

DIVERSITY MANAGEMENT IN THE WORKPLACE

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Abstract

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Diversity is a phenomenon which is increasingly manifesting itself in the globalized society; therefore, it is observable in various areas of human activity, and thus also in the labour market and work teams. Age, sex, ethnicity and nationality, creed or disabilities are among the parameters of diversity. The aim of the article is to identify and evaluate the implementation of Diversity Management in workplaces, whilst bearing in mind researched factors of diversity. The results were gained by conducting a primary survey by questionnaire in organizations ($n = 315$). The results showed that a total of 41.9% of selected organizations operating in the Czech Republic implement Diversity Management. The largest part of organizations operate in the tertiary sector (69.7%). The survey results show the situation concerning Diversity Management in the selected organizations and support the opinion that Diversity Management is a current global matter and its concerns all organizations. The research parameters influenced the application of Diversity Management in organizations (Cramer's V is from 0.176 to 0.430). One of the recommendations for organizations is that they devote more attention to this phenomenon, as qualified human resources is on the decline and adequate attention will once again need to be devoted to groups of potential workers who have hitherto been overlooked. Diversity Management represents a new opportunity for organizations to build the employer's good brand and attract knowledge workers.

Keywords: diversity, labor market, diversity management, working group, workforce, organizations, human resources

INTRODUCTION

The ever-increasing globalization of the world has given rise to an increase in factors which cause growing heterogeneity on the labour market and in organizations. These factors include: Demographic changes (typical of European countries), the decreasing amount of manpower and with it the growing demand for manpower, growing employment of women and the endeavour towards greater inclusion of migrants (Charta der Vielfalt, 2014) and people with a disability into the work process. Ignoring these facts could have far-reaching negative consequences for organizations in the future. It represents a significant global phenomenon which should be monitored by both management theoreticians and practitioners.

Diversity and management thereof, the necessity of which stems from social and economic trends

causing changes in the world of labour (Charta der Vielfalt, 2014), is the focus of Diversity Management. First and foremost, however, this does not entail implementation of anti-discriminatory approaches and legal regulations connected therewith. It focuses primarily on human and cultural diversity in organizations which would be of benefit to all participant parties (Charta der Vielfalt, 2014). It likewise enables inclusion of hitherto discriminated people or groups into majority society. Diversity Management is a managerial approach which emphasizes variety in the workplace as one of the indicators of higher work efficiency (Keil *et al.*, 2007). The basic notion of Diversity Management is that recognition of the value of diversity of employees serves towards the economic success of the firm or institution (Charta der Vielfalt, 2014). According to McLeod *et al.* (1996), there is a growing conviction

among managers that if (ethnic) diversity is well managed, it can provide organizations with certain competitive advantages. It is thus evident that the term Diversity Management is broader than the terms variety or diversity. Managing diversity will work to the benefit of individuals, work groups, organizations and the entire enterprise both at home and abroad.

All the dimensions of diversity can have both positive and negative effects, as stated by Van Knippenberg *et al.* (2004). Richard (2000) asserts that results as such prove that cultural diversity in fact creates added value and contributes to increasing competitive advantages. Gilbert *et al.* (1999) rank an attractive business image, which is attractive for new potential workers, as one of the most important competitive advantages and enables gaining unique human resources, deeper knowledge of customers, cultural sensitivity and correspondingly more efficient results of marketing efforts, creativity, a higher measure of creativity and innovation and so forth. In connection with advantages which diversity brings, Keil *et al.* (2007) mention strengthening of cultural values within the organization, improving the firm's reputation, better possibilities for attracting highly talented people, improvement of motivation and performance, innovativeness and creativity of employees. This is confirmed also by Kearney (2013). The purpose of the study is to show the significance of Diversity Management in the current highly competitive environment with high employee turnover and international mobility in light of the facts. This topic and the benefits for organizations have not yet been sufficiently discussed in the Czech Republic.

The aim of the article is to identify and evaluate the implementation of Diversity Management in the workplace. A partial aim of the article is to test the dependence between the implementation of Diversity Management in the workplace and the size of the organization, the sector of the given organization's business activity, the proportion of men and women employed in the given organization, ownership of the organization, employment of foreigners and people with a disability. Selected qualitative characteristics which are crucial in the area of Diversity Management were selected with respect to results of the present state of knowledge. The research was motivated by discovering the topic has not been sufficiently discussed by scholars, while organizations lack the theoretical background to be applied in the practical management of organizations.

The first part of the paper presents theoretical background together with comparisons of secondary resources. The chapter Results and Discussion includes an analysis and synthesis of the survey targeted at the application of Diversity Management in selected organizations in the Czech Republic. The Conclusion includes recommendations for organizations.

Theoretical Background of the Work

Diversity fundamentally influences individual working groups and teams. Milliken and Martins (1996) state that diversity in an organization's group structure influences results such as turnover and performance through its influence on affective, cognitive, communicative and symbolic processes. Harrison *et al.* (2002) assert that perceived diversity transfers the impact of real diversity into the team's social integration, which has an influence on performance. According to the findings of McLeod *et al.* (1996), the ideas produced by heterogenic ethnic groups were of higher quality than the ideas created by homogenous groups. There is therefore no doubt that diversity contributes to creativity. According to the results of his research, Pelled (1996) states that, within the scope of a working group, demographic diversity of the working group members can have a strong influence on turnover. It also influences the performance of the group when fulfilling cognitive tasks (tasks pertaining to production planning, solution of problems or decision-making). The influence of group heterogeneity when fulfilling cognitive tasks, in contrast to results in the area of increasing turnover, was mixed (sometimes positive, sometimes negative).

Further positive aspects of diversity in the workplace include the possibility of influencing stereotypes and improving equal opportunities, both in the workplace and in society. Differences between people can also bring a broader scale of experiences, creative thinking and innovative solutions to problems (Kearney, 2013). This is confirmed also by Basset-Jones (2005), who states that diversity is a recognizable source of creativity and innovation, which could be a positive basis for competitive advantage.

Diversity also helps in business growth, whether on the international scene as far as intercultural knowledge is concerned, or in domestic trade when approaching special target groups (e.g. women or customers with a background of migration). Diversified manpower which has the knowledge of these markets facilitates entry into new markets and ensures success (Charta der Vielfalt, 2014). Fitzsimmons *et al.* (2011) attempted to describe the potential of multicultural employees in 5 crucial international entrepreneurial activities – multicultural teams, intercultural negotiation, ethics and management, work abroad and international mergers and acquisitions. International organizations could find the resolving power, knowledge and perspectives of their multicultural employees especially useful. It can be said that employees originating from various countries have many abilities and skills that are necessary for success in solving complex problems in international companies and organizations. International companies should devote greater attention to this.

Basset-Jones (2005) also mentions another side – negatives and risks – of diversity in the workplace. These are primarily the emergence of possible misunderstandings, suspicions and conflicts which could then lead to an absence of employees, their low work morale or a loss of competitiveness. Furthermore, one could also add problems in the social integration of employees; there is a language barrier in the case of immigrants, which gives rise to the possibility of weakening communication flows in the organization and the emergence of communication interferences or risks stemming from cultural differences. Kahanec *et al.* (2013) also mention the attitudes of majority society towards immigrants. They have found that the European public has rather a negative attitude towards immigrants; the entrepreneurial community is perceived less negatively. Disturbance of team cohesion as a result of the working group's heterogeneity and considerable fluctuation also entails a significant risk. It therefore follows from the above-mentioned that the main task of Diversity Management is the most effective utilization and elimination of possible negative sides of diversity in the workplace.

The increase of diversity of manpower in an organization goes hand in hand with the acquisition of special skills on the parts of executives who can manage this diversity effectively and who would be able to create a space which would ensure respect and equality for all workers (Keil *et al.*, 2007). It is thus necessary, first and foremost, to increase awareness among executives on diversity and the significance of good cooperation for the success of the organization. They will then manage diversity from the top down, through which a change in the organization culture will affect all of its levels. Subsequently, it is necessary to provide training of workers at all hierarchical levels so that individuals become sensitive to varying elements and be aware of them (Charta der Vielfalt, 2014). Firms resolve this by implementing a range of policies and programs in the area of human resource management which, for instance, include measures against bullying, introduction of flexible working hours or work from home, as well as implementation of manager information and record systems which enable monitoring the extent to which the company's goals in the area of equal opportunities have been met (Keil *et al.*, 2007). All measures should lead to an increase in respect and understanding of mutual differences and suppress all forms of latent and overt discrimination (Schauerová, 2014), which should gradually permeate the entire organization.

An integral part of diversity management is the actual recruitment and development of human resources, to which many companies constantly devote great attention. Kossek *et al.* (2010) draw attention to the fact that rapid growth of manpower diversity exerts pressure on managers to create the kind of organization culture which would enable employees from various environments to succeed.

In order to succeed in the competitive fight, organizations seek various talented workers, often even among students. These, however, should also be sought from among the target group, such as women on maternity leave (Charta der Vielfalt, 2014). Support of employment of mothers is a part of supporting equal opportunities and thus also a part of the management's direction, on which governments of individual countries too are focusing; in each of them, however, support takes on various forms. De Graaf-Zijl *et al.* (2011) mention how temporary employment positions lead to shortening the duration of unemployment, and determinate period work often leads to gaining a long-term labour relation, which is one of the ways of helping mothers ending maternity leave to integrate themselves in the work process.

Diversity Management is not a goal, but a long-term process or road. Its foundation is the integration of principles and approaches of diversity into everyday managerial practice and into the process of learning in the scope of the company. In an atmosphere of trust, acceptance and appreciation of others, it is necessary to make decisions concerning the functioning of the organization (Keil *et al.*, 2007). The great significance of Diversity Management for the entire company is in that its benefits – especially understanding the otherness of each individual as a great plus and the endeavour to increase the value of this otherness so as to bring the greatest benefit within the scope of one organization – can gradually permeate to other companies. It would thus help to solve many social problems stemming from poorly comprehended otherness or diversity. With respect to Königová and Urbancová (2013) Diversity Management is primarily researched in foreign countries (for example research Love and Singh, 2011; McGuire and Patterson, 2012) and since the situation in the Czech Republic is not known, this paper focused on covering the knowledge gap.

Requisites, which were surveyed in the scope of research, were fixed for fulfilment of goals.

Research question 1: The organizational characteristics of the organization do not influence the implementation of Diversity Management in organizations.

Research question 2: Organizations in the Republic do not have enough information on Diversity Management.

Research questions are created on the basis of the fact that Diversity Management is a major strategic objective for many organizations nowadays (Zacher, 2013; Sturman *et al.*, 2012; Deshpande, 2013).

MATERIAL AND METHODS

The article was processed on the basis of analysis of secondary sources, synthesis of insights and the execution of a primary quantitative survey in selected organizations operating in the Czech Republic.

Primary data were gained with the aid of questionnaire techniques of data collection in a range of organizations in individual economic sectors according to CZ-NACE. This was an intentional selection, in which organizations throughout the Czech Republic in all sectors were approached so as to ensure a representative sample. The makeup of organizations that took part in the research is based upon a percentage distribution by business size and sector of all organizations operating within the Czech Republic (CSO, 2013). The sample was comprised of 408 organizations. Organizations within 2 categories were approached:

- according to the economic sector (15% from the primary, 15% from the secondary, 70% from the tertiary sector, which reflects the operation of economic subjects in various sectors in the Czech Republic according to the CSO);
- according to the size of the organization, according to the number of employees: 65% from small, 20% from medium, 15% from large organizations (which reflects the operation of entrepreneurial subjects according to size in various of sectors in the Czech Republic according to the CSO).

A total of 315 businesses participated in the questionnaire survey. The recovery rate was 88.6%. Only 1 respondent in each organization was approached. The kind of respondent who is responsible for the operation of the business (e.g. a line manager, business proprietor and so forth) completed the questionnaire for the business.

The structure of the organization which participated in the research was as follows:

- according to the business sector: 19% primary, 16.5% secondary, 64.4% tertiary sector;
- according to majority capital participation: 75.6% Czech organizations, 24.4% foreign organizations;
- according to the size of the organization, according to the number of employees: 55.9% from small, 25.1% from large, 19% from medium organizations;
- according to the proportion of men and women employed in the organization: in 26.0% of organizations, there is a predominance of women over men; in 26.3% of organizations, the ratio is balanced (50:50) and in 47.7% there is a predominance of men;
- according to employment of foreigners: mostly Czech workers are employed in 95.2% of organizations; the ratio of foreigners and Czechs is balanced (50:50) in 3.2%, and only in 1.6% of organizations is there a predominance of employed foreign employees;
- according to employment of people with disabilities: 36.8% of organizations employ people with a disability, 63.2% of organizations do not.

The designated working hypotheses (further in the text), based upon the problem definitions, fulfil the conditions in Hendl (2012), i.e., they are valid constructs, testable based upon the ordinal and cardinal data obtained and relevant to the problem.

The research procedure included the use of a one-time cross-sectional survey with the following five phases according to Hendl (2012):

1. Initial preparation, during which the purpose was defined and specific requirements for information designated. The decision as to the type of data to employ and the way in which it should be gathered was done using LimeSurvey, an electronic survey application.
2. Construction of the questionnaire and manual for respondents, which explains the terminology used, included a pilot study determining whether all questions were understandable to respondents. The questionnaire contained 14 research questions and 11 identification questions.
3. 408 organizations were contacted, n = 315 organizations answered.
4. Coding, data correction and transfer to statistics program.
5. Data analysis and interpretation.

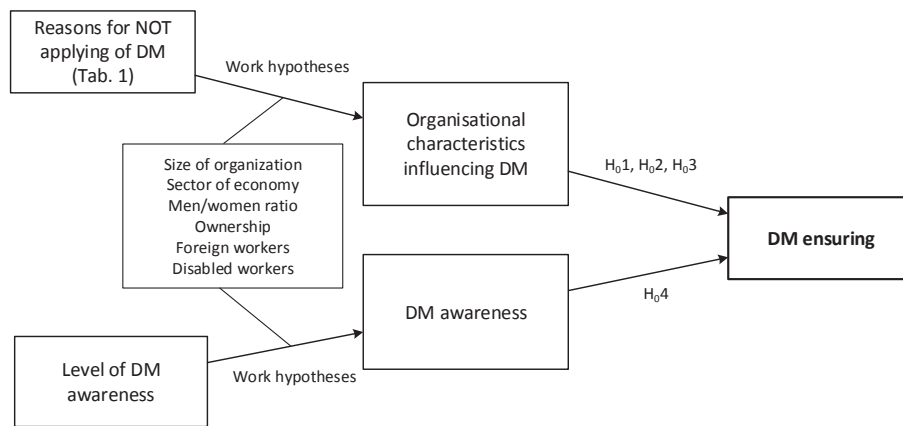
In order to fulfil the aim of the article, 4 null work hypotheses have been proposed. The survey tested the following working hypotheses:

- H01: Application of Diversity Management does not depend on the business sector in which the organization operates.
- Deshpande (2013) and Königová and Urbancová (2013) confirm that Diversity Management must be ensured in all economic sectors.
- H02: Application of Diversity Management does not depend on majority capital participation.
- In the current competitive environment Diversity Management is a factor of success of organizations (Love and Singh, 2011; Königová and Urbancová, 2013). Diversity Management is very important in global environment and global human capital. Therefore, the relation between majority capital participation and the application of Diversity Management was examined.
- H03: Application of Diversity Management does not depend on the size of the organization.
- Every organization regardless of its size is faced with factors of diversity (Friedman, 2012; Gash *et al.*, 2010).
- H04: Application of Diversity Management does not depend on an adequate amount of information on the given problem.

The interest in potential application may be triggered by hidden reasons, such as enough information about human resource branding, demographic evolution and migration, recruitment and so on.

The surveyed hypotheses will be tested in the Results chapter. The values that contextualize a methodological framework are summarized in Fig. 1 (Sparrow and Mayer, 2011; Grant and Pollock 2011).

Primary data in area of Diversity Management was evaluated using the tools of descriptive



1: Model of hypotheses construction
Source: own elaborate

statistics. Within the frame of descriptive statistics, the following tools were used: absolute and relative frequency, a non-parametric Chi-square test and the level of dependence was measured based on Cramer's V. The test was suitable because statistical conditions complied with the rules of its application: no interval with zero frequency, up to 20% confidence intervals at a frequency less than 5 (Hendl, 2012). If the p-value calculated by means of the χ^2 test (Pearson Chi-Square) was lower than the selected level of significance $\alpha = 0.05$, null hypothesis was rejected, a scale according to De Vaus (2002) was used. To evaluate the data, the SPSS 20 statistical programme and MS Excel 2007 were used.

There are used the acronyms in the paper: DM = Diversity Management; CSO = Czech Statistical Office, Q = research question.

RESULTS

The results of the survey conducted in 315 selected organizations operating in the Czech Republic are presented in the chapter. The results are compared with similar surveys carried out on the given problem.

Current Situation in Organizations

The results showed that a total of 41.9% of approached organizations implement Diversity Management. These are primarily organizations operating in the tertiary sector (69.7%) and subsequently in the primary sector, i.e. agriculture (15.2%). According to the number of employees,

these are small organizations (up to 50 employees) in 43.9% of cases, followed by large organizations (28.8%).

A total of 15.3% of organizations stated that although they have not implemented DM as yet, they would like to start devoting attention to it within a horizon of 2 years. There is thus an expectation that the situation in the scope of the given problem will continue to improve in the Czech Republic.

The most frequent reason why organizations have hitherto not devoted attention to DM are given in Tab. I, where respondents could mark more replies.

Non-applicability to the organization's field of activity, most frequently due to a large percentage of work positions with unqualified human resources, the character of job content, unwillingness of the company management to develop and apply new management trends were among the other reasons stated by respondents, which were not, however, statistically significant.

Consideration of the problem of DM as unimportant was stated mostly by small organizations of up to 50 employees (67% thereof). Non-implementation of DM due to consideration of this problem as unimportant was proved on the size of the organization (p-value = 0.005, Cramer's V = 0.183, low dependence). Likewise, dependence between inappropriately set organization culture and the proportion of men and women in the organization (p-value = 0.020, Cramer's V = 0.158, low dependence) was confirmed. This reason was given mostly by organizations where 67.4% of those employed are mostly men.

I: Reasons for not implementing Diversity Management

Reasons	Absolute frequencies	Relative frequencies
It is not important for us	82	44.8
It's application is difficult (as for time, financial)	49	26.8
We do not have specialists in this area	72	39.3
It is not a part of organizational culture	43	23.5

Source: own survey

In the scope of awareness, a total of 21.6% of organizations have complete information on DM and 78.4% of organizations have partial information. In organizations which have only partial information on DM, it was emphasized that there was a lack of information which is practically usable in the everyday practice of organization management (42.5%); 24.1% of organizations stated that formation of “best practices” and specific codified experiences from other organizations was missing. Mostly organizations in the scope of the tertiary sector (59%) and then the primary sector in the field of agriculture (26.7%) spoke of missing information concerning everyday practice in the problem of DM. Here a dependence between the lack of information and the economic sector (p-value = 0.026; Cramer's V = 0.171, low dependence) was proved.

Mostly organizations in the tertiary sector (72%) have complete information on DM and small organizations are at issue (47%). The level of awareness on DM depends on the size of the organization (p-value = 0.007; Cramer's V = 0.178, low dependence). There was no dependence between the level of awareness on DM and the proportion of men and women (p-value = 0.057). The internet is the fastest source of information for selected employers in the Czech Republic regarding DM. Here it is possible to access relevant information on employing foreigners, the disabled and other disadvantaged groups (e.g. portals of the Ministry of Labour and Social Affairs and the Ministry of the Interior). Advice and help in implementing DM is offered by numerous non-governmental and non-profit organizations e.g. the Multicultural Centre in Prague, Gender Studies, c.b.o. or Plan B – work and social agency.

In Czech businesses, diversity appears primarily in the proportion of men and women in an organization. Organizations which place an emphasis on DM have more male employees in 42.4% of cases; in 31%, the situation is balanced (50% women and 50% men); in the remaining cases (26.6%), there is a predominance of women. The dependence between application of DM and the proportion of men and women employed was not confirmed (p-value = 0.200). Most organizations which want to devote attention to DM have an employee structure composed of 46.4% of the male gender, and in 26.8% the situation between women and men is balanced. A dependence between planning DM in a horizon of two years and the proportion of women and men in the organization (p-value = 0.671) was not proved.

The other most frequent manifestation of DM in selected organizations is the number of employed persons with a disability. A total of 50% of organizations approached employ persons with a disability. Employing persons with a disability brings numerous advantages – not only financial – to employers in the Czech Republic; among these are: allowances by the Labour Office for

the establishment and operation of employment positions for the disabled, gaining motivated and permanent employees, improvement and strengthening of the social atmosphere in the organization etc. Candidates who employ persons with disabilities can gain advantages and fare better in public business tenders, or are perceived as socially responsible companies. These two facts are among the competitive advantages which are gained by organizations employing the disabled. A dependence was proved between their employment and the implementation of DM (p-value = 0.000; Cramer's V = 0.232, moderate dependence). Likewise, dependence was proved between employing persons with disabilities and the level of awareness on DM. The more persons with disabilities a business employs, the more it seeks information on the given problem and likewise appeals on formation of “best practices”, according to which they could implement DM in the scope of the Czech Republic. The p-value was 0.000, Cramer's V = 0.223 (moderate dependence). Support of applying DM management and increasing manpower diversity will help organizations increase Human Resource Branding and recruit and thus retain high-quality workers. According to Keil *et al.* (2007), besides increasing the diversity of manpower, it is important to support the organization managers' knowledge and skills so that they may be able to manage diversity effectively and especially to create an environment which ensures respect and equality for all employees.

Verification of the Results

Based on verification of results, it can be stated that 3 zero hypotheses have been refuted and alternative hypotheses speaking of an existence between the researched quantitative characteristics have been accepted. Only hypothesis H01 was not refuted. The test results were as follows:

- Application of DM does not depend on the economic sector (p = 0.348).
- Application of DM depends on majority capital participation (p = 0.002; Cramer's V = 0.176, low dependence). The surveys show that the majority of selected organizations in the Czech Republic implement DM (66.7%).
- Application of DM depends on the size of the organization (p = 0.000; Cramer's V = 0.236, moderate).
- Application of Diversity Management does not depend on an adequate amount of information on the given problem (p-value = 0.000; Cramer's V = 0.430, strong).

Based on an evaluation of the results it can be stated that:

- Q1: Organizational characteristics of the organization influence the implementation of Diversity Management in organizations. This concerns primarily the level of awareness on DM, the organization culture, the proportion of men

and women in the organization, the number of employed persons with a disability.

- Q2: Organizations do not have sufficient information on Diversity Management. Only 21.6% of organizations have sufficient information; most organizations, however, are missing information. It is therefore necessary that organizations which have experience with DM form “best practices” and provide information about their results in this area, e.g. at conferences.

Among other factors which contribute to organizations not applying DM for the present generally arise from the external and internal environment. Although organizations have diverse groups of employees upon whom they can focus in the scope of DM, this area is not supported by the organization's top management and there is an unwillingness to allocate funds to policy in the area of DM. In small organizations (up to 20 employees) there is in most cases a limited budget for these activities, and in large organizations (mostly with a foreign majority share), adequate conditions for implementation of DM have not been created. Among the most frequent problems include, for instance, inadequate representation of foreign nationalities in the scope of the employee structure, and a conservative approach where the organization does not accept new measures and inclines towards a customary manner of decision-making in the area of human resources. It can be summarized that inappropriately set work conditions and abilities of managers to manage diversity are at issue.

External factors stem primarily from the national culture and social climate within the Czech Republic. The character of Czech culture, which is markedly closed, xenophobic and predisposed to prejudices and stereotypes are a great barrier during implementation of DM in organizations. It is, however, necessary to be aware of the fact that not even removal of barriers within the scope of individual organizations will produce a truly effective result unless the perception of diversity in society as a whole changes.

DISCUSSION

Selected organizations which handle the area of DM in the Czech Republic are attempting to form personnel policies and activities in the area of human resource management which endeavour towards increasing the quality of the work environment and spreading knowledge and experience of employees. According to Keil *et al.* (2007), measures against bullying in the workplace, systems of flexible working hours, procedures for handling complaints and ensuring work safety are among the most frequent measures; this has also been confirmed by the conducted survey. Manager information and decision-making systems which enable monitoring the extent to which goals in the area of equal opportunities contribute to effective work on the parts of managers. Last but not least,

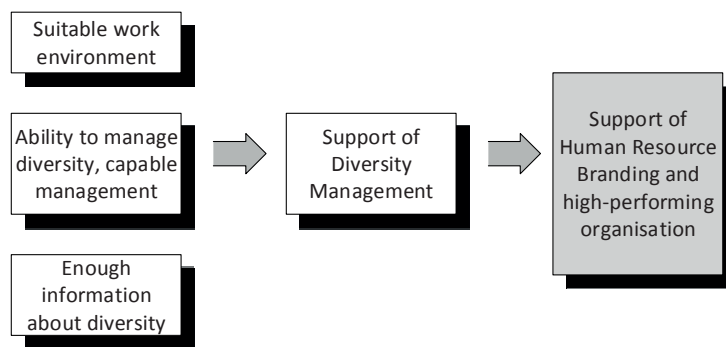
emphasis is recommended on development of employees and awareness-raising in the given area, in the scope of which organizations can utilize training in the area of DM, programs on multicultural skills, leadership and managerial skills and the possibilities of stimulating employees.

On the basis of the above-mentioned, it can be summarized that diversity of human resources which is managed by good interpersonal skills helps organizations adjust faster and better to their customers, satisfy their needs better and support human resource branding. The above-mentioned programs improve the organization's image and make them more socially attractive.

Human resource branding is currently considered by organizations to be a precious value and a crucial success factor (Edwards and Edwards, 2013; Elving *et al.*, 2013; Love and Singh, 2011). Through it, organizations support the interest of potential candidates on the labour market and increase the loyalty of current employees to remain in the organization (Königová and Urbancová, 2013; Elving *et al.*, 2013).

According to data by the European Commission, the European Union is presently exerting great effort into overcoming the current economic crisis and creating conditions for a more competitive economy with higher employment by means of more effective investment into education, research and innovation. Emphasis is placed on growth that is sustainable – thanks to a competitive industry – and inclusive, with strong emphasis on the generation of employment positions, increasing employment and economic growth. The development of economic indicators in dependence to the territorial dimension varies greatly in the CSO (2013), as a result of which fluctuations occur in the competitiveness of the private sector in the Czech Republic. The Europe 2020 strategy includes goals which could help increase competitiveness. One of the goals is to increase employment among persons aged 20 to 64 years from the current 69% to at least 75%. This goal can be achieved precisely by using Diversity Management, and thanks to which the building of the employer's brand will be strengthened.

Edwards and Edwards (2013) and Martin *et al.* (2011) state that successful human resource branding will help organizations win the fight for talents and will lead to solving personnel problems which stem not only from the present demographic situation of the ageing population (Zacher, 2013), but also from the priorities of employee structure in the area of Diversity Management (Gilson *et al.*, 2013). The goal, however, is not only to recruit the best employees, but primarily to retain them and ultimately to strengthen the organization's social responsibility (Alewell and Hauff, 2013). Effective human resource branding thus leads to an organization's higher performance and competitiveness on the market (Königová and Urbancová, 2013; Deshpande, 2010; Love and Singh, 2011).



2: *Support of Diversity Management*
Source: own elaborate

Last but not least, successful management of the employer's brand brings numerous advantages – it reduces employee fluctuation (Zacher, 2013), it positively influences the chances of recruiting new high-quality employees, it increases the satisfaction of current employees and the performance of the organization (Sturman *et al.*, 2012; Mohr *et al.*, 2011) and contributes towards improving the social responsibility of the given organization.

The results of the conducted survey show that companies which maintain the principles of diversity are aware of the importance of the organization's image and reputation, which is why they carry out a broad spectrum of activities and initiatives focused outwardly. These activities help them improve social standing, image, and contribute towards spreading values and principles which they wish to support. Formation of partnerships and cooperation with academic and research institutions, participation in research projects and benchmarking, participation in competitions for prizes for advancing equality and diversity or charity contributions for solutions are among these external activities. Mostly large organizations operating in the tertiary sector (e.g. IBM) advance these activities in the Czech Republic. Based on the survey result, it can be recommended that organizations in the Czech Republic:

- carry out educational courses aimed at educating personnel managers and executives in the area of forming and supporting multicultural groups, implementation of educational methods (training, lectures, conferences) in the area of intercultural negotiation and ethics, i.e. increase the competence of the management in the area of diversity management;

- support utilization of flexible forms of work organization and work modes, support part-time work and employment of mothers on and after parental leave, i.e. thus increase the employability of persons (foreigners, women, disabled persons etc.);
- employ persons who have lived and worked abroad for a longer period, so-called bicultural individuals who have very good knowledge of two cultures and who could, given correct incorporation into the organizational structure, be of great benefit to the organization (e.g. in foreign trade) thanks to this advantage;
- formation of “best practices” in organizations which concern themselves with DM, which could help other organizations in the given sector with implementing DM in the scope of their conditions in the given specific sector, i.e. increase awareness on DM;
- support effective adjustment of internal conditions which will contribute towards DM, support the organization's performance and building of the employer's brand, i.e. convince the organization's management that this is an important area in modern organization management, employ more persons with disabilities and utilize state support and so forth.

Future research will be focused on research among objects of diversity in the Czech Republic, i.e. those who create diversity. Their satisfaction/dissatisfaction with implementation of Diversity Management in Czech organizations and areas on which Czech organizations should reflect to a greater degree will be ascertained.

CONCLUSION

Organizations throughout Europe are experiencing a greater degree of participation by women, minorities, senior citizens and people of various nationalities in manpower; the afore-mentioned are also increasingly appearing even at the level of management. In current practice, therefore, the area of Diversity Management is highly current and important for organizations. Research in organizations (n = 315) operating in the Czech Republic has shown that most organizations (58.1%) are not implementing Diversity Management for the present. Despite this, however, most of these organizations would like to address the given problem in the future. Importance stems not only from changes in the demographic development in the Czech Republic, but also the employment rate, new trends in organizing working hours and so forth. The results have shown that application of

Diversity Management depends on majority capital participation ($p = 0.002$; Cramer's $V = 0.176$, low dependence), where foreign organizations apply Diversity Management more than organizations with a Czech majority share. Furthermore, application depends on the size of the organization according to the number of employees ($p = 0.000$; Cramer's $V = 0.236$, moderate), whilst a direct proportion applies that the larger the organizations in question, the more they devote attention to diversity management activities. Last but not least, implementation of Diversity Management depends on an adequate amount of information on the given problem (p -value = 0.000; Cramer's $V = 0.430$, strong), which unfortunately is currently insufficient in the conditions of selected organizations. Organizations can, first and foremost, be recommended to set Diversity Management in the scope of organization-wide strategy on a global level which will be supported by the top management and managers themselves on middle and lower levels of management. Subsequently, recommendations can be implemented in the areas of recruitment, development and retaining employees among whom diversity appears in all areas (e.g. age, sex, nationality, disability etc.). The theoretical contribution of the article is to present diversity management, including its positive and negative aspects, emphasize the importance of this area in the scope of global society and, last but not least, show how it can be utilized to the benefit of individuals, working groups, organizations and society as a whole. The article's practical contribution is to present the results of research showing the situation on Diversity Management in the selected organizations in the Czech Republic. The results have confirmed that Diversity Management is a global matter which concerns migrating manpower, inequality in the workplace, lack of manpower in the western part of the world etc.

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