Workforce Diversity Management Implementation
A recommendation for Company X

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Abstract

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Diversity as a topic is wide with various areas to cover, which is why this thesis focuses on workforce diversity management implementation. The aim of this thesis is to highlight and explore how workforce diversity management can be implemented in a growing organization. It aims to examine the meaning of the concept of diversity and its management, what sort of practices to develop, and diversity initiatives to engage while promoting workforce diversity in an organization. For this thesis, three companies (two online companies and one company from Finland) were chosen to be used as benchmarks for company X, which is about to implement workforce diversity management within its organization.

The research method engaged in this thesis is the qualitative research approach, using both primary data through interviews and secondary data via online material, books, articles, and journals. This method was deemed suitable for the study because it allows for the opportunity to gain a deeper understanding of the research problem. Through previously formulated theories and concepts, considering a spectrum of perspectives of various stakeholders in the discourse of diversity in order to bring to light how an enterprise can implement and harness the rich benefits of a diverse workforce.

The research results indicate the understandings and procedures that are needed to manage workforce diversity in an organization successfully. The results further show that managing workforce diversity involves many factors, among which are, good and clear communication of the organization policies and procedures, operating open-door policies, and developing ways to address diversity issues. The work also shows that workforce diversity impacts on organizational development positively or negatively based on how it is being managed in conjunction with the level of competency of the people managing it. Among workforce diversity benefits are, for instance, customer satisfaction, access to diverse perspectives, innovation, access to new markets and better decision making. However, diversity practices or measures need to be developed to achieve these benefits and fulfill organizational goals.

In conclusion, the thesis shows that for diversity implementation to work, it needs to be supported by the top echelon of the organization and it must be linked to the other elements mentioned in the research. It must be borne in mind that the process of implementation can be tough and so, perseverance and consistency are needed. In addition, it is not a one-time engagement but a continuous process. The existence of no single format to successfully implement diversity initiatives gives the responsible authorities the capacity to shape the general procedures to meet the organizational dynamics and determine what will work best for the organization.

Keywords

Diversity and Inclusion, Diversity Best Practices, Diversity management, Diversity Implementation

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1 Introduction

This thesis is about how an organization can implement workforce diversity management in response to the need to grow into a new market of operation, meet growing customers demand, and enhance operational performance through different perspectives that diversity brings to the table. Shemla (2018) pointed out that organization can be motivated with good intention to diversify its workforce but implementing a workforce diversity management strategy that works for the business is where the real work lies.

The implementation of workforce diversity management has its strengths, benefits, and challenges which an organization need to come to terms with an effort to effect such change. The first chapter of this thesis will be introducing the thesis background, the research questions, the demarcation of the thesis, international aspects, who stand to benefit from this thesis, key concepts, the researched case companies, the risks, and the thesis structures.

1.1 Background

With the rate at which technology has advanced, it makes accessibility to a pool of workforce on a worldwide scale easy for interested companies, with this access comes employees from various part of the world whose background and culture are not similar. Corporate Finance Institute (2018) wrote that "Companies are designing specific programmes and policies to enhance employee inclusion, promotion, and retention of employees who are from different backgrounds and cultures." These programmes enable companies to maximize the benefit of their diverse employees to contribute to the organizational goal

Diversity used to be regarded as a matter of employment equity or affirmative action, but today, diversity in workplaces have become a fundamental business imperative for growing companies that are attracting talents worldwide. According to Kampf (2011), better management of a diverse workforce can deliver a rich and diverse potential of an entire workforce.

However, the promotion and implementation of an inclusive diversity initiative in an organization is not a simple job. Usually, in the beginning, only a few people will support workforce diversity and inclusion initiatives, and there is going to be many difficulties when introducing the implementation, but at the end, the result will make the risk worthwhile for

the organization. It is essential to understand that employing different workforce is not enough but formulating an inclusive workplace that engages diversity (Tyler 2019.)

Thus, this thesis aims to highlight the meaning of workforce diversity management, its best practices and how an organization in the likes of Company X can implement it within its business culture.

1.2 Research Question

The research question (RQ) is written as 'How can a company successfully implement a workforce diversity within its corporate existing business culture?' The research question (RQ) is further divided into four investigative questions (IQ)

IQ1: What does a diverse workforce mean to a growing business and in what term does workforce diversity require management?
IQ2: To what extent does workforce diversity management affect business goals?
IQ3: What are the workable best practices of employees' diversity management for both big and small-medium companies?
IQ4: What are the recommendations for the implementations of workforce diversity management in an existing business organization?

Below is Table 1, which presents the investigative question, the theoretical framework, method of the research and the chapter in which the result can be found.

Table 1. Overlay matrix

Investigative Questions	Theoretical Framework	Research Methods	Results (Chapters)
What does a diverse workforce mean to a growing business and in what term does workforce diversity require management?	The impact of workplace diversity on organizations. (Dike, P., 2013).	Desktop research, Books and Qualitative interview.	Chapter 4
To what extent does workforce diversity	Best Practices for Managing	Desktop research, Books	Chapter 4

management affect business goals?	Organizational Diversity (Kreitz, 2007).	and Qualitative interview.	
What are the workable best practices of employees' diversity management for both big and small-medium companies?	2005 Workplace Diversity Practices (SHRM, 2005).	Desktop research, Books and Qualitative interview.	Chapter 4
What are the recommendations for the implementations of workforce diversity management in an existing business organization?	The Oxford Handbook of Diversity in Organization (Bendl, Bleijenbergh, Henttonen & Mills, 2015).	Desktop research, Books and Qualitative interview.	Chapter 4

1.3 Demarcation

This research primarily focuses on how an organization can introduce and implement workforce diversity within its existing business culture and enjoy the benefits that diversity brings. This study is not an analytical workforce diversity problem-solving research and does not cover the whole aspect of diversity as a broad topic.

Although it highlights some of the challenges of implementing a diverse workforce, the details of the major area in this research is from the human resources perspective of implementing and managing workforce diversity to align with organizational goals. Examples of such goals are the promotion of diversity in the workplace, developing diverse senior managers, ensuring harmony in the workplace and leveraging human capital and diversity potential to organization's business gain.

1.4 International Aspect

In a global context, implementation of workplace diversity and its management is gaining a considerable amount of attention on an international scale as there are increasing movements of workers internationally. Also, companies are attracting talents globally which make it a strategic step for organizations to develop programmes within their structure to maximize the benefit that workplace diversity offers.

In this study, companies that have employees from various part of the world were researched. While Company X is looking into the implementation of workforce diversity in order to engage employees from various part of the world.

1.5 Benefits

This thesis will benefit Company X, which is a small company in Finland with a prospect of expanding its operations and will like to implement workforce diversity for its business expansion. It also aims to benefit human resource professionals, in strategically positioning workforce diversity to the advancement of the organizations that they work.

It will benefit managers of corporations in understanding the crucial role of diversity management to organizational productivity. More valuable is the amount of knowledge and enlightenment that will be gained from writing this thesis as a degree bachelor student of international business with a specialization in human resource management.

1.6 Key Concepts

Diversity, according to Etymology Dictionary (2018), it means the state of being different or diverse, the element of difference among two or group of people, variability, distinctiveness, in which two or group of people or things differ. Also, Colliers International (2017) defines it as the mixture and the inclusion of various opinions, race, and ideas which contribute to decision making, evolving and producing different views and answers to various challenging issues within an organization and providing a solution to customers hardest questions. So, this involves giving room to various thoughts, welcoming fresh and new views and developing an environment that boost and support innovations and value employees' diversity.

Diversity Management is about developing policies and practices to recruit, manage, and retain employees with different identities and from different backgrounds while creating an

enabling environment with a culture that fosters equality and enable every employee to be able to add to the achievement of the organizational goals and reach individual development objectives (Syed, & Tariq 2017, 1.)

Workplace best practices are a form of technique, method or rules of engagement that have continually produce and generate a superior outcome in comparison to the result generated by using other means which as a result becomes a benchmark (Business Dictionary, 2018). These are set of procedures, work ethics and organization rules that epitomize its course of action that is most effective, competent and practical. This course of action are rules of engagement that are often set by organization governing body, and they are ways to handle issues when they arrive (Investopedia 2018.)

Workforce Diversity Implementation is about how an organization can deploy or begin to operate a workplace that is open to employees from different background and culture. Implementation according to Cambridge dictionary (2018), it is "the act of putting a plan into action or of starting to use something." Thus, the act of starting to use a diverse workforce in a company is known as workforce diversity implementation.

1.7 Case Company

During the process of conducting this study, four business organizations were contacted, but two responded that they would get back via email. The request for them to participate in the study was turned down by the four organizations, the overall reasons among others were lack of contact person within the organization and communication issue in respect to language barriers for the local Finnish organizations.

However, during a training programme where the human resource manager of HOK-Elanto came to speak, she was approached if she will be interested in being interviewed for the study and she agreed to it. The second company was secured through referral, and they made it known that they will like to remain anonymous throughout the study. Therefore, the company name will remain un-mentioned and any details that could lead to the identity of the company or company personnel.

Thus, for this research work, four companies will be focused on (two from Finland and two other international companies online) to obtain their opinions and perspective about the implementation of workforce diversity concerning this thesis' investigative questions. The other two online companies are British American Tobacco (BAT) and Nestle Global.

1.7.1 HOK-Elanto

HOK-Elanto is the largest regional cooperative store of the S Group and one of the most significant employers of the area. It has more than 320 outlets and employ directly approximately 6,000 employees and much more indirectly. It was established in the year 2004 with the operating head office in Helsinki. HOK-Elanto operates in Helsinki, Espoo, Vantaa, Järvenpää, Nurmijärvi, Hyvinkää, Kerava, Tuusula, and Mäntsälä, in the metropolitan area and the Central Uusimaa. The turnover of the HOK-Elanto Group and the operating profit for 2017 is over two billion euros. The own line of businesses like supermarkets, department stores, fuel retail, and convenience stores, restaurant operations, and many others. (HoK-Elanto 2018.)

1.7.2 Company X

It is a privately own company with head office in Tampere, it operates in the service industry and has offices in Finland and Stockholm Sweden. It was established in 2013, currently has over 50 employees with a turnover of over five million euros.

1.7.3 British American Tobacco (BAT)

British American Tobacco Plc is a multinational Company producing and manufacturing tobacco and cigarette. It was founded in the year 1902, and it is currently the major publicly traded tobacco company in the world. It has its headquartered in London, United Kingdom. BAT is a market leader in more than 50 nations, and it has operations in about 180 countries. The company has employees of around 55 000 globally. Some of the company's well-known products are brands like Pall Mall, Dunhill, Rothmans, and many others. The company has partnered with more than 90 000 farmers around the world and has factories established in 42 nations globally (BAT 2018.)

1.7.4 Nestlé Global

Nestle is a Swiss food and drink company with headquarters in Vevey, Vaud, Switzerland and was founded in 1866. It is reputable to be the biggest food company in the world, as shown by its revenues and other measuring metrics that were used since 2014. Some of the company's products consist of baby food, breakfast cereals, bottled water, medical food, coffee and tea, dairy products, snacks, ice cream, and frozen food. The company

currently has over 2000 brands worldwide and sell those brands in 189 countries around the globe with 413 factories in 85 countries. The company is a leader in nutrition, health and wellness industry with employees around 320 000 (Nestlé 2018a.)

1.8 Risk

One of the risks involved in this study was finding a truly diverse case company that will be willing to participate in this research in the Helsinki region. It was hard due to lack of inside connection in some of these companies that do have diverse employees couple with the existence of language barriers as most of these companies communicate better in the Finnish language.

Secondly, the time involved in conducting the research, the summer holiday is approaching, and people are going on holiday, this will impact and cause a delay in data collection from the interviews that are intended for the research.

However, on the internet-based research, a realistic time timetable was necessary, in order to productively work on this thesis without being affected with some other engagements. So, the summer was targeted to do the theoretical background study for the thesis.

2 Diversity Management Concept

To be discussed in this chapter are the theoretical aspects of the study. These are in respect to workforce diversity, a form of organizations, the pros, and cons of workforce diversity, and how to implement and promote workforce diversity initiatives.

The term diversity first appeared in an administrative report in the mid-eighties, and it gained more popularity from the nineties (Edelman, Fuller, & Mara-Drita 2001, 1590). Since then there have been several definitions to the concept of diversity management ranging from different stakeholders like human resource practitioners, consultants, academicians and many more, they explained the concept from various dimensions by considering a complex range of differences that can be found in people. Some of these definitions are shown in Table 2.

Table 2. Concept of Diversity

Definitions	Years	Author
Diversity is a set of policy, model and method voluntarily designed by an organization for full integration of persons into the organizational structures at all level of network.	1999	Gilbert et al.
Diversity management initiative is an effort to incorporate and integrate the diverse workforce in the organization.	2000	Ivancevich & Gilbert
Diversity concerns every employee, it does not only affect some specific differences, but it includes the entire characteristics of an individual, the entire range of differences that make a person unique. So, diversity should not be perceived to be only about race, or individual religious beliefs or difference, but it should be viewed as the combination of everything that makes an individual different.	2001	Kreitner
It is a process to strategically manage workplace diversity to combat all manners of prejudice, stereotypes, and discriminations (which are majorly influenced by individual's assumptions	2004	Ferlenius

and perceptions) in a way that it will generate profit for the company and reduce the barriers of diverse opinions and different attitudes of employees within the organization.		
It involves implementing policies and procedures in an organization that attends to the diversity dimensions that are covered by the law (which are gender and race differences) and those that are not often covered by the law (which are sexual orientation and body weight).	2005	Konrad, Prasad & Pringle.
Diversity is a concerted effort for designing inclusive pluralized organizational culture that embraces and respect employees' differences and value individual's age, style of work, religion, ethnicity, gender, education, social-economics and other dimensions within the organization.	2005	SHRM
Diversity can also be a way that an organization can create changes which will allow everyone to achieve their maximum potential.	2007	Kinicki
Diversity is the whole of differences or variances that are associated with gender, race, ethnicity, sexuality or sexual orientation, religion, age, the economic situation, the social situation, the educational level, physical ability, and many others.	2010	John
Diversity includes all the possible areas that a person or people can differ from one another.	2011	Ehimare
It is a means of improving organizational performance by developing policies and philosophy that value diversity and embrace an organization's heterogeneity.	2011	Ozbilgin & Tatli.
Diversity concept relates to the way people in an organization are different which usually influence the way they relate with one another in the organization, and such differences could be, gender, age, race, sexual identity, education, ethnicity, religion or culture.	2012	Munjuri

Diversity is the distinguishing factor possessed by people who are generally referred to as the demographic factor of differences that exist among two or a group of people.	2012	Kogleroeet
Diversity management practices involve being welcoming and tolerant of humankind, the natural environment, and cultural interdependence.	2015	Sania

From all these concepts it can be noted that workplace diversity entails these two categories:

The visible dimensions which include:
- Age: people of different age think differently and have a different level of exposures and experiences.
- Gender: an inclusive corporate culture that integrates gender equality and representations in all level of management and job.
- Ethnicity and race: different cultural background and race.
- Disability: accommodating persons with less mobility.

The invisible dimensions which include:
- Life experiences: valuing and respecting different perspective and views.
- Sexual orientation: operating a corporate culture that ensures safety and freedom of expression of employees' sexual orientation.
- Level of education: engaging qualify talented employees from various background.
- Socio-economics: inclusion of people from different social status.
- Religion: elimination of religious discrimination.
- Personality: giving allowance for expression of individual employee's uniqueness and ways of thinking

Furthermore, there is a need to understand that organization differs from one another and the culture of every enterprise, and their organizational goal influences the diversity management style that each organization explores. However, an organization that will thrive in a competing global market will need to consider and engage in workforce diversity. Thus,

it is vital to comprehend the type of organization before an attempt is made about managing the diversity workforce therein.

2.1 Form of Organizations

Cox (1991, 37-40) theorized different type of organizations with associated challenges as shown below in Table 3. In the process of implementing workforce diversity initiative, it is of utmost importance to create an inclusive cooperate culture that suits and work with the existing culture of the type of organization.

Table 3. Type of Organizations

Type	Characteristics	Associated Challenges
The Monolithic Organization	- It is highly homogeneous. - It signifies an organization categorized by a substantial white male as the majority in the overall population of the employees. - There are fewer women and minority men in top management positions. - Women and minority hold the lower subordinate position. - Minimal intergroup conflict base on culture group identity	- Little importance on the integration of cultural minority. - Prevalent discrimination and prejudice.
Plural Organizations	- It is heterogeneous. - It includes people from some cultural background that are not from the dominant majority group. - Hire and promote policies that give preference to people from the minority group - Ensure equal treatment, entitlement, and access to opportunities.	- Intergroup conflict due to a fewer representation of the minority in the management position. - The existence of some moderate level of prejudice.

	• Achieve a higher level of structural integration than a monolithic organization.	
Multicultural Organizations	• A plural organization is an organization with a diverse workforce, but it becomes a multicultural organization when it values the diversity of its workforce. So, the differences between a plural and a multicultural organization is the value placed on diversity. • There is full structural integration of both the dominant group members and minority group member across all level in the organization. • This leads to the elimination of prejudice and discrimination.	

The assessment of the type of organizations, as shown above, will help managers or initiators of workforce diversity initiatives to formulate, promote and establish such organizational structure that will accommodate and value diversity. Implementing workforce diversity in a Monolithic Organization, for example, it will require putting in more effort to structural integration and inclusiveness because this is the least develop level of diversity.

2.2 Implementation of workplace diversity Initiatives

How does a company promote or implement a corporate culture that embraces, value and utilize workplace diversity? Securing the right perspective and response to this question depend on the organization culture and form. Therefore, initiating implementation of a workforce diversity that will work depending on a few variables. 1) the level of sustained willingness, readiness, and involvement of the top management board (CEO and board of director). Their cooperation can break or make the implementation or promotion of workplace diversity, because, they are the only one that can incorporate diversity and equality plan into the overall organization business strategy. 2) the expertise of the diversity management team or HR professionals within the organization concerning diversity management and their ability to persevere. Managing a diverse workforce requires an adequate

level of diversity competencies which not everyone possesses including HR officers (Lockwood 2005). However, there are few theories to the implementation and promotion of workplace diversity, and the following are few of them:

2.2.1 Diversity Initiative

Monique de Maio (2015) suggested that for an organization to foster workplace diversity, there is a need to create a form of committee or an internal board to govern the affairs of the company's diversity and inclusion initiative strategy. Early involvement and securing the contribution of all employees across all level from the bottom to the top will aid the initiative as well as reduce implementation resistance that may likely arise. The initiative will thrive on a clear-cut diversity plan, stating the objective and the target of the initiative developed to address the current organization level of inclusiveness.

2.2.2 Diversity-Related Conflict Resolution Process

In order to be ready to address issues that may arise from diversity initiative in an organization, it is very important that a process is put in place to assess, investigate and resolve any conflict in respect to diversity. This means developing ways to proffer a reasonable solution to such conflict and misunderstanding should be one of the initiative top priority (Monique de Maio 2015).

2.2.3 Open-Door Policy Operation

As part of a diversity initiative, an organization should endeavor to create an atmosphere that builds trust and freedom to express any issues of discrimination that may happen to any employee. An open-door policy will assist the organization to handle and settle any problematic situation that may result in financial implication if there are no processes in place to handle it early (Monique de Maio 2015.)

2.2.4 Inclusive Corporate Culture

Creating an inclusive corporate culture is key to building a diverse workforce. Placing value on employee's equality, respecting their differences and giving everyone equal access to opportunities is the core of diversifying the workforce. An Inclusive workforce diversity swings in both workers and company's direction to benefit both parties as it creates

prospects for development and enables the ability to be flexible and adapt to the trend in the marketplaces (Lockwood 2005.) So, inclusiveness in the organization flow of operations enhances the promotion of diversity in the workplace.

2.2.5 Diversity Training

Diversity management training for all managers need to be enforced, and all staff members need to undergo diversity training before implementing any form of diversity interventions. Measures should also be put in place to ensure that new employees receive training in line with the company's principles, policies, and expected behaviors regarding diversity. The training programme should be designed in such an inclusive way that all members of the diverse group are involved, attended and evaluated for effectiveness regarding the initiative (Hoobler, Basadur, & Lemmon 2007, 4.)

2.2.6 Diversity Performance Review

According to Hoobler & al. (2007, 4), there is a need for the review of managers' performance to assess and measure the level at which diversity is being managed. Although, the bulk of the responsibility rests on the middle managers who need to be appropriately educated, motivated and mentored. The initiative needs to be led by the top management who need to render their commitment and support for the initiative openly.

2.2.7 Diversity Initiative Assessment

Measuring diversity initiative has a corresponding effect on organization overall performance. Assessing the initiative will show what is working and what is not working, and the organization can have a sit down to develop further measures that can yield the targeted result (Hoobler & al. 2007, 4.)

Managers should not be discouraged and neglect the assessment of the initiative when it is not yielding the expected result. For workforce diversity implementation or promotion to work, it requires effort and continuity in process monitoring. Some of the tools that can be used to measure organization diversity initiatives according to Hoobler & al (2007, 5.) are as follows:

- Use **employee surveys** to measure a change in the attitude of an employee regarding diversity.
- Measure the rate of turnover, absenteeism, and promotion by tracking the numbers of employees in the **employment data.**
- **360-degree feedback** can be used to assess the level at which managers are handling diversity issues.
- In order to get workers' view on the organization diversity efforts, **focus groups** can be used as a tool.
- Other competitors' diversity initiative and best practices can be used as **benchmarks** to compare the level at which an organization is doing well concerning diversity interventions.
- An organization can use **diversity-specific surveys** to get an understanding of how the staff members preserved the company diversity culture.
- The **managers' annual performance reviews** are useful tools to assess the business financial return on diversity investment. They can be used to measure if the business is gaining financially from investing in a diverse workforce.
- **Employee feedback** can be used to get updates on the opinion of staff members in line with diversity initiatives
- An organization can also get **Customer feedback** on the performance of the diverse workforce.

2.3 Workplace Diversity Practices

"Workplace diversity practices refer to efforts organizations engage in to provide an inclusive corporate culture that values differences and promotes opportunities for all employees" (SHRM 2005, 1). In other words, for the actualizations of the aims and goals of diversifying workforce in any organization, measures must be set in place to address diversity, such measures and operation model is what is called workplace diversity practices. Below are some of the typical workplace diversity practices that can be deployed by any form of organizations according to SHRM (2005, 6).

- Give workers unpaid leave to observe holiday not observed by the company, for example, religious reason.
- Use inclusive recruitment strategy to increase diversity for the organization.
- Be involved in outreaches within the community that are diversity related.
- Engage business policy and initiative that foster diversity within the organization.

- Ensure there are inclusive career development opportunities within the organization to increase top-level position diversity.
- Gather data, metrics, and measurements on practices related to diversity.
- In order to retain a diverse workforce, engage in strategic retention plan.
- Extend diversity strategy to the suppliers and contractors dealing with the organization from outside.
- Give workers allowance to exchange their holidays for an unpaid cultural or religious holiday.
- Ensure the career development opportunities within the organization are designed for the entire diverse workforce.
- Offer language training for employees interested in learning the country language.

In the survey done by Society for Human Resources Management (SHRM 2005, 5), the percentage of Human resources professionals that reported that their organization had measures and practices in place which address diversity are listed in Table 3. The organizations that participated in the survey are three thousand, and they were divided into three categories (large, medium and small) according to their sizes.

Table 3. Percentage of organization with diversity management practices

Details	%
Organizations with workplace diversity practices in place.	76
Large size organization with workplace diversity practices in place.	94
Medium size organization with workplace diversity practices in place.	71
Small size organization with workplace diversity practices in place.	60

It can be concluded that from the percentage of the participants as displayed in Table 3, that large organizations often engage in the deployment of workplace diversity management practices than the small organization. Often this largely staffed organization do have employees that are solely dedicated to diversity management within the organization while medium and small size organization do have employees whose role is part of managing the diversity with the organization but not as the primary job functions (SHRM 2005, 5-6.) However, the top five benefits derive as an outcome from putting diversity practices in place are;

- Reduction in turnover cost, level of staff absenteeism and low productivity.
- Improved organization profit.
- Reduction in employees' complaints and litigation.

- Improved organization branding and public image.
- Increase in organization productivity and profitability.

2.4 Management Theories

Many researchers have view workforce diversity from many angles ranging from the managers' duty perspective, organizational culture and goals perspective, communication and employee self-identity perspective. Table 4 explains some of these concepts (Weebly 2018, Atyah 2015, 13-15.)

Table 4. The Concept of workforce diversity

Concept	Meaning
Scientific-Management	Taylor (1964) theorized that the duties of managers are to determine the best possible ways that are efficient and effective for workers to carry out operational tasks. Alternate and diverse perspectives bring innovation and enhance efficiency and productivity. Scientific management relates to present day workforce diversity where employers sort for highly qualified workers that could bring new ways and ideas to approach and deal with challenges instead of the conventional way of employing all similar workers.
Organizational-Communication	It was Barnard (1938) that theorized that within an organization, communication needs to flow from the low-level workers to the top management which will indicate that workers have an understanding of their duty. Diversity is about different ways in which each workers differently accept and embrace authority. So it is the responsibility of the managers to communicate to employees, how their contribution is valued both by their work-mates and the organization as a whole. Also, assigning tasks that directly related to the objectives of the organization to each workers will enhance their understanding of what is expected of them by their managers. Thus, communication is vital to understanding the task to

	be done and the needs of the organization that need to be fulfilled.
Organizational-Culture	According to Pacanowsky & O'Donnell-Trujillo (1982), the complexity and depth of diversity of every organization is broad, so in order to know how to best function most effectively and efficiently, there is need to study how employees within an organization work, act in a situation, and the impact of their background on their duty execution. This data will inform the organization on how to maximize the talent of their workers and to create teams to actualize organization objectives and goals. In a way, creating a culture within the organization that fosters and bring out the best in the diverse workforce to optimize profit.
Social-Identity and Self-Categorization Theory	This theory was proposed by Tajfel & Turner (1979), which predicted the behavior of inter-groups through the apparent distinctiveness among them. When an individual identifies himself or herself with a particular group as belonging to them, that is what the theory of self-categorization defines. An organization with the understanding of these two theories will use them to benefit from it. A good example is when an organizations form the believes that their corporation is a form of one big family or a united group, it will create in the employees that they belong to a group within the organization which will make them see others outside the organization as an outside group. This will instigate in them the emotional attachment of belongingness and togetherness among employees in the company.
Contingency theory	This theory present that the success of an organization is a function of various elements as it interacts with many other factors, such as the cultures that are operational in the organization, the strategic plan, the environment of operation and the worker's attitude. It proposed that employees attitude

	impact on the performance of the organization and that conflict in communication, the level of harmony among employees and cohesion with workforce diversity will have a resultant effect on organization outcome.
Goals theory	This theory present that a lack of clarity in communication and conflict within the objectives and goals of the organization will result in a reduction in the level of performance of the organization. So for workers to accept diversity, the organization diversity plans and goals need to be clearly communicated and adequately manage.
Resource theory	This theory sees diversity as a resource that brings value that can benefit an organization and increase its performance via the skills, diverse experience, ideas and innovation that an individual brings to the organization. It further states that a diverse workforce is a source of gained knowledge, entrance to the new market, enhance comprehensive understanding of how to solve problems and many other factors which all impact on the organization result.
Integration and Learning theory	This theory propose that the various skills, different insight, diverse perspectives and knowledge gained via years of experience of a diverse employee are essential assets that the company can make use of to restructure its primary objectives, its products, markets, business strategy and processes in such a procedure that it will improve the organization aims and target. Thus, this view relates diversity to a form of working processes that employees use in carrying out their duty in such a way that present diversity as a learning resource. So the values brought by workforce diversity can be studied, learn from and integrated into organization working processes and then use to shape the ways organization perform its work.

From the theories above, workforce diversity is a value-added resource that needs to be managed, strategically planned, communicated and integrated into the corporate culture that can yield positive result via access to new market and improved corporate performance with the added benefit of customer and employee satisfaction.

2.5 The Model or Paradigm for Managing Workplace Diversity

Thomas & Ely (1996) stated that the new perspectives to workforce diversity go beyond just increasing on the payroll, the number of diverse workers from various minority groups, but it is in understanding the various work approaches and different views and perspectives that each diverse workforce brings on board to the organization. The following are the three approaches to managing diversity as given by Thomas & Ely (1996).

2.5.1   The discrimination-and-fairness paradigm

This model is one of the traditional ways to view diversity management, and it is arguably the dominant and significant way that diversity has been this far managed. Organizations using this paradigm usually focus on:

- Giving equal opportunities,
- Being fair in their employee's treatment,
- Engaging equal job opportunities and fair recruitment policy.

This paradigm also measured diversity progress in terms of:

- recruitment of diverse workers,
- retention of diverse workers.

At the long run, the organization loses out on benefiting from diverse workforce personal abilities and different work approaches perspectives that could have been able to enhance corporate performance and effectively adjust to changing market situations. So there is the availability of diverse workers, but they are all view as the same, which is undermining (Thomas & Ely 1996.)

2.5.2   The access-and-legitimacy paradigm

This paradigm is a step above the discrimination and fairness paradigm that views every-one as the same. Access and legitimacy paradigm emphasized, values and embraced employees' differences but never use them as leverages beyond reaching to new markets. Under this paradigm, diversity is treated as a resource which consequentially marginalized careers as workers from a particular group, or tribe or race and ethnicity are used to reach the group they are familiar with, which consequentially lead to career marginalization. It should be noted that this sometimes brings about an increase in organizational diversity and increase corporate strategic goals. The issue is that they never exercise the theory of integration and learning which suggest that the differences in perspectives should be integrated and use as a learning point for improvement in operation (Thomas & Ely 1996.)

2.5.3   The learning-and-effectiveness paradigm

This paradigm combined the two previous models in giving equal fair opportunity to all employees. It also acknowledges and value employees' diversity differences but much more, it incorporates different perspectives and approaches to work. It uses diversity as a resource for learning to enhance work, rethinking new ways to get principal objectives done and redefine access to markets, new goods, tactics, missions, best business practices, and cultures. Thereby, bringing an experience of an effective corporate performance on a long term. Organization both learn from diversity and grow by it. So, it is a case of all are in the same team with all their differences not despite them (Thomas & Ely 1996.)

2.6 Benefits of Workforce Diversity

Numerous Advantages: the benefits of workforce diversity cut across different aspect of organization operation. It impacts on the public outlook of the organization, and it influences customer perspectives and level of satisfaction. It also generates access to new markets, provides strategic knowledge advantage and many others. Workforce diversity tends to convey employees from numerous backgrounds and cultures that have significant expertise that inspire an organizational level of competitiveness and foster development (Fassinger 2008.)

Positive Workers Relation: A multicultural environment in which people have the freedom to share their opinions, ideas, thoughts, and be engaged in innovative discussion generates an atmosphere where cultural differences are value and accepted which can result into a cordial and improved relationship among employees (Chavez & Weisinger 2008). When employees can see that their contributions are valued despite their cultures, it generates a level of belonging which fosters positive workers relations and ownership within the company.

Superior Decision Making: When diverse workforce brainstorm together to generate ways to address some issues, they bring to the table different alternate perspectives and view which grant them access to a broader spectrum of options and solutions that cannot be accessed by a homogenous or less diverse workforce. Such diverse possibilities generated by diverse workforce inform better decision making which is to be enjoyed by an organization (Washington 2008.)

Innovation Catalyst: Workplace diversity engages people from across different cultural exposure and backgrounds with different life experiences and education. Each possessing a different way of thinking, a line of thoughts and perspectives, all these elements propel productive performances and innovation that brings growth (Washington 2008.)

The strategic advantage: can be gained with the new experiences and ideas that workforce diversity offers which can be the stimulus to enter into new terrain in the market places and win new consumers that were not accessible in the time past and help to retain existing markets (Washington 2008).

2.7 Disadvantages of Workforce Diversity

There are many challenges associated with workforce diversity when it is not managed correctly or effectively implemented. Vital to workplace diversity management is the level of understanding, and competence of the set of people saddle with the responsibility of ensuring the initiatives for diverse workforce work.

Training Expenses: The cost related to training, organizing seminars, lectures, and educative programmes could be substantial. Management may take a second look at either to take the training or not to engage any form of a seminar, and one reason is the fact that

the financial return on investing into a workforce diversity cannot be directly measured in financial terms over a short period.

Conflicts and Prejudice: In respect to workforce diversity, ignorance causes conflict to arise, and personal prejudice with derogatory comments can inflate the level of hostility at the workplace. This kind of actions can produce negative energy that causes clashes of cultures (White 1999.) One common cause of conflict stems from the feelings of being superior to another, such conflict if not adequately addressed and managed can impact adversely on the organization performance.

The rate of employee turnover: according to White (1999) staff turnover and absenteeism is capable enough to cost an organization, millions in financial terms annually. One of the rationales behind the increased rate of turnover is the fact that an employee who feels he or she is not part of the inner circle within the organization will be among the first set of people to desert the organization when the opportunity to do so arise.

Lack of diversity management skill: when workplace diversity is being miss-managed, it negatively affects the workers' productivity and level of satisfaction. When there is division in the organization with the members of the minority group having the perceptions that they are not valued like the majority members because of ethnocentrism, stereotype and various prejudice, it will kill the morale to be their best. Managers need to be equipped to handle such a situation of negative categorization when they seem to be arising. It is one of the causes of an increased rate of staff turnover.

Managers unconscious biases: this is another form of diversity miss-management when authority responsible for managing workforce diversity happens to be having an unconscious bias which they may not be aware of but can be seen in the form of denying access to an employee with diverse background or giving unfair treatment. Such act or attitude will reduce the performance of the employee that may be involved and will reflect in the overall organization performance (Whelan 2018.)

3 Research Methods

This chapter will be discussing the study research approach, and it will provide details in respect to the interview that was done with HOK-Elanto and attempt to analyze the British American Tobacco (BAT) and Nestle diversity management practices.

Research is defined as an investigation process of obtaining a further understanding, idea, and knowledge to complement an existing level of understanding and knowledge of a specific discipline (Myers 2009). Research could also be defined as the way of creating, developing or exploring activities in order to contribute and produce a new set of ideas, knowledge or understanding. This kind of idea, knowledge or understanding can be classified as being new because the set of theories that were engaged in the discovery or findings and the interpretation of the study may differ from the already existing literature or information.

The procedure for this thesis will involve a blend of analysis and inquiry. In order to provide answers to this thesis research question, face to face interview will be conducted with Hok-Elanto and Company X as a primary source of information, while books, journals, and articles will be used as secondary sources of information for this study. The internet will be used to source for relevant information regarding workforce diversity implementation and practices as engaged by BAT and Nestle.

The questions of the interview are going to be concentrated on gaining these organizations' perspective about workplace diversity, the challenging issues in the management of workplace diversity, the benefits of workplace diversity and how to implement and harness workforce diversity to gain competitive advantage. The interview questions will be set in clear terms to encourage and foster an understanding of what is being asked. The interview questions will be sent to the companies ahead of time, and this will give room for them to be able to go through the questions and be prepared to provide valid answers to them during the interview.

Some procedures will be set to avoid being bias in the interview, such as vetting all the interview questions before they are sent out, to ensure they fall within the purview of this study. The questions will be sent ahead to ensure the interviewee is well prepared to provide answers to each of the question. This is to serve as a means of determining the reliability and authenticity of the information that will be provided.

The research method that will be engaged in this study is a qualitative research method. This method was chosen in order to allow for the analysis of the result of the one-on-one interview in an explanatory and objective style as a primary research method. While the secondary method will be done via online surfing, relevant journals, articles, books, and HR reports so as to obtain appropriate data for this study. The visualization of this study process is presented in Figure 1.
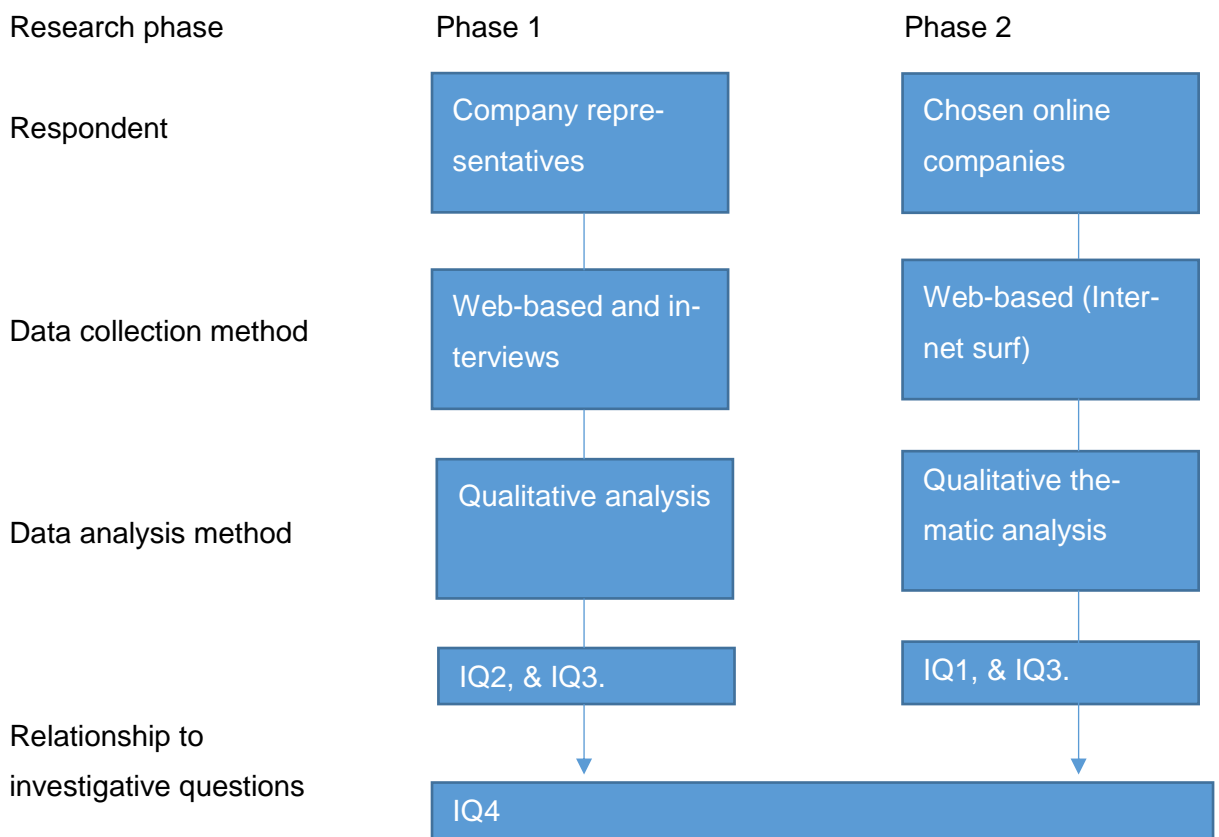
Research phase	Phase 1	Phase 2
Respondent	Company representatives	Chosen online companies
Data collection method	Web-based and interviews	Web-based (Internet surf)
Data analysis method	Qualitative analysis	Qualitative thematic analysis
	IQ2, & IQ3.	IQ1, & IQ3.
Relationship to investigative questions	IQ4	

Figure 1. Visualization of the research process

3.1 Research Approaches

Research approaches are processes and procedures in which research problems can be addressed in respect to a collection of data, analyzing data and their interpretation. The two known approaches to research are from the approach of data collection (which are qualitative and quantitative) and from the approach of data analysis or interpretation (which can be inductive or deductive). Qualitative research data collection makes use of

inductive data interpretation method while quantitative research data collection uses deductive way of data analysis. When a researcher uses the two approaches for collecting information, that is, the qualitative and the quantitative, that is what is known as Mixed research approach (Chetty 2016.)

3.2 Qualitative Research

Qualitative research involves a collection of data, and interpretation of data in order to proffer solution to the research problem. It uses both primary and secondary data to formulate themes, theories, and models. The primary focus of a researcher is to gain a level of understanding into the experiences of people and not just only in gathering information. Usually, the approach is inductive which means when the researcher looks at the data that has been collected, theories can be developed according to the pattern of meaning generated by the data.

As mentioned at the beginning of this chapter, for this study, the qualitative approach for the data collection will be engaged, using both primary data via interview and secondary data through online surfing, books, articles, blogs, and journals. This approach was deemed suitable for this study because it allows for the opportunity to gain a deeper level of understanding of the research problem. Through previously formulated theories and concepts, considering a spectrum of perspectives of various stakeholders in the discourse of diversity, in order to bring to light how an enterprise can implement and promote the rich benefit of diverse workforce.

3.3 Interviewee Background

She is an HR Manager at HOK-Elanto and has been working for the company for about 25 years. She develops programme and training that educate and equip employees concerning diversity practices among other things. The interview took place in Helsinki in one of the HOK-Elanto restaurants and lasted for about 45 minutes.

3.3.1 The Interview

Return on investment in a diverse workforce
In line with the question "Base on your experiences, do you think a diverse workforce adds to the success of business organizations, and in what ways?" The HR manager re-

sponse agrees with shemla (2018) that workforce diversity does add to business organization success. For any organization operating in a diverse community, with varieties of customers composition to be able to meet these various customers' needs and offer satisfactory services, a diverse workforce will be some form of leverage in meeting this demand.

In her words, she explained "We have diverse customers in the Helsinki area where we operate as HOK-Elanto in the restaurant service industry and in order to give best and exceptional service to our customers we need to understand our diverse customers. Therefore, we need diverse employees from different backgrounds. We will also be out of people to work for us if we only employ Finnish people, hence, we need to be diverse in employment. For us to be successful, we need to embrace diversity and see that its beneficial, because embarking on diversity at the facial level will not make business to thrive. True diversity cut across all level of job and not just employing diverse employees at the entry level only" (Interview 12 October 2018.)

HOK-Elanto and Diversity

In line with the question *"how diverse is Hok-Elanto workforce?"* From the manager response, it can be inferred that HOK-Elanto employs people from different countries, among them are employees that are not native speakers of Finnish language, and they commonly operate in the restaurant side of the business. The business organization attracts customers with different background and Nationalities; hence, the need for diversity within the company workforce.

The manager further explained that "HOK-Elanto has about 5 to 10% of the employees who are not native Finnish, with nationals from about 50 countries. Our company is a diverse company already, but we need much more than what we currently have" (Interview 12 October 2018.)

Workforce Diversity Related Issues

In line with the question "*What challenges are associated with diverse workforce?"* The response from the manager shows that every organization faces different challenges with respect to workforce diversity management. However, HOK-Elanto does have procedures for handling any associated issues with diversity in place. Also, some of the challenges of workforce diversity can be related to language barriers and having trouble treating another gender as equal.

The HR Manager explained that "The challenges are far rare than we think, one incidence was someone from a patriotic culture having trouble taking command from a woman, it does not happen often, but it was confronted and handles. Having trouble treating another gender as equal, also there are language challenges" (Interview 12 October 2018.)

Managing Workforce Diversity Challenges

In line with the question "*How can these challenges be managed?*" The HR manager's explanation shed light on the fact that employees training in respect to the principles of diversity, is essential in educating employees to embrace, value and respect diversity culture that is in operation in an organization.

In her words, the manager explained that "for diversity to work and respect for different culture to be valued, the training is needed. We have been training managers on diversity management for years and building a good culture and addressing any diversity issues that may arise. Operating an open-door policy, that it is okay to speak up. Clear communication and education are key to managing diversity" (Interview 12 October 2018.)

Diversity Management Best Practices

In line with the question "*What are the best practices to manage an employee who seems not to accept others from a different cultural background?*" The HR manager responded that "first engage in dialog. Give room to the person to explain why, and then give reasons why such action will not be tolerated, and there is a written warning in respect to any violation of diversity code of conduct and possible termination of work contract after several warning" (Interview 12 October 2018.)

Major Contributors to Workforce Diversity

In line with the question "*Who are the major contributors to a truly diverse workforce,*" from the response given, the top management, the company leaders and the working culture in the company are significant contributors to workforce diversity management. The reason is that an organization cannot implement a good workforce diversity management initiative without the top leaders of the company supporting it and the business culture within the company fostering it.

The HR manager explained that "Leaders and the working culture in the company influence diversity management. When the culture is there already, then, the demand for di-

versity will only enhance it. The CEO and the managers are the major lead for any diversity movement in any company. If the managers do not have respect for diversity and show respect in what they do, talk about and even the kind of jokes they make, there is no way we can go and tell our waiters to respect diversity" (Interview 12 October 2018.)

Promoting Workforce Diversity

In line with the question "*What are the programmes or ways to promote healthy workforce diversity in an organization?"* The HR manager response pointed out two ways to promote workforce diversity in an organization. They are via an all-inclusive employee's onboarding programme and through building a business culture that respect and value diversity.

The HR manager explained that "within the whole HOK-Elanto employees onboarding programme is training and education in respect to diversity and inclusion. So, every step of employees' experience in the company they are being equipped to value diversity" (Interview 12 October 2018.)

Diversity Recommendation to Emerging Companies

In line with the question "*Looking at the positive and the challenges associated with a diverse workforce, will you recommend that it is worth trying for emerging companies?"* The HR manager responded that she would recommend workplace diversity to any emerging company because it is the only way to go for any company willing to be competitive in the market here in Helsinki. Although, based on location, the case may be different if the company is operating in other places in Finland that is not as diverse as Helsinki. However, when it comes to the hospitality industry in Helsinki, she recommends workforce diversity (Interview 12 October 2018.)

3.3.2 Analyzing HOK-Elanto Interview

From the interview, it can be deduced that the company has diversity initiatives that are in operation within all its line of businesses. It can also be inferred that the company practices resource and contingency theories. Few key points from the interview are:

- To lead a successful diverse workplace, the CEO and top managers need to take the lead.
- A diverse workforce gives new understanding and offers a better way to do business and reach a diverse customer base.
- Building a corporate culture that recognizes, embraces and value a diverse workforce is an important factor in managing a successful diverse workplace.

- Engaging diverse practices and conflict resolution is key to diversity management.
- Clear communication and training enhance harmony in diverse workplaces
- Workforce diversity gives access to a large pool of talented and skillful people with competencies needed for exceptional organization operations.
- In diversity implementation, it is crucial to know that, there is always room for improvement whenever diversity is concern.

3.4 Neste's Diversity and Inclusion

In order to get the company perspectives and practices as related to workforce diversity management. Data about Nestle were research via online information search basis only. Therefore, this information is readily available online for public access.

The culture of the organization involves inclusion, diversity and decent employment. These are included in the organization's values and purpose which is driven by mutual respect. The organization has a campaign which is called respect, which means having regard for diversity, respecting other people's culture, their way of life and how they think in every area in the society. The company exercises transparency and inclusion in every of the organization's conduct in dealing with employees within and people outside, such as contractors. The organization sees inclusive diversity as a source of strength that adds values to the company in the form of innovations, better employer branding, and increased customer base. Nestle focus area on the concept of diversity and inclusion are the following (Nestle 2018b.)

- Culture – Developing a culture that is inclusive, that respect and appreciates the diverse capacities and knowledge of its diverse workforce.
- Innovation – Engaging innovative ways to provide services better and to meet the desires of its different customers.
- Society – Being active in the society and across the different markets where Nestle is operating.

3.4.1   Managing Diversity in Nestle

Nestle highlights some of the programmes and practices that were deployed within the organization to manage the organization's diverse workforce. This effort covers both the visible (e.g. age, and gender) and the invisible (e.g. education and life experiences) categories of diversity. Some of them are:

Gender Balance: Nestle possesses diversity and inclusion plan in every market where they operate. Included in this plan is the policy to be gender balanced as much as possible in every area. This policy affects every operation of their HR, some of which include hiring, retaining and promoting workers (Nestle 2018c.)

Inclusive Physical Abilities: Operational in all Nestle markets is a global self-assessment procedure that was created to measure the level of inclusiveness and what kinds or activities suitable to enhance the performance of people living with disabilities. This aim at engaging best practices that can best serve challenged workers. It selects the best training to engage, raising awareness among employees and creating accessible workplace and arrangement suitable for challenged individuals (Nestle 2018d.)

Diverse Sexual Orientation: Nestle inclusive workforce diversity initiatives involves raising the level of awareness about the community of Lesbian, Gay, Bisexual, Transsexual (LGBT). The company partners with outside networks of LGTB communities to ensure inclusive workforce (Nestle 2018d.)

Age and different generations: Nestlé ensure the integration of diverse age range among the organization employees and as part of the inclusive diversity initiatives engage by Nestle is to ensure equality among people from different a generation (Nestle 2018d.)

Training concerning unconscious bias: This is a form of social biases and stereotype toward a group of individuals possesses by people without being aware that they have such stereotypes. However, Nestle has developed ways to manage such issues, through training and measuring tools that allow an individual employee to be able to test and know the level of the unconscious bias that they have. After the programme and depending on the level of unconscious bias that is measured, the recommendation is made for the individual to follow through for individual growth and development which enable the organization inclusive culture to grow and develop on a healthy way (Nestle 2018d.)

Cultural agility: "This is the ability to understand multiple local contexts and work within the organization to obtain consistent business results. For today's global organizations, cultural agility is the new competitive edge" (Financial Times 2018.) Nestle developed various measures and procedures in the effort to support cultural agility among the company workers. The organization trains its employees in line with cultural agility, to know the influence of various cultures on the way businesses are conducted by different individuals. Also, to recognize different ways in which various cultures receive feedback,

the methods to use in giving it, and to understand that the way people behave and communicate is different among various cultures and how to cope in such circumstances (Nestle 2018d.)

3.4.2 Analyzing Nestle Approach to Diversity

The way in which Nestle manages its employees, it is in comparison with the theory of learning and effectiveness paradigm, that recognizes and respects employees differences while leveraging on the value that it can deliver. The company furthermore exercises the theory of integration and learning by allowing the contributions of diverse workforce skills and knowledge to shape the organization's operations procedures and learn from the wealth of experiences it can offer. This can be seen in the company's aims which is to operate a work environment that gives:

- Equal chances and opportunities for every workforce,
- Where workers are handled with reference, value, and respect.
- Operating an inclusive culture,
- And leveraging the various skill-sets, capacities and diverse employees' experiences.

3.5 British American Tobacco (BAT) Diversity and Inclusion

In the context of this study, to get British American Tobacco perspectives and practices as related to workforce diversity management. Data about the company were researched via online information search basis. So, this information is readily available online for public access.

In 2016, British American Tobacco (BAT) was named among "the most diverse and inclusive companies worldwide in a Thomson Reuters Diversity & Inclusion (D&I) Index." (BAT 2018). The index ranked one hundred companies which are traded publicly, and that has inclusive diversity in operation in their various organizations. The index measured these companies via four main categories which are: The level of the organization inclusion, the organization workforce diversity, level of the organization's effort to employees development, and the organization controversy in the news (BAT 2018.)

The company operates the principle of diversity and differences recognition, respect and celebrate employees' different views while working together. Thereby, harnessing the diverse cultures of their workers, their diverse perspectives, developing various brands,

accessing diverse markets and creating innovative ideas to boost the company business. The group HR in the person of Giovanni Giordano said that it is the organization aim to develop an inclusive, diverse corporate culture that enhances and support the company enterprises around the globe (BAT 2018.)

BAT management population comprises of employees from over 140 nations. This level of its diverse workforce comes with its benefit and strength which the company highlighted as 1) Unique insights into local markets. 2) Enhancement of the ability to compete across the world. 3) Ability to identify the needs and meet the various customers demand globally. (BAT Annual Report 2017, 9.)

In the company's efforts to build diversity and inclusion, the three main driving force of the campaign are a) Employees owing up to their responsibility and being accountable. b) Developing a pool of talent that is diverse. c) Developing enabling environment. All of these are embedded in the organization inclusive culture (BAT Annual Report 2017, 25.)

3.5.1　　　Managing Diversity in BAT

Some of the practical steps taken by the organization to manage diversity within the organization through various diversity initiatives, engagement of policies and principles are as follows:

Gender diversity: In the company effort to drive gender diversity, BAT begins internal promotions to increase female presence in the board an effort that resulted to 31% female presence in the board and 21% among all the senior management level achieved by 2017. The company also engage policy for representation of females in the company executives across the top management senior functions, and in team leading their regional offices. BAT gender diversity initiatives ensure that graduate hiring employed about 50% females among the graduates hired in 2017 to secure a continual path for females in the senior top management duties. BAT's 'Women in Leadership' initiative contributed immensely to the company gender diversity initiative, and the campaign was aimed at giving needed backing and enhancing women career development and progress in the company. The initiative has taught and tutored 145 females within the company in 2017 (BAT Annual Report 2017, 26.)

Diversity Management Training: The company trains its leaders and employees in a management capacity on inclusive-leadership and on being cross-culturally aware. The programme as designed by the company for the equipment of their managers in managing diversity within the organization (BAT Annual Report 2017, 26.)

Reducing Gender Pay Gap: According to UK legislation, the company has what is called gender pay gap, which is as a result of having fewer females than males in the senior management role. However, the company has initiated several initiatives to bridge and reduce the gap (BAT Annual Report 2017, 26).

Diversity Policies and Conduct: Included in the Group standard of business conduct (SoBC), which govern the organization employees conduct, is diversity management policies which include "respect in the workplace, including promoting equality and diversity, preventing harassment and bullying, and safeguarding employee wellbeing." The company board diversity policy also ensures a diversified board members appointment (BAT Annual Report 2017, 31.)

Diversity Employment Principles: BAT employment principles and practices include a dedication to diversity, reasonable working time or hour, creating policies that are family oriented, and that ensure workers' wellbeing. The company diversity employment principles ensure that employees are giving opportunities on an equal level and that employees benefits and salaries are just. These practices ensure that the principle of diverse workforce guide recruitment and selection of best talent across all level of position (BAT Annual Report 2017, 31.)

BAT Board Diversity Policy: The company has a nominations committee that is responsible for continually doing the board composition, and management board composition review, this is to make sure that the people appointed have the skill-set, level of experience and talent needed for the position and to ensure that each appointment is merited and with respect for diversity advantages. It is the board diversity policy that provides guidelines to be considered in the appointment. Some of these guidelines are (BAT Annual Report 2017, 62):

- To ensure that the composition review considers every aspect of diversity in re-spect to any appointment or making succession plan for board and management board.
- To consider a large pool of people suitable for the appointment.

- To ensure that there is a thirty percent female presence in the board appointment.
- To engage when necessary, the services of an outsourcing company that has been certified under the "Standard and Enhanced Codes of Conduct for Executive Search Firms" that also included gender diversity.
- To support the initiatives to develop senior managers within the company in order to provide a diverse gateway to appointing high performing employees with potential skill-set for "Executive Directors and Management Board."

3.5.2 Analyzing BAT Approach to Diversity

Judging from some of the information available online about BAT and workforce diversity management, it can be seen that BAT is a multicultural organization which values the diversity of its workforce with full structural integration of both the dominant group members and minority group member across all level of the organization inclusive of the board. Moreover, the organization concept of diversity includes "race, ethnicity, cultural background, geographical origin, gender, age, any disability, sexual orientation, religion, skills, experience, education and professional background, perspectives and thinking styles." (BAT 2018). Key points from the above details on BAT diversity management are:

- They focus on balance gender diversity across-board
- They view employee's diversity and inclusiveness as a resource for learning and competitive advantage.
- They engage diversity practices in the organization policies and principle.
- They embrace workforce diversity and setting an example from the top by diversifying board membership appointment.

3.6 Reliability

Although there have been different perspectives concerning reliability in qualitative research, while some agree that it is relevant only to quantitative research since a qualitative study does not engage statistical methods in its data gathering, some did not share that same view.

However, for this study, reliability will be defined from Brigitte's (2017, 256) point of view. It describes it as a naturalistic system of inquiry that pursue to proffer a form of understanding to a societal phenomenon, in context-specific sceneries, without the interference of the researcher's self-interest, which means a show of an effort to manipulate the singularity of interest. So, when a researcher level of credibility falls short, any form of information that

may have been gathered may be deemed not reliable. It is also the same when a researcher imposes personal view and frame of thought through the questions that were asked.

This study ensures the reliability of the research by ensuring that every information sorted are from the right sources. However, worthy of note is the fact that information gathered concerning BAT may not be reliable to be engaged in respect to Nestle or HOK-Elanto or Company X analysis in view of workforce diversity. The reason being that these organizations have a different form of corporate structure, and their company culture differ from one another with a varied form of operations, and they belong to different industries. Also, the level of their internationalization is different, as it is assumed that a company that operates on an international level will be open to workforce diversity than locally operating companies. However, every information gathered concerning each of this companies, and the interview that was done is still reliable because they were treated on an individual company case basis and were not used as representing all the companies' stand on diversity workforce.

3.7 Validity

Validity refers to the study level of accuracy and how correct the study findings are in the sense that it measures what the study set out to measure. Validity is said to belong to two categories which are internal and external. Pellissier (2008, 12) explained that "internal validity refers to how the research findings match reality, while external validity refers to the extent to which the research findings can be replicated to other environments."

In the context of this study, in order to ensure its internal validity, significant consideration was put into gathering resources and theories that are applicable in the real world and that measure the implementation of diversity in practical workplaces. Furthermore, to ensure the external validity of the study, the paradigms, and theories that are applicable to workplace diversity in any environments have been meticulously gathered in this study. However, the applicability of information gathered concerning each company can only be valid in comparison to other company in the same form, size and business categories.

Although, the information concerning HOK-Elanto may not be valid in respect to Company X, as their line of business differs, and level of exposure to the heterogeneous workforce are also not the same (which means this information is not valid in all companies). However, it can also be said that to some degree the concept of workable diversity initiatives is

valid to any organizations desiring to manage and enjoy the benefits of workplace diversity.

4 Research Result

To be discussed in this chapter is the result of the study, which will relate the finding of the research work to reflect on the research question 'how can a company successfully implement a workforce diversity within its corporate existing business culture?'. The suggestion for inclusive workforce diversity discussed in this chapter is based on the defined diversity best practices as presented in the three companies in chapter three, which are BAT, Nestle, and HOK-Elanto. These three companies will be used as a benchmark for Company X which is a monolithic organization with the intention of implementing workforce diversity to become a multicultural organization.

The rationale behind this transition is because of the organization strategic business development and goals, which is to move the company current market share in their sphere of business operation to a desirable level, and in response to an increasing customer base from different countries. In order words, Company X is motivated to engage in diverse workforce transformation because of the need to remain competitive and the organization strategic plan to break into the new market and meet its increased product demand from countries other than Finland and Sweden. The result discusses the following themes, managing workforce diversity, the impact of workforce diversity on strategic business development and goals, workforce diversity best practices, the policies and programmes for workforce diversity implementations.

4.1 Managing Workforce Diversity

The result of the finding of this study shows that all the three researched companies, BAT, Nestle, and HOK-Elanto agree that managing workforce diversity involves;

a) Good communication, organization policies, and procedures need to be communicated in such a simple way that it generates understanding for all employees because effective communication will overcome any language barriers and cultural misinterpretations.
b) Operating open-door policies, employees should be free to express any concern they may have or be free to report any act of discrimination without having a second thought that their concern will not be heard, nor will action be taken in respect to their report of any discriminating act.

c) Developing ways to address diversity issues, according to the companies researched, each of them develops ways to manage issues of diversity within their organizations, base on the culture operational in them.

For example, BAT developed board gender diversity inclusive policy to maintain 30% representation of female in their board. Nestle developed training to tackle the unconscious biases that people tend to have without even knowing it existed, and HOK-Elanto trains their managers to respect, value and manage diversity at their workplaces.

Thus, it can be inferred that how an organization manages its diversity depends mostly on the pre-existing culture within the organization, its internal practices and the peculiarity of the diversity issues arising. These will inform on what kind of programme or policies and procedures that are needed to foster successful management of the organization diverse workforce.

4.2 The Impact of Workforce Diversity on Strategic Business Development

The finding of this study has shown that diversity impact on business development in many ways some of which are;

a) Access to a more diverse point of views, ideas and concepts that bring about a creative way of doing business.
b) Different experiences, exposures, and practices that a diverse workforce bring to the table lead to innovative products and services.
c) Influencing the level of understanding of the community where an organization operates and being able to serve the diverse customers better and exploring different markets.
d) Diverse perspectives and understanding foster better decision making as regards to organization operation, better customer experience, and employee's engagement.
e) Good reputation, workplace diversity can also give a good public image to an organization with well-managed diversity, thereby, boosting the company employer branding which means the company's market perspective as an employer.

BAT 2018 explained the impact of a diverse workforce to their organization as giving different perspectives and innovations to access local markets, enhancement of the capacity to thrive competitively around the globe and having the ability to know and be able to provide them for the needs and demand of different customers all over the world. It was also gathered that Nestle leverages on its inclusive environment of diverse cultures,

different skill set, diverse perspectives and thinking, different experiences and its people's knowledge to power the organization innovation.

It can be seen from the interview that HOK-Elanto leverages on the organization's diverse workforce to boost the understanding of its diverse customers and as a result was able to satisfy and meet their needs. Also, it gives the organization access to a pool of talents to employ from and fill its job vacancies with a skillful set of people from various background. It is believed that the impact of workforce diversity on organization plan can both be positive or negative depending largely on practices that are being deployed to manage its existence or implementation in a company.

4.3 Workforce Diversity Practices

Based on the finding of this research, it is discovered that organizations do engage in measures to actualize their diversity goals. Some of the diversity measures or practices suitable for a small, medium and big organization in accordance with the survey that was done by SHRM (2005, 6) are;

Unpaid Holidays: giving employee leave without pay to observe a cultural or religious holiday that may not be popular or observed by the company. Also, being flexible in allowing employees to swap holidays, for example, an employee may want to work during the Christmas period in order to have a holiday in the new year period. **Inclusive recruitment**: Engage in hiring style that will ensure inclusiveness in diversifying the company workforce. **Establish relationships** with the community in the form of outreach which can be with educational institute or government and so on. **Embedding the concept of diversity** into every policy and any business engagement of the organization. **Promotion of career development and training** that are tailored for a diverse workforce and that will enhance an increase in diversity in the top management level within the organization. Language training can also be an offer to promote inclusiveness.

Assess, review and improve diversity practices within the organization.
Retention plan operational in the organization should be such that gives room to retain and maintain a diverse workforce. **The concept of Inclusive contracts** can be employed by an organization to ensure diversity is being considered in the selection of suppliers and contractors for the company. **A celebration of various cultural events** will portray an organization as being aware of the diversity within its organization and in the community of operation. **Encouraging and granting incentive** to people linked to the accomplishment of the diversity target and goals set by the organization.

SHRM (2005, 5) informed that 94% of large organizations in the likes of BAT and Nestle do have workplace diversity practices in place, while it is 71% for medium-size organizations, and 60% for small size organizations. The bottom line remains that diversity practices are a necessity in the management of a diverse workforce.

Therefore, diversity practices should be made to suit the organization's internal practices by assessing what is in operation within the organization, what are the diversity-related issues arising, then effort can be made to develop what can work in the move to effect an inclusive workplace diversity. Many factors are liable to influence diversity practices employable for an organization, some of them are, the community where it operates, level of education and international exposure of the organization employees, the rule of law in the environment and the organization strategic plan and many more.

4.4 Implementations of Workforce Diversity

The results emanating from the process of implementing a diversity plan in an organization, there are many factors to consider and detailed planning to undergo for the plan to be successful and last long. The finding of this study confirms that large organizations operating across many countries find it much easier to adopt and follow through with diversity policies and tend to gain more from the act.

However, small, medium-sized enterprises (SMEs) are also implementing diverse workforce in their establishment even though the return on investment in a diversified workforce is still unsolved in a quantifiable financial term. For a SMEs organization embarking on implementing workplace diversity, assessments need to be made as to what steps are needed internally in respect with dealing with the current employees of the organization in order to prepare them to embrace the change that is coming. Drawing from BAT and Nestle diversity practices in agreement with the HOK-Elanto interview, the following list of steps and practicalities needed to implement diversified workforce were drafted:

Implementation plan and process evaluation: for a diversity implementation to work, such a project need to be planned to detail and well in advance, specifying the period it will take knowing the fact that it will not be a one-off thing as it takes time to create a mindset that welcomes and embrace diversity in people. Performance evaluation should be an integral part of the implementation to know what works better, and what needs to be improved.

It begins from the top: it is a good thing to desire diversity because it has become popular over the years, but a diversity plan that will work need to be backed, communicated and exemplified by the top management team (board of directors, management board and CEO). The leadership needs to be involved in all stages of the implementation process, and the diversity plan should be implemented in all level including the senior management level.

Managers' Duty: head of a department, operational managers and supervisors need to be part of the driving force for the diversity plan. They will be part of the communication channels to spread the awareness of the change and ensure compliance with the new culture of diversity. They will need to be able to provide convincing reasons to why there is a need to implement diversity and clear every doubt and worries via clear communication of the intention behind the change as being strategic to the business development.

Restructuring: the organization current structure must be assessed to know if it must be restructured, because the internal practices and company structure must support the effort to diversify the organization's workforce successfully.

Effective Continuous Communication: explaining the reason why the implementation is needed, and how it is part of the organization development strategy. This need to be communicated across the organization through various medium of communication continually, until the diversity culture stick and thrive. The company can engage newsletters, social media, bulletin, posters, and media advert to communicate the change continuously. Seminars, workshops, meetings, and training can also play a vital role in educating and imparting knowledge on how to embrace and maximize diversity.

Human Resources effort: HR initiatives should be all-inclusive in creating diversity recruitment policies, developing diversity training programmes and building an inclusive organizational culture that enhances diversity implementation. Creating an atmosphere where people feel they belong and are comfortable to work, efforts should also be made to measure the level of impact of diversity initiatives and employees' work experience.

5 Discussion and Outcome

This last chapter will aim to present the conclusion and recommendation of this study by using the research theories and result. This study was carried out as one of the criteria needed to be eligible to receive a bachelor's degree Programme in International Business (with specialization in Human Resource Management) at Haaga-Helia University of Applied Sciences.

The objective of this thesis was to understand how a growing organization can implement and promote workforce diversity within its existing organizational culture. Four companies were chosen as case company, but three of them were eventually studied, as one of them which is Company X became interested in using this thesis as a project for the company workforce diversity implementation plan.

The study was intended to be a case study thesis, but during the meeting with Company X, it was clear that the in an effort of the company to expand its market reach and satisfy its growing diverse customers, the need to engage diverse workforce became apparent and this information influences the theoretical part of this thesis. That is, the theories and concepts that were researched in chapter two were influenced base on informational needs in line with the company diversity implementation plan.

So, this development impact on the direction of the thesis which moves it toward the direction of almost becoming a project-based thesis. However, it is believed that the findings of this study can be useful to a growing organization having the same rationale for diversity and giving the operational environment are the same. Among the three companies that were studied, two of them are big companies trading internationally with business operations and company presence globally while the third one is the largest cooperative society in the S Group with operations in the Helsinki region in the Capital area in Finland.

5.1 Discussion

In chapter two of this research work, it was reflected that there is a need to understand that organization differs from one another and the culture of every enterprise, and their organizational goal influences the diversity management style that each organization explores. So, for an organization to transition from monolithic to a multicultural organization,

it is paramount important that the organization engages change management for successful implementation of diverse workforce plan.

The chapter also reviews that for the actualizations of the aims and goals of diversifying workforce in any organization, measures must be put in place to manage diversity, such measures are known as workplace diversity practices. But these practices are primarily affected by organizational culture which conform to the contingency theory that the success of an organization is a function of various elements as it interacts with many other factors such as the cultures that are operational in the organization, the strategic plan, environment of operation and the workers attitude (Richard 2000, 166).

The chapter further revealed that diversity coul be as a resource for learning to enhance work, rethinking new ways to get primary tasks done, and redefine access to markets, create a new product, generate new strategy and develop business best practice and culture and thereby experiencing effective corporate performance on a long term. Organization both learn from diversity and grow by it. However, a high cost of diversity training is one of the cons of diverse workforce implementation couple with an increase in conflicts, increase in workforce turnover, and negative employer branding may be the result of lack of skills and competence to manage workplace diversity.

In order to promote a diverse workforce, the top management must be willing and involve all through the process. Perseverance and managers' diversity management competencies are needed which mean they need to be trained. It was reflected in the chapter that diversity initiative is not a one-off concept, but it has to be engaged on a continuous basis, and it is crucial to build a process for resolving diversity-related conflicts, engage open door policy, engage diversity training, performance review and initiative assessment to know what works and what needs to be improved.

Evident in chapter three of this study, are the findings of the research that was done on BAT, Nestle, and HOK-Elanto, and how these companies at various degree and in different ways practices combination of two or more theories and diversity paradigm explained in chapter two. When these companies were examined as benchmarks for company X, the study was able to provide practicalities to the management of diversity as exercised by these three companies. The chapter further enlightens that building a corporate culture that recognizes, embraces, and value a diverse workforce is an essential factor in managing a successful diverse workplace. Moreover, in order to foster and enhance harmony at the workplace with a diverse workforce, communication in clear terms via various medium on a perpetual basis with diversity training is vital.

It was also indicated in the chapter that workplace diversity in both visible and invisible categories involves giving equal opportunities to everyone, by operating an inclusive culture where employees are related to with respect and are being valued and thereby able to leverage the different skill-set, perspectives and rich knowledge exposure of workplace diversity. It was also revealed that diversity management practices, and procedures as engaged by these three companies, have been successful even though they vary and are targeted towards difference focus area. However, these three companies have in common, inclusive recruitment practices, diverse sexual orientation, diversity management training, gender balance with diversity policy, and code of conduct.

The result in chapter four of this study, responded to the research question thematically, according to the four investigative questions. The chapter explained the findings of the research work, that workforce diversity can be managed via different techniques, policies, and procedures. The result further highlighted the impact of workforce diversity on business development and goals as regards to innovations, access to diverse talent, building a reputable organization public image, and employer branding.

The chapter also provided measures and practices that organization of different sizes can engage in line with workforce diversity practices that are related to how an organization deals with employees holidays, handles inclusive recruitment, establishes a relationship with a community, government, and educational institution, plan it retention strategy, celebrate cultural events and many more.

The research result then revealed few policies and programmes for workforce diversity implementations, which are implementation process evaluation, organization structure assessment, restructuring, managers' duties, and the human resource essential initiatives. This study revealed that it is vital for any organization embarking on implementing workplace diversity, to assess what steps would be needed to address the current employees of the organization, in order to prepare them to embrace the change that is coming.

5.2 Conclusion and Recommendation

From the start, the primary objective of this thesis was about how an organization can implement and explore the benefit and strength of workforce diversity in order to increase productivity and achieve organizational goals. Which are to be achieved by highlighting the meaning of workforce diversity management, its advantages and challenges, its best practices and how to implement it within an organization.

This thesis also emphasized the need for an organization who is transitioning to the implementation of workforce diversity, to assess the internal practices, and identify what needs to be changed, in order to accommodate the change that is to be implemented. Furthermore, device effective ways to prepare the organization employees to accept, embrace and see the need to value the workforce diversity implementation. The study further suggested that the commitment and involvement of the top management, the CEO, the senior officers, and managers in the process are crucial. Also, clear communications of the reason for the change, why it is important, and the need for all employees to welcome the change need to be emphasized and communicated via various medium continually.

In respect to the information that was researched and the interview that was conducted, the following information is deemed necessary for Company X to consider in the organization workforce diversity implementation:

For a SMEs organization, workforce diversity can be tough to implement, and the return on diversity is not as financially visible or measure like other investment. So, to reap the efforts that are invested into workforce diversity implementation, the organization needs to be persistence in seeing that the process is assessed, improved, and continually ensure the initiative performance is appropriately managed.

The aim, reason, and purpose of implementing workforce diversity will impact on its success or failure. If it was engaged because it is the popular steps most companies are taking or was some right thing to be involved in without the zeal to build a corporate culture, and working condition where workforce diversity could thrive in, it is almost certain that it will fail.

As seen in the three case companies where they all integrated diversity into their organization strategy, it is also important that Company X integrate and engage workforce diversity into the company strategy across all the organization human resources initiatives, this will avoid the company from treating the implementation as a one-off project. So, it needs to be inclusive across all departments, and operations of the organization.

A proper onboarding is a critical part of the process because inclusiveness starts with good onboarding, so company X need to determine what will be the organization onboarding practices that foster diversity. An example of a bias-free onboarding practice is hiding

names, religion, and gender from job application whereby requesting only for the competencies of the applicant. This effort will eliminate any form of bias towards gender, religion, ethnic and race that can be identified by name. Also, using hiring percentage to increase the presence of females in the top management level is another example as seen in the British American Tobacco board of directors' appointment and management board appointment. Thus, Company X needs to determine what will be the best onboarding practices that work for the company.

Diversity implementation project plan needs to be done in advance, with goals that can be measured. However, the plan should put into consideration what form of organization is company X? What will be the best approach and means of communicating the plan to the employees in the most understandable way? What diversity training is needed, to prepare the employees to be ready to welcome staffs from a diverse background, different cultures, and languages? The organization culture and the environment where the company operates need to be adequately vetted and evaluated to see if they foster diversity initiative.

Regarding the fact that there is no single standard format or formula that an organization can deploy for a successful diversity initiative, because of the different company cultures, the environment of operation, managers competencies, and many other factors. However, few best practices as mention in the theoretical part of this study can be shaped into what is suitable for any organization. Thus, rested within the capacity of any organization CEO, managers, and HR personnel, is the responsibility to determine what will be suitable for the company base on their organization workplace dynamics. Few researched implementation processes that may be useful are:

- Involve the top managers all through the process.
- Engage change management process.
- Device communication medium and content to inform and educate employees.
- Device best practices to resolve conflicts.
- Engage inclusiveness in hiring practices and HR initiatives.
- Operate an open-door policy.
- Build an inclusive corporate culture.
- Restructuring to accommodate diversity implementation.
- Develop diversity management training.
- Device methods of performance review and initiatives assessment.

- Determine diversity practices to be engaged for the management of workforce diversity initiatives.
- Periodically review the company cultural agility and improve on it
- Determine diversity career development policy to operate.

5.2.1 Further research suggestions

In the process of this research work, few articles and journals were seen, which can be interesting areas for further research work:
- The financial implications of workplace diversity implementation.
- The cost of workplace diversity and its financial return on investment (ROI).

In respect to Company X, further research can also be conducted to
- Assess the performance of its workplace diversity initiative after one or two years of implementation.
- Highlights the challenges that were experienced, and the benefits enjoyed after some month or years of diversity initiative implementation.

5.2.2 Self-Learning from the study

This study has been a knowledge imparting journey, and it has been challenging but also enlightening. Before undertaking this research, there was no familiarity with workplace diversity implementation in such a depth as it is now. The interview and the case companies' information search with journals, articles, and book research have impacted a huge learning experience of a lifetime. The research work led into some areas of diversity management which inspire the desire to study further in the area of diversity and its management in the master's degree programme level.

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Appendices

Appendix 1. Thesis Interview Questions

1. Base on your experiences, do you think a diverse workforce adds to the success of business organizations, and in what ways?
2. How diverse is Hok-Elanto workforce?
3. What challenges are associated with diverse workforce?
4. How can these challenges be managed?
5. What are the best practices to manage an employee who seems not to accept others from a different cultural background?
6. Who are the major contributors to a truly diverse workforce?
7. What are the programmes or ways to promote healthy workforce diversity in an organization?
8. Looking at the positive and the challenges associated with a diverse workforce, will you recommend that it is worth trying for emerging companies?