

HOW TO MANAGE DIFFERENT AND DIVERSE WORKFORCE

KAKO UPRAVLJATI RAZLIČITOM I RAZNOLIKOM RADNOM SNAGOM

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Abstract: *The study of integration and the impact of diversity and variety of human resources and their potential in companies operating in global markets said that human resources are the greatest potential and make the true power of the company. Organizations with different motives for increasing diversity will have their own ways of creating and managing a diverse workforce. In the case of an organization that is motivated to increase diversity in order to comply with the law, the organization can look for certain applicants, mainly those from the protected class that will diversify the company's image (employment of women's, employment of invalids, etc). This can be accessed by organizations motivated by branding those recruiting and selecting a protected group because of the general picture that would meet the consumers (for example, a customer would prefer to buy the product of a company that cares about women, but from another, especially if the target group of consumers females). Considering the potential benefits of diversity for the organization, it is important to examine the way in which organizations can realize this potential.*

Key words: *Diversity, Variety, Employment, Human Resources Management*

Sadržaj: *Studije integracije i uticaja raznolikosti i različitosti ljudskih resursa i njihovog potencijala u kompanijama koje posluju na globalnim tržištima govore da su ljudski resursi najveći potencijal i prava moć kompanije. Organizacije sa različitim motivima za povećanje raznolikosti imaju svoje načine kreiranja i upravljanja raznovrsnom radnom snagom. U slučaju organizacije koja je motivisana da se poveća raznovrsnost u cilju usklađivanja sa zakonom, organizacija može tražiti određene aplikante, uglavnom one iz zaštićene klase koja će diverzifikovati imidž kompanije (zapošljavanje žena, zapošljavanje invalida, itd). Ovo može biti pristup organizacije koja je motivisana za brendiranje jer one regrutuju i odabiraju zaštićenu grupu zaposlenih zbog opšte slike koja bi odgovarala potrošačima (na primer, kupac bi radije da kupi proizvod kompanije koja brine o ženama, pogotovo ako je ciljna grupa potrošača žena). Imajući u vidu potencijalne koristi od raznolikosti za organizaciju, važno je da se ispita način na koji organizacije mogu da iskoriste taj potencijal.*

Ključne reči: *Različitost, raznolikost, zapošljavanje, upravljanje ljudskim resursima*

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Introduction

In this age of rapid technological development, the importance of human resources is the key to development and progress of society. Human Resource Management is an approach that helps recent harmonization of skills of the employees with the goals which the company aspires. Human Resource Management (HRM) deals with the use of human resources in a manner that can provide long-term benefits, in terms of profits, competence and other objectives.

In human resources management a significant place is dedicated to developing a long-term strategy for the development of human resources through the development of employee skills that are necessary to achieve the intended goals of the organization. Human Resources Department (HRD) today is much more than mere recruitment of future employees of the company. Effective use of human resources that will provide the company a competitive advantage and realize set goals, are just some of the priorities. Human resource management includes ensuring compliance of employment and labor law, selection, training, evaluation, motivation and rewarding employees, and strengthening leadership and building organizational culture.

HRM has emerged as a concept in the early 20th century. The researchers are initially focused on ways and means of creating business value through strategic workforce management. Initially, the HRM strategy was focused on transactional tasks, but today, due to increasing globalization, the Navy focused on strategic initiatives such as talent management, industrial and labor relations, diversity and inclusion. The variety and diversity of the workforce occurs when there is a wide range of people from different cultures, nationalities and ages.

Definition of diversity

When considering the importance of diversity there are different definitions. On one hand, diversity may refer to the exterior and visible differences may be used to describe the difference unnoticeable. Diversity can be used to group all the difference, as they did Williams and O Reily [1] and according to them there are differences "in the group, when individuals use different attributes to tell others that another member is different" (Phillips & Thomas-Hunt, 2007). [2]

Diversity can refer to several categories in which individuals at birth perceived as different, and it may be race, ethnicity, class, gender, or may relate to the categories that individuals adopt over time (Albelda, Drago Shulman, 2010). [3] Furthermore, diversity can be grouped in terms of different kinds of diversity, such as a social category diversity, informative diversity, cultural diversity, etc. The first kind, the social categories of diversity refers to the explicit distinction between members of the group as social categories such as race, gender, ethnicity (Jehn, Northcraft & Neale, 1999). [4]

Another species, the diversity of news, there will likely be in a group with members of different educational backgrounds, work experience, skills and expertise, which "making a difference in knowledge bases and prospects for the group" (1999 Jehn et al). [5] Further Information diversity provides insight into the extent to which a group of distinguished individuals who bring a variety of information, opinions and perspectives group (Tomas Phillips & Hunt, 2007). [6] Cultural diversity refers to the variety that result in the presence of

different cultures, while individuals of the same culture share basic values and beliefs, as well as to establish identity based on their culture (Stahl, Maznevski, Voigt & Johnsen, 2010). [7]

Finally, the difference occurs when members of some groups differ in terms of what they think the task, goal or mission groups, or should be (Jehn et al, 1999). [8] Diversity is often seen only in terms of the surface level of social categorization, such as race, age group, ethnicity, sexual orientation and gender (Gardenswartz & Rowe, 1994; Carr-Ruffino, 2005), [9] [10] but should include still and look at diversity which will include intangible aspects of informational, cultural and value differences. These intangible aspects include education, values, beliefs, norms, mental models, and dispositional variables. For the purposes of this study, the difference in the large companies will be considered comprehensively, taking into consideration four types of diversity: a social category, an information category, a cultural category and value diversity.

Integration of diversity

The diversity means deference between each of us and all of us, individually and collectively. Variety is everything that makes each of us different and the things about all of us are similar. Diversity is what we see and what we can not see in each of us and all of us, anytime, anywhere. Excellence through Diversity is one of the management objectives, but the concept of diversity often causes controversy, confusion and tension. The subject of this paper was to assess the impact of the integration of diversity, diversity and variety of human resources and their potential in large multinational companies. Multinational companies now use the human resources of different countries on all continents, not just in the home country or headquarters. Human resources in them are very different in several ways - by sex, age, national, religious and cultural affiliation. If with such human resources is treated adequately described diversity can be a source of competitive advantages for business organizations. Good management of it may arise new values and additional quality for the organization. This applies not only to multinational companies but also to all the other companies that want to survive in any market (local or global).

The research integration and the impact of diversity, diversity and variety of human resources and their potential in enterprises and companies operating in global markets human resources are the greatest potential and make the real strength of the company. It is expected that this research shows the ways in which the diversity of human resources, if directed towards a common goal, the company can only bring benefits.

Managing diversity

Managing diversity focuses on maximizing the capabilities of all employees to contribute to organizational goals. Positive action focuses on specific groups because of historical discrimination, such as people of color and women. Affirmative action emphasizes the need for a legal and social responsibility; managing diversity emphasizes business necessity. In short, while managing diversity also addresses no presence of women and people of other races in the work environment, much more inclusive and acknowledges that diversity must work for all.

The diversity of the workforce and its management can have serious implications for the organization, for example, whether and to what extent expected that this demographic change in the workforce lead to effective and efficient management and whether it will have a

significant impact on the competitive and economic benefit organizations (Wentling & Palma-Rivas, 2000). [11] Therefore, the question whether an organization is motivated to increase the diversity of legal reasons, or for reasons of branding, or because of the value of diversity. Not only employers are important actors in the diversity of the workforce, but also employees who are subject to differences based on their initiatives and programs in the workplace. Employers should contribute to the diversity initiative, for example training, while employees have to work with colleagues who come from different climates that offer different perspectives from their areas of origin. Diversity is important for employers as well as employees, because these are people from many different groups who need to work together to make the company competitive worldwide (Wentling and Palma-Rivas, 2000). [12]

Bearing in mind the evidence of the diversification of the population and the organization are answers about increasing diversity, but it is considered that it is necessary to further investigate the reasons that organizations increase diversity. Organizations with a motive to increase diversity in the workforce will affect your strategy for human resources used in the recruitment, selection training, developing, retaining and managing a diverse workforce. According to Hansen, corporate objectives focus on the three relevant objectives: to enable organizations to engage talent and incorporate new ideas and perspectives from employees of different backgrounds; to expand market share; and to ensure legal compliance (Hansen, 2003). [13] Depending on the motives of the organization to increase diversity, access to the organizations should strive for diversity bearing in mind the further implications on the labor force. In addressing the question of why companies are working to increase the diversity, there are three key reasons: legal compliance, branding, and values diversity.

Conclusion

If company improves the management of human resources through organization and constantly improvement of their potentials than it come to the improvement of company performances, profitability, productivity, product quality, etc. If the human resources provide adequate training and continuous specialization for specific jobs that company needed, then the company will strengthen creativity and innovation. If the human resources are motivated, regardless of the tasks they perform in the company, then the company will strengthen competitiveness and market position. If all the diversity and variety that exists within the human resources of a company are treated as a priority and used in an appropriate manner, then the company will strengthen loyalty and awareness of employees about the company or brand.

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