



Managing Workplace Diversity in Companies

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ANOTACE

“Správa rozmanitosti pracovišť ve společnostech”

Diverzita na pracovišti se stala zásadním faktorem pro to, aby byl podnik v budoucnosti úspěšný. Díky rozmanitosti přináší na pracoviště nespočet výhod a nevýhod, nicméně je známo, že přínosy skutečně převyšují negativa, pokud jde o řízení podniku. Tato práce je zaměřena na navrhování různých metod při zvyšování rozmanitosti mezi zaměstnanci a získávání výhod z nich v budoucnosti bez ohledu na jejich věk, pohlaví, původ nebo kulturu. Výhody rozmanitého týmu mohou pohánět úspěšné podniky vpřed a současně udržovat zaměstnance spokojené a šťastné. Úvodní a literární část připravená k diskusi o vydaných problémech souvisejících s rozmanitostí. Cílem výzkumu bylo navrhnout způsoby, jak zlepšit a řídit rozmanitost pracovišť, prostřednictvím dotazníkového průzkumu, do kterého byli zapojeni zaměstnanci KFC cílové pobočky. Dotazník také zahrnoval obecné zaměstnance z multikulturní skupiny respondentů, aby porovnali problémy rozmanitosti s KFC a pokusili se zlepšit udržení zaměstnanců, spokojenost zaměstnanců a zajistit příjemné prostředí na pracovišti. Poslední část práce přináší návrhy KFC ke zlepšení postupů diverzity pracoviště přidáním některých modulů školicího programu s ekonomickou perspektivou.

Klíčová slova: Diverzita pracoviště, spokojenost zaměstnanců, věk, pohlaví, rasa, diskriminace, řízení lidských zdrojů.

ABSTRACT

“Managing Workplace diversity in companies”

Workplace diversity has become a vital factor for a business to be successful in the future. With diversity introduces a myriad of advantages and disadvantages to the workplace however it is known that the benefits truly outweigh the negatives when it comes to running an enterprise. This thesis is focused on proposing different methods in increasing diversity practice among employees and getting benefits from them in the future regardless of their age, sex, background, or culture. The benefits of having a diverse team can propel successful businesses forward at the same time as keeping employees satisfied and happy. The introduction and literature section prepared to discuss the diversity-related issues and challenges. The research aimed to propose ways to improve and manage workplace diversity through a survey questionnaire that involved KFC employees of a targeted branch. The questionnaire also involved general employees from a multicultural group of respondents to compare the diversity issues with KFC and try to improve employee retention, employee happiness, and ensure comfortable surroundings in the workplace. The last part of the thesis brings proposals for KFC to improve workplace diversity practices by adding some modules of the training program with an economical perspective.

Keywords: Workplace diversity, employee happiness, age, sex, gender, race, discrimination, human resource management.

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INTRODUCTION

There have been many issues revolving workplace diversity for numerous years. In the modern era of employee satisfaction, it has been revealed that employers have to address challenges to maintain a healthy work environment over time. Many organizations have had to maintain good work relations between employers and employees, it has been known that if a company has strong inter-relationship benefits organization will find success financially. By being able to resolve workplace diversity challenges can help retain more employees over time and grow a brand of an organization. The biggest diversity challenges that occur in a workplace are communication among employees, stereotypes, fair treatment, and respect for each individual. If an organization can solve these issues, it will gain a strong advantage in the global competition of businesses. Chapter 1 of this research paper has been organized to discuss in detail the background of the workplace diversity issues. The workplace-related issues and challenges were talked about to picture the commonly faced problem concerning diversity.

The major issue that organizations face year after year is training managers to implement proper diversity practices in the workplace. There are times where many employees can feel unappreciated resulting decrease in their job satisfaction and ultimately have to affect their job production. For many employers, adapting to the rapid changes in the business field is key to promoting a successful organization however that begins with managers. Having strong planning of diversity management in the workplace can foster healthy work culture and help achieve a multitude of benefits for the organizations.

This study tried to look into the issues related to diversity faced by the KFC Czech Republic of a particular branch. KFC's headquarter is in Louisville, USA, and specializes in the fast-food industry. KFC started operating in the Czech Republic back in 1994 and the targeted branch is one of the highest performance branches with a mix of multi nationalities, age groups, locations, religions, and gender.

Therefore, this study aims to observe different factors and challenges that can affect the workplace diversity of KFC and challenges for the managers of that branch. By looking into human resource management which is the heart of the communication between workplace diversity conflicts in businesses can ultimately create positive methods and approaches that can build a bridge between the two entities and establish a form of a business environment. Especially since there is a myriad of diverse factors that come into play as well such as culture, gender, personality, age, and nationality which can affect the establishment of a diverse workforce. Therefore, the second part of the research was devoted to constructing the methodology for the survey questionnaire and using that data for inferential analysis to propose strategic development that KFC can implement to tackle diversity-related issues.

The objective of the study is to help KFC to better understand the internal issues related to diversity and the role that managers can play to improve workplace diversity. It also tried to compare the diversity practice in KFC with companies of many sectors. Lately, the study has tried to build the relationship of diversity with employee job satisfaction and help stabilize and nurture positive influences in the workplace resulting in employee production. The last chapter was built to discuss further the limitation of the research and overall discussion of the research work with the proposal built for the study.

1 LITERATURE REVIEW: WORKPLACE DIVERSITY AND CHALLENGES

With the growing globalization and business expansion, workplace diversity is the most common conversation topic of employers and hiring managers. It is the term that is used for a workplace composed of employees with varying characteristics, such as sexual orientation, gender, race, ethnicity, native language, political beliefs, religion, or even communication style. The concept of diversity was confined to demographic and racial factors before the mass globalization of companies. Now it has broadened to every difference between individuals in an organization. A diverse workforce helps to accelerate innovation and product development as a result of having people from a wide variety of demographics and backgrounds. When different mind-set works together to achieve something, the result can be commemorative. It has been accounted for that organization that training variety and incorporation in the working environment outflank other non-assorted organizations by 15 percent. Workplace diversity is becoming a necessity for global companies in the modern market rather than a symbolic banner to embrace differences.

Simply to maintain the diverse culture and inclusion, hiring employees on that basis could be costly and sometimes be the failure reason. Given that a study by The University of Michigan found that people hired for 'diversity purposes' were sometimes seen as less qualified, employers have increasingly recognized that symbolically hiring a diverse range of people just isn't enough. Moreover, with a diverse workplace, it is quite common to have conflicts between the employees and can ruin the purpose of forming a diversified workplace.

Diversity management seeks to build and sustain a supportive work climate where people's similarities and differences are respected so that everyone can achieve their potential and optimize their contributions to the strategic objectives and goals of an organization. Management of diversity ensures that all workers can enhance their potential and boost their self-development. HR personnel and recruitment professionals need to be aware of the various challenges associated with diversity starting from recruitment to managing any inner conflict inside the organization.

Proper diversity management in the workplace is linked to employee satisfaction. Managers' role is to drive the diversity management at a level where employees are comfortable in working as well as sharing their background, crucial for employee development. This is a challenge for managers in the modern era on how to get success on this issue and there are many factors (age, race, gender) that can hamper a manager's decision. These factors have been broadly discussed in the later part.

Employees working under the same roof have to be very communicative and open-minded to have a better work culture. Communication factors like language, jokes, introvert/extrovert nature of people, mentality affect largely the process of diversity. Even though managers are committed and supportive of diversity, if the communication factors are not taken care of then the whole initiative can be daunting.

Workplace diversity has proven to be the success factor for organizations and they must have a diversified workforce to achieve the target or goal. HR professionals and recruiters face challenges of hiring a skilled workforce and maintaining divergent backgrounds of employees. This study is focused on this issue of diversity maintenance and ultimately making a diversified workforce where employees are more satisfied which will make them goal-oriented.

1.1 DEFINITIONS AND SIGNIFICANCE OF DIVERSITY

The concept of diversity among organizations differs from top to bottom level and even from author to author. Open border trade and business fueling many distinctions of diversity and authors labeling many definitions of diversity. Diversity is not only the concept of multinationalism in an organization, it has a far broader model and meaning.

Wellner, (2000) conceptualized diversity as representing a multitude of individual differences and similarities that exist among people. Diversity relates many different

human characteristics such as age, race, creed, nationality, religion, ethnicity, physical disability, and sexual orientation.

According to Gardenswartz & Rowe (2010), diversity “encompasses all of the ways that human beings are both similar and different. It involves variations in factor we control as well as those over which we have no choice”.

Going through as many author’s points of view regarding diversity can be coined as understanding individual uniqueness and recognizing individual differences. These can be along with an individual’s race, ethnicity, gender, sexual orientation, socio-economic status, age, physical abilities, religious beliefs, political beliefs, or ideologies. Diversity management is the harmonization of these individual differences in a safe, positive, and fostering environment.

The concept of diversity means more than acknowledging them and sustaining differences. It is a whole set of sentient practices which includes: (a) understanding and appreciating interdependence of humanity, cultures and the natural environment (b) practicing mutual respect for qualities and experiencing different treatment from our own (c) understanding that diversity includes not only ways of being but also ways of knowing (d) recognizing that personal, cultural and institutionalized discrimination creates and sustains privileges for some while creating and sustaining disadvantages for others and (e) building alliances across differences so that we can work together to eradicate all forms of discrimination.

In the workplace, discrimination is becoming prevalent and is detrimental to Enterprise. The elimination of all sorts of current business priorities should still consist of Non-discrimination in their work environment and the development of a healthy cuddling environment of diversity. It is important to have a strong vision that workplace discrimination is not limited to just a chosen group of individuals, regardless of his or her race, religion, culture, or sexual orientation. Therefore, all companies have every incentive to create an efficient practice of diversity management that benefits a diverse workforce. This study explores the underlying reasons why hotel companies should be interested in hiring people who are different because their diversity can enrich the workplace through the incorporation of new

skills, preferences, and perspectives (Simmons, 1996). Any company that does not welcome cultural diversity in its structure and that has not taken swift steps to eradicate prejudice and inequality will impact its workers and customers horribly. Hotels must also redefine their roles, business methods, tactics, communities, markets, clients, and stakeholders. Eventually, the key strategy is to plan, build and retain organizational diversity and establish a system that encourages workers to be attached to the organization.

Thus, in a broader sense, it tends to advocate inclusiveness and serve as a reminder that diversity does not only imply the enforcement of affirmative action as prescribed by law, but also entails other motivation for attending to diversity such as benefitting from the value of different perspectives in the workplace.

1.2 KEY DIVERSITY THEORIES

Diversity is one of the most significant issues of communication in an organization and can either benefit or be detrimental to the success of a business. The best diversity methods that can be identified as have success and achieving positive results is to promote perceptions of organizational justice and inclusion, reducing discrimination, and improving financial competitiveness in a way to still maintain balance. Employees usually perceive themselves in a way that can be influenced by many factors such as age, gender, sexual preference, race, ethnicity, mental/physical prowess which can shape our world views (Mazur, 2010). These primary factors can affect the productivity and efficiency of an employee if they are not discussed in a beneficial method.

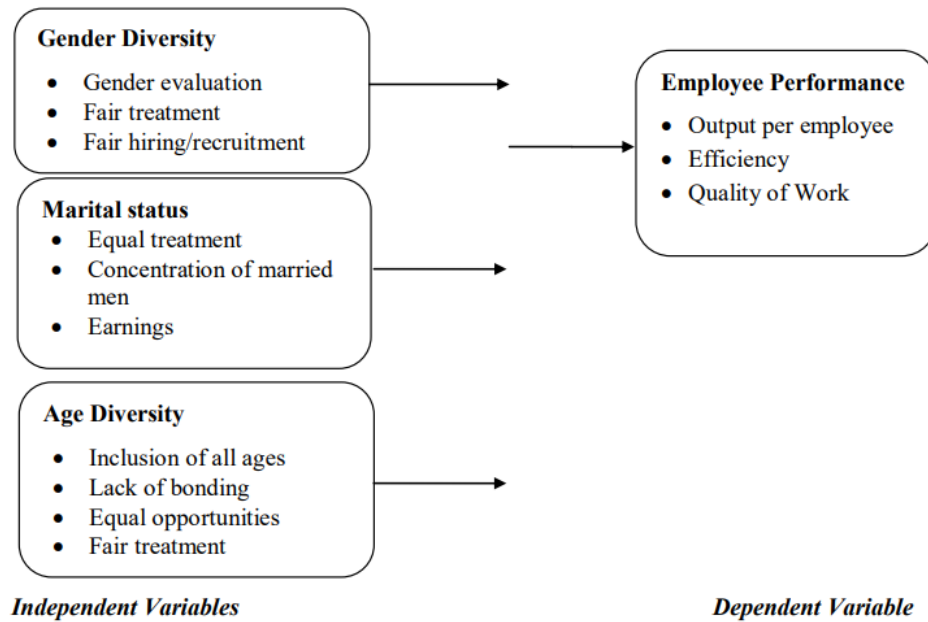


Figure 1: Diversity of Employees from multiple factors

Source: (Muthoni, 2014).

Figure 1 of the above explains the factor-wise difference of the employee character and the expected treatment needed for fruitful diversity practice. It also elaborates the connection of the proper diversity treatment with that of employee performance which affects the quality of work, potential of employees, and efficiency of work.

In addition, there are also Secondary dimensions of diversity that can be less visible but can still hold a strong influence on an individual's identity such as educational background, religion, first language, family status, work style, military experience, income, communication style, organizational role and level, and geographic location which can all have a major impact on self-esteem and self-definition (Mazur, 2010). Finally, there are also tertiary dimensions such as beliefs, assumptions, attitudes, feelings, values, perceptions, and group norms (Mazur, 2010). All three dimensions of diversity are vital for human resource management to understand so consistency of communication can still be achieved within a business or an organization.

1.3 DIMENSIONS OF DIVERSITY

Workforce diversity has multidimensional categories like demographic, economic, geographical background. According to Anderson and Metcalfe (2003), workforce diversity is being described using social category which include differences in demographic characteristics such as age and race, informational diversity which is the background of knowledge like education, work experience, and value diversity which is individual personality and attitudes. According to Martha and Amanda (2009), the workplace diversity dimensions have four different types including Demographic (age, religion, marital status), Functional (work-related characteristics), Structural (position/rank, service component, branch), Global (differences in citizenship). Many authors distinguish diversity between primary and secondary dimensions. The primary dimension includes age, gender, race, sexual orientation whereas the second dimension refers to social status, economic status, individual character, education, marital status.

Organizations need to understand and recognize all of the dimensions of diversity so that they can adopt and nurture the different types of population. Managers must know which dimension of diversity he/she is dealing with. This will help managers to solve issues and conflict as well as making proper collaboration between diverse people to help achieve the organizational goal with togetherness.

1.4 FOUR-LAYER MODEL OF DIVERSITY

The characteristics and dimensions representing diversity are illustrated in Gardenswartz and Rowe's (1994) Four-Layer Model of Diversity. According to Gardenswartz & Rowe, the four layers of diversity are organizational dimensions, external dimensions, internal dimensions, and personality. This model will help the manager to realize that diversity requires many, not just a few, features of people at work. In support of the mission and goals of the company, the diversity mature organization will strive to recognize these variables and dimensions of diversity,

ensuring that all facets of individual ability and skills are brought out. This model can be considered the most reliable outcome of diversity dimension study. See figure 2, where it sets the tone for inclusion by reflecting each person's reality in the organization.

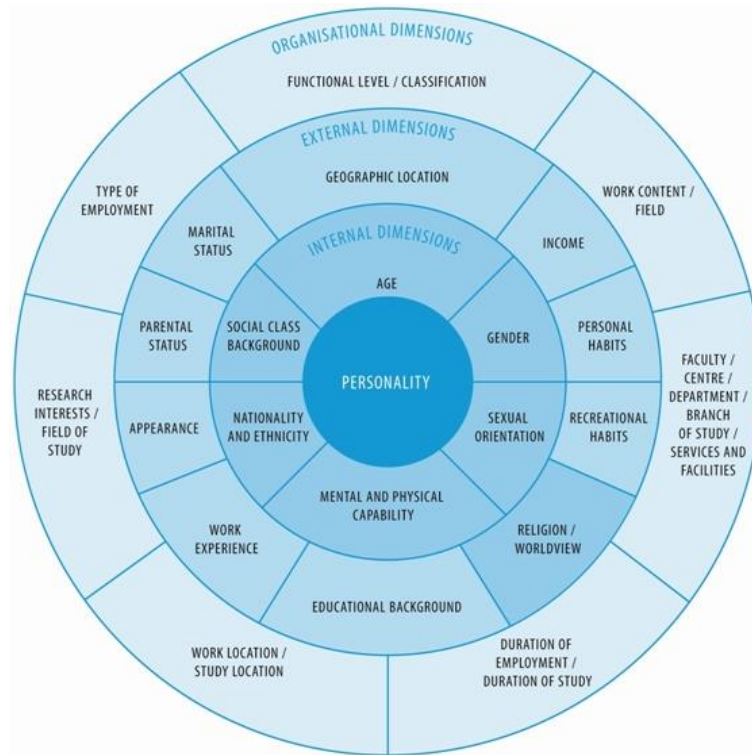


Figure 2: Four Layer Model of Diversity

Source: (Gardenswartz and Rowe 1998)

Organizational dimensions reflect the outermost layer and are made up of characters like Management, status, union, membership, place of job, seniority, branch Content for teams and jobs. The features of diversity-related with this layer, the company is under the influence of objects in which one layer is that works. Much attention to diversity effort is focused on issues of treatment and opportunities for development.

External dimensions are characteristics that can be changed more easily or can even be (more or less) chosen by an individual. For some of these characteristics, it might not be completely clear, whether they belong to the internal or external layer, which

sometimes depends on the cultural or legal frame. For this reason, “religion” is mentioned in both dimensions, depending on the cultural context where changing one’s religion in one country might lead to heavy prosecution, while in another country it would not be more than a bureaucratic act. Therefore, Gardenswartz and Rowe's model of the four layers of diversity is often adopted differently in different countries or continents.

Internal dimension describes personal characteristics or “group” identities, which strongly form an individual and its position in society and on the labor market and cannot easily be changed. This “Core Dimension” comprises also those aspects of diversity that are very often objectives of Diversity Measures and Diversity Training - dimensions, which are often objectives of anti-discrimination laws.

The very inner circle is called personality because it means the non-interchangeable way a person thinks and behaves. Personality is the result of a mixture of individuality and personal history. It is classified as an individual's traits and stable features that are Considered as the determination of clear consistencies in the way in which the person in any given situation, and over time, behaves (Winstanley,2006). An individual's character is affected by the other three levels of the Model.

A manager who wants to consider diversity and to shape a productive team has to pay attention to everyone in the team. The layers of diversity to enrich both differences and similarities bring a sustainable environment in the workplace and employees closer to the organizational mission and vision.

1.5 CONCEPT OF THE WORKPLACE DIVERSITY

Increasing globalization in the world today needs more cooperation between individuals from different cultures, ideals, and experiences than ever before. Both business organizations in developed and developing countries are caught up in the web of globalization that has anticipated a rise in workplace ethnic diversity. The

dimension of a company's business boundary determines the level of a diverse workforce. Various factors such as global marketplace, presence of more diverse workplace, operational changes performed by companies like the acquisition of foreign organization, mergers, and outsourcing for overseas facilities. Another vital aspect is the number of women and minorities entering the workforce as well as migrants coming to seek education join the workforce or laborers coming from third world countries.

Workplace diversity is also being influenced by external factors like – customers, suppliers, civil liberties groups, labor organizations, legal/social/economic bodies. In some situations, internal factors play a big role in forcing the workplace to be more diverse. Employee groups and their perspective, manager's willingness together with company's internal policy influence forming diverse employee group.

Cox (1993) argues that organizations experience three stages of the evolution of becoming diversity-sensitive environment namely Monolithic, Plural and Multicultural. In the first stage, the company management practices a minimal structural integration e.g. majority white male employee and their dominant behavior. Other employees are expected to assimilate and cope with the company culture and obey white supremacy. This type of company may have women and other minority members but they probably do not hold any sort of high position inside the organization.

In the plural or non-discriminatory stage, the company has more divergent employees than monolithic. At this stage, companies seek the empowerment of minority groups and ensure equal rights from top to bottom of the management process. They adhere to affirmative action or EEO regulations as a result of government regulations or due to the threat of employee grievances. These organizations also follow a quota system in recruitment and promotional factor.

In the multicultural stage, any different personality or demography are recognized and respected in all stage of management. There lies the freedom of choice for any policy and procedure change with flexibility. Managers of these organizations apply decisions equitably and make sure no group has been exploited.

Academics and practitioners have tried to understand the effects of diversity and its governance for organizational efficiency. Various studies have found that greater creativity, enhanced strategic decision-making, and organizational success are correlated with different types of diversity. On the other hand, team and organizational diversity sometimes are the reason for conflicts, reduces social cohesions, and causes high employee turnover.

Workplace diversity can be characterized as the similarities and differences in a group of individuals unite into a shared organization objective individually and sub-group level. In different degrees, these variations and similarities can be present and manifest in aspects such as age, gender, ethnicity, community, ideas, opinions, and preferences. Every employee has a specific set of working values and needs that Managers must be treated carefully and equally if they want to benefit from the employee has to make their organization a bid. When combined, workplace and diversity put together a range of relevant abilities required to maximize the bottom line of a company and cannot be overlooked. Instead of only seeing it philanthropically, getting organizational diversity is considered to be a crucial point in today's business.

And an awareness that diversity brings competitive advantage, partnering takes place across all functional areas among diverse groups and is anchored by basic priorities. This eliminates a single mindset and encourages imagination and innovation to be increased. Past research has shown that business enterprises are gradually promoting the use of workgroups in pursuit of corporate goals as a strategy.

1.6 EFFECTS OF WORKPLACE DIVERSITY IN THE ORGANIZATION

To understand and imagine the effects of workplace diversity in any organization there lies three theoretical frameworks. The first is social categorization, which explains, according to Turner (1989), the categorization of individuals based on influential characteristics such as gender, ethnicity, or age, resulting in stereotyping

based on these distinctions. Next is similarity or attraction theory which describes prominent attributes like race, religious value levels up interpersonal attraction and attachment among people. Employees who share identical attitudes towards each other are often more attracted than employees who share different attitudes.

The third is the theory of information and decision-making that explores the effect of information and skill distribution on work teams (Wittenbaum & Stasser, 1996). These theories contribute to various and often conflicting hypotheses about the impact on group process and efficiency of workplace diversity (Schippers et al, 2003). Such as social categorization & similarity/attraction theory predicts adverse effects, such as disagreements, bad communication, Low productivity & increased turnover of labor, whereas the data Perspective and decision-making emanate beneficial outcomes from the workplace Diversity because it is anticipated that more diverse work teams will process data differently as team members can bring together many unique viewpoints that will bring innovative ideas and increased performance.

Mullins (2008), explains that when an individual is respected and celebrated by managers, it creates additional value to the company through differences in personnel. Some of the positive effects of organizational diversity have been reported:

- promotes cost-effective work partnerships.
- strengthens customer ties.
- increases creativity, versatility, and innovation.
- fosters sustainable growth and market advantages.

Cost Advantages and Brand Image

Some of the traits like race, gender, age, religion is protected and nurtured by federal legislation from any sort of discrimination. However, organizations that practice policies that promote tolerance of these traits and protect females, as well as minorities from humiliation, are successful in making shield from possible legal action by federal legislation. Cox and Blake (1991) identify this as an opportunity for companies to avoid expenses facing a lawsuit and this affects the cost savings

vitality as lawsuit settlement can be a high-cost factor and sometimes the reason for filing bankruptcy. On top of that, companies with more tolerated and practiced diversity management lower the turnover rate of women and minority groups which eventually saves the cost of multiple hiring processes. Studies have found that employee retention largely depends on how diversity is nurtured in the management. However, Anne et al (1992) argued that valuing diversity in an organization sometimes experiences a higher turnover of white or male employees who disagree with the company's policy of diversity practices.

Resource Allocation

Human capital is an essential organizational resource, and it is gained through employee awareness, talents, and skills. Organizations that respect diversity draws more candidates from women and minority jobs to be employed as workers. Studies show that relative to organizations that do not, women and minorities have higher job-pursuit intentions and greater attraction to organizations supporting organizational diversity in their recruiting materials. Compared to companies that are not desirable to them, as employers recruit minority candidates, their workforce pool grows in size. As more job seekers are attracted by organizations, the chances of attracting quality employees increase, especially for jobs that require highly skilled labor. In short, by expanding their labor pool by recruiting women and minorities, organizations achieve a competitive advantage.

Marketing

As companies recruit people from diverse backgrounds, they gain broad insights into different cultures' customer preferences. Organizations may obtain useful insights about the goods and services they offer from demographic audiences and reviews. In addition, companies that respect diversity increases their credibility with the industry they represent, thus attracting new customers.

System Flexibility

When employees are working in a diverse work environment, they get to know how to adapt and interact effectively with colleagues having different mind-set, values.

The ability to do effective interaction with people having different values and perspective helps to build cognitive flexibility which is the ability to think differently. System flexibility comes from cognitive flexibility and spread towards all levels of management. Employees then understand how to tolerate different opinions and innovative ideas. This has a direct effect on more effective group interaction and free flow of communication.

Creativity and Problem Solving

Life experience, often based on race, age, or sex, varies from person to person. When those experiences are shared, imagination has the potential to flourish. Not only can different teams create more alternatives, but they generate a wider variety of viewpoints to solve tasks and issues. One way in which different teams develop problem-solving capacity is by avoiding group thinking, a decision-making tendency that exists in homogeneous groups as a result of group pressures and the need for consensus and agreement of group members. Multicultural group membership inhibits group thinking because individuals with diverse values, attitudes, and opinions from varying backgrounds can challenge the conclusions and logic of the ideas of group members.

1.7 HOFSTEDE'S SIX DIMENSIONS

Geert Hofstede established a multitude of theories that human resource departments use around the world to this day to understand how culture impacts organizations and businesses when they incorporate employees from many nations. Since cultures are becoming more connected as time goes on and are integrated with global businesses, Hofstede created cultural dimensions that can help human resource management around the world adjust to different nationalities. There are six factors to observe: Power distance, individualism/collectivism, masculinity/femininity, uncertainty, avoidance, long-term/short-term orientation, and restraint/indulgence.

- **Power Distance-** This dimension discusses how less powerful members of society can accept that power that is given is usually distributed unfairly and unequally. Employees in societies have to accept the power

hierarchy however they can also try to equalize the power in some way which is the task of human resource management to try and help the power be fairly shared in a business.

- Individualism/ Collectivism- The dimension can be defined as the significance of individuality compared to group interests. Where employees from different countries might feel the need to be more individualistic or prefer to be in a tightly-knit circle where to expect undeniable loyalty.
- Masculinity/ Femininity- This is a dimension that specifically observes gender roles. The masculine perspective in society is to have achievement, heroism, assertiveness, and the rewards of material success. Society perceives masculinity as being competitive. However, the opposite can be said for femininity which has certain traits like cooperation, caring for the weak, modesty, and quality of life. Being able to determine the gender roles for a global business is very significant for the human resource department.
- Uncertainty Avoidance- This dimension observes how difficult individuals of a society can be uncomfortable with ambiguity and uncertainty. Some businesses and countries try to control the future which can lead to many more restrictions instead of tolerance and freedom.
- Time Orientation- The past is the only factor of time that society and businesses can truly understand. By understanding traditions and norms more positively and respecting values and social obligations businesses can understand diversity in a more efficient way. By learning from mistakes of the past, companies can build a bridge to the future in how they respect their employees' nationalities and traditions.
- Indulgence- This dimension describes how businesses and companies try to control desires and impulses. By restraining so employees' desires and impulses such as wanting to gain a better competitive advantage in the hierarchy can hinder an individual's efficiency and proficiency.



Figure 3: Hofstede's Culture Dimensions from six area

Source: (Romani et al, 2017)

Hofstede's cultural dimensions can tremendously support human resource management by allowing employers to understand cultural similarities and differences. By appreciating the diversity of different cultures, communication between employers and employees can grow and develop and result in a very strong

1.8 BENEFIT OF WORKPLACE DIVERSITY

There are many advantages to the cultural diversity that can ultimately improve a business or company. Innovation can be increased which is based on different concepts and ideas being shared overall, also problem-solving can improve as well with different perspectives, backgrounds, and training (Hutnek, 2016). In addition, different perspectives that are given to a workforce can help represent global demographics and increase staff retention which is the ability to attract and recruit the best employees around the world and can give a competitive edge compared to other companies (Hutnek, 2016). Other advantages that can be considered as well can be a more positive public image, increased productivity, job satisfaction, morale,

and more employees will be comfortable in working in a healthy environment (Hutnek, 2016). See figure 4 below that points out the top ten benefits of diversity practice inside an organization from the perspective of an employer.



Figure 4: Benefits of Workplace Diversity from different perspective

Source: (Zojceska, 2021).

Employers have to realize the benefits of having a diverse work group, especially for different language speaker customers and need assistance in their native language (Doyle, 2014). Other advantages to consider are:

- Higher level of productivity: If an employer embraces the welfare of their employees by giving them higher compensation, health care, and appraisal can increase an employee's productivity and can help them remain loyal and hardworking which increases the profit margin of a business.
- Exchange of ideas and teamwork: When a person takes on many tasks at once, it is hard for them to keep the same pace as the rest of the team however by bringing ideas to a diverse group can offer unique

perspectives and aspects that can help solve the problem in an efficient and shorter period.

- **Learning and Growth:** Diversity can create opportunity for personal growth for an employee allowing them to experience new cultures, ideas, and perspectives from other colleagues that have had different life lessons and insight around the world.
- **Effective Communication:** With a diverse workgroup, there can be a stronger mode of communication especially with customers that sometimes feel the need to be more comfortable with an employee that is related to the specific area or location.
- **Diverse experience:** Employees and their colleagues who come from different backgrounds can bring special and unique perspectives to a group. When there is the freedom to share one's experiences and life lessons from diverse backgrounds can benefit and strengthen colleague's cultural intelligence which can allow them to respond to customers and adapt to situations at a faster rate (Bedi, 2014).

There was a study that examined 549 Czech companies about how they felt about workplace diversity and the benefits of adopting diversity management. Organizations identified that retention of vital employees (43.9%), improved motivation and performance of existing employees (39.9%), and improvement to the work environment (33.9%) (Urbancova, 2020). These results reveal that application to diversity management can be a positive tool in gaining a competitive edge in human resource management.

1.9 RACISM AND DISCRIMINATION

In modern times, employers have had to manage diversity in a myriad of ways, workplace diversity has become a must for global companies around to have success. If a company is not hiring individuals from diverse backgrounds, they can be perceived as having certain biases against a racial or ethnic minority group. Racism can be defined as an unfair or avoidable treatment that results in unequal resources, power, or opportunities due to an individual's race, ethnicity, culture, or

religious group and can create tremendous consequences for a person not only generally but specifically in the workplace (Trenerry, 2012). Workplace racism has negative effects that can result in poor mental and physical health, someone's well-being, psychological stress, employee perspectives of injustice, decreased trust and job dissatisfaction, as well as increased cynicism and staff turnover (Trenerry, 2012).

There have been many strategies that have been created to battle racism and discrimination in the workplace however many companies still find failure in resolving issues that are due to race because internal issues are difficult to find. By not addressing internal issues revolving around racism and discrimination can negatively impact a company's reputation and in addition can be very costly with million-dollar lawsuits which specifically occurred to the Merrill Lynch company which has had to pay close to half a billion dollars of discrimination-related lawsuits since the early 1990s (Scarborough, 2019).

Workplace prejudice and stereotyping can be the result of discrimination of a person or a group of people that are based on a specific range of characteristics like if there is a poor work environment that can demoralize an employee (Muthoni, 2014). Some theories describe how prejudice can be formed such as normative theory, scapegoating theory, authoritarian-personality theory, and exploitation theory that can all be responsible for the way people perceive other people (Muthoni, 2014).

Due to a diverse background in many global businesses, it is also observed that age can also affect how discrimination can be embodied in an individual. Stereotype Embodiment Theory (SET) was used to describe the process of how age stereotypes can affect the health of older individuals by having four ideas: stereotypes become internalized across a person's lifespan, stereotypes can also be unconscious, stereotypes can also be acquired through self-importance, and individuals can use multiple paths for their stereotyping (Muthoni, 2014).

Policies have been created to deal with a large range of forms like diversity training, mentorship programs, and the establishment of diversity offices to help battle discrimination. Diversity management is defined as the planning and

implementation of organizational systems and human resource practices to help increase the advantages and benefits simultaneously minimizing the disadvantages (Trenerry, 2012). One example was the implementation of affirmative action in workplaces, where the goal was introducing the program to increase the hiring of a multitude of ethnicities from a national background with the thought that the hiring process for a position would not be completed until there were applicants of other ethnicities and not just white. In addition, there are also programs like equal opportunity for pay that strive to help create a fair wage system for minorities. Figure 5 indicates workplace discrimination according to race, sex, age, nationality, the color of skin, religion, retaliation.

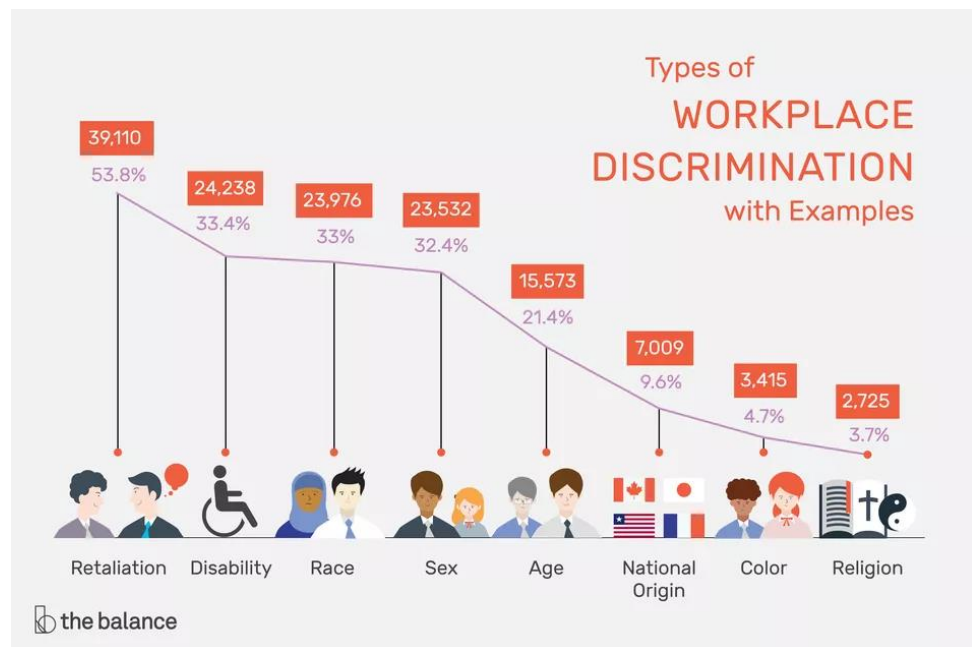


Figure 5: Types of Discrimination according to employee background

Source: (Doyle, 2020).

There are different types of discrimination in the workplace:

- 1) Age discrimination- employees must receive the same amount of benefits, regardless of whether they are young or old, the only exception is if an employee has worked for that particular job for a long time.
- 2) Disability discrimination- Organizations used to discriminate against qualified job candidates for their disability.
- 3) Sex and gender discrimination in the workplace- There was a time where businesses would pay men and women different salaries solely based on their sex or gender however the equal pay act of 1963 in the U.S. changed that.
- 4) Race discrimination in the workplace- It has now become illegal to not select a person applying for a job due to their race or skin color.
- 5) Religious discrimination- companies must accommodate employees that have certain religious beliefs.

1.10 AGE DISCRIMINATION

Discrimination just does not have to do with race or sex but can also have to deal with age as well with discrimination towards old and young people. Workplace age discrimination or also referred to as ageism incorporates employees being at a disadvantage or treated unfairly due to the age or membership in a specific group (Zacher, 2015). Although it can affect older and younger employees, most of the time the discrimination is against older employees; the discrimination can be in the form of negative evaluations, unfair behavior such as recruitment, personnel selection, performance appraisal, promotion decisions, and training (Zacher, 2015).

There have been interview studies that manipulate job candidate age so a candidate that is old and young with the same qualifications is being observed and it is often more so that the preference for hiring leads to the younger individual instead (Truxillo, 2016). With negative stereotypes often directed towards older workers, it seems that they are cast in a bad perspective before they even get an opportunity.

People have characteristics such as poor performance, resistance to change, technologically disinclined, costlier, lower ability to learn, and short tenure have all been qualities that are associated with older individuals; however, there are positive characteristics of older workers such as being reliable, dependable, more conscientious, less neurotic, and higher in organizational citizenship behaviors (Truxillo, 2016).

Even though age discrimination has not gained enough attention as sexism or racism it is still prevalent in the workplace. Age does include workplace diversity as well, and there should be the same rights and fairness given to an individual or employee regardless of their age. Research has shown that the discrimination in the workplace against older employees can be dated back to the 1950s as attitudes and reactions towards the elderly haven't changed over time; research has shown that younger employees have negative beliefs towards older employees (Zacher, 2015). Younger employees tend to look down older ones as having lacking of motivation, deteriorating health and performance (Zacher, 2015).

Workplace age discrimination can be a negative outcome for the employer and employees as people who do experience age discrimination can see themselves in a negative perspective which can lower self-esteem and even have feelings of powerlessness, in addition, can also lower job satisfaction, organizational commitment, occupational well-being, and have increased stress on health and anxiety all leading to early retirement and turnover rate (Zacher, 2015). Westernized countries have battled against age discrimination by implementing laws and policies to protect older employees from employers that disregard them which has led to an increase in complaints and costly lawsuits over time which ultimately has caused many businesses and corporations to lose a lot of profits and financial resources due to that (Zacher, 2015). Research has also proven that age is not related to task, creativity, training performance, and organizational behaviors; the opposite can be said that older employees tend to give as much as younger employees over time (Zacher, 2015).

The number of age-related discrimination cases has increased over time from 1990 to 2017 for workers that are over 65. There are 5 ways that human resource management and its leaders need to do help alleviate the discrimination against the elderly in workplaces.

- 1) There needs to be leadership that helps grow workplace culture in a way that multi-generational employees can work and develop through time without having to succumb to stereotypes or derogatory words.
- 2) Employers and employees must make a conscious effort to see stereotypes against older employees and reject them together. By treating other stereotypes such as sex, race, national origin, and religion fairly management should also protect against discrimination against the elderly.
- 3) Enterprises should increase age diversity by hiring and being able to retain employees of all generations thoughtfully.
- 4) Companies must switch hiring and recruitment methods of seeking workers of all ages not just focusing qualifications based on age or experience. The methods should include interviewers and recruiters that do not take into consideration age assumptions or misconceptions of older employees. Having a diverse interviewer group will reject the tendency of age discrimination over time.
- 5) Employers should help retain older employees as much as possible by helping with their retirement planning, educating them about their savings and investments, and building their long-term financial security.
- 6) Create programs for employees that want to transition into the next stage of their retirement in a way that is safe and comfortable for them.

1.11 GENDER BIASNESS

Gender biasness is one of the most significant aspects of workplace diversity, as more women want to follow a career path that can be overlooked by many corporations and businesses. In the past, there has been evidence to reveal that

women have usually been disenfranchised when they are starting their careers, where they have to work twice hard for the same position compared to a man. The fact that social rules and roles have tried to restrain women from being just as successful as a man has led many women to feel overlooked and overshadowed by their male counterparts. Gender diversity deals with the equal representation of men and women in an employee's place of work. In the European Union, there was a commission that was introduced to strive for the equality of men and women between 2010-2015 where there would be a higher representation of women by a target of 40% on the board of directors for major businesses around the world (Wieczorek-Szymanska, 2020).

Although there was a big push to bridge the gap between equality, it was revealed that women still worked more unpaid hours than men and a higher gender pay gap and was seen evident that women were overrepresented in professions such as teachers and nurses but faced a boundary in professions that were dominated by men (Wieczorek-Szymanska, 2020). There was a study showing that for the job positions at a University of Cordoba where 1454 researchers and teachers were hired at the University of Cordoba and it was revealed that 38.1% were women as opposed to 61.9% were men, in addition, only 24.7% of women were full-time professors; also, women were more prevalent in only one department of the university which was education which consisted of (64.86%) women and (35.14%) of men (Wieczorek-Szymanska, 2020).

This reveals that major differences in the representation of women for the different departments of the university, where men dominate all the positions by a significant amount. Many women being underrepresented in major leadership programs can cause many issues for a business. Even if a woman is having has the same role as a man in a senior-level position, there are often higher standards that women have to reach compared to their male counterparts and if a woman meets failure of a task they usually face a higher form of criticism and higher judgment which is more than unfair. It has been revealed from research that company profits and share

performance can be increased to higher than 50% if women gain an increased representation at high-level management (Coury, 2021).

However, it would be even more helpful if men supported gender and racial equality, it was also observed that 50% of senior-level women constantly defended equality compared to 40% of senior-level men which goes to show that women are predominantly the only ones fighting for actual change for workplace diversity (Coury, 2021). It also seems that black women are in an even more unequal position compared to other races and ethnicities where they are less likely than any other race of women and ethnicities to have a senior leadership position. Companies need to be able to address the issues that revolve around women and the discrimination that they are faced on an everyday basis. By fostering a culture for women and black women specifically where they have a feeling of belonging will be very vital in building the gap between genders.

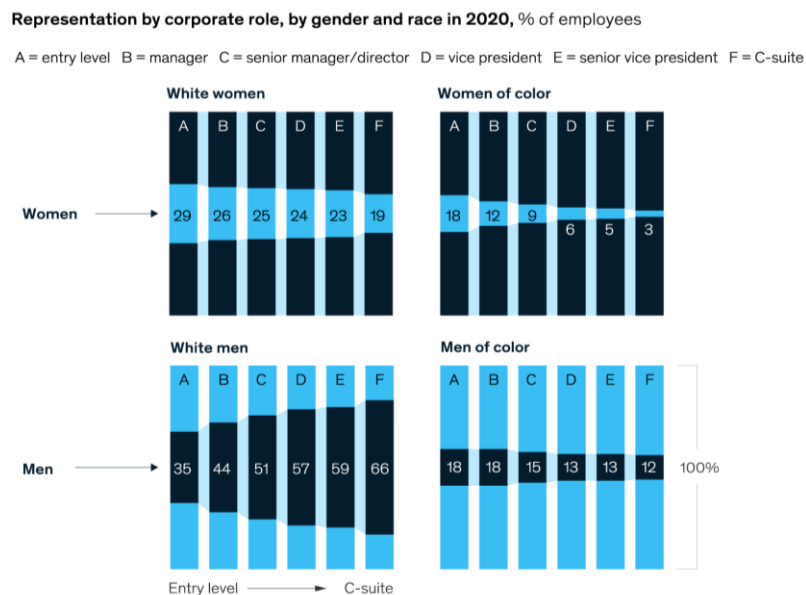


Figure 6: Representation of Women in workplace compared with men year 2020

Source: (Coury, 2021)

Figure 6 explains that women are not represented at all in corporate positions and it's even worse for women of color. Higher management positions are almost non-

existent for women of color, especially which need to be changed if there is going to be any development or progression of gender diversity.

There are 6 important areas where businesses should focus their efforts to make diversity between genders much better.

- 1) **Have the work more sustainable** - There are often when a slower pace of work for mothers and senior-level women or even women of every sector feel burnout through all the stress and tasks they have to do at a given time. Leaders should focus on if the productivity and expectations set by them to their employees are more realistic or not, if not they would change goals and extend deadlines to provide better support for employees especially women who often have multiple jobs than the current one they are at.
- 2) **Reset norms around flexibility** - Businesses should be looking for ways to establish hours for meetings, and implanting policies for employees to respond to emails outside business hours improving communication within work groups to provide the best support between colleagues. Human resource managers should also be more willing to give employees their boundaries to give them more freedom so they can have true flexibility in their work options. Leaders should also be communicating on how they support workplace flexibility which can lead to higher work performance, efficiency, and job happiness over time especially for diverse employees who might feel that are need truly supported as they should be.
- 3) **Observe Performance Reviews** - The way a successful business is run is by observing how an employee does their task at a regular rate, if they have succeeded in doing their duties regularly then rewarding employees should be a strong idea. Also, managers can alleviate employees that succumb to the high amount of stress by switching their priorities or changing their duties if they can see that their performance is not as well as it should be and can ultimately lead to more efficient performance and productivity
- 4) **Minimize gender bias** - Biasness against women has been a recurrent them since the beginning of time where they have faced increased performance

standards, a harsher judgment for mistakes, and even penalties for being a mother and taking advantage of having flexible hours due to their hectic schedule.

- 5) **Adjust policies and programs to better support employees** - Companies and businesses should be offering a wide range of benefits to their employees, especially during challenging times a business needs to prove to their employees that they are willing to support them by extending policies and programs. Human resource management managers should be bringing in more support programs to people of diversity who fall short of not being fully supported by their employers at times.
- 6) **Strengthen employee communication** - Having an open and regular line of communication is vital for employees and employers and can have either a positive or negative impact on work. Employees that have less communication with their superiors are three times more likely to be unsatisfied with their work and some employees are even felt uninformed of decisions that put them in a very stressful situation. Having regular updates on the affairs of business can help keep employees positive and happy, however, it is the leaders of human resource teams that should have empathy in how employees are treated with communication. Research has shown that having strong communication can reduce anxiety and instill trust within a business especially for diverse and multicultural employees that can do not understand the traditions and norms of some companies.

1.12 COMMUNICATION OF EMPLOYEES AND DIVERSITY

Over time, information between individuals develops easily through the use of ideas, beliefs, and opinions to create interactions (Iyoriobhe, 2019). In the case of workplace diversity, communication between employees refers to sharing of background, culture, thoughts and create an atmosphere where everyone knows each other. In the modern world of competitive business, having good communication and maintaining strong relationships is the key to having success and keeping an

organization strong which can increase performance and creativity. The true definition of communication is the process of exchanging significant information with the perception of understanding the message from the recipient by serving the purpose in organizations to control, motivate, and emotionally express knowledge in an effective way (Iyoriobhe, 2019). Many factors are needed for the incorporation of having successful communication with individuals one of the most important is the use of emotional intelligence which can predict much more life success over time. The five main aspects of having emotional intelligence are knowing your emotions, managing your emotions, motivating yourself, recognizing and understanding other individuals' emotions, and finally managing relationships over time (Hong Kong). The most important form of emotional expression is "humor" in the workplace. It is a social behavior that reveals who we are – at least when it occurs spontaneously. It lets people know that we like them and understand them, enabling us to build and nurture relationships across hierarchies and even cultural divides. Humor is not always telling jokes to each other to maintain a friendly work environment. Humor is more on sharing statements and comments, which may have no meaning at all outside the workplace. Moreover, it can be a useful tool among employees to make the workplace friendlier and sharing their background more comfortably.

For an organization to be effective the mastery of the numerous forms of communication is significant in having a positive experience as an employee and can be essential in how a worker performs in their tasks and responsibilities. There are many key factors that a human resource department finds important in a company to maintain workplace diversity. The first is there has to be a proficient verbal exchange of communication to support managers for their duties, next there has to be main communication of information that managers can retain and exchange to their employees in an organized manner, after that, communication is significant in changing attitudes of individuals so an employee is well informed of

their task, next is the fact that communication contributes to socialization where people cannot live with communicating with each other. (Ivoriobhe, 2019).

Intercultural communication is the basis of ethnological, cultural, anthropological, and psychological interests that have a significant aspect in today's world (Kuusela, 2013). By being able to understand intercultural communication, one can begin to express empathy towards other cultures that can increase their social intelligence and can help bridge communication to people in a better way especially when it comes to workplace diversity. Social intercultural communication consists of verbal, non-verbal, and Para verbal cues by including adaptation, empathy, and pluralism that can help identify social contexts and create a tolerant environment for everyone on a team with lowering the risk of conflicts among diverse employees (Kuusela, 2013). Pluralism is defined as the power that can be divided among many groups such as unions, coalitions of same-minded people, professional associations, civil rights groups, and even lobbies. With power being distributed among groups there will be a higher form of representation which can create a form of communication between employers and their employees. Many conflicts between employees can be resolved if their form of communication is precisely, this could be helped by the manager of the team as well.

1.13 CULTURAL DIFFERENCES OF EMPLOYEES

Many employees of global companies come from a multitude of nationalities and backgrounds which can create miscommunication between individuals and can create many problems and challenges when a business mission is to be as successful as possible. The globalization of the business industry has created an attraction of many international investors, which can cause companies to merge bringing many individuals of multinational backgrounds together so it is the job of the human resource management department to build bridges between many individuals that have a lot of cultural differences between one another. It has become essential for managers to develop an understanding of decision making, intercultural negotiation,

and cross-cultural communication if some challenges and issues arise within a company that can be resolved if there is more focus on the communication between cultural differences (Hutnek, 2016).

Culture and diversity can be defined as numerous people living in the world with different colors, ethnicity, social values, and culture where individuals communicate with in their language, accents, and pronunciations making it quite challenging for many companies to deal with. Cultural diversity can also be defined as a representation in one social system of people with distinctly different group affiliations of cultural significance (Mazur, 2010). Research has revealed that the more a company embodies diversity the effectiveness of the work is increased however social identity can be lost because some employees will have a hard time appreciating others (Mazur, 2010).

The assimilation of important members of a business and diversification into different business and geographical expansion can greatly impact a business's culture so it is key for human resource managers able to receive employees in a manageable method (Hutnek, 2016). When an organization introduces a different culture, it can bring many factors that have great influence such as national culture, previous events in the organization, different personalities, and socialization of individual employees that are a result of former education and work environment (Adewale, 2013). Diversity can have many different perspectives that make up the uniqueness of a human profile, although there are some factors that one cannot change or be dominant in one aspect than another such as race can be more dominant than age in a social environment but it reveals the complexities of multinational corporations (Mazar, 2010).

By organizing culture in a way to create a pattern of shared assumptions, values, and beliefs that a company holds significant to them can fix a lot of issues and challenges that arise when miscommunication occurs (Adewale, 2013). Organizational culture is the foundation that keeps employees and employers satisfied and makes them feel that they are part of the team, in addition, it also internally motivates employees that feel that they need to create a social identity for

themselves and can help employees communicate more efficiently and proficiently (Adewale, 2013).

With diverse companies, they can attract and keep qualified minority group members that are sometimes get overlooked through the system and can help them gain fair and equitable treatment in addition to having a competitive advantage. By a company embracing diversification will also attract a diverse group of clients that can have far more knowledge in understanding politics, society, and cultural environments of foreign countries so ultimately a truly successful business can leave a footprint in many countries regardless of the location (Mazur, 2010). Cultural diversity can also specifically pertain to religion as well, due to the fact that religion plays such a significant role in people's lives and life decisions are made from a specific type of religion reveals how vital it is to understand an individual's religion and how it can affect them.

There are also challenges when businesses deal with a culturally diverse workforce. Challenges such as increased training costs since different cultures are working together, there might be some employees that could be culturally insensitive to others and may not understand the beliefs or values of others (Hutnek, 2016). In addition, there can also be an increased incidence of conflicts such as when two or more individuals disagree on a situation, the common conflicts can arise from feelings or even superiority or ignorance which can create immense challenges in a workforce (Hutnek, 2016). Other challenges to consider are mismanaged diversity, the ability to accommodate religious and cultural expectations like holy days or even dietary needs (Hutnek, 2016). It is the task of the human resource management to handle the challenges that cultural diversity faces and can ultimately lead to a successful business over time.

1.14 OPPORTUNITIES OF MANAGERS IMPLEMENTING DIVERSITY

Employers of successful companies must understand the main issues surrounding diversity in order to utilize their employees in the best possible way. Globalization has led to multicultural backgrounds coming together and working as a team to reach a goal proficiently and efficiently. A competent manager can resolve problems and organize the workload and develop weak areas of an employee (Kuusela, 2013). Managers have to be able to adapt to different methods and alter habits constantly to keep up with individuals from various backgrounds to make the team more productive in the end. With team diversity and organizational demography, there have been many factors that depend on them being successful such as age, gender, length of tenure in the organization, functional specialization, personality, cultural values, personality, and ethnicity which the following are referred to as the content of diversity (Joshi, 2003). There are some strategies that managers can use to increase awareness of diversity in the workplace. (Bedi, 2014)

- 1) Reduce Prejudices and stereotypes- By being able to recognize that diversity is there in the workplace and being able to learn from the value and respect its differences is tremendously significant. In addition, admitting your biasness can help reduce them in the future. Finally, dismissing a race or ethnicities myth can help bring groups of employees even closer together.
- 2) Minimizing miscommunication between diverse individuals- If a manager can educate others and themselves by listening, reading, and opening their experiences based on multicultural people will give people time to understand the quality of other diverse people. Also, communicating and listening deeply to asking questions on topics someone does not understand can give your more knowledge about a subject matter specifically race, gender, or ethnicity. In addition,

avoiding certain words or terms that can offend a specific group and not judging an individual based on their clothes, mannerisms, accent, or eye contact can go a long way in understanding a different culture.

- 3) Build relationships with other ethnicities- With the formation of positive relationships can help one appreciate different nationalities more thoughtfully. By receiving feedback from multicultural employees can help respect someone and their value. And finally, treating other employees as guests rather than strangers will help bridge a gap of comfortability that can be used to build positive working relationships going forward.

Employers first have to assess diversity in the workplace before they try to and find a solution to conflicts.

1.15 CHALLENGES OF WORKPLACE DIVERSITY

There are many challenges in having a balanced workplace that is full of employees from diverse backgrounds. Some of the challenges that can be created are communication, which is due to cultural and linguistic barriers and it is necessary to overcome different plans to be successful; having communication that does not work can lead to a lack of teamwork, low morale, and confusion (Anita, 2018). Next, is the resistance to change when employees from different ethnic backgrounds have different perspectives of lifestyle, politics, and religion can lead to a strong tension especially when new ideas and plans are introduced into the work surroundings. A learning curve is also very difficult in some businesses as sometimes more diverse cultures have to need higher diversity training to adjust to the new changes. Fairness is also a vital challenge when diversity is introduced since human resource management needs to ensure that everyone is treated in the right and fair way however every individual has different needs which can make it a challenge.

In addition, inclusion is a major challenge as well since diverse groups tend to segregate themselves with others that share the same ideas and beliefs instead of the collective coming together to ensure a strong sense of teamwork. There are also internal challenges that companies face such as difficulty in changing the past culture, lack of internal experience, there can also be a reduction in understanding the benefits of diverse employees, and a challenge in quantifying the benefits to sustain investment. The external challenges are legal restrictions for holding sensitive data, historic gaps with anti-discrimination laws, and differences in social attitudes and cultural values (Anita, 2018).

One of the most difficult challenges that human resource management has to focus on is the implementation of diversity as well as the difference of individual characters and how it plays a role in the workplace (Samuel, 2018). Due to that fact, diversity in an employee's characteristics needs deep analysis so they can be able to perform efficiently and be managed positively. Diversity bias is the basis of three principles.

- 1) Superiority- The principle assumes that an employee feels that he or she is more suitable than another person. Which can be based on religion or race where their specific religion or color is better than another individual.
- 2) Correctness- This assumption is based on the idea that whatever an individual does, they think they are the best at that specific task and could even re-do an initial task that was done by someone else just because they think they would do it better. This can cause a negative consequence and can reduce employee morale as well as have decrease happiness in a job.
- 3) Universality- The idea is that everyone believes that everyone else is equal which is the complete opposite of the other assumptions. However even though there are positive intentions in universality, there needs to be some type of hierarchy in a business to dissuade insubordination which can ultimately decrease productivity and performance in a job (Samuel, 2018).

Although there are many difficulties that human resource management faces due to diversity, it can be seen that many employees just want to be treated with respect and equality. The equality theory which encompasses the terms of fairness and equity with a motivated individual states that individuals are driven by being frank, and if they find inequalities in the way they put in energy or how they receive it they will try and adjust the input in a way that they see equally fit (Muthoni, 2014).

2 TOOL USED FOR ANALYSIS OF THE RESEARCH

This chapter represents the survey instrument and collected data's reliability test. Also, it is intended to broaden the internal consistency tool used in this research. To check the survey questionnaire's internal consistency and reliability, the researcher used Cronbach's Alpha Coefficient test. For the relational data testing, the Chi-square hypothesis testing was used in the research study. This chapter is intended for the elaboration of these tools used in the research.

2.1 CRONBACH'S ALPHA COEFFICIENT RELIABILITY & CONSISTENCY TEST

Cronbach's Alpha is a convenient test used mainly to measure the reliability or internal consistency of a set of data (Likert type scale data). Cronbach's alpha gives a simple way to measure whether or not a score is reliable. It is used under the assumption that may have multiple items measuring the same underlying construct. If the survey is intended to measure some level of happiness, any number of questions asking different things should lead to overall happiness. The way to measure this level of consistency of a set of data is by Cronbach's Alpha coefficient. Cronbach's alpha test was used to test the internal reliability of the instrument. It was done to test the questionnaire and survey technique.

For this study, the reliability of the data collected was analyzed using Cronbach's alpha, which helped to determine the level of precision of the data and the reliability of the data obtained from the survey. Items were analyzed to determine the internal consistency and reliability of each item and subscales. The result allowed the researcher to know whether the survey tool used is reliable and can capture the data required for the study.

Table 1: Internal consistency and reliability level (coefficient alpha)

Serial	Coefficient Alpha	Reliability level
1	0.8-0.95	Very good reliability
2	0.7-0.8	Good reliability
3	0.6-0.7	Fair reliability
4	<0.6	Poor reliability

Source: Author

Table 1 indicates that a level of reliability less than 0.6 is considered as poor, level amidst 0.6-0.7 sought to be fair in reliability while level from 0.7-0.8 range is considered as acceptable and lastly reliability above 0.8 is considered as very good.

2.2 PEARSON CHI-SQUARE TEST OF DEGREE OF INDEPENDENCE

A Chi-square test is commonly used to test the statistical independence between two or more categorical variables. It is also known as the test of goodness of fit and chi-square test of Independence. In the chi-square test of independence, the frequency of the nominal variable is compared with the theoretically expected frequency. It is based on the differences between the actually observed frequencies in the cells and the frequencies that would be expected if there were no association between the variables (Johnstone, 2001).

The Chi-square test is done through hypothesis testing of the variables. The null hypothesis of the Chi-Square test means that no relationship exists on the categorical variables in the population and tells us that they are independent. If we Chi-square test value tells to reject the null hypothesis, then there exists a relationship between the categorical variables. To relate the chi-square value to the significant level, the number of degrees of freedom associated with the cross-tabulation are taken into consideration.

3 DIVERSITY MANAGEMENT IN KFC

KFC (Kentucky Fried Chicken) is the second-largest fast-food chain shop globally which headquarter is located in Louisville, Kentucky. The foods that KFC is specialized are fried chicken and sandwiches made by chicken. It has globally a total of 22,621 branches covering 150 countries. KFC was one of the first fast-food chain shops expanding internationally and it came to the Czech Republic in 1994 with its first branch opening in Vodičkova Street in Prague. The operator of KFC restaurants in the Czech Republic is Amrest s.r.o which also operates Burger King, Starbucks, and Pizza hut here. There are more than 105 branches of KFC in the Czech Republic of which 40 branches are located in Prague itself.

The targeted branch of KFC intended for the research study is situated at the heart of Prague “Andel” and is considered the top five highest revenue earned branches all over the Czech Republic. Because of the branch’s high volume of sales, it is also managing a high amount of employees compared with others. For that reason, it has a noticeable amount of diverse background employees difference in age group, country, ethnicity, language, and religion. Even the managers belong to many diversified natures.

Even though KFC has many branches with diverse employees, it does not practice institutionalize workplace diversity training for managers and employees at the branch level. Recently, many organizations started providing workplace diversity training and awareness among managers and employees. Some of the organizations do this practice as a placard for workplace diversity which has the opposite reality when it comes to real life. So, having no organizational training on workplace diversity is not cynical at all, what is important is in the real organization level workplace diversity practice.

As for KFC standards, there are certain rules implemented in a way that protects every employee from being discriminated against. Mainly the reward system for job performance is linked with a computerized program that can show weekly sales by each cashier. Based on that everyone regardless of their background gets the bonus

and free meal voucher. Other employees get the bonus on the special task performed given by the shift manager and doing any extra ordinary task. However, to keep everyone motivated KFC gives crew bonuses every month regardless of individual performance. When it comes to communication, employees use both English and Czech languages according to their needs. From the onboarding process, employees get trained in their comfortable language. The fast-food chain runs successfully with only one element, which is teamwork. KFC's employees practice the greatest team effort when it comes to excellent customer service. Employees are not only confined in the restaurant operation; they also participate in monthly meetings with managers. Anyone can participate and raise their suggestion or issues related to restaurant operation. Regardless of employee's age, gender, nationality; they are welcomed for getting trained to become managers and trainers. When it comes to the hiring process, KFC has always been open for any individual to join the team and be part of KFC.

The nature of KFC's diversity practice made it rational to evaluate employee's mental, emotional, and state of well-being at the workplace and how they have been treated in their workplace from a diversity perspective. For that reason, a survey questionnaire was designed to measure KFC employee's workplace diversity experience. Further, there was the involvement of general employees from diverse companies to make a comparison of their experience of diversity at the workplace with employees from KFC. The methodology is designed in three parts including the instrument used in this research, the procedure of data collection, and lastly analysis of the survey result.

The participants of the data collection were current employees of the KFC Andel branch and General individuals from different companies and backgrounds. With the consent of the Branch manager, employees were asked to participate in the survey if they want to. They were also informed that the survey was anonymous. In total there were 66 respondents from the targeted KFC branch and the rest 41 were General responses. Respondents were from diverse backgrounds ranging from ages 16 to 48 and presenting 17 different nationalities. After agreeing to participate, the

survey questionnaire was distributed to them. There were 1 language preference question, 4 general questions, and 12 questions on a 5-point scale.

3.1 TOOLS USED TO CONDUCT THE ANALYSIS

To find out more about the topic of the diversity at workplace in a chosen company there was surveyed its employees. The survey questionnaire was the main source of data analysis. Before distributing the final version, the questionnaire was tested for recognizing the level of understanding. After careful pilot testing, all the comments from testing respondents were recognized and adjusted accordingly.

The survey was conducted using Google Forms which is available to use for free. The survey was distributed via email for KFC employees and via social media platforms for General getting responses. The questionnaire was divided into three segments where the first one was to determine the language preference of each individual. Since the majority of employees in KFC are Czech Republicans, using local language made the questionnaire more understandable. There were two options for language. The second segment was mainly to recognize each respondent and his/her background for analysis purposes. There was avoidance of such questions that can reveal the identity of respondents and make them uncomfortable to answer any question. However, the survey had the option to avoid any question that the respondent might not want to answer. The last segment was about employee engagement in their workplace and sharing their experience through Likert's 5-point scale.

For this survey questionnaire, the 5-point scale was adjusted from "neither agree nor disagree" to "Neutral" to avoid confusion among respondents. Likert's 5-point scale is the most suitable method for critical evaluation since it enhances the degree of opinion and even no opinion at all. Therefore, more quantitative data can be extracted and that can help ease data analysis. By offering anonymity, this self-administrated questionnaire further reduces the social pressure of each respondent. A Likert scale presumes that the strength of an attitude is linear, on a continuum

from strongly agree to strongly disagree, and makes the assumption that attitudes can be measured. For example, each of the responses would have a numerical value which would be used to measure the attitude under investigation.

3.2 PROCEDURES AND DATA COLLECTION OF THE SURVEYS

According to the research objectives and theoretical framework determined in the literature review, the survey questionnaire was designed to KFC's current employees express their diverse experience in the organization and challenges faced by the managers. To have a weigh-up result with individuals who are not working in KFC, the survey questionnaire was also distributed to General employees regardless of their working organization. Moreover, the analysis comparing with general response will help point out some of the problematic areas.

The respondents of the survey questionnaire were current employees of the KFC branch and General individuals from diverse backgrounds representing multiple organizations. The base of the questionnaire was developed according to a 5-point scale to evaluate employee experience in their work relating to diversity and how they feel about the organization they are working with. Each of the questions was scored 1 to 5 scale from strongly disagree to strongly agree.

Table 2: Likert's 5-point Scale used for the survey

Agreement Level	Value
Strongly disagree	1
Disagree	2
Neutral	3
Agree	4
Strongly agree	5

Source: (Brown, 2010).

In order to achieve the maximum result from the efficiency of the respondents' results, the questionnaire was set up to aim to highlight the main aspects of the work experience to achieve the full objectives.

The survey questionnaire was significant to highlight areas of improvement in the organization. The questions had to be set up more easily and understandably that decisions can be made comprehensively. With that in effect, there were 17 questions in which 4 questions were general identification type and 1 question was to point out the organization that they are working for. The rest 12 questions were statement-based questionnaires to find out the level of agreement with the statement. These questions were crucial to find out the diverse experience of various organization employees and get a picture of the organization's culture for diversity. The time length taken to complete the survey was very short and without any critical thinking necessary. Since the survey was distributed via email and social media, respondents could participate in their free time without hampering on-duty schedule.

3.3 DATA ANALYSIS OF MANAGING WORKPLACE DIVERSITY IN COMPANIES SURVEY

After the successful collection of survey data, all the questions were thoroughly checked for any missing or unanswered question responses. The scale used for the survey made the respondents comfortable enough to answer all the questions without hesitation and measuring the level of agreement among all the respondents. The level of agreement has been classified according to the mode and further using mean to find the level of agreement by distributing mean value. Since the data series are of individual questions that have Likert response options for the participants to answer, using mode for justifying the agreement level was accounted. Further, classifying mean values to the 5-point scale developed a degree of confidence.

To determine the minimum and the maximum length of the 5-point Likert type scale, the range is calculated by $(5 - 1 = 4)$ then divided by five as it is the greatest value of the scale $(4 \div 5 = 0.80)$. Afterward, number one which is the least value on the

scale was added to identify the maximum of this cell. The length of the cells is determined below:

Table 3: Likert's 5-point Scale classification according to the mean value

Length of the cell	Level of agreement
From 1 to 1.80 represents	Strongly disagree
From 1.81 until 2.60 represents	Disagree
From 2.61 until 3.40 represents	Neutral
From 3.41 until 4.20 represents	Agree
From 4.21 until 5.00 represents	Strongly agree

Source: Author

Since there were two groups of respondents, the data were analyzed from multiple directions. The experience of KFC employees and General employees from numerous companies were also classified among different backgrounds. The researcher tried to find how local employees experienced diversity in their organization as compared to foreign employees and make a definitive assumption. The objective of distributing the survey was to enable the data analysis from as many perspectives as possible and make a comparison. All these comparative analyses and responses from employees later would suggest the level of appreciation towards their organization and possible consideration or area of improvement. The findings will be discussed in the following chapter.

4 RESULTS OF THE SURVEY AT KFC AND GENERAL EMPLOYEES

The previous chapter was focused on the method and instrument that has been used to get a successful survey outcome. This chapter has illustrated the data collected from the survey questionnaire of all the respondents separating into two groups. The survey was a key tool to gather data about employees of KFC and General employee's experience of diversity in their organization. The researcher further interpreted among these two groups and sets of data to find out factors that affect diversity and help to improve on the shortcomings. This chapter is divided into three parts, the first demonstrating the mode of each statement and defining the level of agreement of the statement. Overall, collected data were analyzed using descriptive and inferential statistics. Descriptive analysis was used to collect the distribution of respondents based on diversity parameters such as age, gender, country. For inferential analysis, Pearson's correlation test was used by finding the mean value and test the significance level of agreement on statements. The researcher also illustrated the mode of every statement to give a definitive opinion on the level of agreement. The second part mainly illustrates the findings of the data survey and assessment of data results. The last part continues with proposals based on the result collected and considerations that the targeted organization can consider.

4.1 DEMOGRAPHIC BREAKDOWN OF COLLECTED DATA

In the first part of the survey questionnaire, the respondents were asked to identify themselves by three questions regarding their demographic profile including gender, age, and nationality. This part only demonstrates the respondent's demographic characteristics based on frequency.

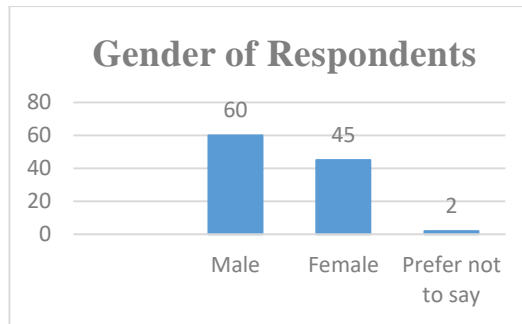


Figure 7: Distribution of Respondents in Terms of Gender

Source: Author

Figure 7 indicating the gender distribution of respondents to the survey questionnaire. Gender is one dimension used to assess workforce diversity and measure the level of diversity inside the company. Some male respondents participated 56% of the total respondents while 42% were female respondents. Two respondents preferred not to reveal their gender which is 2% of the population of the participants. In other words, from 107 respondents 60 of them were male while 45 respondents were female and 2 respondents were preferring not to reveal their gender.

Table 4: Distribution of Respondents in Terms of Age group

Age Group	Frequency	Percentage
41-56 Years	5	5%
25-40 Years	74	69%
6-24 Years	28	26%
Total	107	100%

Source: Author

Table 4 showing the age group of respondents according to generation. The majority of respondents were middle age or Millennials accounted for 74 respondents out of 107 respondents. Following that the younger age group who are the newest

generation stands for 28 respondents out of 107 followings the oldest group of 5 respondents.

Table 5: Distribution of Respondents in Terms of Country

Country	Frequency	Percentage
Czech Republic	53	50%
Germany	1	1%
Estonia	1	1%
The Netherlands	1	1%
France	1	1%
Spain	2	2%
Slovakia	5	5%
Canada	1	1%
Cuba	1	1%
Turkey	2	2%
Bangladesh	21	20%
India	10	9%
Malaysia	3	3%
Philippines	1	1%
Ethiopia	1	1%
Ghana	2	2%
Kosovo	1	1%
Total	107	100%

Source: Author

Table 5 demonstrates the vast amount of respondents from all over the world. The highest number of respondents received is from the Czech Republic which stands for 53 out of 107 respondents covering 50% of the total response. The next highest response received from Bangladesh accounted for 21 out of 107 responses followed by India getting 10 responses. The survey response covered mainly Asia, Europe, and African Countries. That helped to get Workplace diversity level and how people from different countries think about it.

Table 6: Distribution of Respondents in Terms of KFC and Others

Company	Frequency	Percentage
KFC	66	62%
Others	41	38%
Total	107	100%

Source: Author

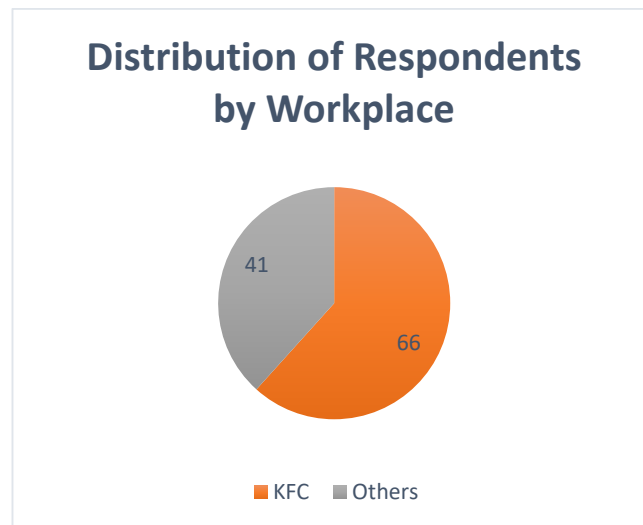


Figure 8: Distribution of Respondents in Terms of KFC and Others

Source: Author

Table 6 and figure 8 points out the respondents according to their working place. In the survey, respondents were asked whether they are an employee of KFC or not, if not then mentioning the workplace. The result came out 66 respondents out of 107 were KFC employees which covers a total of 62% of total respondents. The rest 41 respondents covering 38% of the total, represents various company inside and outside of EU giving the author idea about how they are treated in their workplace. The total population in the KFC Andel branch is 96 of which 66 employees responded to the survey standing at 68.75 percent of the total population of KFC.

4.2 ANALYSIS OF SURVEY RESPONDENTS LEVEL OF AGREEMENT TOWARDS DIVERSITY ISSUES

Workplace diversity issues faced by the respondents were measured through the level of agreement towards the affecting factors. All the factors were analyzed inferentially by mean value and standard deviation of each statement to further analyze the consistency of the responses. This gave each factor the overall level of agreement of the respondents.

The level of agreement on all the statements was analyzed and the results are as follows –

Regarding how the respondents think of their workplace as a diverse place to work, the mean value of the statement came ($\mu=4$) indicating that overall all the respondents Agreed to the statement as the mean value falls under Agree level. Looking at the mode of the statement also tells that number of Agreed responses is at the highest among the general and KFC employees.

Table 7: Level of agreement on whether the organization is a diverse place to work

The statement Level	Response Level					Opinion
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
Your organization is a diverse place to work (General Response)	1%	2%	21%	47%	29%	Agree
KFC employees	0%	0%	17%	52%	32%	Agree

Source: Author

Since the survey was among two groups of employees, it is crucial to evaluate the level of agreement of KFC employees towards the statement. The mean value of the first statement regarding the level of diversity in KFC was ($\mu=4.15$) which clearly states that average employees in KFC agreed to the fact cause the mean value falls under agreement with the level of Likert's 5-scale. Of all the respondents 52% population thinks that KFC is a diverse place to work. Noticeably, none of the respondents strongly disagreed or disagreed with the statement.

The response on how fairly different background employees treated in their workplace was overall agreed about the fair treatment and the mean value was ($\mu=4.02$) which falls under the Agree mean value classification. There was no response to this statement from one respondent.

Table 8: Level of agreement on fair treatment in the workplace

The statement Level	Response Level					Opinion
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
People of different cultures and backgrounds are treated fairly (General Response)	2%	9%	8%	44%	36%	Agree
KFC employees	0%	6%	5%	48%	41%	Strongly Agree

Source: Author

The level of agreement among KFC employees on fair treatment in the workplace from the different backgrounds was Strongly agreed as the mean value was ($\mu=4.24$). Which means on average employees strongly agreed to the fact that all the

employees with different background are treated fairly. Even though the mode distribution was highest at Agree level, with the high number of agreeing and strongly agree responses made definitive opinion level by using mean. The percentage distribution was 48% and 41% for Agree and Strongly Agree respectively.

The level of agreement on comfortability sharing their culture and background with other colleagues overall agreed. The mode of the statement indicates the level of Strongly agree as to the highest response but the mean of the statement was ($\mu=4.14$) which suggests on average respondents have agreed to the statement.

Table 9: Level of agreement on the comfortability of sharing cultural background

The statement Level	Response Level					Opinion
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
You are Comfortable talking about Your background with your colleague (General Response)	2%	3%	17%	36%	43%	Agree
KFC employees	0%	2%	20%	30%	48%	Strongly Agree

Source: Author

On the other hand, KFC employees chose strongly agreed on the level of comfortability sharing their culture with others. The mean value was ($\mu=4.26$) that falls under the strongly agreed level of mean value distribution. Total 48% of employees strongly agreed that they can share their background with other

colleagues comfortably. None of the employees strongly disagreed with the statement.

Regarding tolerating ethnic, gender, or racial jokes in the workplace the respondent's agreement levels are mixed and scattered around the mean value. The mean value was ($\mu=2.89$) which indicates the Neutral mean value.

Table 10: Level of agreement on the tolerable level of ethnic and racial jokes

The statement Level	Response Level					Opinion
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
Ethnic, Gender, and racial jokes tolerated at Your workplace (General Response)	25%	16%	19%	24%	16%	Neutral
KFC employees	28%	9%	17%	25%	22%	Neutral

Source: Author

The agreement level of KFC employees on the tolerated ethnic and racial jokes was at a Neutral level since the mean value was ($\mu=3.03$). According to the mode or frequency of the answers, strongly disagree is the majority opinion and 28% of KFC employees strongly disagreed with the statement. However, the percentage distribution is a similar pattern to that of the whole survey. There was one respondent unwilling to share their opinion on the statement.

Asking about the company's rule of discouraging discrimination, both the general employees and KFC employees reacted similarly. That resulted in the mean value

($\mu=3.85$) and overall agreement level to “Agree” according to the mean value classification.

Table 11: Level of agreement on the Company’s rule to discourage discrimination

The statement Level	Response Level					Opinion
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
Your company’s rule discourages any kind of discrimination (General Response)	2%	10%	17%	42%	28%	Agree
KFC employees	2%	9%	8%	40%	31%	Agree

Source: Author

There was a single respondent from an employee of KFC who did not want to comment on the statement. The mode or frequency of Agree statement was the greatest at 40% of total KFC respondents. The mean value was ($\mu=3.89$) which generalize the overall statement at the “Agree” level.

Regarding the supervisor/managers commitment level towards embracing diversity, the majority of respondents Agreed to the statement. This made the mean value ($\mu=3.92$) and 48 respondents from both groups of employees agreed and 30 respondents strongly agreed to the statement out of a total of 106 responses. Since there was an option to skip any statement, one respondent was unwilling to attend the statement. The mean value suggests that on average all the respondents agreed to the fact that their supervisor/manager shows commitment towards workplace diversity.

Table 12: Level of agreement on manager's commitment to support diversity

The statement Level	Response Level					Opinion
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
Your manager shows desire and support diversity (General Response)	3%	4%	20%	45%	28%	Agree
KFC employees	2%	0%	18%	51%	29%	Agree

Source: Author

The KFC employee group separately were firm believer that their manager showed commitment to support diversity and 51% of them agreed to the statement. Whereas, 29% stated strongly agree to the commitment of managers. There was only one respondent who strongly disagreed with the statement and one without any response about the statement. However, the mean value for KFC employees came ($\mu=4.06$) which proves the agreement level of overall employees to “Agree”.

Whether diverse background employees encouraged for career growth or not, 49 respondents agreed that indeed there is no discrimination for career growth. The mean value was ($\mu=3.81$) confirming the overall agreement level as Agree and the mode/ frequency on the agreed statement was also at the highest. The reason for the low mean value was, 19 responses were neither agreed nor disagreed and that has dropped down the overall response rate.

Table 13: Level of agreement on encouragement to apply for career growth

The statement Level	Response Level					Opinion
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
Employees from diverse backgrounds are encouraged to apply career growth (General Response)	3%	8%	18%	46%	25%	Agree
KFC employees	3%	6%	20%	46%	25%	Agree

Source: Author

As for KFC employees, the mean value was ($\mu=3.83$) which makes the agreement level at “Agree” according to the mean value distribution on a 5-point scale. In total 65 responses, 46% of employees agreed that diverse background employees encouraged to apply for career growth. There recorded no response from one of the employees.

Regarding how much the employees feel that they belong to their workplace, 53 respondents agreed to the statement and 34 strongly agreed that they belong to their workplace. This statement was set to measure the comfortability of employees working for their organization. The mean value came ($\mu=4$), confirming the overall response level at “Agree”.

Table 14: Level of agreement on belonging to the workplace

The statement Level	Response Level					Opinion
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
You feel like you belong to your workplace (General Response)	3%	7%	8%	50%	32%	Agree
KFC employees	2%	6%	8%	52%	33%	Agree

Source: Author

On this statement, KFC employees as a whole responded on a similar pattern with that of general employees. Total 34 employees agreed to the statement and 22 were strongly agreed that they feel like belong to their workplace. On average 52% believe that they belong to KFC and 33% strongly believe in that belonging. However, the mean value was ($\mu=4.09$) which is an Agree mean level.

In the workplace, the colleagues must be not only accepting your diverse nature but also giving proper respect to the other colleague. This kind of relationship makes a good team effort and helps to grow the organization. On the questionnaire, the respondents were asked whether their colleague embrace their ethnicity and show respect towards them. Out of 107 responses, 48 respondents agreed that their colleagues are respectful towards them regardless of their ethnicity. Also, 37 respondents strongly agreed to the statement-making the mean value ($\mu=4$) and putting the average response according to Likert's 5-point scale at "Agree".

Table 15: Level of agreement on embracing ethnicity and respectful

The statement Level	Response Level					Opinion
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
Your colleagues embrace your ethnicity and respectful towards you (General Response)	6%	3%	12%	45%	35%	Agree
KFC employees	6%	2%	8%	45%	39%	Agree

Source: Author

The employees from KFC reacted positively to the statement putting the mean value ($\mu=4.1$) and 30 respondents total agreed to the statement. On average, everyone agreed to the situation making 45% and 39% agreed and strongly agreed respectively.

Job performance evaluation is the crucial element for employee motivation and managers have to be fair giving appreciation regardless of the diverse nature of the employee as well as avoid any biases. While asked employees about manager's evaluation of their job performance, there was a mixed opinion or agreement level among the respondents even though the highest frequency was agreeing on the statement. The mean value resulted ($\mu=3.86$) which is average at the agreed level of the scale. In a total of 107 respondents, 45 agreed to the statement whereas 31 respondents have strongly agreed. However, there were 16 neutral responses with 2 respondents with no comment.

Table 16: Level of agreement on manager's evaluating job performance

The statement Level	Response Level					Opinion
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
Your manager evaluates your job performance fairly (General Response)	4%	9%	15%	43%	30%	Agree
KFC employees	3%	6%	18%	42%	30%	Agree

Source: Author

The same statement among the KFC employees reflected similarly with 28 respondents agreeing to the statement and 20 respondents strongly agreeing. The percentage distribution between Agree and strongly agree was 42% and 30% respectively. Additionally, 12 respondents remain neutral to the statement and none of the employees skipped the statement.

Job security is the most desired factor that can motivate employees and make them feel that they belong in the workplace. Regardless of their diverse nature, every employee must have that feeling otherwise employer cannot expect a full outcome from the employees. Asking this matter or statement to the respondents, most of the employees both from KFC and General person agreed on the matter making 48 out of 107 responses. However, 31 respondents strongly agreed that they are satisfied with their job security. The mean value was ($\mu=4.07$) which positively indicates the agreement level as “Agree” to the statement. Unfortunately, two respondents did not want to answer this questionnaire.

Table 17: Level of agreement on satisfaction regarding job security

The statement Level	Response Level					Opinion
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
You are satisfied with your job security in the organization (General Response)	2%	6%	11%	46%	35%	Agree
KFC employees	2%	2%	11%	48%	38%	Agree

Source: Author

The level of satisfaction for job security among KFC employees was highly positive with every respondent's valuable comments. Almost half of the employees agreed that they are much satisfied with their job security in KFC. Total 32 respondents agreed on the statement whereas 25 respondents strongly agreed on it. The mean value was ($\mu=4.20$) which is almost at the strongly agree level. Due to the high number of agreeing and strongly agree with respondents, the mean or average came high. 11 respondents were being in the neutral position with having one respondent on each level of disagreeing and strongly disagree.

The ending statement was focused on whether the employees would recommend others to join their organization based on the culture and diversity practice. This statement largely depends on how the employees are being treated in their organization and the work culture inside the organization. The respondents were highly positive regarding the statement and 46 respondents agreed with the statement whereas 41 respondents strongly agreed with it. Only one respondent was unwilling to give any agreement level. The mean was, however ($\mu=4.14$) which stands average "agree" level on the 5-point scale.

Table 18: Level of agreement on recommending others to the workplace

The statement Level	Response Level					Opinion
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
You will recommend your workplace to others based on culture and diversity practice (General Response)	1%	5%	12%	43%	39%	Agree
KFC employees	0%	5%	12%	41%	42%	Strongly Agree

Source: Author

As per the KFC employees, the response was quite positive and 28 respondents strongly agreed that they will recommend others to join KFC based on the cultural and workplace diversity. Also, 27 respondents agreed with the statement and made the mean quite high ($\mu=4.21$) which overall stands for “strongly agree” agreement level according to the scale. The total percentage distribution was for strongly agree and disagree at 42% and 41% respectively. None of the respondents strongly disagreed with the statement indicating a very strong diversity practice in KFC.

4.3 KEY FINDINGS OF SURVEY QUESTIONNAIRE AND INFERENCE ANALYSIS

This chapter elaborates the key findings of the survey questionnaire and analyzes the consistency and reliability of the data collected. This chapter is divided into two sections, section one testing the consistency and reliability of agreement level by Cronbach’s alpha coefficient and interpreting it. Section two focused on finding relational data factors between two data sets using Pearson’s correlation test.

4.3.1 LEVEL OF CONSISTENCY AND RELIABILITY TESTING USING CRONBACH'S ALPHA COEFFICIENT

Reliability analysis is crucial and widely used to measure survey accuracy. For ordinal data type, any arithmetic analysis can be conducted putting scale value at the 5-point scale. Then the internal reliability of the scale and consistency of the agreement level can be tested to prove the reliability of the survey for the research.

In addition, he pointed out that this test is most commonly used when there are more than Likert-type questions in the questionnaire. According to Zinbarg, (2005) Cronbach's alpha is a reliability coefficient that can estimate the generalization of data without any bias. Therefore, the measurement has no errors and produces consistent results. For the current study, the reliability of the instrument was analyzed using Cronbach's alpha, which helped determine the accuracy and reliability level of the data obtained from the survey. The result allowed the researcher to know whether the survey tool used is reliable and can capture the required data.

To get the Cronbach's coefficient alpha the following computation was carried out —

Table 19: Internal consistency and reliability test

Item/questions/components	12
Sum of the item variance	12.20800257
Variances of total score	63.74565464
Cronbach's Alpha coefficient	0.899397958

Source: Author

The success area was measured with 12 items or questionnaires since the first four questions were descriptive type. The ordinal data is necessary to calculate the consistency level and data reliability. Overall the Cronbach's alpha came at 0.89 which is at the highest reliability level of coefficient alpha testing. So, it can be said that the questionnaire data is very good reliable and consistent among the

respondents. Also, the understandability of each statement and their response was consistent which is acceptable for the research purpose.

4.3.2 INFERENTIAL ANALYSIS OF QUESTIONNAIRE BY HYPOTHESIS TESTING AND CHI-SQUARE TEST

For the research, the researcher proposed to test two theoretical arguments from the questionnaire in this study. Hypotheses testing were taken using Chi-square calculations. The analysis was accomplished using Microsoft Excel. The chi-square test is known as the test of goodness of fit and the chi-square test of Independence. In the Chi-square test of independence, the frequency of the nominal variable is compared with the theoretically expected frequency. It is based on the differences between the observed frequencies in the cells and the frequencies that would be expected if there were no association between the variables (Calder, 1996). To relate the Chi-square value to the significant level the number of degrees of freedom associated with the cross-tabulation are taken into consideration. For the ordinal data type like Likert's scale, the variables have been calculated for the Chi-square test using the mean score distribution of the level agreement.

Hypothesis one:

Null hypothesis – The place of work either KFC or any organization has no relation to the fair evaluation of job performance.

Alternative Hypothesis – The place of work has a strong relation to the fair evaluation of job performance.

Hypothesis one was set to investigate the relationship between the theoretical assumptions whether the place of the workplace has a positive impact on job performance evaluation. Since the survey questionnaire was distributed among two groups, to KFC employees and general employees from other companies, there exists a correlation between their agreement level on fair job performance evaluation and their background of work. To see how related the workplace is with that of a

manager's job performance evaluation regardless of the organization, this test was omitted.

To test the hypothesis, 5-point scale data were gathered from the statement “Your supervisor/manager evaluate your job performance fairly” and analyzed into two groups. One group from KFC with the employee's response strongly disagree to strongly agree and putting value by multiplying with several responses on each level and the Likert's value. After the actual statement response creation on a tabular form, the expected response on each category was created.

Table 20: Chi-square test of fair evaluation of job performance vis-à-vis workplace

P-value	0.6707
Degree of Freedom	4
Chi-square	2.356
Critical value	9.488

Source: Author

The significance level was set to ($\alpha=0.05$) which can initially tell whether to reject the null hypothesis or accept it. If the P-value is less than $\alpha=0.05$ then the null hypothesis is rejected since the value is statistically significant. In this case, the p-value is more than $\alpha=0.05$ and initially, it can be said to accept the null hypothesis. However, it is also to be checked through the chi-square test. After the degree of freedom calculation, the chi-square value came to 2.356. From the tabulation of the chi-square distribution, the critical value can be defined by degrees of freedom and significance level. For this analysis, the critical value was 9.488 which tells that the chi-square value is quite less than the critical value and thus indicates accepting the null hypothesis and showing no relation of job performance evaluation by managers according to the workplace.

Hypothesis two:

Null hypothesis – The manager’s commitment and desire to support diversity has no relation with employees recommending others to join their organization based on diversity practice.

Alternative Hypothesis – The manager’s commitment and desire to support diversity has a strong relationship with employees recommending others to join their organization based on diversity practice.

Hypothesis two was set to evaluate how the manager’s commitment and support towards diversity affect the exiting employee’s recommendation to join the workplace based on diversity practice. The test was carried out between two statement’s responses of total response and checking the correlation level using Likert scale value on each agreement level.

Again to test the hypothesis, 5-point scale data were gathered from the statement “Your supervisor/manager show a commitment and desire to support diversity” and “You will recommend your place of work to others based on culture and diversity practice”. With the agreement level multiplying with the mean value the researcher then calculated the expected response value.

Table 21: Chi-square test of manager’s commitment towards diversity vis-à-vis employees recommending others their workplace based on diversity practice

P-value	0.005
Degree of Freedom	4
Chi-square	14.953
Critical value	9.488

Source: Author

Comparing with the significance level ($\alpha=0.05$), the p-value is lower than the significance level and initially tells to reject the null hypothesis. Further analysis with the chi-square test gave a 14.953 value with a degree of freedom set to 4. From the tabulation of the chi-square value, the critical value was 9.488. When the chi-

square test value is higher than the critical value, the null hypothesis is rejected. So, in this case, the chi-square test value is higher than the critical value and the null hypothesis is rejected as decided initially from the p-value. So, the researcher drew a positive relationship between the manager's commitment towards diversity and employee's recommending the workplace to others based on diversity practice.

4.4 SUMMARY OF FINDINGS FROM THE QUESTIONNAIRE AND INFERENTIAL ANALYSIS

For organizations seeking sustainable growth in a globalized marketplace, managing diversity has become a top priority. Due to international competition in the market, the population structure of the workforce has changed, the demand for human resource management continues to grow, and the special reserves for women, disabled and ethnic minorities have gained momentum. For the management of KFC to understand the feelings of employees regarding the workplace diversity management and practice of culture the survey was initiated. To have a general knowledge of how people who do not work for KFC feel about their workplace diversity management in their company, the survey was distributed among the general public as well to see and realize the bigger picture of workplace diversity management. Each statement was carefully set up for a clear understanding of the respondent's agreement level and could be used for both groups of people. The survey reached out to a various amount of respondents with diverse backgrounds.

To do the descriptive analysis, while asked about how diverse their workplace is, there was strong consistency of response among the employees. The coefficient of variation was less than 1 ($CV < 1$) depicting a very low standard deviation compared with the mean which indicates data are consistent. The responses were all close to mean or average. And the mean or average response according to the mean level was at the agreed level. This analysis indicates that the average population agreed that their workplace is a diverse place to work. The level of diversity in the workplace is depicted by people from different backgrounds like age, gender, culture, religion, ethnicity, and many more. In many companies, there lies a policy to have a balance of diverse workforce. Having an equal number of gender

differences, a mixture of age groups from Gen x to gen z, multiple ethnicities working together are indicators of having a diverse workforce. Organizations without having this kind of policy can simply hire employees from diverse backgrounds. In KFC, the workforce is maintained with a high level of diversity. There are employees age groups from old to young with a good harmony of balance between male-female workers. Adding to that, this organization is open to hiring foreigners regardless of their background. However, the gender ratio is higher towards the female side compared to male employees.

In a workplace, employees from different background and cultures must be respected and treated fairly. Making the workplace a diverse environment has proven to be easier than maintain that diverse nature and make the employees feel fairly treated. This culture eliminates any barriers between people and managers can embrace all employees towards achieving company goals. Asking the two groups this statement gave a moderate response with a consistency level at agreeing. 9% of respondents disagreed with the statement. Separately, almost 90% of the KFC employees positively reacted to the statement indicating a strong workplace diverse practice inside the organization. KFC maintains a healthy work culture by ensuring every employee is being treated fairly and respectfully. Employees from diverse backgrounds go through the same procedure of team building and training. Every month during the crew meeting KFC authority invites all the crew to attend the meeting for strategic planning and solving any issues. If any of the employees have a communication barrier, the trainer or manager helps to translate the agenda to that employee. From the central management, every year KFC arranges a crew party where all the employees regardless of background attend the party. The company policy is designed in a way to welcome diversity and respect each other beyond individual backgrounds.

Being comfortable sharing or talking with colleagues about different cultures or backgrounds plays a key role in team building. Team members should know each other clearly to have a better understanding among them. To create that understanding, they should be comfortable knowing and talking to each other about

their diverse nature. To check the level of comfortability, the survey asked respondents about how comfortable they feel sharing their culture and background. Both employee groups acted 80% positively while 17% were neutral with the statement. That is a good indication of employees being close to each other and sharing their diverse nature with others. The number of neutral respondents was on the rise reasoning could be the introverted nature of employees who do not like to share or talk with everyone easily.

The matter of team building or good companionship among colleagues depends on the workplace culture. One of the ways to have a relaxing work culture is humor in the workplace. Humor in the workplace is something that the majority of people use and enjoy instinctively, but there is plenty of scientific research to confirm what those natural impulses tell us: humor is good for us. According to Robert Provine (2019), people laugh mostly while talking to their friends. Rather than jokes, they are sharing statements and comments that, on the surface, do not appear to be funny at all and quite often go beyond the bounds of what might be considered “appropriate”. Like creativity, humor often works best when it violates what is considered to be the norm. For this very reason, most workplaces or organizations give free play of making jokes or fun to the employees. Some put unofficial rules to avoid humor but if the employees are good with it and can embrace it then there raises no question of humiliation. This questionnaire received a mix of response levels from the participants. The overall agreement level was “Neutral” in this statement which indicates a mixture of opinions. Looking at the KFC data separately, the pattern of responses matches that of the whole data. However, the mode of the response says the majority of employees disagreed with the statement that ethnic, gender, and racial jokes tolerated at their workplace.

While asking the respondents if their supervisor/manager shows a commitment and desire to support diversity, in total almost 75% of respondents positively shared their agreement level while 20% were neutral on the statement. The first indicator of managers being committed to supporting diversity is indeed hiring multi background employees in the organization. Further supporting and embracing the

diverse workforce can be measured from multiple angles such as – fair treatment, career growth, conflict management, appraisal, workload distribution, etc. Comparing with two groups of respondents, KFC employees were 90% positive on the manager's commitment to support and embrace diversity statement. This clearly states that the diversity practice in KFC is well nurtured and employees realize that. KFC as an organization is known for its multi-diverse nature compared to its competitors. At the restaurant level, the hiring of diverse backgrounds people is solely depending on the branch manager. If the branch manager is hiring employees from diverse backgrounds that is an indication of support and commitment towards diversity. From the onboarding till the work starts, managers of KFC help the newcomers to mix up with the crew. For the performance appraisal, career growth, motivation, managers of KFC show proper diversity nature. With the help of the chi-square test, the impact of the manager's support for diversity will be carried out with employees being satisfied and recommending others to join KFC.

Career growth is one of the critical motivating factors for individuals. There are many factors that managers use to evaluate employees for career growth like – skills, interest, attitude, and many more. One thing that managers have to make sure that they avoid any kind of biasness for choosing people for potential growth. The statement asked the respondents whether the employees from diverse backgrounds were encouraged to apply career growth. More than 70% of respondents answered agreed and strongly agreed with the statement and 11% responded negatively. By looking into KFC's data separately, again 70% said they agree with the encouragement and career growth process. However, 9% of employees think differently and disagreed with the statement whereas 20% were neutral. There are certain criteria that KFC managers use for giving career growth to the employees. Language plays a key role for employees to be communicated in the local language and also leadership ability of individuals. There lies no such barrier that prevents diverse background employees to apply career growth. Since the upper position has to lead and train the newcomers, one of the requirements for career growth is language ability. Apart from that, leadership and good skill are also needed for the growth process.

While asked about the manager's job performance evaluation more than 70% population reacted positively whereas only 11% answered negatively. Job performance evaluation regardless of gender, age, culture, background, religion is a challenge for modern era managers. However, overcoming this factor can create a well-balanced motivating environment in the workplace. KFC managers use many factors for performance evaluation. There is a system called upselling for the cashiers and whoever reaches the target percentage according to the system, gets the bonus and free meal vouchers. Doing extra tasks like cleaning, taking over other's shifts during illness, handling rush hour time perfectly also get a token of appreciation as a bonus. The job performance system is well planned in KFC and any good performer gets the reward and evaluation instantly. While checking the response rate, more than 70% of employees answered optimistically. Besides, 18% were neutral and 9% disagreed with the statement.

Job security is the most significant factor for employees to have utmost loyalty towards the organization and on a side benefit, it also keeps the employees motivated. The ultimate objective of any organization is to drive everyone's motivation towards achieving the company's goal. In that sense, ensuring job security helps achieve organization to reach its target. The questionnaire asked about employee's satisfaction regarding job security in the company. More than 80% of the whole respondents gave a constructive opinion. Separately, KFC employees gave an optimistic evaluation on the statement by 86%. Inside KFC, employees are hired based on two contracts. One is part-time and the other with full-time employment. Following the Czech labor law, after the three months' probation period employees get high security for their job. Even low-performing employees are given adequate time for improvement. During the Covid-19 pandemic, none of the employees faced downsizing issues like other companies. Also, management has confirmed there was no salary delay issue during the pandemic. These are the turning point for employees of KFC to feel secured about their job which can be seen in their response.

Job recommendation is an expression from employees when they enjoy working in their organization and feel like they belong to the organization. Many factors like job security, diversity practice, career growth, work culture, and leadership affect the decision of employees to recommend others to join the workforce. Having asked about the factor based on culture and diversity practice, all the population acted pragmatically on the statement. More than 80% said they will recommend their workplace to others based on culture and diversity practice. The KFC employees answered constructively on the statement reaching 83% of respondents who will recommend others to join KFC. Inside KFC there is a bonus system for recommending others to join KFC. The system works monthly with one recommendation instantly 2000 CZK during the first month and another 3000 CZK after that employee works for three months. Apart from the benefit factor, KFC has well-developed diversity practice with fair job evaluation and a manager's commitment towards embracing diversity. Which also plays a key role in recommending others. The researcher tried to find the relationship between how a manager's commitment and desire to support diversity affects an employee's decision of recommending others to the workplace. The tool used for analyzing the relation between the two sets of the statement was the chi-square correlation test. The significance level was set to 0.05. With the initial calculation, the p-value came for the two statements 0.005. This indicates rejecting the null hypothesis and tells there is a strong relationship between the manager's support towards diversity and the employee's recommendation for the workplace. The Chi-square test does not remain satisfied with the initial result. With the calculation of chi-square value and comparing it with critical value, one can give a definite answer about the relationship between the states. The chi-square value for the hypothesis was 14.953 which has to be higher than the critical value to reject the null hypothesis. With the help of degree of freedom and chi-value tabulation, the critical value came 9.488 and gave the researcher a definitive answer of a strong relationship by rejecting the null hypothesis. The diversity practice and commitment of managers for diversity embracement plays a vital role to drive employees towards achieving the organization's goal. These practices make the employees comfortable and confident

in the workplace where they can nurture their skills by developing career goals. That affects the satisfaction level of employees towards the organization and makes them recommend their company to others based on diversity practice. Apart from proving strong relation between the two statements, this test has also given insight into the Manager's major role in diversity practice.

The second test was intended to measure the job performance scenario between two groups of respondents. The difference of job performance evaluation according to the workplace was evaluated in this test. The researcher wanted to find is there any difference in fair job performance evaluation based on the organization. As previously, the significance level was set to 0.05. The initial calculation of the p-value came 0.6707 which was quite high to the significance level. At first view, the null hypothesis could be accepted stating no relation between workplace and fair job evaluation. Further calculation of chi-square value revealed 2.356 with the degree of freedom at 4. From the chi-value tabulation, the critical value came to 9.488 and confirming not to reject the null hypothesis. This means there was no relationship between the workplace and the fair job performance evaluation. Further elaborating the test means fair job performance evaluation response was not dependent on the workplace or the organization. There was a similar level of job performance evaluation regardless of the organization.

5 RECOMMENDATIONS ON MANAGING WORKPLACE DIVERSITY IN KFC

The current research was aimed to understand how employees of diverse and multicultural backgrounds feel about their place of work. People of diversity face many problems and challenges in the workplace due to things that can be out of their control. By giving multicultural employees a survey can truly help to understand how they feel about their current occupation. There was a multitude of questions that were given to two groups of employees that ranged from a 1-point scale to 5-point scale questions that aimed at understanding the effects of how race, ethnicity, age, religion, belief, and gender are affected on an everyday basis in the workplace and how effective their management is handling this multi-cultural environment.

From the survey questionnaire statement about the racial jokes tolerated at the workplace, respondents were quite scattered responding to this statement. To have a friendly environment, racial jokes may be tolerated in some organizations. Management needs to mandate a tolerable level of racial or ethnic or gender-related jokes. It is recommended that employees use jokes or comments that do not go beyond the limit and hurts someone personally. Proper humor in the workplace makes good business sense of knowing people and understand them, enabling employees to build and nurture relationships across hierarchies and even cultural divides. For a start, humor in the workplace encourages more employees to collaborate, provides motivation, and can help prevent burnout. When used effectively, it signals confidence, competence, and high status. In a workplace where humor is shared with everyone, the culture tends to encourage people to be themselves, and the result is a more loyal and productive workforce.

During the survey respondents were asked about their comfortability sharing the culture and background. One of the reasons for the moderate answer is the language barrier in KFC. If the workplace is a mixture of different nationalities, communication could be a barrier to sharing thoughts. Everyone tends to use one common language which is English. As for the demographic breakdown, it can be

seen there are employees in KFC from an old age group of employees who find it harder to use English. That is why it is highly recommended that KFC start the initiative of language course as a benefits package. Foreigners can choose the Czech language as their language course whereas locals who are weak in English can take English language courses. That way the communication barrier could be overcome and employees would be much more comfortable sharing their culture. As per the cost perspective, the language course fee can be borne by both the employer and the employee. As stated before, KFC is providing a monthly crew bonus which could be a source for the funding of the language course. The cost estimation and distribution can be calculated as follows –

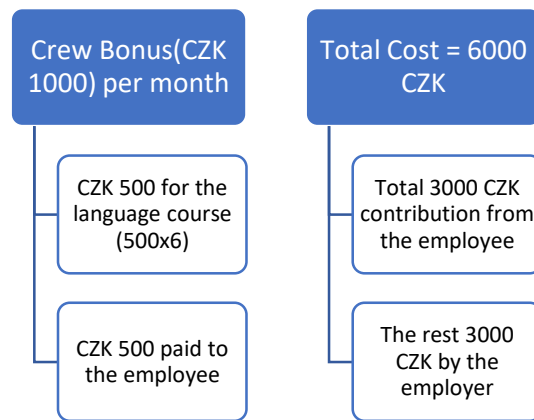


Figure 9: Distribution of cost for language course and cost estimation

Source: Author

Figure 9 is the total estimation of the cost for KFC to implement language courses for its employees. The average language center charges six thousand Czech Koruna. If the employer split the cost by half, then KFC can provide three thousand and the rest could be raised from the employee's monthly bonus partially. The fixed bonus that every employee gets is a thousand Czech Koruna. From that, if KFC keeps five hundred Koruna separately for six months, then the cost of the course could be borne without any issue.

Another initiative that KFC can surely pertain to is, organizing a culture-sharing program or country representation. If employees are from different cities, they can share their city's history, norms or even bring local food to taste. That will make other colleagues respect the employee and be curious about knowing them more. The ultimate benefit will surely go to the company since team building can bring a better outcome.

There is no centralized training for managers regarding diversity management and embracing diverse employees in KFC. Management of KFC can research and devote time for such training for managers and trainers. This will make the employees know that management is concerned regarding diversity and employees will be much more loyal and comfortable working with the organization. There is no doubt that managers of KFC show excellent commitment towards diversity, but formal training is needed to handle and know more about diversity management. Of course, the cost of diversity could be as high as 1000-3000 Euro per session. This can be easily minimized by preparing a diversity management training module online. Amrest s.r.o. use a dedicated website for training purposes. By preparing the diversity module with some added presentation and video, KFC can surely save a lot of money on diversity training for managers. This way it would be much convenient for managers to use their free time and finish the required training on workplace diversity training. Also, the preparation of the module is just one cost around \$25 to \$50 per employee which outweighs the benefit that KFC will get from it.

Inside the KFC, every month there occurs an internal audit for quality inspection and standard operating procedure. It is recommended that the management start the policy of internal audit for employee welfare and diversity management at least once a year. This will help find out internal issues at first glance or areas of improvement that can be made. Also recommending maintaining internal branch level survey for diversity issues and use the data for future strategic planning.

As a welfare initiative, KFC can also organize an internal survey system via the website dedicated to employee training. This way KFC can have an insight of diversity practice level on each branch and find the loopholes for improvement. The

survey would cost very little for the full analysis option and the tool could be Survey monkey, google form, or any other platform. Most importantly it needs the devotion of Human Resource manager's willingness for a better workplace.

Earning a competitive advantage in this globalized market is a huge challenge. To achieve that management should deploy diversity management in its structure and if necessary create new institutional policies to effectively manage employee diversities in the organization. Management should create an inclusive environment where people value diversity, be aware of diversity handling, are eager for learning & training on diversity issues, and finally can link diversity with the organization's strategic business objectives assuring top management support and encourage clear & credible communication. The research work recommends that the current study provides sound evidence of programs used by the organizations that have benefitted both the organization and employees with the help of inferential analysis. Hence, it will now be less difficult for companies to obtain the support necessary to implement diversity management initiatives after the findings of the research work.

It is high time for both the general companies and KFC to implement diversity management programs as it is recommended that implementing programs related to workforce diversity will result in the betterment of the individual, employees, and the organization as a whole. There needs an absolute awareness program related to diversity management for all the employees. Companies need to start investing in R&D for proper diversity management and time on this issue to avoid loss from poor diversity management. Furthermore, it is highly recommended that organizations begin with self-audit and identify the raising issues on diversity that are unique to their company.

The study recommends managers/supervisors commitment and participation as a very crucial element for managing diversity in the workplace. As a leader, they should take strong personal stands and try to become the role model of the behavior required for change followed.

It is recommended that the company practice good strategies to manage diversity effectively. Apart from work performance recognition, managers can provide

recognition awards and increase the visibility of the awards for exemplary work done on managing diversity such as – training newcomers with a diverse background, handling any conflict issue. This work must be recognized so that it encourages employees to be more active in diversity management.

This research reveals useful diversity management practices and management challenges that organizations can be benefitted from. Adding to that the collection of qualitative and quantitative evidence is essential to implement an effective diversity management plan. Finally, the majority of the diversity management discussions in organizations are about the hiring of foreign nationals into the workplace. Due to the emergence of a diversified era, companies need to think beyond a single perspective of diversity. This research paper aims to have a deeper understanding of diversity elements, as well as how, do managers can handle that. Which will create a pathway for more extensive research in the future.

Here are some of the list of added recommendations for managing diversity in KFC

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The increase of workplace diversity and understanding the social norms and traditions of people from ethnic backgrounds can be achieved through some additional proposals of diversity management. By managing diversity in a positive perspective with the use of the human resource department can create a strong reputation for a business that can entice individuals from all backgrounds and countries to join.

- An increase of policies and laws that are more focused on diversity can create a sense of belonging by creating flexible schedules, events through corporations and businesses.
- Change benefits of the employee so there is more fairness and equality between everyone.
- Create more diversity training programs that can offer teaching lessons for employees of all ages and make some of those programs mandatory so employees will be forced to understand different cultures and traditions.

- Provide people that are struggling with diversity a mentor that helps them appreciate multicultural people over time.
- When creating teams always have a diverse team instead of a homogenous group.
- Always check the productivity and efficiency of the progression and development of diversity in the business and if it is standstill then alter and make changes to some programs until it becomes more successful.

6 LIMITATIONS OF THE STUDY

There are some limitations inherent to the study. During the progression of the study, those limitations came to highlight.

The concept of diversity management is very extensive. Even though the survey was distributed among employees working with numerous companies, generalizing the data was quite a difficult task. The inferential analysis and testing for data consistency gave a strong opportunity for argument. Due to lack of communication, except the targeted organization which is KFC, the recommendation and way to improve diversity management could not reach the other companies.

The study was subjected to constraints of time. The researcher was not able to interview the Human Resource Management department from KFC to gauge their views on diversity management as a global strategy. The study was based on a questionnaire because it was difficult to arrange personal interviews due to time constraints. Also, some managers had no time attending to all the items in the questionnaire due to their tight schedule and high workload.

The practice of diversity management and inclusion varies from country to country. In this study, the respondents were from different countries working for many foreign companies. So the agreement varied from statement to statement. However, the researcher was able to test the data consistency and continue with the research.

7 CONCLUSION

The challenges that have been related to workplace diversity have altered the way modern business is conducted throughout the years. In today's world, employee satisfaction is the highest issue that can either ultimately be a detriment or benefit to businesses around the world. Due to the rapid changes and globalization of businesses, corporations and companies are becoming more intertwined with nations from around the world which introduces people of all different backgrounds to join a company. Although integrating people from different cultures has a multitude of benefits for a business it can also cause problems and conflicts since people tend not to be respectful towards someone's background or ethnicity which could be because of lack of diversity practice and manager's awareness towards commitment for diversity.

Organizations have used a lot of money in trying to bridge the gap between diversity, ethnicity, and racial issues. The objective of the study was to promote workplace diversity in a way that would help others respect and understand the issues and challenges that face people of cultural backgrounds on an everyday basis. For people in workplaces to understand people of different ethnicity, gender, and race, the formation of human resources was made to create a bridge for employees to go to if there were any issues or conflicts that arose during their time at a business.

The job of human resource management was almost like a glue that held a business together in times of great challenges and problems between employees and their employers. With the help of human resource management, there would be more solutions than problems, especially with workplace diversity.

The different cultures and backgrounds in a business introduce different aspects of lifestyle, politics, and religion which can create high tension if there is not proper diversity training and communication taught within a workplace to understand that not everyone is from a similar background. If the methods and techniques are not taught about different cultures and traditions in a diverse background can cause internal discrimination over time. Having policy reformations can teach employees

to understand people from different backgrounds in a better way. Understanding cultural differences of employees can only lead to a successful business over time and can be very significant in the progression of diversity over time.

The biggest challenge managers face is bringing together diverse employees from different groups and interacting with each other. Lack of proper communication and social cohesion between them can be a big problem. It is at this time that diversity management must close the gaps and cultivate the ability to overcome differences. Management must uncover issues related to diversity and implement a diversity management plan accordingly. This research provides considerable information on the diversified management practices currently adopted by KFC. Most employees surveyed have a positive attitude towards the results of diversity management. The study clearly emphasized that organizations must take measures to manage diversity to utilize the potential of employees to gain a competitive advantage.

The study proposed that to obtain the potential benefits of a diversified workforce and prevent its potentially disruptive effects, KFC management should focus on cultivating diversified management plans and practices to obtain the best results. Since KFC does not have any internal diversity training program, the management can kick start diversity training for employees and managers. The online module training method proposed in the study could be a cost-effective way for implementing diversity practices. From the perspective of cost-benefit, the benefit of this method will overcome the cost by bringing more confidence for managers and employees. Employees will be assured by this step that management cares about employee well-being.

The study further analyzed that lack of diversity management often leads to communication difficulties, low job satisfaction, conflict, and other forms of inequality. To evade the communication barrier, the proposed language course system with cost distributed equally among employees and employers can be a productive approach for KFC. Organizations with a diversified workforce will gain better decision-making skills, greater creativity and innovation capabilities, and

more opportunities to understand and serve diversified markets. They adapt to the ever-changing market and customer needs by proposing flexible ideas, thereby bringing personal talent and experience-a necessary condition for running a successful business. The study confirmed that managing diversity requires strong support from management and human resources, who are committed to incorporating diversity goals into the organization in a very sustainable manner. Others believe that managers must do everything possible to transform diversity into positive outcomes for the organization and employees. Management is responsible for critically evaluating the benefits of diversity management initiatives implemented in their organization.

In the light of the extensive research on managing diversity regarding organization productivity, it is concluded that managing diversity has a positive effect on gaining competitive advantage. Careful evaluation and regular feedback mechanism have been proposed for the development and success of diversity management initiatives that KFC can surely adapt.

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9 LIST OF APPENDICES

APPENDIX A Survey questionnaire on workplace diversity practice in KFC

Survey on Workplace Diversity / Průzkum rozmanitosti pracovišť

*Required

1. Which Language you prefer? *

Mark only one oval.

☐ English Skip to question 2

☐ Čeština Skip to question 18

Managing Workplace Diversity in Companies

Diversity in the workplace refers to an organization that employs a workforce comprised of individuals of varying gender, religion, race, age, ethnicity, sexual orientation, education, and other attributes. I am conducting this survey to know your experiences inside your organization about handling diversity related issues and how that has been handled. This survey will later help me to propose building better working environment and how the managers can tackle future diversity challenges for my final year thesis.

Please complete this 5-minute survey. Your responses are anonymous and you can skip any questions you are not comfortable with.

I appreciate your responses and thank you for spending your valuable time.

2. From which country you belong to? *

3. What is your Gender? *

Mark only one oval.

☐ Female

☐ Male

☐ Prefer not to say

4. What is your current age (in years)? *

5. Are you an employee of Amrest s.r.o? If no, kindly write down the organization you are working for. *

Mark only one oval.

☐ Yes

☐ Other: _____

6. Your organization is a diverse place to work

Mark only one oval.

☐ Strongly disagree

☐ Disagree

☐ Neutral

☐ Agree

☐ Strongly agree

7. People of different cultures and backgrounds respected and treated fairly

Mark only one oval.

☐ Strongly disagree

☐ Disagree

☐ Neutral

☐ Agree

☐ Strongly agree

8. You are comfortable in talking about your background and culture with your other colleagues

Mark only one oval.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly agree

9. Ethnic, gender, and racial jokes tolerated at your working space

Mark only one oval.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly agree

10. Your company's rules discourage any kind of discrimination

Mark only one oval.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly agree

11. Your supervisor/manager show a commitment and desire to support diversity

Mark only one oval.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly agree

12. Employees from diverse backgrounds encouraged to apply career growth in their job

Mark only one oval.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly agree

13. You feel like you belong to your workplace

Mark only one oval.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly agree

14. Your colleagues embrace your ethnicity and try to be respectful towards you

Mark only one oval.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly agree

15. Your supervisor/manager evaluate your job performance fairly

Mark only one oval.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly agree

16. You are satisfied with your job security in your organization

Mark only one oval.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly agree

17. You will recommend your place of work to your others based on culture and diversity practice

Mark only one oval.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly agree

Správa
rozmanitosti
pracovišť ve
společnostech

Rozmanitost na pracovišti označuje organizaci, která zaměstnává pracovní sílu složenou z jednotlivců různého pohlaví, náboženství, rasy, věku, etnického původu, sexuální orientace, vzdělání a dalších atributů. Provádím tento průzkum, abych poznal vaše zkušenosti ve vaší organizaci ohledně řešení problémů souvisejících s rozmanitostí a toho, jak to bylo vyřešeno. Tento průzkum mi později pomůže navrhnout budování lepšího pracovního prostředí a toho, jak mohou manažeři řešit budoucí výzvy rozmanitosti pro moji závěrečnou bakalářskou práci.

Vyplňte prosím tento 5minutový průzkum. Vaše odpovědi jsou anonymní a můžete přeskočit jakékoli dotazy, které vám nevyhovují.

Vážím si vašich odpovědí a děkuji, že jste strávili svůj drahocenný čas.

18. Ze které země patříte? *

19. Jakého jste pohlaví? *

Mark only one oval.

- ☐ ženský
- ☐ mužský
- ☐ Raději to neříkám

20. Jaký je váš současný věk (v letech)? *

21. Jste zaměstnancem společnosti Amrest s.r.o? Pokud ne, laskavě si запиšte organizaci, pro kterou pracujete.

Mark only one oval.

☐ Ano

☐ Other: _____

22. Vaše organizace je různorodé místo pro práci

Mark only one oval.

☐ Rozhodně nesouhlasím

☐ Nesouhlasit

☐ Neutrální

☐ Souhlasit

☐ Velmi souhlasím

23. Lidé různých kultur a prostředí respektovali a zacházeli spravedlivě

Mark only one oval.

☐ Rozhodně nesouhlasím

☐ Nesouhlasit

☐ Neutrální

☐ Souhlasit

☐ Velmi souhlasím

24. Je vám příjemné mluvit o svém pozadí a kultuře s ostatními kolegy

Mark only one oval.

- ☐ Rozhodně nesouhlasím
- ☐ Nesouhlasit
- ☐ Neutrální
- ☐ Souhlasit
- ☐ Velmi souhlasím

25. Etnické, genderové a rasové vtipy tolerované ve vašem pracovním prostoru

Mark only one oval.

- ☐ Rozhodně nesouhlasím
- ☐ Nesouhlasit
- ☐ Neutrální
- ☐ Souhlasit
- ☐ Velmi souhlasím

26. Pravidla vaší společnosti odrazují od jakékoli diskriminace

Mark only one oval.

- ☐ Rozhodně nesouhlasím
- ☐ Nesouhlasit
- ☐ Neutrální
- ☐ Souhlasit
- ☐ Velmi souhlasím

27. Váš nadřízený / manažer projevuje odhodlání a touhu podporovat rozmanitost

Mark only one oval.

- ☐ Rozhodně nesouhlasím
- ☐ Nesouhlasit
- ☐ Neutrální
- ☐ Souhlasit
- ☐ Velmi souhlasím

28. Zaměstnanci z různých prostředí byli vyzváni, aby při své práci uplatnili kariérní růst

Mark only one oval.

- ☐ Rozhodně nesouhlasím
- ☐ Nesouhlasit
- ☐ Neutrální
- ☐ Souhlasit
- ☐ Velmi souhlasím

29. Máte pocit, že patříte na své pracoviště

Mark only one oval.

- ☐ Rozhodně nesouhlasím
- ☐ Nesouhlasit
- ☐ Neutrální
- ☐ Souhlasit
- ☐ Velmi souhlasím

30. Vaši kolegové si osvojili vaši etnickou příslušnost a snaží se k vám respektovat

Mark only one oval.

- ☐ Rozhodně nesouhlasím
- ☐ Nesouhlasit
- ☐ Neutrální
- ☐ Souhlasit
- ☐ Velmi souhlasím

31. Váš nadřízený / manažer hodnotí váš pracovní výkon spravedlivě

Mark only one oval.

- ☐ Rozhodně nesouhlasím
- ☐ Nesouhlasit
- ☐ Neutrální
- ☐ Souhlasit
- ☐ Velmi souhlasím

32. S vaší bezpečností práce ve vaší organizaci jste spokojeni

Mark only one oval.

- ☐ Rozhodně nesouhlasím
- ☐ Nesouhlasit
- ☐ Neutrální
- ☐ Souhlasit
- ☐ Velmi souhlasím

33. Doporučíte své pracoviště ostatním na základě praxe v oblasti kultury a rozmanitosti

Mark only one oval.

- ☐ Rozhodně nesouhlasím
- ☐ Nesouhlasit
- ☐ Neutrální
- ☐ Souhlasit
- ☐ Velmi souhlasím

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