gain the success (Wentling 2004), so it needs to be aligned with the whole corporate goal. Lack of cooperation among departments and employees can trigger certain failures of the management and even the managerial and behavioral skills of line managers also contribute to this unsuccess. Cavanagh (1997) reports some common resistance as "backlash against any commitment to multiculturalism, the continuing anger and disappointment of women and minorities and the systematic institutional resistance within organizations to differences". Major resistance is from people in the firm as they do not understand the value of diversity or they are not well-trained about this issue. Another is work environment when more people have to work under high pressure to meet the deadline and key performance indicators, so they have less time to get involved in the management process. Furthermore, a firm is not sure about how diversity is evaluated and and does not have any clear policies initiating diversity as one of priorities.

2. Overcoming resistance to managing workplace diversity

Improving communication

Hopkins & Hopkins (1994) state that there is a strong relationship between a firm's communication and managing diversity. Better communication among departments and employees can enhance job satisfaction, employee engagement and work productivity (Euske & Robers 1987). Employees are required and persuaded to work in a team and interact with other teams, which is the best way to manage diversity and improve communication between management and employees. Letting the staff work together in a close communication environment can help them understand each other and from

that accept the differences and adjust their own behaviors (Bhadurya et al 1999). Feedback system is established that members in a team can exchange information as a main source of understanding.

Developing a learning organization

A system of interaction among members within a firm can be constructed to help them learn from each other via learning sessions. Cross-cultural learning can be held in the intercultural contexts via many methods as organizing events, holding seminars, talking face-to-face and even using a cultural facilitator. Group learning is the best way as people can study in a group, sharing what they need and listening to what they expect. A learning organization with intercultural perspective can enhance the exchange of information and feedback and from that members can perceive mutual cultural via real cultural activities. The role of line manager is very important in this learning process, especially in encouraging his staff to engage in learning and developing (McMillen et al. 1997).

Changing corporate culture

With the rapidly changing technology and the increasingly competitive environment, a firm not only changes the organizational structure but also its corporate culture to maintain productivity and competitiveness (Sackmann & Eggenhofer-Rehart 2009). Leadership and behavioral characteristics should be trained and changed to be aligned with diverse management within the context of industry that the firm works in (Beer & Eisenstat 1996). The change process should link diversity mission and all stakeholders of the firm to make sure that they understand the purposes of change. Line managers take the key roles to lead change and become examples for their staff to change their attitudes and behaviors (Mohrman & Cummings 1989). People with diverse background can find it hard to understand and work with each other but when the corporate culture is compatible, they can work more smoothly. Conducting regular surveys is very necessary to understand how well people interact with others at work and after work. Cultural events and social ceremonies can help to increase this interaction for better mutual understanding and cultural conflict minimizing.

Managing equality

Equality is shown in many activities of a firm including recruitment, training, promotion, motivation... with the aspects of race, age, gender, religion... Performance appraisal is a human resource activity that can be done to

measure staff performance and using 360-degree evaluation can help improve equality (Kilian et al. 2005). People do not discriminate each other if they do not look at those aspects to make comparisons or choose preferences. Equality issue can be set as value to measure a firm's performance and individual performance, so to manage equality, the firm can offer equal job opportunities to everyone. Besides, with a clear career path or corporate ladder applied equally to everyone, they can establish equality culture internally and increase better job satisfaction.

Integrating diversity initiatives into the corporate's strategic plan

The goal of diversity management should be aligned with the overall goal of a firm's strategy or diversity initiatives should be integrated to its strategic plan. The completion of this goal is departmental responsibility and placed in departmental job profile divided into individual job profile. The staff can be paid for their successful diversity performance and taken as a good example for everyone in case they achieve the goal. Diversity initiatives can be successful if the staff is well-guided and well-monitored and they have the rights to understand the benefits of performing diversity initiatives. A diversity department or diversity facilitator can be established to direct other departments to go on the right way and match the diversity mission of the whole firm (Wentling 2004).

3. Case studies

3.1 Case study 1 - RMIT Vietnam

Overview of managing diversity at RMIT Vietnam

RMIT Vietnam was established more than 15 years ago and attracted lecturers and staff from more than 43 countries to work and develop their education career. RMIT attracts 84,000 students worldwide with 7 percent of non-English speaking students and 23 percent of international students outside Australia. Kimpton (2019) states that "building a culture of inclusion and diversity for staff and students is one of their key organizational values". The work environment becomes more and more intercultural and diversity management is applied to all aspects of business from recruitment and retention to innovation and collaboration. The main purpose of managing diversity is creating and maintaining a diversified workforce that is engaged, motivated and productive. It both focuses on both the diversity of staff but

also that of its customers as students mostly from Vietnam and and exchange students from Australia, Korea and other countries.

Resistance

The university conducted a staff survey in 2015 but could not recognize the main risks that the overseas staff and the local staff experience in the workplace. Quickly changing technology of communication helps everyone to communicate with each other more easily but this can lead to lack of face-to-face interaction and hesitation to share. Women are underrepresented in taking senior academic positions and senior executive positions, showing gender inequality and discrimination between the local staff and foreign staff. Barriers of languages are also resistance when many people speak English with different accents and intonations, sometimes making themselves find difficult to understand and creating conflicts. Cultural diversity is seen with big differences in "birthplace, ancestry, ethnicity, cultural traditions, societal structures, and religions". Another major resistance is RMIT Vietnam has three semesters instead of two in other campuses in other countries, so most of the people work very hard to maintain the labor contract and meet the deadlines and consequently, they do not have much time for gathering and understanding each other.

Overcoming resistance

The university is aware of the rapidly changing workforce demographics that challenges leaderships and all levels of management in attracting and retaining people from diverse backgrounds. Training sessions, intercultural events and diversity initiatives are conducted to help from staff and students to community partnerships and institutional memberships understand the values of diversity as well as participate in the management process. To deal with intercultural issues, the university creates a diverse global environment for both students and staff to experience different cultural backgrounds and see the difference as something new to learn. Under diverse circumstances, they arrange a good communication and collaboration system for students and staff to exchange information, give feedback and improve work and study conditions with the aim to achieve diversity vision. Action plans focus on gender equality, diverse genders, sexes and sexualities, disabilities with high commitment to building a highly diverse university community. They, with culturally and linguistically diverse backgrounds, can join RMIT practices and supports for diversity with safety and wellness. The organization established a continuous learning environment which persuades staff to learn further

under the supervision of other staff with diverse knowledge and also persuades students to study in diverse teams with broad consultation from their lecturers from different countries.

3.2 Case study 2 - Intel Vietnam

Overview of managing diversity at Intel Vietnam

Intel Vietnam was established in 2007 with the mission of developing digital communication technology, chip manufacturing and retaining a competitive diverse workforce. The workforce is employed from many countries around the world and they have diverse backgrounds, so creating and maintaining a diverse work environment is not an easy activity. They are committed to diversity locally and globally by working with a variety of local and global partners and gaining “diverse leadership toward religions, races, genders and education”. In Vietnam, they engage in local activities as teaching and training nearly 90,000 teachers and technicians to enhance their IT technology competence through the country. This is not only a corporate social responsibility but also a commitment to local involvement that becomes a genuine goal of diversity.

Resistance

There is a lack of workforce that is qualified enough to meet up with the requirements of continuous projects and this forces the firm to sponsor Vietnamese students with scholarships to study in America. Male accounts for 75% and 83% in boardroom while American African staff accounts for 3.5%. The firm finds it hard to change the workforce structure with the big number of employees and the change in this structure is very slow, influencing the dynamics of employees. They also try to improve the value of sharing among the work community as it is still underestimated and it is another obstacle that limits the firm to move forward. It is not easy for the firm to manage diversity with the mission of becoming a representative for technology future but they commit to continue to pursue this.

Overcoming resistance

To deal with the shortage of workforce, the firm liaises with RMIT Vietnam in training and employing students and granting scholarships to students to be educated overseas. Female students and candidates and minor ethnic staff are given priority to engage in equal education and employment opportunities to involve more females in the boardroom and research activities. Workforce

diversity is considered as a good way to find potential candidates from many sources to invite talents to join the firm. They commit to create and maintain one culture where all staff are welcome to enjoy working, living, learning and sharing but individual identity is assured. Gender diversity is expressed in the code of conduct with high commitment to LGBT staff who can work equally with others and be themselves in creativity and innovation.

3.3 Case study 3 - Ford Motor

Throughout the history of Ford Motor Company, inclusion has been a part of the company’s success as the great products our diverse employee base has created. Ford is a leader in diversity and inclusion, and both remain key Ford business strategies. You’ll find diversity at every level of the company, from the boardroom to the design studio, from the plant floors to the engineering centres. Ford’s senior executive leadership team fully endorses this model and takes great pride in celebrating their workforce that reflects the society in which they live and work. Their diversity makes them a better company, a stronger company, by bringing in fresh ideas, perspectives, experiences and life responsibilities, and by fostering a truly collaborative workplace. Attracting, retaining, and developing amazing talent that is empowered to work together to compete and win is a fundamental aspect of Ford’s fitness.

Ford Motor Company is an equal opportunity employer committed to a culturally diverse workforce. All qualified applicants receives consideration for employment without regard to race, religion, colour, age, sex, national origin, sexual orientation, gender identity, disability status or protected veteran status. Ford Motor Company is also committed to take affirmative action to employ and advance in employment of such persons.

4. Conclusions

A firm needs to prepare action plans to manage diversity in the workplace to respond to diversity growth because of globalization and technology advancement. Unfortunately but unsurprisingly, they may face certain barriers or resistance to their efforts for diversity and this places high pressures on managers responsibilities for promoting organizational change in structure and diversity. RMIT Vietnam, Intel Vietnam and Ford Motors are three examples illustrating how they recognize diversity management as one of the key priorities and how they can overcome institutional resistance to this process. This process is continuous as benefits of diversity are clearly

understood in terms of maintaining sustainable development and competitive edge. Institutional arrangements are made to turn a firm into non-discrimination and diversity promotion, which is still a big challenge for the firms around the world.

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Research paper

Managing diversity in a workplace

Jana Nemethova

Specialization: HR, Project Management, Process Management

Annotation

Employees are the main resource of any business. They seek to be recognized and awarded by their team, their leaders, so healthy relationships shall be established in the workplace. Employees in firms come from various cultures thus aim to achieve a common goal, it is common that the disputes between personalities occur, causing interpersonal tensions conflicts and frustrations. The overall performance of the firm – its productivity, efficiency and effectiveness - can increase dramatically if the diversity in the workplace is managed effectively. This article discusses the intercultural, business, and communication strategies that are a part of intercultural business communication. It analyzes cultural differences in the workplace and advises communication tips for employees.

Keywords: Diversity, workplace, intercultural internal communication, cultural dimensions, Hofstede, Cultural Orientations Model, organizational culture

Research question:

Research Question 1: What are benefits of diversity in the workplace?

Research Question 2: Can you describe the Hofstede's model of national culture?

Research Question 3: How to ensure good intercultural internal communication in an organization?

Problem Statement

This article's objective is to discuss the intercultural, business, and communication strategies that can solve the problems in international organizations with intercultural business communication. It analyzes cultural differences in the workplace and advises communication tips for employees.

Both managers and employees of international companies can benefit from this information. Actually, also my colleagues found this information interesting, as we work in an international telecom company and sometimes cannot understand why miscommunication happened or we experienced other than expected behaviour of colleagues from various countries.

Employees are the main resource of any business. They seek to be recognized and awarded by their team, their leaders, so healthy relationships shall be established in the workplace. Employees in firms come from various cultures thus aim to achieve a common goal, and it is common that problems, like disputes between personalities occur, causing interpersonal tensions, conflicts and frustrations. The overall performance of the firm – its productivity, efficiency and effectiveness - can increase dramatically if the diversity in the workplace is managed effectively.

Possible Solutions

1. Communication model

Good communication skills remove the barriers to effective communication in a culturally diverse environment. These barriers in communication can occur on multiple levels in the process of communication, which will be analyzed below.

Claude Shannon and Weaver developed the Model of communication in 1949 (by businessstopia in Communication, 2018). Their model includes source of information, message encoder, transmitter, signal, channel, decoder of message, receiver and noise – see Figure 1.

Before communication starts, we shall ask ourselves what is the desired outcome of our message, what is our goal to communicate and choose an appropriate channel and communication type. We shall appropriately encode the signal (the message) and receiver shall properly decode it. Giving feedback

is also a powerful and productive tool for both sides – information source and receiver. Especially in multicultural and multi-environmental communities, feedback can provide a basis for necessary communication changes, clarifications, and adjustments, if needed.

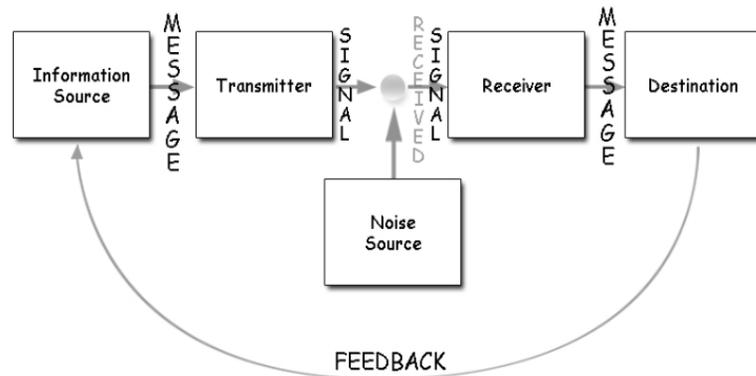


Figure 1. Claude Shannon and Weaver: the Model of communication. *businessstopia*, (2018, January 6). Shannon and Weaver Model Of Communication. Retrieved from <https://www.businessstopia.net/communication/shannon-and-weaver-model-communication>

When sending communication to other countries or to members of different cultures, where different languages are used, the problem with communication arises or increases. The receiver may not get and fully understand the same message as was sent. Here, also dialects and phrases might have different connotation in various countries.

2. A national culture view

National culture includes differences in values and beliefs among people of the societies. The link between culture and communication is important to understand because it is through the influence of culture that people learn to communicate.

There are differences in national cultural beliefs that may have an impact on work related situations. One example are religious beliefs. If an employee's

religion requires prayer during the day, we should remember not to schedule essential meetings at that time. This will create the message that the employee is important. Allowing flexibility around holydays when possible also considers different religious backgrounds.

Geert Hofstede is one of the most important authors on the subject of national cultures. Hofstede's studies provide a simplified comparison between societies' responses in the defined dimensions. He identified six independent dimensions of national culture differences. These dimensions help make predictions on how people from these cultures could behave in some situations. The dimensions are as follows (by Hofstede Insides, 2019):

- Power Distance Index (PDI)
- Individualism versus Collectivism (IDV)
- Masculinity versus Femininity (MAS)
- Uncertainty Avoidance Index (UAI)
- Long Term Orientation versus Short Term Normative Orientation (LTO)
- Indulgence versus

When the index differentiates by 10 points, there are already notable cultural differences between nations.

In my work at the major international telecom provider, there is a multinational team of so called “multipliers” (senior employees who multiply the knowledge among their team members), that I coordinate. In this team, the following nationalities exist: Croatian, Greek, Polish, Slovak, German and Hungarian. We can compare them using Hofstede's national culture model – see Figure 2 and Figure 3.

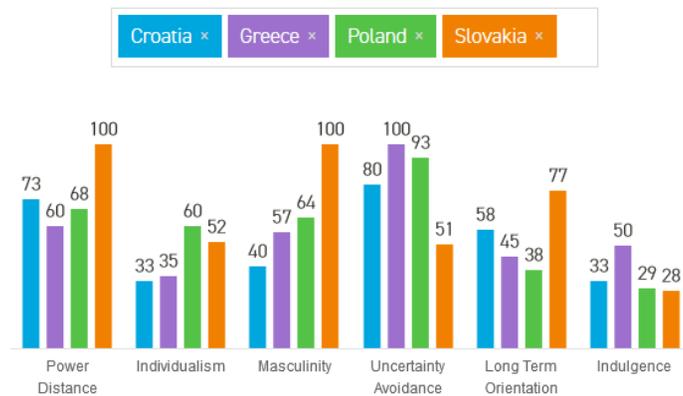


Figure 2. Hofstede's national culture dimensions for Croatia, Greece, Poland and Slovakia. Hofstede Insides, (2019, July 02). Compare countries. Retrieved from <https://www.hofstede-insights.com/product/compare-countries/>

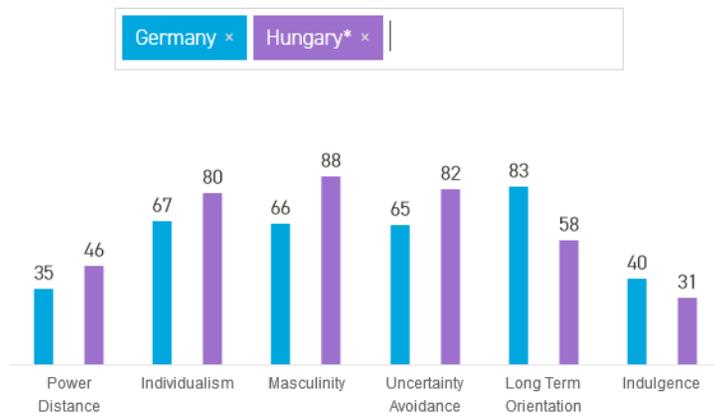


Figure 3. Hofstede's national culture dimensions for Germany and Hungary. Hofstede Insides, (2019, July 02). Compare countries. Retrieved from <https://www.hofstede-insights.com/product/compare-countries/>

a. Power distance index (PDI)

This dimension expresses how a society handles inequalities among people. In societies with low Power Distance, people wish to have equal distribution of power and demand justification for inequalities. Status symbols of power are important in high Power Distance countries.

Country	Power Distance
Croatia	73
Greece	60
Poland	68
Slovakia	100
Germany	35
Hungary	46

Figure 4. Summary of the Data from Figure 2 and Figure 3 – PDI values. Own compilation

In the multiplier team, this index starts with 35 for German colleagues and ends up with 100 for Slovak ones – huge difference. So the Slovak colleagues, followed by Croatian ones will accept hierarchical environment, they will tolerate better privileges of powerful leaders than other nations. German colleagues, also Hungarian ones, will expect equal distribution of power within a society, they believe in independence and that management facilitates and empowers, applies less control. Communication shall be direct, open, participative and informal. Responsibilities shall be delegated, performance and achievement lead to promotions. Decision making may take longer time, autonomy and space to execute tasks is beneficial.

On the other side, we shall expect that Slovak colleagues will communicate to managers with care and respect, they will not give their opinions, express disagreement. They will do it indirectly and informally. These colleagues shall get clear instructions and expectations, much initiative shall not be expected. Promotions shall depend more upon seniority and experience, not upon achievements. Leaders do decisions. People will avoid telling bad news, only good ones, it will take efforts to find out what goes wrong. Senior people – in hierarchy and age – shall be respected, titles shall be used. Leaders will have closed doors, delegation of tasks is low.

b. Individualism versus collectivism (IDV)

Individualism can be defined as a preference in which individuals are expected to take care of only themselves and their immediate families. Its opposite, Collectivism, represents a preference in which individuals can expect their relatives or members of a particular ingroup to look after them in exchange for their loyalty. A society’s position on this dimension is reflected in whether people’s self-image is defined in terms of “I” (individual) or “we” (in-group).

					
Croatia	Greece	Poland	Slovakia	Germany	Hungary
33	35	60	52	67	80

Figure 5. Summary of the Data from Figure 2 and Figure 3 – IDV values. Own compilation

The highest IDV index is in our example in Hungary, the lowest in Croatia, closely followed by Greeks. That means that Hungarian colleagues have highly individualist society, personal fulfillment is desired. These colleagues will not request security of employment comparing with Croatians or Greek ones. Hungarian colleagues will not tend to or tolerate employment of friends or family members, they will prefer strangers. Giving personal opinion is in high IDV countries appreciated.

Croatians and Greeks are loyal to their bosses, accept clientelism and family of their bosses at work.

c. Masculinity versus femininity (MAS)

The Masculinity side of this dimension represents a preference in society for achievement, competitiveness, heroism and material rewards for success. Its opposite, Femininity, stands for a preference for cooperation, modesty, caring for the weak and quality of life, is more consensus-oriented. It can be related to as “tough versus tender” cultures.

					
Croatia	Greece	Poland	Slovakia	Germany	Hungary
40	57	64	100	66	88

Figure 6. Summary of the Data from Figure 2 and Figure 3 – MAS values. Own compilation

In low MAS countries like Croatia, feminine approach prevails, with modesty, equality, solidarity, fairness, quality of life with leisure time, taking care of handicapped. Conflicts are to be avoided or resolved by compromise, consensus and negotiation. Cooperation is highly valued. Focus is not only on the job, private life is equally important. An average employee is considered the norm, not the best student.

The highest MAS score is reached by Slovakia, followed by Hungary. People in high MAS score (maskulin one) will tolerate long work hours, short holidays, more travel, competitive working environment, personal/individual achievement, they will expect promotions and appraisals in public, and gaining privileges (also material success), formalized assessment with fix targets and high work commitments. They say, winner takes it all, being the best is a high motivator. Meeting shall have clear objective, decision shall be taken. Business can be discussed also after working hours.

My past experience relevant to MAS index - while the Norwegian boss leaves the office without finishing important work for home at 16.00, as his family waits for him to have dinner together, the Korean boss asks us to stay 36 hours without sleep and finalize the reporting (systems needed some adjustments) or cancel summer vacation, as the company/employer needs us during this summer. This dimension shall be also considered when calling by phone to different time zones. Some cultures will deal with you also in the evening (Asians), while others like to respect their private life after working hours. Therefore, you should not call them after work.

d. Uncertainty avoidance index (UAI)

The Uncertainty Avoidance dimension expresses the degree to which the members of a society feel uncomfortable with uncertainty and ambiguity.

					
Croatia	Greece	Poland	Slovakia	Germany	Hungary
80	100	93	51	65	82

Figure 7. Summary of the Data from Figure 2 and Figure 3 – UAI values. Own compilation

Countries exhibiting high UAI, like Greece, followed by Poland maintain rigid codes of belief and behaviour, and are intolerant of unorthodox behaviour and

ideas. These countries do not accept change easily, are risk adverse (contingency plans), intolerant to unorthodox ideas, behaviours. They implement strict rules, policies, regulations. Focus is on punctuality, structure, details, opinions shall be documented by facts and statistics. Good manager shall be also an expert who knows more than his employees.

Low UAI societies, like Slovakia and Germany maintain a more relaxed attitude in which practice counts more than principles, unpredictability is accepted. Compromise is a sign of strength. Showing emotions is childish, means that one cannot control himself.

e. Long Term Orientation versus Short Term Normative Orientation (LTO)

This dimension is referred to as (short-term) normative versus (long-term) pragmatic.

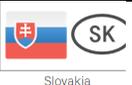
					
Croatia	Greece	Poland	Slovakia	Germany	Hungary
58	45	38	77	83	58

Figure 8. Summary of the Data from Figure 2 and Figure 3 – LTO values. Own compilation

High societies, like Germany, followed by Slovakia are more pragmatic, long-term oriented. They like to save and invest their earnings, rather than spend right now. They are future-oriented and accepting change. To reach long-term goals, they need to be self-disciplined, invest in learning. Self-discipline and efforts shall be measured on long-term (5 – 10 years). Truth is dependent on time and context, can change in time. Gentleman agreement has the same value like a written contract. Also the connotation of punctuality in meetings and planned interactions are strictly kept comparing with lower score countries.

The lowest score was in Poland, followed by Greece. Here, tradition and religion plays important role in life, respecting intellectual property rights is of high level. During my work in Greece, I have experienced situations that after 10-minutes coffee break no Greek colleague came back to day-long meetings, they came maybe after 30 minutes or not at all, with a message that they have important work to do. As a lesson learned we started to implement only lunch breaks and encouraged the colleagues to fulfil their biological

needs individually, when needed during our sessions. The meeting attrition has improved with this measure.

f. Indulgence versus restraint (IVR)

Indulgence stands for a society that allows enjoying life and having fun. Restraint stands for a society that suppresses gratification of needs and regulates it by means of strict social norms.

					
Croatia	Greece	Poland	Slovakia	Germany	Hungary
33	50	29	28	40	31

Figure 9. Summary of the Data from Figure 2 and Figure 3 – IVR values. Own compilation

More restrained countries have lower IVR score – it covers Slovakia, Poland and Hungary. In these cultures employees may be more serious, but also more critical, they request structured approach and order, need more encouraging to participate. These people do not spend money easily, are thrifty.

On the other side, Greek colleagues tend to having a lot of leisure time, enjoy life, use email and internet privately at work, are more optimistic, spend money as/when they wish.

Conclusion: When we obtain information from the six cultural dimensions, we can predict how people from different cultures will behave in certain situations, how to communicate with them, which motivation awards shall be chosen for them. Still, individual preferences, values and beliefs shall be considered when dealing with concrete individuals, as their characteristics can differ from the general culture they come from.

3. An organizational culture view

Organization culture is to organizations what personality is to people. Culture combines many things: work practices, values, how processes and other systems are carried out, styles of leadership, decision making and thinking about organizational challenges and solutions. One can define organizational culture as a set of the organization values, shared essential assumptions, and beliefs that are presented to new joiners and within the teams as the appropriate way to act and think. The organizational culture can determine,

among other things: how effectively and quickly tasks can be performed; how receptive a company is to change; and how employees interact with each other. Changing a culture is probably one of the most challenging and difficult tasks a manager has.

Organizational Culture is defined as the way in which members of an organization relate to each other, their work, and the outside world in comparison to other organizations. It can either enable or hinder an organization's strategy. (Organizational culture). There is no "right" or "better" culture. Any culture (like a personality) can be adaptive to its environment or not, in balance or not, and authentic or not. Determining and aligning a management approach that is being implemented with the existing organizational culture is the difference between flourishing success or abject failure. Not all ideas are good ones, depending on their fit with the organization's culture.

National Culture and Organizational Culture are not the same. But, the larger the group of employees becomes, the more noticeable national culture will be. It should be noticed that the actual company culture may differ from company values, as these reflect the idealized culture, rather than the actual culture. A well-set organization culture can be a valuable asset to the organization. It can increase its adaptability and interactions with its environment, it can help to choose suitable management styles and priorities, and even increase organizational efficiency, encourage creativity and loyalty. For example, a culture of greed was among the primary reasons cited for the collapse of Enron.

According to Hofstede, his five dimensions of national cultures, which are based on values, are not suitable for comparing organizations within the same country. Hofstede considers these two different fields of study, with national cultures belonging to anthropology and organizational cultures belonging to sociology. Hofstede created a new approach for organizational cultural differences throughout six dimensions:

Dimension 1: Means-oriented vs. Goal-oriented

Dimension 2: Internally driven vs. Externally driven

Dimension 3: Easygoing work discipline vs. Strict work discipline

Dimension 4: Local vs. Professional

Dimension 5: Open system vs. Closed system

Dimension 6: Employee-oriented vs. Work-oriented

Organizational culture is the main aspect of any successful organization. A positive culture can help attract and retain loyal and committed employees, which, in turn, can strengthen relationships with customers and other partners. Organizational culture must be monitored and nurtured to ensure that it reflects the organization and its vision.

The size of this paper does not allow to analyze this aspect further.

4. Internal communication

„It's not what you say. It's how you say it“.

Internal communication in a multicultural organization is a source of many challenges on all employment levels. It uses different formality degrees – from a party celebration to newsletters. Appropriate channel selection, as the means by which a message is transmitted, is necessary.

There are the following communication types with relative channels:

a. Verbal communication

According to many researchers, verbal communication adds up to just 10 % of influence in communication. Another 20 % is how we say words, how we express ourselves, pauses in our speech. Verbal communication can be oral, written and electronic.

1. Oral communication

Oral communication includes face to face, by telephone, Skype, video conferencing, monthly meetings, workshops. Oral communication is suitable for simple, routine instructions, emotional encouragements, building rapport, providing feedback/criticism.

Also, face to face communication can be easier than the below types of communication in cases, when we want to avoid misunderstandings in challenging situations (giving feedback to an employee).

Language is the source of meaning, different cultures can assign different meanings to particular words. In addition, one object can have a different name in various cultures. Managers can adopt the usage of cultural-related

motivating languages to encourage employees in order to build a positive working atmosphere.

On the phone, we shall be aware of our voice tone, how we stress words. Receiver can easily hear you smile or breath.

2. Written communication

Written communication can be in a form of a letter, report, memo, posters, magazines – new instructions for future reference, to avoid dispute, like technical documentations, financial figures.

Written communication shall fit to a receiver, so when writing to highly educated employees, we use different selection of words than to less educated ones. Using slang is not recommended, especially in the multi-language cultures, as nonnative speakers may not understand it. Technical words and abbreviations shall be used with care, or a list of definitions shall be given. Dominance or discrimination will obviously not be accepted in communication.

3. Electronic communication

Electronic communication includes fax, email, intranet, blogs, digital newsletters, screen savers, backgrounds on PC, SMS in mobile phone, WhatsApp, instant messaging, social media.

They provide a record of communication, comparing with verbal communication. We can observe their increased usage these days, as electronic communication is very efficient and fast. On the other side, interpretation of messages in emails can be conflicting, also because employees feel the lack of nonverbal communication.

Subject line in emails helps a receiver to get an overview of your topic. We should not skip it. Starting with name will help to have some personal touch. Here, respect for culture is inevitable. In some countries, like Scandinavia or Russia, we can use the first name in a friendly manner (Hello Anna), while in other countries like Germany or Korea, bosses like to be named as Dear Mr Hong or Dear Mr Glass (not Hi Ingo or Hans).

Communication shall be as simple as possible to eliminate differences in language and tactful to different cultures. Power of positive thinking and cheerful attitude, seeking solutions to problems (Let's try..., How can we...) can also contribute to successful communication.

In our experience with Asian (Korean) verbal communication, we observed that Koreans were not able to say „no“, when being directly questioned in negotiations. This resistance comes probably from their Buddhist past, which requests not to offend a communication partner. Knowing this, we tried to submit important decisions through an approval workflow, where they had to click yes/no, in these cases they were able to express their right decision.

b. Nonverbal communication

Approximately, 70% of our daily communication is nonverbal. Actions speak louder than words. It covers our tone of voice, body language, touch, physical proximity, eye contact. When a listener has a conflict between our verbal and nonverbal communication, he will tend to trust the nonverbal one, or will have conflict in receiving the message. That is why we shall concentrate on communicating verbally how we really feel, to be authentic in our communication.

Body language includes our facial expressions, gestures, our style of eye contact, breathing rate, swallowing or coughing, blushing, standing/sitting. Various cultures show their expressions of joy, anger, sorrow, disgust in different ways. Some cultures make less eye contact or physical contact in general, then others. From our experience, physical contact – and also keeping less personal space in business interactions between two persons - was closer in cooperation with Italians or Arabs, more distance was kept with Scandinavians or Koreans (Asians in general). Koreans consider staring to one's eyes as aggressive behavior. We should look over their shoulder or around their ear. When our Korean boss (1,55m tall) approached his subordinate (2m tall), the standing position was not suitable due to a feeling of domination. The request, „Let's sit down“, always came.

c. General recommendations for the receiver

So, we shall understand who our audience is, have understanding of their knowledge, their missing pieces and limitations, and be able to send a complete message, so that they can decode it.

The receiver, for the sake of successful communication, shall pay attention to the sender and not create his or her own conclusions/assumptions in advance. He/she shall not interrupt or give negative comments/movements. He/she shall not have prejudices in clothing, skin color, or race.

Conclusion

Multinational organization shall develop an authentic and trusting organizational culture, paying attention to intercultural communication and its specifics, to be able to maintain and motivate the best labor market employees in long term. In such organizations, there is high employees' retention and loyalty. If there is the lack of focus on an individual, humane approach, organization fails to deliver high performance and productivity in long-term run. Organizations are living organisms, not just inorganic machines.

Well performing teams are a mix of different skills, personalities, also different cultures. Through their variety, they achieve better results in dealing with issues, finding higher quality solutions. We need to use our cultural differences to create a competitive advantage for our projects and companies. The effectiveness of diversity training programs can be measured with an index Return on investment (ROI).

In the future, it will not be the technical management that will be our greatest challenge but the intercultural communication skills, we must truly master to become effective global companies. Even if we do not get it right always, employees will appreciate willingness to meet him or her on common ground, and this motivates all colleagues to work cohesively, reaching for the highest potential.

The global multinational companies must exercise also an understanding of how the other person wants to be treated in a business environment. Making efforts to get to know the individuals in each team requires high level of managerial soft skills, and effective ways to implement these skills making an individual feel visible and important.

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Research paper

Managing diversity in a workplace

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Annotation

Organizations manage diversity in the workplace to ensure that organizational objectives are achieved and also that the employees' needs and expectations are met. However, the main challenge for the organizations is to create conditions that will meet the needs and expectations of every employee, more especial now that the workforce is internationally and intergenerationally diverse. The underlying problem to this challenge is the varying ways in which the term “diversity” has been defined by researchers and scholars. This paper seeks to look at the challenges which arise due to the diverse approaches taken by organizations in managing diversity in the workplace, which is a result of various varying definitions of "diversity".

Keywords: Managing diversity, employees, workforce, generation, definition, organization, attributes.

Research question:

This paper seeks to establish the fact that there is no uniformity in the definition of the term “diversity”, which is key to the management of diversity in the workplace. Due to this fact, there is also no uniformity in the way management of diversity is executed across organizations. The authors of this paper believe that this problem can be addressed by coining an inclusive intergenerational definition of this term which should cover all aspects and facets of diversity.

Introduction

Managing diversity in the workplace is a complex exercise. Workplace diversity is a concept that denotes the differences between people in the workplace. The differences generally comprise age, class, ethnicity, gender, physical and mental disability, race, sexual orientation, spiritual practice, and public assistance status. This also means a multiplicity of differences amongst individuals, their beliefs and how they identify themselves as well as how others distinguish them in the organization (Amaliyah, 2015). This has resulted in challenges being experienced by both the employers and the employees in managing workforce diversity. The other challenge on the definition of the term “diversity” is that there are countless definitions in the literature and different in scope depending on what is intended for diversity (LaMasa, 2017 citing Tsui, et al1999). Many researchers and scholars have defined this term in many varying ways, some of which overlap. This paper will look at a few of them and have categorized them into four categories for ease of reference. The first group of researchers defined “diversity” by grouping the dimensions of diversity into four: personality, internal dimensions, external dimensions, and organizational dimensions. The second category of researchers defined diversity from a moral-ethical perspective and also from an organizational-economic perspective.

The third category of researchers defined diversity by considering the following attributes: “acknowledging, understanding, accepting, valuing, and celebrating differences among people concerning age, class, ethnicity, gender, physical and mental ability, race, sexual orientation, spiritual practice, and public status”. From this definition, three categories of diversity were drawn: (a) Social diversity, (b) Organizational diversity, and (c) Value diversity. The fourth category of researchers looked at diversity from the perspective of generational classifications: Traditionalist, Baby Boomers, General X, and General Y, focusing on who they are and their needs and expectations in the workplace. Individuals from one generational have different work ethics and expectations at the workplace. This poses unique challenges, in addition to race, ethnicity, gender, physical and/ or mental disability differences.

Background of the Study

Diversity issues started hitting the headlines in the organizational discussions in the late 1980s (Cox and Blake 1991), in the USA it can be traced back to the 1960s (Jonsen et al 2011) as cited by Ravazzani (2016). Business cases predicted a range of benefits resulting from workforce diversity within

organizations (Konrad, 2003; Martic, 2018). Ely and Roberts (2008) reframed diversity from a paradigm that emphasizes difference to one that emphasizes relationships. They argue that the relational approach highlights personal, interpersonal and intergroup dynamics that influence how people interpret and act on their differences. From this perspective, differences can also be a source of creativity and resilience. One of the fundamental factors is that diversity creates challenges as well as opportunities that are not found in homogeneous setups. Therefore managing diversity requires knowledge of diverse demands, which should be inculcated into the work policies and practices. Cultural differences, gender, foreigners (immigrants), physical ability and sexual orientation have become significant aspects of diversity management in recent times, and the world is stuck on these attributes. The bottom line, nevertheless, is communication which creates an interaction of these attributes in the workplace. However, it is also important to note the fact that when communicating with one another, generational differences influence the outcome of the discussion, as each generation has its unique preferences and interests. When we talk about communication, we talk about transmitting a series of values, experiences, methodologies, and culture that each new group brings (GESDI Project (2013).

Problem Statement

Due to global awareness of the importance of diversity management in the workplace most organizations have put in place measures for managing diversity in their organizations GESDI Project (2013). However, the challenge is to what extent is this being applied. Most organizations have included in their vision statements the fact that they are compliant with the requirements of diversity. The question is, how is this executed? Looking at the varying ways in which the term “diversity” has been defined and described by the various researchers and scholars, it cannot be conclusively deduced that there is equality in the application of diversity management across organizations. As research has shown, there is room for organizations to choose which piece to take and which one to leave. For example, Rahman (2019) defines diversity" as acknowledging, understanding, accepting, and valuing differences among people concerning age, class, race, ethnicity, gender, disabilities. On the other hand, Birkman (2018) defines diversity in the workplace by classifying generations into traditionalist, baby boomers, generation X, millennials, and the iGeneration. This underscores the fact that there is no uniformity in which the requirements of diversity management are

being addressed by organizations. The classification of people by cultural, race, gender, age and the other similar attributes has gaps which intentionally or unintentionally can enable organizations to choose the definition that favors them more than the workers or which favors one class of people more than the other, or indeed, choosing a definition that completely excludes some groups of people. For, example, gender principles favor women more than men (McKinsey, 2017). Nevertheless, this is an intervention to solve gender biases. Gender equality is, indeed, when a company shows an equal proportion of men and women in leadership positions. It is not about stereotyping or fixing women’s attitudes. It is not about blaming men either (McKinsey, 2017). It is, instead, about recognizing that women and men possess different and complementary characteristics and an inclusive culture would enrich both (LaMasa, 2018). In this regard, in a situation where there are a woman and an old man, preference will go to the woman and not the old man to balance the equation.

Due to globalization and technological developments, the world has become a global village. Interaction and communication are done across borders and continents in an instant and the workforce has become diverse on a global level. Communication is an important tool that creates and maintains cohesion in the workplace (Holistica, 2018). There is also the generational diversity in the workforce. This is regardless of gender, culture, time horizons, work style, ethnicity, age, attitudes, and sexual orientation. In this connection, more research on managing diversity in the workplace is needed to address the current position. Researchers should be looking at addressing diversity management by coming up with principles that are inclusive and covers the international and intergenerational workforce.

Objectives

This paper seeks to achieve three objectives as follows:

- To establish the fact that the definition of the term "diversity" which is key to the implementation of management of diversity at the workplace, is not uniform.
- To determine the fact that differences in the definition of diversity have led to differences in the implementation of management of diversity in organizations.

- To establish the fact that coining a definition of diversity that includes intergenerational classification can provide a uniformity platform for addressing diversity effectively, as opposed to only consider attributes like: gender, foreigners/immigrants, race, physical ability or indeed, and sexual orientation which is selective and segregative.

Significance of the Study

Managing diversity in a workplace is a challenge that has become complex with globalization and technological development, which has made the workforce to become globally diverse. This paper seeks to demonstrate that the current focus on diversity has been outrun. Race, gender, ethnicity, religion, age, immigrants, culture, sexual orientation, and physical inability are not the only areas of focus for dealing with diversity. The world has become obsessed with these attributes as having more weight in the quest for diversity management. This approach is not addressing all disadvantaged groups. To include generational distinctions as part of the diversity equation can provide a useful framework for building a broader and inclusive foundation of diversity management. Diversity is dynamic, so should be its management.

Literature Review

Going through some literature materials on diversity management, different approaches to the management of diversity emerge. The differences are due to varying definitions or descriptions of the term "diversity" that has resulted in a varying understanding of diversity by organizations. For ease of reference, this paper has categorized the researchers into four categories. In the first category, as cited by the following researchers: Rahman, 2019), Reich, et al, (2015), Kim, et al.(2014), Neilson, et al (2017), La Masa (2017), they define diversity by considering the following attributes: gender, race, age, ethnicity, physical ability, religion, marital status, income, work experience, location, educational background, personal habits, management status, union/political affiliation, profession/work field, functional level/classification, and level of seniority. This definition encompasses a Social Diversity Equation (SDE), which states that diversity is a function of several diverse elements embedded

together. Studies of diversity have tended to focus more on the following areas of difference:

- (i) Gender
- (ii) Culture
- (iii) Ethnicity, Race
- (iv) Disability
- (v) Religion
- (vi) Sexual Orientation
- (vii) Age
- (viii) HIV/AIDS

Gender

Gender is an important dimension of diversity. Physical and biological differences between men and women are termed sex differences. When society ascribes particular social significance to these differences and allots roles accordingly, they become gender differences.

Thus society's expectations and perceptions of what is acceptable behavior for boys as opposed to that of girls is an issue of gender. This cuts across virtually all aspects of human behavior and society norms, ranging from emotional responses, roles in the home and the larger communities, to modes of social and professional interaction. According to a 2018 Diversity and Inclusion report, it was found out that 36% of all female respondents say that their progression has been limited because of their gender. This compares to only 9% of all male respondents (Hays, 2018).

The issue of gender is now very well known worldwide, and there have been many gender-focused or gender-based initiatives in most countries. "Gender Mainstreaming", "Sensitizing Communities on Gender Issues," and "Gender Awareness Training", have been some of the most popular initiatives.

The past two decades have seen several initiatives for mainstreaming gender in the public service. Governments and public sector organizations have been considering a gender focus in their activities and practices. Thus we have seen the introduction of Women's Ministries, Gender Focal Units or Sections in

government setups in many parts of the world. Hand in hand with these initiatives have seen targets set to achieve a better balance of power and representation across societies.

Gender as a diversity issue seeks to look at how the concept fits into a framework whereby any negative effects are eradicated or minimized (mainly through anti-discrimination laws and practice) and the positive differences between men and women, can be optimized, appreciated, celebrated or at worse, managed.

Race, Ethnicity, and Culture

Diversity management in this context addresses differences arising from:

- A person's area (continent, country, city, village) of origin
- The color of a person's skin (white, black, colored)
- The background in which the person is born, which tends to result from the origins mentioned above, but may also arise from a social class or religious following

Universally, the approach to these issues has been at the very highest Constitutional and Legislative levels. Various anti-discrimination and/or Equality Laws have been passed to criminalize discriminatory behavior both in the workplace and in the general public arena. Diversity management seeks to look not only at the extent to which these laws have been effective in their application but also their appropriateness and to see what policies and practices have been adopted to monitor and evaluate the impact on organizational and human behavior.

Disability

Diversity management in the context of disability tends to focus on physical disability arising from loss of one or more basic human senses such as sight, hearing, and speech. It also includes physical impairment resulting in lack of or limitations in, mobility (wheelchair-bound, users of artificial limbs and aids).

Disability awareness is still relatively new, particularly in certain areas of the world where medical facilities have been, and still are, quite limited. Globalization and increased use of technology have helped to spread the

gradual growth of physical disability awareness. Mental disability is still not addressed.

There are far fewer areas of the world where non-physical disability, for example through mental illnesses such as depression and schizophrenia, is recognized as part of a more general disability issue for diversity management.

Much of the work on disability as a diversity issue has focused on establishing disability targets in the workplace, and in decision-making arenas, and the impact and consequences of access and facilities for disabled individuals, generally.

Religion

Religion, as a diversity management concept, looks at how people from different religious groups, those who chose to adopt new or different (or indeed no) religions or beliefs are "allowed" to do so as a basic human right, without fear or favor.

Much of the allowances for differences in religion have come about through anti-discrimination or equality legislation, as religion has tended to be grouped with race, ethnicity, and culture when interpreting such legislation.

Diversity management studies see religion as a separate area of attention given its importance in the traditional geographical, cultural and hence discriminatory splits that exist worldwide. Diversity targets have focused on religion where it represents the basis of the difference between sections of public living together, particularly in areas of Asia, Africa, and the Far East.

Age

Although not traditionally considered as an element of diversity, age is a sharp cutting factor as far as diversity management is concerned. Age is an area of potential and very real discrimination worldwide. What is interesting is that there have traditionally been two extreme views on age discrimination. In many Western countries, the argument has been that there is a negative bias towards age, the older one gets the more likely that he/she would suffer discrimination in the workplace. While in many areas of the developing world, the opposite has been true. Younger members of the workforce have complained that as long as they are under a certain age (40s for management

levels) they find it very difficult to compete on an equal level with those older than they are. In a recent Diversity and Inclusion report (Hays, 2018), it was found out that in the United Kingdom, 43% of workers aged 55 or more, stated that their progression was limited because of age.

Diversity management seeks to discover whether age is still being used unfairly to discriminate based on personal or social perceptions of what is "the norm". Good diversity management in this area focuses on the availability of effective policies on age discrimination, and an awareness of the value added to an organization where the workforce spans a broad age range

Sexual Orientation

Sexual orientation in this context refers to the following:

- Homosexuals (gays, lesbians)
- Other non-heterosexual types
- Transsexuals

Again the approach by many countries is based on the fundamental human rights argument, which has been used successfully to enable anti-discriminatory legislation to be passed. Sexual orientation is an important issue in Europe, the USA, and South Africa, but is still largely ignored or unrecognized in many parts of Africa, and other areas of the world. In the main, the diversity management approach has been focusing on ensuring that there are equal opportunities policies in existence to protect individuals in this group and allowing them to feel a valued part of the workforce and the public in general.

HIV/AIDS

In most countries in the West, HIV/AIDS has not been included as a separate diversity management issue. Given the importance and impact of this pandemic in many African countries and the stigma attached, it has been included as a separate concept here, to enable a useful and meaningful analysis of its effects on the diversity management argument.

As has been cited in the research article for the GESDI Project (2013) which was undertaken in the Czech Republic, to determine the effectiveness of Diversity Management in the workplace, it was noted that the main focus was

on gender, disability, ethnic minorities, and immigrants. It was further noted that policies on awareness on these vices were found to be in place mostly in corporate organizations. One significant aspect that was also noted in the policies was "communication" as being key to the management process. However, poor communication can result in confusion, lack of teamwork, and low morale in the workplace (Dike, 2013). Similarly, lack of effective communication of the firm's objectives can result in missed deadlines, incorrect goal assumptions and ultimately conflicts in the workplace (Holistica, 2018). Further, this project also revealed that high percentages of immigrants worked in agriculture, livestock farming, and security services. Lower percentages of immigrants worked in health, hotels and education institutions.

The second group of researchers defined diversity from the moral-ethical perspective and also from an organizational-economic perspective (Carter, et al, 1982). In the moral-ethical perspective, two dimensions were created: primary dimensions and secondary dimensions. Under the primary dimension race, gender, sexual orientation, and physical disability were considered. On the other hand, the secondary dimensions cover marital status, profession, religion, location, and income. From the same characteristics, some authors created different categories based on variability and invariability of sources of diversity. Variable sources included: physical condition, age, education, and marital status. On the other hand, invariable sources of diversity covered attributes like sexual orientation, race, nationality, gender, and ethnicity. Further classifications were made on the same characteristics on the bases of visible or observable and invisible or non-observable characteristics as cited by Cox, et al (1993). Visible or observable characteristics include age, gender, and race. While invisible or non-observable characteristics cover education, experience, and function. From an organizational- economic perspective, diversity was categorized on cultural, historical and functional dimensions (Pollar and Gonzalez, 1994). Cultural attributes included language ability, religion, age, and ethnicity. Functional dimension covered the way an individual processes information, learning process and respond to authority. Historical attributes referred to political opinions, family and inter-group relations. Under this perspective, status was included to denote hierarchical position.

The third group of researchers, as cited by Rahman (2019) quoted from Green, López, et al (2002) defines diversity" as acknowledging, understanding, accepting, and valuing differences among people concerning age, class, race,

ethnicity, gender, disabilities, etc. Many people when they think of diversity, the immediate thing that comes to mind is ethnicity, race, Color, social-economic status, disability, and gender (Martincova, et al, 2015). For example: in some American organizations, people of different skin colors and nations work together. Also in some technological companies, some physically disabled people work in Research and Development institutions as they are believed to possess a similar level of brilliance and mental challenges (Sharma, 2016). Culture is often defined as a system, which affects the values, perceptions, behavior, and way of thinking which is shared, by a certain group of people (Lukesova et al, 2015). The classical Herskovits, (1948) definition as cited by Lukesova, et al, (2015), defines culture as part of the environment that is created or shaped by human beings. Each man carries certain patterns of thinking, feeling and potential for negotiations which he has learned during his life, Hofstede & Hofstede (2006) as cited by (Lukesova et al, 2014). Culture consists of the unwritten rules of the social game. It is the collective programming of the mind that distinguishes the members of one group or category of people from others (Hofstede & Hofstede, 2006) as cited by Martincova, et al, (2015).

In the fourth group of researchers Clark, (2017) looked at diversity from a generational perspective and categorized diversity into the following classes: Traditionalist, Baby Boomers, General X, and General Y. Birkman (2018), on the other hand, defines diversity in the workplace by classifying generations into Traditionals, Baby Boomers, Generation X, Millennials (Generational Y), and the iGeneration. De Lucia, (2015) quotes the definition of term "generation" as a social construction in which individuals born during a similar time experience, and are influenced by historical and social contexts and how these experiences differentiate one generational cohort from another (Lester, Standifer, Schultz, and Windsor, 2012). A generation is affected by aging which changes its attitudes and behaviors as it matures (Lyons & Kuron, 2014). The difference in generation gaps is one of the biggest challenges of workplace diversity. The resultant effect is the lack of cohesion caused, in part, by lack of communication between the old and newer generations. This creates problems in the workplace particularly in times when strategic changes are required for the advancement of organizations (Holistica, 2018). In light of this, generations that are far apart experiencing problems during the adjustment phase which is often viewed on generational differences (Birkman, 2018). This is yet another example of problems that are usually not fully

addressed or not at all in the management of workplace diversity due to the exclusion of generation differences.

Managing employee attitudes and behaviors in a generationally diverse workforce is one of the most challenging tasks for contemporary high-contact service organizations. Some scholars such as Barron, Leask, Fyall, (2014); Bednarska, Olszewski, (2014); Kachniewska, Para, (2014); Park, Gursoy, (2012) have commented that the generation which is now entering the workforce, Generation Y (Millennials), presents yet new challenges that are rooted in noticeably different work-related attitudes and higher expectations of their work environment than the prior generations. People from different generations have problems in understanding each others' perspectives at the workplace, which can be stressful, confusing, and frustrating in a demanding workplace like the hospitality industry (Clark, 2017).

As cited by Clark, (2017), traditionalists are people born before 1946 and their lifestyle and behavior were molded by the great depression and World War II. These people are predominantly conservatives who put work and duty before play and pleasure. Normally, they regard authority with great respect and follow rules without questions. They are loyal and patriotic to their employers and can serve one or two employers in their lifetime. Baby Boomers are those individuals born between 1946 and 1964 (Clark, 2017). They have been molded by post World War II atmosphere. They have been raised during the time of great optimism, opportunity, and progress. They grew up in two-parent households, went to good and safe schools, have job security and enjoyed the post-war prosperity. This is the largest cohort in the workforce currently and they hold most of the control and power in the workforce. Although baby boomers are seen as "highly competitive micro-managers, who disdain laziness", they are generally excellent at networking and seeking consensus with others (Clark, 2017). This generation began to challenge the glass ceiling for women in the workplace in the 1970s; experienced fierce competition in the workplace among themselves, women and minorities; and pursued the hierarchical corporate ladder in the hopes of achieving recognition and status (Hernaus & Vokic, 2014). Baby Boomers have been characterized as individuals who believe hard work and sacrifice are the prices to pay for success (Clark, 2017). According to the 2012 study, research suggests Boomers place a high value on professionalism, recognition, collaboration, consensus, and face to face communication (Lester et al., 2012). Boomers prefer praise and title recognition; they value process over results; and, have often found their own identity in their work (Hernaus & Vokic, 2014).

Generation X are people born between 1965 and 1980 (Clark, 2017). They were born during the time of a rapidly changing social climate and economic recession. Most companies during this period were downsizing their operations. The Xers grew up in two-career families with rising divorce rates. This was at the dawn of the high-tech and information age. Workers of this category are generally self-reliant, independent and skeptical of authority (Clark, 2017). They place a high level of importance on maintaining a work-life balance and are unlikely to sacrifice their personal life for the company (Clark, 2017). This generation needs supervision and mentoring, which could largely be due to over-involved and over-protective parents, as well as, a desire for meaningful, diverse, and interesting work (Hernaus & Vokic, 2014). The Xers are also averse to supervision and hierarchy, reluctant to commit, tend to be poor team players, and are disloyal with no job security expectations. They are rated lowest on professionalism in the workplace (De Lucia, 2015).

People born between 1980 and 2000 are Generation Y also known as the Millennial Generation (Clark, 2017). These are born of the Baby Boomers and the early Generation X. The millennials are born into the current high-tech era and neo-optimistic times. They are the youngest workers in the workforce and also the most technologically adept group. They are fast learners and tend to be impatient (Clark, 2017). They embrace technology because they were brought up around it, and as a result, are very comfortable with change. Empirical research by Hernaus & Vokic (2014) indicates that millennials seek meaningful, diverse, interesting and challenging work, employ a positive attitude, achievement/results-oriented, embrace change, require clear goals and expectations, and are collaborative decision-makers. On the contrary, some researchers recently have concluded that members of Generation Y demonstrate a relatively low level of work centrality, as they place greater emphasis on creating a better work-life balance and consider their job as mainly a way to financially support their lifestyle (Barron, Leask, Fyall, 2014; Cairncross, Buultjens, 2010; Park, Gursoy, 2012). Consequently, they are less likely to allocate personal resources and energy to work tasks, or to experience satisfaction in the workplace. Millennials are "more affluent, more technologically savvy, better educated and more ethnically diverse than any other previous generation" (Clark, 2017). The iGeneration comprises children born from 2000 (Clark, 2017). Analysts predict this generation will be exceptional employees in the future due to their capacity to pick up new skills and ideas such as information technology (IT), which is required for

employment in many business organizations. This group is also known as Generation Z (Birkman2018)

In a generationally diverse workforce, it is important to remember that communication is critical as different preferences and interests will arise. Traditionalists (Veterans) tend to believe in institutions and rarely question authority (Clark, 2017). They are respectful of the law. They are comfortable with a "top-down" style of management that disseminates information on a need to know basis" (Clark, 2017). Traditionalists prefer more face to face communication and formal typed or handwritten letters. On the other hand, Baby Boomers, as cited by (Clark, 2017) like hierarchical communication style and tends to see relationship and business results as intertwined. They believe in mutual interests to make the conversation participative by getting input also from others. Generational X, cited by Clark, (2017), does not like to waste time. They are straightforward and direct in their communication style. They prefer to send an email or leave a voicemail that states clearly what they want. The Xers are positive and tend to send a text message or meet face-to-face. Clark, (2017) states that the Millennials are connected globally via email, text messages, instant messages, and social media websites. Being the most tech-savvy group, their main mode of communication is through smartphones, tablets, and laptops. Both Generation X and Millennial employees (as well as an increasing number of Baby Boomers) reject the idea of a simple phone number as the only point of access to goods or services. Mobile devices running iOS and Android now account for 45 percent of web browsing and are poised to soon become the primary way most people experience the internet (McCann, et al (2017)

Research Methodology

A review of secondary data sources was used to select relevant articles and publications. Electronic research was undertaken on the internet from highly reliable online scholarly libraries. The scholarly works by various researchers and scholars on the management of diversity in the workplace were reviewed, evaluated and relevant material selected to form part of this article. The main objective of undertaking a desk review of electronic publications was to gain a wide knowledge of the area of study by going through various articles with varying approaches on the subject, by different researchers and scholars. This enabled the authors of this paper to evaluate the materials from a wide range of sources and expertise on the subject. Independent opinions from the well-

informed departure of knowledge were, therefore, made. Relevant arguments have been put forward on the gaps and challenges noted in the materials reviewed, and proposals and recommendations believed to address the gaps have been made in this paper.

Conclusion

From the four diverse groups of researchers and scholars selected for review in this paper, two sides of the story emerge. On one hand, are those advocating for diversity management from differences point of view, by considering the attributes of a person; and have stated remedies to address the disadvantaged groups. On the other hand, are those researchers and scholars that believe that diversity management in the workforce should be based on generational differences by looking at generational gaps, and have proposed solutions to address the gaps. Under diversity management, which focuses on differences, this paper has established that selective management of diversity is quite prevalent. Organizations choose what they like and leave what they do not like, regardless of the legal directives in place. In so doing, there is no uniformity in the execution of diversity management across organizations. On the other hand, generational differences have deep and diverse characteristics that strongly hinges on communication. This adversely affects performance in the organizations, and yet organizations do not consider the generational gaps in diversity management. As generations mature, newer and more diverse generations are entering the workforce, thereby making the current approaches to diversity management more and more irrelevant.

Conversely, looking at each definition of diversity in the four groups of researchers, differences also do emerge which have resulted in different interpretations of diversity, the consequence of which is different ways of managing diversity across organizations. This, again, underscores the fact that there is no uniformity in the manner organizations execute management of diversity. If diversity management is to achieve genuine equality in the workforce, there is a need to have one broad and inclusive definition of diversity that should cover all perspectives of diversity as individually stated in the four categories of researchers in this paper. More focus is made on gender, immigrants, sexual orientation and physical disability. This is simply window dressing of the matter to achieve compliance of directives. Genuine and inclusive diversity management should begin with an inclusive, broad and intergenerational definition of the term to guide organizations of all the facets

to be taken on board in managing diversity. What is clear in today's workplace is that it is more diverse in terms of age, gender, race, ethnicity, educational level, occupational, and most importantly, generationally. In this regard, researchers, scholars, and organizations should focus their efforts on the entire spectrum of diversity as stated in this article. This will be the only way to achieve uniformity and effective diversity management that will meet both the needs and expectations of organizations and employees without intentionally or unintentionally excluding any group.

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Research paper

Managing Diversity in Finance Ministry in Burkina Faso

Boubakar Thiombiano

Specialization: Finance

Annotation

Workplaces are becoming more and more multicultural due to globalization, and the Ministry of Finance in Burkina Faso is no exception.

The current Ministry of Economy and Finance is the result of merging several former ministerial departments, including those in charge of Financial Resources, Planning, Cooperation, and Budget, and of restructuring services more functionally around three major assignments:

- mobilizing internal and external financial resources to support development activities;
- conducting strategies and programs for sustainable economic development;
- ensuring optimal distribution of the State's financial resources and control of their use by implementing the various laws.

This provides a perfect opportunity to learn much about innovation in economic and finance, but challenges in collaboration still exist in some cases.

It is essential to understand the challenge in managing diversity within the Ministry of Finance. Specifically, how can diversity management impact the results of the organization? This paper will involve defining diversity, exploring the determinants of proper governance in the Ministry of Finance, and identifying the main risks of poor management. Responses to these questions will help the Ministry achieve its goals.

Keywords: Diversity; workplace; Characteristics; Conflicts; Result; Group; Challenge.

Goals/objectives formulation

This study will focus on the topic of managing diversity in Burkina Faso's Ministry of Finance. The objectives of the study are to analyze diversity management at this ministry and to offer solutions for staff performance. To this end, the following hypotheses are made:

- H1: Managing diversity in the Ministry of Finance in Burkina Faso requires innovations;
- H2: Proper diversity management in the Ministry of Finance in Burkina Faso increases staff performance.

Methods

This study used a qualitative method; to determine the specific method, the following questions were asked: (i) where should I start? (ii) How do I review appropriate literature? How do I develop relevant ideas? How do I describe the diversity management situation I observe in the Ministry of Finance in Burkina Faso? How do I report what is happening in the department concerning diversity management? In the end, unstructured interviews and observations were used to collect information.

Analysis

Managing diversity in the workplace is often challenging. To start, scholars define 'diversity' in various ways, although most authors agree that diversity is a combination of many different factors. Daya (2014) defines diversity as the representation of all forms of visible and invisible differences, including race, gender, ethnicity, disability, sexual orientation, education, class, rank, age, and more. O'Mara & Richter (2014) describe diversity as the "variety of differences and similarities or dimensions among people such as culture, nationality, education, personality type etc.". According to Reddy, Adhikari, & Chitranshi (2017), diversity is one dimension of a dynamic workforce in an organization; it is the variability among employees in terms of their thoughts, expressions, abilities (physical and intellectual), and working styles.

In Burkina Faso, particularly in the Ministry of Finance, the staff is comprised of diverse members with different religions and ethnicities, as well as people with at least two nationalities. Staff diversity is the primary source of disagreement among actors concerning project implementation, resulting in some projects being implemented late or not at all. One example of this phenomenon is the microcredit component of the Local Economic Development Support Program (PADEL).

Possible Solutions

Several solutions can facilitate diversity management within the Ministry of Finance in Burkina Faso, which include the following options:

(i) Giving importance to others

Showing interest can be understood by others as a mark of consideration, which could considerably help break down barriers to harmonious cooperation. In any organization, it is essential to take into account all specificities that may impact the achievement of the organization's objectives. In some cases, one specificity is the employment percentage of men and women. Reddy et al. (2017) stated: "Gender diversity is vital in any workplace. Not just because it is a commendable aspect, but it makes the bottom line of the business stronger." The finance ministry needs to take this into account in its governance.

(ii) Showing curiosity

Although curiosity may sometimes be inappropriate, it can nevertheless contribute considerably to understanding others better and behaving in ways that induce better collaboration. Questions asked should aid in learning the habits of others. In addition, it is crucial to share practices for better communication within the organization. According to Harrison & Dossinger (2017), in terms of improving work performance, curious workers are more apt to proactively seek feedback, to ask open-ended questions during feedback acquisition, and to cope effectively with ambivalent input from coworkers and supervisors. The Ministry of Finance needs to take this into account when managing diversity.

(iii) Listening to others

Listening to others is an essential factor for successful communication, especially in situations where actors have different languages. In these circumstances, it is vital to attentively listen to each other without dramatizing communication errors. Holland & Walker (2017) observed that most people love to talk, especially about their opinions, their beliefs, and the events that are most important to them. They love to express themselves freely without censor or judgment. Participants told Holland and Walker that they enjoy the experience of expressing themselves in the company of likeminded people, here listening with interest and with minds focused on the same topic.

(iv) Avoiding subjective judgments

Avoiding subjective judgments requires a person to explore or research in order to understand why some people are 'inefficient' at a specific workstation before giving his/her opinion. In some organizations, it is not uncommon to find personnel managers who label some staff members as lazy. This can be a source of humiliation and frustration when it is unfounded. According to Sayers (2018): "In order to appreciate the importance of managing diversity, it is first necessary to understand some basic ideas about the ways that prejudice, discrimination, and stereotyping work."

(v) Denouncing negative discriminatory behaviors

Kite & Whitley (2016) said: "Discrimination can manifest itself in many ways, both verbally and behaviorally, and in many settings. For example, bullying, or unwanted aggressive behavior that victims repeatedly experience can be physical, such as hitting or kicking; verbal, such as teasing and threatening; or relational, such as rumor spreading and exclusion." Harmful discrimination in the Ministry of Finance could persist or increase if not adequately addressed. Any discriminatory act must be condemned, and the department's decisions must be strictly professional. Continual discrimination is a source of widespread demotivation in the department, leading to a decline in the department's overall performance. Bias can relate to skin color, sex, ethnicity, height, and more.

Conclusion

Diversity is a source of innovation within the Ministry of Finance in terms of the myriad cultural backgrounds of its staff. Successful management of cultural diversity in the Ministry of Finance requires open-mindedness; it is

essential that each actor make objective judgments based on the realities in the world, rather than focusing exclusively on their own experiences. It is also necessary to avoid judging too quickly and to show respect for other people's ideas.

In light of the above findings, diversity within the Ministry of Finance should be considered an asset, as it contributes to personal development in particular and to development of the country in general.

Main challenges of working together:

In the Ministry of Finance in Burkina Faso, human resource managers need to go beyond traditional methods in order to succeed in their assignments of managing the diversity within their departments.

Lessons learned from this article:

- (i) Governance of the Ministry needs to build the capacity for diversity in both the employees and the managers in charge of evaluations.
- (ii) The department management needs to set up a sound welcoming/onboarding program for new employees, as this enormously contributes to a successful integration process. Sometimes, employees quit because they did not understand the departmental cultural codes that no one had explained to them.
- (iii) In Burkina Faso's Ministry of Finance, multiculturalism can promote much innovation, as people from different cultures perceive things differently and thus bring multiple viewpoints to the table.

Successful diversity management in the Ministry of Finance does not rest solely with the leaders but rather with the whole staff, who must seek to achieve it in their daily behavior. Everyone in the department must do their best to learn more about others and to accept them. Proper diversity management in the Ministry of Finance of Burkina Faso can bring about good, strong accomplishments; however, poor management will cause many difficulties and will negatively impact the achievement of the Ministry's goals.

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Research paper

Cultural Differences in Leadership Styles

Christopher Umba, Babatunde Claudius Akinsola

Annotation

This paper deals with cultural differences in leadership styles between Nigeria and Canada. The paper introduces the issue of cultural traits that identify a group of people. It describes the five socio-cultural dimensions identified by Hofstede, and the leadership styles identified by Chamorro-Premuzic, Sanger, Stareva, Hersey, and Blanchard. It analyzes variable data (cultural traits) collected from Nigeria and Canada. The paper includes a discussion and a position on an effective leadership style.

Keywords: Behavior, Communication, Cultural identity, Culture, Feminism, Group, Influence, Leadership styles, Respect, Socio-cultural, Traits, Variable

Research questions

Q1: What are the cultural differences in leadership styles between Nigeria and Canada?

Q2: Which leadership style is easily adoptable?

Introduction

Cultural traits, orientations, and beliefs influence daily human interactions.

This paper analyzes the cultural differences in leadership styles between Nigeria and Canada. Cultural identity is a sense of belonging to a particular group. It is observable in character, attitude, and behavior. This is the position of the cultural identity theory postulated by Lustig (2013). The theory holds

that “culture is one of the many identities expressed in communication encounters and wherever people find themselves, their cultural traits reflect in their interaction with others because it is part of their self-concept”. This theory drives the discussion in this paper.

Culture changes all the time, every day, in one way or the other. Culture influences the thought and behavior of a group of people in time. Ignorance and blindness of cultural differences create problems and failure in an organization. Acknowledgment and understanding of the differences in cultural leadership styles can trigger a change, mutual respect, and cultural rapprochement in the world.

Leadership is defined as the ability of an individual to influence, motivate and guide others (Stareva, 2018). Culture and leadership are interlinked. And leadership styles vary across organizations.

The leadership style adopted by business A is usually different from business B. Studies suggested that culture is a determinant of any adopted management style and many factors are usually responsible.

For example, this is evident when two managers adopt different leadership styles, or when one leadership style is dominant in one society and another style is dominant in another society. There is a high probability that the variation in style is determined by the cultural differences in the context in which the two businesses operate.

Leadership style is important in creating an environment in which groups, organizations, or countrymen are enabled to fulfill their goals or could be satisfied with a job well done.

Jogulu (2010) suggests that leadership styles exhibited by individuals who act in ways which reflect cultural nuances, sensitivities, and values, establish meaning for subordinates and the leaders themselves. This implies that a political or organizational leader's behavior is becoming an important measure of leadership effectiveness.

It is said that everything rises and falls on leadership. But, Shafer, Vieregge, and Choi (2008) note that research to date has confirmed that effective cross-cultural leadership promotes organizational performance and success in global business environments.

When the leadership style adopted by an organization is effective, it leads to employee productivity, effective management and general success for the business, both locally and internationally.

Chamorro-Premuzic and Sanger (2016) state that albeit managers can adjust their leadership style to fit the relevant context, it requires a great deal of effort to go against one's natural tendencies and habits which are hard to break. This is because these have been learned over time and they have become parts of an individual's self-concept. As Stareva (2018) adds, culture influences the degree to which managers value and practice each of their qualities.

Although leadership styles determine the position of a country or an organization's culture, culture influences leadership position, behavior, and thinking.

This work does not create a new theory but contributes to the analysis of leadership effectiveness.

Objective of the study

The paper aims to examine the implications of cultural differences in leadership styles in Nigeria and Canada.

Following research objectives would facilitate the achievement of this aim:

- Comparison of the two cultural leadership styles.
- Identification of the factors of cultural differences in leadership styles.
- Evaluation of the impact of cultural differences in leadership styles in Nigeria and Canada.

Methodology

This work adopted a quantitative study to collect data. This facilitated measuring the implications of the cultural differences in leadership styles between Nigeria and Canada.

A quantitative method was appropriate to understand the level of cultural differences. In addition to that, it helped understand the degree of leadership influence in culture and their behavior.

This paper used a secondary source in collecting data from governments and scholars' publications.

This work applied Hofstede's (1993) variables for country cultural variables. These are connected with six leadership styles that are culture-based.

This paper is not subjective but seeks to evaluate the importance of cultural differences in leadership styles between the two countries.

Socio-Cultural Differences

Culture is the 'lens' through which you view the world; it is central to what you see, how you make sense of what you see, and how you express yourself (Fejzagic, 2019). It is an admixture of the way of life, orientation, identity, values, norms, customs and traditions of a group of people. Therefore, cultural differences refer to the variation between the culture of one group of people and that of another group.

This paper adopts the five socio-cultural dimensions identified by Hofstede (1997). The first cultural differences variable identified by him is called power distance (PDI). This refers to the degree of inequality and acceptance of this inequality among the members of a culture.

The second variable is individualism (IND). This refers to the degree of "I-ness" and "We-ness" among the members of a culture. Simply put, it refers to how people act or make decisions: either as individuals or in groups.

The third variable is masculinity (MAS) and it refers to the degree to which 'masculine' values such as assertiveness, competition, and success are emphasized as opposed to values such as quality of life, warm personal relationships, and service.

The fourth variable is uncertainty avoidance (UAI). It refers to the degree to which people in a culture prefer the structural situation to an unstructured one.

Finally, the fifth dimension is the long-term orientation (LTO). This refers to the degree to which people's actions are driven by long-term goals and results, rather than the short-term results and the need for immediate gratification (Ardichvili, & Kuchinke, 2002).

Leadership Styles

Kanyabi and Devi (2011), view management style as a multidimensional construct and an extremely vital criterion that determines organizational success or failure. This is because the style adopted by a manager to govern the employees determines whether employee participation will be allowed or not.

According to Prasetya and Kato (2011), the primary purpose of management style is to enhance employees' performance so that the objective of the organization can be achieved. The leadership styles as identified by Chamorro-Premuzic and Sanger (2016) and Stareva (2018) are explained below:

- a. **Synchronized leader:** This type of leader takes time to seek consensus before decisions are made. In many cultures in Nigeria, decisions are usually made by members of the family of leaders in a society. For instance, marriage in Ibo land is usually endorsed by different groups in the community from which the bride comes from. This is also observed in Yoruba land, but the focus is usually on the family members.
- b. **Straight-shooting leader:** This type of leader does not accommodate excessive talk. He gives a direct command.
- c. **Diplomatic leader:** This leader values nuances and he is caring. He adjusts his behavior accordingly. In the Nigerian cultural setting, society conditions what an individual does. Therefore, when something is to be done and the society or the group which one belongs to frowns or expresses distaste, he or she adjusts.
- d. **Kiss up/Kick down leader:** A leader with this style is usually submissive to the higher authority and dominating to his subordinates. There are usually tendencies to save face and worry about hierarchies and ranks.
- e. **Passive-aggressive leader:** This leader pretends to cooperate but feels discontented. He is usually forced to take a decision over time and thus becomes cynical. He is found in cultures with high power distance in the norm.
- f. **Opportunistic leader:** He is a risk-taker and always flexible with how to reach his goals. He believes in creativity.

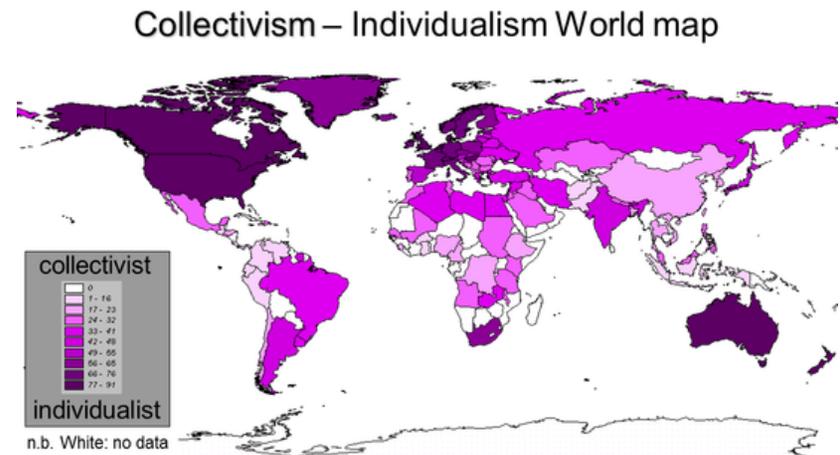
Still, there are more suggested leadership styles, such as the Hersey and Blanchard's four different types of leadership styles based on the task and relationships leaders come in contact within the workplace. These are delegating, participating, selling, and telling styles. He concludes that no leadership style is better than another. Managers adapt their leadership style to tasks and relationships in the workplace, and leadership styles are related directly to the different maturity categories of followers or employees (Daft, & Lane, 2011).

Cultural Traits and Implications on Leadership styles

This section contains the cross-analysis of cultural traits in Canada and Nigeria, using Hofstede's (1993) cultural differences variables:

- i. **Individualism:** This is known as a social theory claiming that favoring the individual freedom of action over a group is perceived differently around the world. This is displayed by the following Hofstede's map.

Figure 1: Collectivism – Individualism Word Map



As one can see in figure 1, Hofstede's collectivism - individualism world map presents a scale from 0 - 100. It displays that Nigeria ranges between 17 and 23 comparatively to Canada's striking 77-91.

In general, Canadians are taught in school to practice the word “self” and exercise the “I” and the originality, meaning freethinking, self-reliance, free enterprise, and the pursuit of profit. This does not negate the fact that Canada is a multicultural country, and each region has its particularities. For example, in the province of Ontario, the business hub of Canada, capitalism is more encouraged.

Speaking of capitalism as a political structure and economic system, it goes along with individualism. It is about “I” and “We” is used when speaking about closer family, not a social group. It is about the making of lone wealth and it is protected by the law of the land. Therefore, one expects a kind of opportunistic leadership style in Canada where risk-taking and creativity are encouraged.

In contrast, African society generally is very paternalistic and hierarchical, and little prone to individualism (Iguisi, 2004).

Nigeria is more group-oriented than individualistic. There is usually a sense of “We-ness” among the people based on the “Ubuntu” philosophy. So, management in any business organization may not be individualistic. The managers from this country usually tend to fight for the interest of the group, rather than self-interest. This explains why there are trade unions, trade associations, cooperative society, thrift group and different groups found within the society and in business settings. Therefore, a leader from Nigeria has tendencies to adopt diplomatic, synchronized or kiss up/kick down leadership styles.

The distance between individualism and collectivism decrease when different people get knowledge and understanding, and exchange different cultural values. More than that, it goes beyond leadership influence in making things done effectively.

- ii. **Power Distance Index:** Power distance, as defined by Hofstede, is the degree to which less powerful members of institutions and organizations accept that power is distributed unequally.

Figure 2: Power Distance World Map

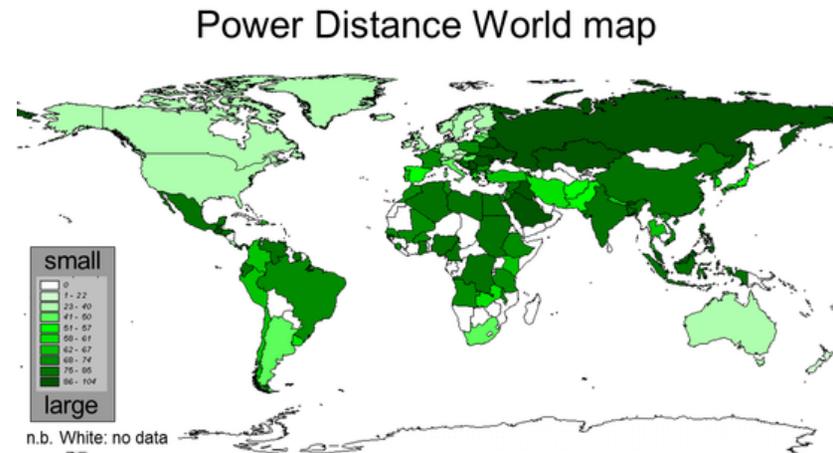


Figure 2 of Power Distance World map presents Canada among the lowest Power distance countries in the world, ranging between 21 and 40. But, Nigeria scored among the highest PDI. It has to do with the way both leader and followers accept and expect the behavior of each other.

Canadians value a direct exchange of information. Mutual respect is key in communication between leaders and followers. Leaders listen to their subordinates before making most decisions that affect the organization, and they take the input with consideration. Egalitarianism and interdependence are high values in Canadian culture. For example, greeting friends and acquaintances is usually accomplished with a firm handshake and direct eye-contact. Organizational culture in this country will be more professional than parochial. The focus is usually on goals as against relationship in African nations.

In contrast, Nigeria has a high context culture. Within the society, power is usually shared based on age and it is usually considered impolite to reply to the elders while talking, look them straight in the eyes, or challenge their decisions. Therefore, such a leader tends to adopt a passive-aggressive leadership style. This is usually the norm in many organizations and line managers are usually harsh on their subordinates but are submissive to people in higher ranks. Seeking feedback on your attitude, behavior, and actions can be helpful for a paradigm shift in power distance measure.

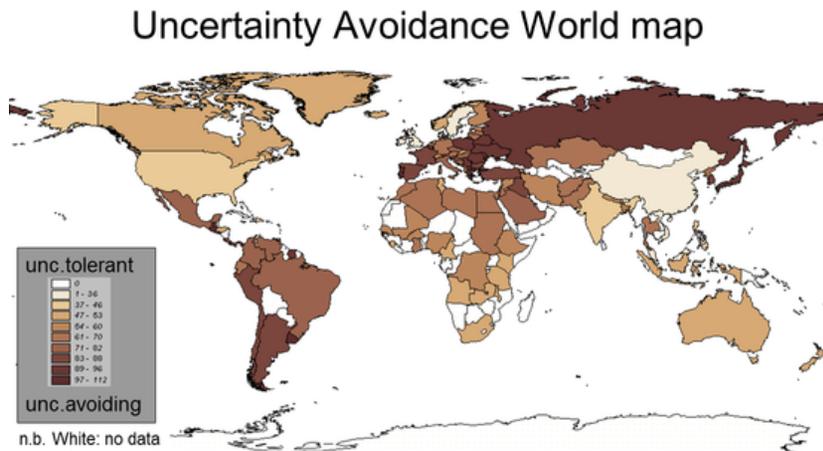
Vincent and Iguisi (2018), found that high power distance scores several implications. It leads to dependence on the power holder. Organizational

culture in Africa, Nigeria to be precise, is based on a clear system of hierarchy. An autocratic leadership style is common as a result of organizational hierarchy and respect for age (Ewanlen, et al, 2012). This is not so in Canada where there is a low power-distance degree and mutual respect between leaders and followers.

Therefore, in Nigerian organizations, authority is rarely questioned, and decision making is highly centralized, while in Canadian organizations, the opposite is the case. So, it is expected that in Nigerian organizations, the leader will be process-oriented while in Canada, the style will be results-oriented. This accounts for why bureaucracy and red-tapism are common in Nigerian public and private organizations, unlike in Canada where the focus is usually on results.

- iii. **Uncertainty Avoidance:** This is used as a measure to which extent a culture programs its members to feel either uncomfortable or comfortable in unknown situations that matter.

Figure 3: Uncertainty Avoidance Word Map



According to Figure 3, Hofstede study positioned Canada between 47 and 53, comparatively to Nigeria which stands between 71 and 82. This score reflects the level of uncertainty avoidance in both cultures.

Canadian culture leans more to uncertainty acceptance, it is open to innovation, freedom of expression, and tolerant to different opinions. Canada

is a risk seeker and taker country. This explains why opportunistic leadership style is prevalent in the country. Also, there is a high level of pragmatism as against normativity in Nigerian political and organizational systems.

On the other side, as revealed by the figure 3, risk-taking in Nigeria is very low. One can easily infer that there is a high level of uncertainty avoidance.

Nigerian culture is usually group oriented. Individuals are submissive to the norms in society rather than to individual beliefs. Yet, what is considered risky is usually avoided.

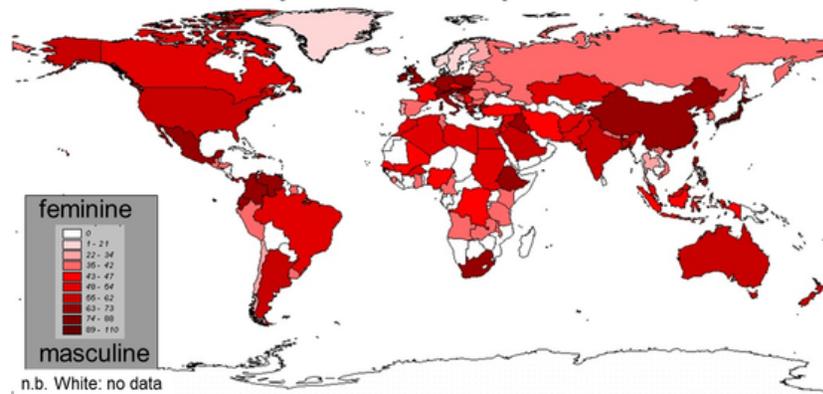
Additionally, in Nigeria, the norms are usually stuck to, and individuals are not expected to go against the shared values. Processes are tightly controlled within Nigerian's organizations, unlike in Canada where there is loose control of processes, which encourages creativity and risk-taking.

Therefore, understanding the attitudes to risk and uncertainty will help to take actions, plan, and communicate on an international level.

- iv. **Masculinity Vs femininity:** The masculinity index (MAS) in Hofstede's cultural research dimension applies not to literal masculinity, but a culture's tendency toward masculine values such as competitiveness, power and wealth acquisition, etc. On the other hand, femininity places a higher value on traits such as relationship building, the arts and quality of life as ascribed in the following figure 4.

Figure 4: Femininity – Masculinity World Map

Femininity - Masculinity World map



Canada is placed between 48-54, contrary to Nigeria which is placed between 54 and 62. Evidently, there is no big gap in scoring between the two countries but very different in reality.

Canada is a moderately “masculine” society. Canadians strive to achieve a higher standard in work and sport. As one can see, respect is important in any achievement. The leader’s gender does not matter; the focus is usually on professionalism, results, and goals.

On the other hand, there are norms within the Nigerian society that require certain practices from men and women. Men are expected to be strong, fierce and always in front when it comes to decision making and energy-zapping tasks. They are expected to work hard and be successful. Unsuccessful men are usually greeted with discontent, while successful ones are praised and sometimes worshipped. There is always a call for hardworking and success. But, these are not valued over a warm relationship, quality of life and care for others. Women are expected to be reserved and taken care of by men. This is the usual norm among almost all the tribes in the country.

Religions coupled with tribal orientations in Nigeria do not accommodate females in leadership roles. Islam does not recognize women as leaders, neither does Christianity, and these are the two major religions in the country. Hausa, Ibo, and Yoruba (the three major ethnic groups) see men as “heads” to the women. Hence, there are more male than female leaders in the country.

Looking at the political scene in the country, one can see that women are less prominent. If a manager is from Nigeria, he may delegate responsibilities

based on gender, giving the high tasks to the men and moderate ones to the women.

Considering MAS being a measure of the distribution of roles within a culture, recognition and accommodation of the gender role within each culture is important. But, there is more recognition for the males than the females in Nigeria, while there is a moderation in Canadian society.

- v. **Long-term orientation:** Hofstede presented (LTO) as a way how every society maintains some links with its past while dealing with the challenges of the present and future.

As a multicultural country, Canada generally encourages immigrants to maintain their cultural identity, traditions, and languages. Still, Canadians are patriotic to their country. For example, Canadians consider that the place where a person is born is their home. Each province has its particularity.

As one can see, the province of Ontario is conservative. In the province of Quebec, people are proud of their French culture and heritage, and consider themselves to have a separate cultural identity within Canada. In British Columbia, the attitudes are distinctly liberal and, in general, considered more modern. Yet, in Eastern Canada, people are more reserved, with old-fashioned values. For that reason, Canadians are normative in their thinking, express respect for traditions, achieve quick results and tend to save for the future.

In the same way, many cultures in Nigeria believe in ancestors and there is usually a connection between the past, the present, and the future. There are always references to lineage, heroes, forefathers, epic events, myths, and superstitions. These are parts of their cultures and these traits are extrapolated to the organization setting. However, in terms of planning for the future, a leader from Nigeria will know how to do this. For example, in Yoruba land, a family does not cook for those that will eat immediately, they have extra for any visitor that may come around. Also, the culture allows saving money (usually through thrift association) for future use.

So, one can say it is an admixture of being futuristic and looking back to the past. The situation at hand determines which direction is to be chosen.

- vi. **Indulgence Vs Resistance:** This dimension is defined by Hofstede as the extent to which people try to control their desires and impulses.

Canada is considered an indulgent country because the culture influences children to have self-determination and positive attitude to realize their desires. They lean toward optimism. Also, they place importance on leisure time, and freedom to act and spend their money. Canadians go for summer holidays, and families embark on trips, picnics and holidays in different places.

However, this is less pronounced in Nigeria as every individual is conditioned to see to the responsibilities of both his immediate and extended family members. There is usually no room for fulfillment of simple joys. For instance, Nigerians hardly go on vacation. This is less pronounced because of loads of responsibilities one must take care of. A large part of African motivation is to serve his or her immediate and extended family financially; hence they see the organization as functional rather than existential (Vincent & Iguisi, 2018).

Conclusion

By all accounts, as expressed in this paper, it is no wonder that culture influences people's thoughts, behaviors, and leadership styles.

As far as one can see, firstly, Nigerian culture is based on a clear system of hierarchy due to a high-power distance in the country; contrary to what is practiced in Canada, where mutual respect between leaders and followers is established.

Secondly, the leadership style in Nigerian organizations is found to be process oriented. The focus is on relationship and processes rather than on goals. Yet, in Canada, the style is displayed as result oriented.

Thirdly, Nigerian leadership adopts a paternalistic style with marked subordination of the younger members, which are expected to give absolute loyalty, just as children are assumed to give to their father. Subordinates should obey the decisions of the leaders without question, and there is no room for risk-taking. It discourages creativity and ensures that norms are kept.

On the other hand, Canadian culture allows individualism, and it encourages creativity and risk-taking. Canadian organizations are found to be opportunistic and have an open system that encourages individual contributions. Therefore, Canadian leadership styles are participative, democratic and transformational, allowing members' contributions.

As different authors have identified various leadership styles, this work asserts that there is no superior leadership style. Leadership style is situational. However, for the purpose of providing guidance and direction, an effective leader must encourage input from followers or his countrymen/countrywomen, even though the leader still must make the final decisions.

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