Managing Cultural Diversity as a Societal Approach to Sustainable Human Resource Management

Kultūrinės įvairovės valdymas visuomeninio požiūrio į darnius žmogiškuosius išteklius kontekste

Barbara Mazur

Bialystok University of Technology, Wiejska str. 45a, 15-351 Bialystok, Poland

Abstract

The article focuses on Sustainable Human Resource Management (SHRM), especially on its societal aspects in organizations. It is proposed that the potentially constructive or destructive impact of cultural diversity is a function of the management of that diversity, which is ultimately a reflection of organizational culture. It is argued that the benefits of cultural diversity (e.g., creativity or constructive conflict) will be realized when organizational culture of diversity underlies the management of that diversity. Implications for developing an organizational culture which values diversity is discussed. The paper contributes to the literature linking sustainability to the issues researched in HRM literature. It discusses how the notion of sustainability has emerged and developed. Then some politics in the frame of societal approach to Sustainable HRM are briefly depicted. Afterwards, Diversity Management policy is discussed in more detail. Diversity Management is presented as the crucial manifestation of the societal approach to Sustainable HRM. Finally, some concluding remarks about the role of diversity management in SHRM are delivered.

KEYWORDS: Sustainability, HRM, societal approach to SHRM, diversity management, organizational culture.

Introduction

The concept of sustainability seems to be fundamental for companies operating worldwide. Although the concept itself has evolved over the past decades, and the word 'sustainability' is one of the most widely used words in the scientific field today, the full potential of the concept for HRM has not been yet revealed. Literature proves that Sustainable Human Resource Management is an upcoming topic (Ehnert, 2009). However, due to its initial state, there is still limited research on the concept available (Ehnert and Harry, 2012). Earlier literature reveals a lack in the consideration of systematic links between sustainability and HRM (Stankeviciute and Savaneviciene, 2013). There are exceptions, but widely dispersed across different HRM subfields, which use diverse interpretations of sustainability and are barely inter-related with each other or with mainstream HRM literature.

The purpose of this study is to present the societal approach to Sustainable HRM and link it to diversity management. The paper aims at establishing the place and role of diversity management in SHRM. The societal approach aims at 'societalizing' HRM practices. This specific form of personnel management is long-term focused and aims at continuity, whereby the interests of the employer, the employee and society are explicitly linked. Valuable themes are societal ones, such as diversity management.

Research methods applied in the paper are the analyses and syntheses of scientific literature dedicated to sustainability and HRM. It allows to stress the relevance of sustainability for HRM and reveal the features of the approaches linking both areas.

The paper is divided into four sections. The introduction is followed by the section presenting attempts to capture the complexity of the concept of Sustainable Human Resource Management. Following sections present the differences between the economic and societal approaches to managing cultural diversity, the impact of cultural diversity on organizations and organizational culture of diversity**.** At the end of the paper conclusions concerning the role of diversity management for SHRM are provided.

Prior research linking sustainability and problems relevant for HRM can be traced in the literature on Strategic HRM, Corporate Societal Responsibility, Sustainable Work Systems as well as Sustainable HRM (Ehnert and Harry, 2012; Mazur, 2013). The approaches identified in this literature differ with regards to the origins of their understandings of sustainability, their objectives, focus, and theoretical foundations (Ehnert, 2006; Stankeviciute and Savaneviciene, 2013). One of the most interesting attempts to capture the complexity of the concept of Sustainable Human Resource Management (SHRM) is De Prins' holistic model, consisting of four approaches to Sustainable HRM. De Prins uses Ehnert's definition of Sustainable HRM for this approach, which is 'the pattern of planned or emerging HR deployments and activities intended to enable a balance of organizational goal achievement and reproduction of the human resource base over a long-lasting calendar time and to control for the negative impact on the human resource base' (Ehnert, 2009, p. 74). De Prins (2011) argues Sustainable HRM focuses on optimally utilizing and respecting human workforces within the organization, in which an explicit relationship is built between an organization's strategic policies and its environment. De Prins distinguishes four approaches to the concept.

The sociological approach aims at 'societalizing' HRM practices. This specific form of personnel management is long-term focused and aims at continuity, whereby the interests of the employer, the employee and society are explicitly connected. Practically translated, valuable themes are engagement and health policies, as well as societal themes like diversity, age-conscious and family-friendly personnel policies.

The psychological approach draws on the topics employees themselves find important. According to De Prins, if people are the focal point of a sustainable competitive advantage, then the knowledge and fostering what drives and characterizes them is of utmost importance. Essential themes within this approach are therefore work-life balance, autonomy, self-development, employability and dialogue.

The third approach seeks to explain how Sustainable HRM is related to *strategic HRM*, and focuses on how Sustainable HRM impacts the typical HR domains such as recruitment and selection, employee turnover, appraisal- and employability-aspects of an organization. HR work for the achievement of organizational goals, which entail more than profits only. Typical themes are the belief in humans as a sustainable competitive advantage, societal achievements and the sustainable management of HR sources. However, specifications of related policies are still under review.

Sustainability in Human Resources Management

The fourth approach is *'green HRM'*- the ways in which employees and employee management relate to the planet-component of the triple bottom line. In other words, it concentrates on those HRM aspects which can help 'green' the organization. Relevant themes are mentioning green behavior as a competence, trainings in sustainability awareness, stimulating environmentally conscious behaviors and green employer branding.

The next section of this article will be dedicated to in-depth analysis of the societal approach to SHRM manifested by Diversity Management programs.

Economic vs. societal approach to managing cultural diversity

There are indications that diversity is increasing in the general workforce. They are based on personal characteristics such as age, gender, race, ethnic background, religion, sexual orientation, physical ability, and marital and parental status (Mazur, 2009). This diversity can be attributed to changes in population demographics resulting from factors such as immigration and an aging population. As a result of growing diversity, economic pressures will force organizations to absorb the diverse workforce in order to reflect and meet the needs of the changing markets they operate on. Organizations will need to diversify, as a 'sound business principle' (Morrison. 1992, p. xii), in order to 'mirror the marketplace' (Loden and Rosener, 1991, p. 9). Furthermore, the establishment of legislation favoring groups that have experienced discrimination, such as women, ethnic groups, and people with disabilities, will force organizations to revise their policies in support of a more diverse workforce. Similarly, organizations will encounter increasing societal tolerance and favorable attitudes toward diversity, as well as increasing demand for recognition and support from individuals who are demographically different from the majority. Although some in the organization might resist these changes, increasing demographic diversity in the workforce appears to be an inevitable outcome of these economic, legislative, and societal changes.
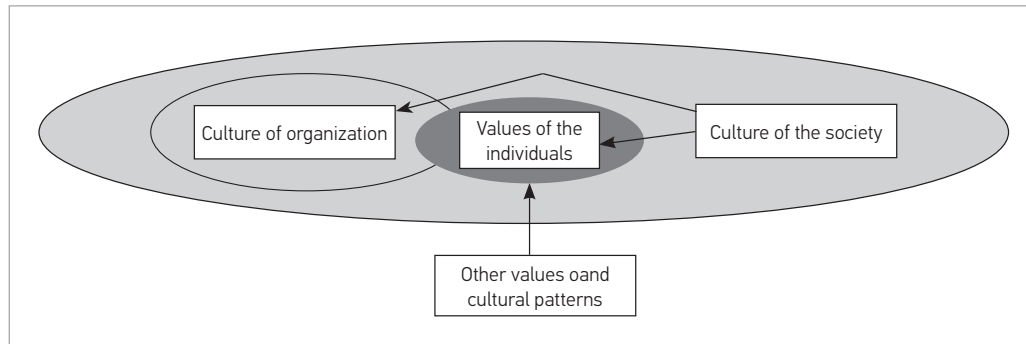
Managers must address the opportunities and challenges of managing an increasingly diverse workforce, particularly the cultural diversity it brings along. According to Mai-Dalton (1993), societal responsibility or a moral obligation to treat people fairly should be the first and only reason for supporting cultural diversity in the organization. However, as Wright et al. (1995) noted,

If competitive advantage is based on human resources and organizational resources, then the increasing diversity in the workforce not only requires embracing this reality, but also changing organizational policies and processes to mesh with the needs of the new work force (p. 273).

It requires, therefore, an optimally managed relation between different cultures: organizational, individual, the culture of the society etc. The relations between the culture of society, an organization, and the values of individuals who are members of the organization are described by researchers such as Mazur (2012) and Szydło (2014) (see Figure 1).

As presented in the graph, the individual component is a part of the organizational culture. The culture of social environment, constituting the external surroundings of the organisation, influences the culture of the organisation as well as the values of the employees. In both cases - organizational and individual cultures - the societal aspect seems crucial.

It should be noted that the organizational culture perceived by individuals is not necessarily the organizational culture preferred by those individuals. It is simply a measure of what they understand and accept about the way things are done in the organization. Thus, verification of the extent to which members favor their organizational culture presents an additional avenue for research. There is evidence that the congruence of preferred and perceived organizational culture is associated with attitudinal outcomes such as satisfaction (O'Reilly et al., 1991). Cox

(1993) described this as the alignment of personal and organizational cultures, and it should be considered a potential factor in the effective management of cultural diversity.

Societal responsibility can be addressed and organizational performance can be enhanced through effectively managed cultural diversity. This involves helping individuals reach their potential, or 'individual enablement' (Thomas, 1990, p. 114), and ensuring quality of life for all members in the organization. The organization benefits from the full productivity of a culturally diverse workforce (Fine, 1995).

Managing cultural diversity effectively is critical in the light of the societal and economic pressures organizations face today. They need new and diverse perspectives, ideas, and approaches in order to succeed- or even survive. Members are expected to do more with less, yet the organization relies on their commitment, and it cannot afford to risk alienation or inefficiency. The dependence of organizations on volunteers can increase the importance of managing cultural diversity. It might be considered particularly unreasonable to expect volunteers to leave their personal cultures at the door when they come to provide free service. Organizations might not be able to afford to recruit and accept only volunteers who fit a particular cultural mold. Each organization needs to fully tap its human resources.

Cultural diversity is sometimes referred to as multiculturalism.* Researchers like Rozkwitalska, Chmielecki and Przytuła, prove that well-managed multiculturalism is very beneficial for the company. They argue that cultural diversity can bring the following advantages: personal growth, flexibility in working styles, enhanced learning, more perspectives, self-reflection, individual benefits, more effective communication, and confrontation with stereotypes (Rozkwitalska et al., 2014)

DeSensi (1994) brought the issue of cultural diversity or multiculturalism, in sport management to the forefront in the 1994 Earle F. Zeigler Award Lecture. Her intention was to 'raise or reaffirm a societal consciousness within us regarding multiculturalism' (p. 63). The reality of cultural diversity emanating from legal, moral, and societal responsibility dictates the acceptance

of a multicultural setting in which 'valuing differences would be promoted and interpersonal relationships would be enhanced among individuals to minimize blatant expressions of all types of discrimination' (DeSensi, 1994, p. 64). Thus, DeSensi (1995) advocated the progressive transformation of organizations through monocultural, transitional, and multicultural stages.

The impact of cultural diversity on organizations

Cultural diversity has been studied in both laboratory and field settings. In general, laboratory studies, grounded in the value-in-diversity perspective, have indicated that diversity within work groups increases their effectiveness (Cox et al., 1991, p. 255–266). In contrast, field studies, guided by societal identity and related self-categorization theories, have suggested that diversity is associated with negative performance outcomes. Therefore diversity seems to work as a double- edged sword for organizations.

In a review of research on the effects of cultural diversity, Miliiken and Martins (1996) found that very few organizational studies have examined how diversity based on underlying attributes or non-observable characteristics, such as cultural values, affects individuals or groups in the organization.

There are potential advantages and disadvantages to a diversity of personal cultures in organizations. Based on their research review, Milliken and Martins (1996) concluded that groups and the organization as a whole can benefit from the multiple perspectives and perceptions of a diverse workforce.

Advantages of diverse groups

Research has shown that, in comparison to homogeneous groups, racially and ethnically diverse groups make more cooperative choices, are more creative, and produce higher quality ideas when faced with a brainstorming task (Watson et al., 1993). In addition, although racially and ethnically diverse groups were less effective than homogeneous groups at the outset of a complex problem-solving task, they eventually interacted as effectively and performed better with regard to the range of perspectives and alternatives generated.

The implication is that decision making and problem solving can be improved through enhanced creativity and innovative solutions because a culturally diverse group might generate unique alternatives and challenge old ideas and standard ways of doing things (Powell, 1993). Furthermore, diverse viewpoints can reduce the likelihood of 'groupthink' in which critical thinking becomes secondary to group cohesion. Cultural diversity can be a source of constructive conflict if 'it improves the quality of decisions, stimulates creativity and innovation, and encourages interest and curiosity among members' (Robbins, 1994, p. 455). Indeed, 'as work groups become more tolerant of different points of view, their organizations become more open to new ideas in general and generate more and better ideas' (Powell, 1993, p. 241). Such organizations are more likely to be responsive to their environment than those that are more closed and rigid in their problem-solving practices.

Disadvantages of diverse groups

However, Milliken and Martins (1996) concluded that an organization is also at risk of increased ambiguity, complexity, and confusion caused by different perceptions and miscommunication resulting from cultural diversity. Watson et al. (1993) reported that racially and ethnically diverse groups were less effective than more homogeneous groups at the outset of a task. Zenger and Lawrence (1989) found that diversity in age was negatively associated with the frequency of communication in a project group. There can be also difficulties achieving consensus and integrating actions in culturally diverse groups because of varied perspectives (Adler, 1991), and group cohesion might take longer to develop because a culturally diverse group begins with

a 'less substantial base of similarity' (Adler, 1991, p. 129). A stalemate in the decision-making process could evolve into a destructive conflict in which the conflict becomes more important than the decision itself. Prejudice and negative stereotypes associated with different cultures and their symbols (e.g., clothing, language, lifestyle preferences) can create and intensify misunderstanding and mistrust among organizational members.

Individuals in a diverse group – disadvantages

Research has also shown that individuals in racial and ethnic minorities experience more stress in the organization and are less satisfied with their careers than their nonminority counterparts. Bhagat (1985) attributed this greater stress to differences in values, norms, and attitudes; negative stereotypes; and difficulty retaining one's cultural heritage in the face of pressure to adopt mainstream values. There is an implication that individuals who differ from the cultural majority are at a disadvantage in an organization that suppresses diversity and encourages similarity. These individuals can feel alienated and discriminated against, when their unique cultural symbols are not tolerated. They are less likely to be effective and succeed when the attitudes and behaviors, that are expected and rewarded, are different and even contradictory to their own (Loden and Rosener, 199l). Indeed, research has shown that supervisors tend to perceive and evaluate less positively subordinates who are different from themselves (Judge and Ferris, 1993; Tsui and O'Reilly, 1989). As a result, individuals in the cultural minority might withhold their potentially unique contributions, to the detriment of the organization (Milliken and Martins, 1996). Situational cues determine the extent to which 'individuals can call on their unique values, attitudes, perspectives, and experiences to try to understand and resolve individual, group, and organizational issues'.

The impact of cultural diversity is not limited to individuals in a typical minority. Contrasting and even conflicting values and attitudes, lack of a shared language, and low interpersonal attraction, can lead to discomfort for all members of a culturally diverse group (Jackson et al., 1991; Milliken and Martins, 1996; Zenger and Lawrence, 1989). Research indicates that group diversity in age, race, or gender is associated with reduced commitment, increased absenteeism, and increased turnover for all members (Tsui, Egan and O'Reilly, 1992). For members of the typical majority, increasing cultural diversity creates a novel situation (Gutierres, Saenz and Green, 1994) in which they might feel that communication is disrupted, power and status structures are threatened, and the traditional norms and expectations of the group and organization are put into test. Their personal cultures are confronted in a culturally diverse group, and they begin to feel the discomfort experienced by members of the typical minority. This underscores the notion that the personal cultures of all group members contribute to the diversity of the group.

Dysfunctional group processes and detrimental individual consequences are barriers to realizing the benefits of cultural diversity in organizations (Maznevski, 1994). Research suggests that negative outcomes of cultural diversity can be immediate, whereas positive outcomes are realized only when the group has the time and conditions to enable members to overcome differences, reduce confusion, and improve communication.

A basic premise of the theoretical framework is that the impact of cultural diversity in the organization is largely a function of managing that diversity. It is the approach to managing diversity, rather than the diversity itself, that determines its potentially constructive or destructive impact (Adler, 1991). A further postulate of the framework is that managing cultural diversity is a function of the culture of organization. Organizational culture provides a relevant context for aligning diverse personal cultures toward greater synergy.

Organizational culture of diversity

Organizational culture can be defined as an underlying system of shared values, beliefs, and assumptions about how things are done in the organization (Schein, 1992). The shared values and assumptions are formed as a result of members' collective experiences in dealing with the universal organizational problems of external adaptation for survival and growth and internal integration for daily functioning. Through these experiences, the 'human need for parsimony, consistency and meaning will cause various elements to form into patterns that eventually can be called a culture' (Schein, 1992, p. 10).

Organizational leaders can attempt to designate the patterns or methods of dealing with adaptation and integration, often as a reflection of their own personal cultures. Organizational culture can also be perpetuated and reinforced through the selection and societalization of members to coincide with that culture (Schein, 1992), with the intention of facilitating the person-organization fit, that is believed to be essential for organizational effectiveness (Robbins, 1994). Nevertheless, organizational culture is an evolving pattern of values and assumptions that reflects the members' shared experiences. 'The learning process is shared, and the resulting cultural assumptions reflect the total group's experience, not only the leader's initial assumptions' (Schein, 1990, p. 115). The leader cannot dictate the extent to which the basic values and assumptions about the organization are ultimately understood and shared by its members.

Organizational culture is expressed in organizational processes and member behavior (Dennison, 1990; Schein, 1992). It provides a backdrop for organizational behavior (Cox, 1993). The extent to which organization's members have a shared understanding and acceptance of the values and assumptions of an organizational culture, determines its strength in guiding and coordinating organizational behavior. To that extent, organizational culture reduces ambiguity about what is expected and what will occur in the organization. Both: the type or content of organizational culture, and its strength, are believed to be factors in organizational effectiveness (Schein, 1992, p.199).

With regard to effectively managing diversity, the concern is whether there is an 'organizational culture of diversity' (Loden and Rosener, 1991), in which cultural diversity tends to be valued and supported in the organization, or an organizational culture of similarity, in which cultural diversity tends to be suppressed. Thus, organizational culture can be considered along a continuum, with valuing diversity at one end and valuing similarity at the other. Table 1 presents an overview of the values and assumptions associated with these two forms of organizational culture and examples of their manifestation in various organizational processes related to managing cultural diversity (Doherty and Chelladurai, 1999, p. 287).

Table 1

Examples of underlying values, assumptions, and manifestations of organizational cultures of similarity and diversity

Organizational Culture	
Similarity	Diversity
Values and Assumptions	
Parochialism, ethnocentrism	Respect for differences
Rigidity	Flexibility
Risk avoidance	Risk acceptance
Intolerance of ambiguity	Tolerance of ambiguity
Conflict avoidance	Conflict acceptance
Task orientation	People orientation
Present orientation	Future orientation
'Difference is deficit'	Equifinality
Manifestations	
One-way. closed communication	Two-way, open communication
Style-based performance appraisal	Outcome-based performance appraisal
Inflexible reward, promotion system	Flexible, equitable reward system
Unilateral decision making	Multilevel decision making
Closed group membership	Open group membership

An organizational culture of diversity might be born out of a societal responsibility to treat all organizational members fairly. This culture is characterized by an underlying respect for differences, as well as flexibility, innovation, risk acceptance, tolerance of ambiguity, conflict acceptance, people orientation, and an orientation toward the future. This culture values equifinality, or reaching the same end by different means; it perceives differences to be a source of strength; and assumes that there is a range of right or good behavior. The values and assumptions of an organizational culture of diversity manifest themselves in open, two-way, and inclusive communication; performance appraisal based on outcomes or substance rather than style; and a flexible reward and promotion system providing equitable opportunities and career development. There is multilevel decision making, with power distributed throughout the organization among diverse members, and group dynamics are characterized by open membership, mutual respect, and shared influence.

An organizational culture of diversity is somewhat paradoxical in that, by definition, it implies a system of shared values and meanings among members, yet the unique values and attitudes that influence individual behavior are appreciated (Robbins, 1994). The shared values and expectations inherent in an organizational culture of diversity continue to facilitate the direction and coordination of members; a culture of diversity does not support random, disorganized behavior. In this organizational culture it is rather acknowledged that individuals bring their personal cultures to the workplace. Those differences are capitalized on to the benefit of the individual, the group, and the organization. An organizational culture of diversity assumes that members must ultimately agree on organizational goals and actions. However, those goals and actions are the result of, and reflect, diverse perspectives. The processes and practices associated with an organizational culture of diversity also characterize what has been described as a multicultural organization or a synergistic organization.

Organizational culture provides a needed context for models describing practices related to cultural diversity in the organization (Cox, 1991). It reflects the strength of commitment to valuing diversity that underpins the strategies or processes for managing diversity described by these models. As such, the context of organizational culture also highlights the important distinction between valuing and managing diversity, terms that tend to be used interchangeably. Following Johnson (1992), valuing diversity is envisaged as an attitudinal construct encompassing a mind-set of openness to diversity among people. In contrast, managing diversity is a behavioral construct encompassing actual strategies that a group or an organization can undertake to capitalize on the diversity among its members. Organizational culture, as defined here, comprises both these concepts.

Conclusions

The potentially constructive or destructive impact of cultural diversity on the organization was considered in the initial part of the paper. The potential impact of cultural diversity highlights the importance of its effective management, as both a societal responsibility and a contributing force to organizational performance. Managing cultural diversity effectively in organizations is critical to the success, or even survival, of those organizations, because they must fully tap their human resources.

In the framework for managing cultural diversity in organizations, it was proposed that the positive or negative impact of cultural diversity is a function of how that diversity is managed, which is ultimately a reflection of the underlying organizational culture. The interaction of cultural diversity and organizational culture can be assessed to determine whether the benefits of a culturally diverse workforce are realized when there is an organizational culture of diversity and whether there is a negative impact from cultural diversity when the organi-

zation values similarity. Furthermore, it can be determined whether the interdependence and complexity of the organizational tasks moderate that impact.

Future efforts should also address the role of group subcultures in the organization as they promote or suppress the expression of diverse personal cultures (encompassing or even contradicting the organizational culture), as well as their contribution to the profile of cultural diversity in the organization.

It can be concluded that diversity management plays a major role in SHRM. Not only it can facilitate forming an inclusive workplace, but also enable creating a company's competitive advantage.

References

Adler N. J. (1991). International dimensions of organizational behavior. Boston: PWS-Kent.

Bhagat R.S. (1985). Acculturative stress in immigrants: A development perspective. In T.A. Beehr & R. S. Bhagat, *Human stress and cognition in organizations.* New York: John Wiley & Sons.

Cox T. (1991). The multicultural organizations. *Academy of Management Executive*, 5, p.34-47. http://dx.doi.org/10.5465/ame.1991.4274675

Cox T. (1993). Cultural diversity in organizations. San Francisco: Berrett-Koehler.

Dennison D. (1990). Corporate culture and organizational effectiveness. New York: Wiley.

De Prins P. (2011). Duurzaam HRM: Synthetische academische introductie. In I. Rompa, *Explorative research on Sustainable Human Resource Management,* www.innovatiefinwerk.nl/sites/.../sustainable_hrm.pdf

DeSensi, J. T. (1994). *Multiculturalism as an issue in sport management,* "Journal of Sport Management", 8, p. 63-74.

DeSensi J. T. (1995). Understanding multiculturalism and valuing diversity: A theoretical perspective. *Quest*, 47, p. 34-43. http://dx.doi.org/10.1080/00336297.1995.10484143

Doherty A. J., Chelladurai P. (1999). Managing Cultural Diversity in Sport Organizations: A Theoretical Perspective. *Journal of Sport Management*, 13, p. 280-297.

DeWitt, J., Damhof, L., Oxenford, C., Schutte, I. and Wolfensberger, M. (In press) Global Partnerships for Intercultural Learning. In A. S. Moore and S. Simon (eds.), Globally-networked Teaching in the Humanities. New York: Routledge.

Ehnert I. (2006). Sustainability Issues in Human in Human Resource Management: Linkages,

theoretical approaches, and outlines for an emerging field. Aston, Birmingham: Paper prepared for 21st EIASM SHRM Workshop.

Ehnert I. (2009). Sustainable Human Resource Management: A Conceptual and Exploratory Analysis from a Paradox Perspective. New York: Springer Press. http://dx.doi.org/10.1007/978-3-7908-2188-8

Ehnert I. & Harry W. (2012). Recent Developments and Future Prospects and Sustainable Human Resource Management: Introduction to the Special Issue. *Management Review*, 23 (3), p. 221-238.

Fine M. G. (1995). Building successful multicultural organizations. Westport, CT: Quorum Books.

Gundara, J.S., (2000). Interculturalism, education and inclusion. London: Paul Chapman.

Gutierres S. E., Saenz D. S., & Green B. L. (1994). Job stress and health outcomes among white and Hispanic employees: A test of the person-environment fit model. In G.P. Keita & J.J. Hurell (Eds.), *Job stress in a changing workforce.* Washington, DC: American Psychological Association. http://dx.doi.org/10.1037/10165-007

Jackson S.E., Brett J.F., Sessa V.I., Cooper D.M., Julian J.A. & Peyronnin K. (1991). Some differences make a difference: Individual dissimilarity and group heterogeneity as correlates of recruitment, promotions, and turnover. *Journal of Applied Psychology,* 76, p. 675-689. http://dx.doi.org/10.1037/0021-9010.76.5.675

Johnson S.J. (1992). Valuing and managing diversity in business and industry. (Report No. 59), St. Paul, MN: Training and Development research Centre.

Judge T.A. & Ferris G.R. (1993). Social context of performance evaluation decisions. *Academy of*

Management Journal, 36, p. 80-105. http://dx.doi. org/10.2307/256513

Loden M. & Rosener J.B. (1991). Workforce America! Managing employee diversity as a vital resource. Homewood, IL: Irwin.

Mai-Dalton R. (1993). Managing cultural diversity on the individual, group, and organizational levels. In M.M. Chamers & R. Ayman (Eds.), *Leadership theory and research,* San Diego, CA: Academic Press.

Maznevski M.L. (1994). Understanding our differences: performance in decision-making groups with diverse members. *Human Relations*, 47, p. 531-552. http://dx.doi. org/10.1177/001872679404700504

Mazur B. (2009). Management in terms of Human Resource Diversity. Białystok: Wydawnictwo Wyższej Szkoły Finansów i Zarządzania w Białymstoku.

Mazur B. (2012), *Kultura organizacyjna w zróżnicowanym wyznaniowo otoczeniu,* Oficyna Wydawnicza Politechniki Białostockiej, Białystok.

Mazur B. (2013). Linking diversity management and corporate social responsibility. *Journal of Intercultural Management,* 5 (3), p. 39-47. http:// dx.doi.org/10.2478/joim-2013-0017

 Meer, N., Modood, T. (2011). How does Interculturalism Contrast with Multiculturalism?, *Journal of Intercultural Studies.* http://dx.doi.org/10.1080 /07256868.2011.618266

Miliiken F.J. & Martins L.L. (1996). Schering for common threads: Understanding the multiple effects of diversity in organizational groups. *Academy of Management Review*, 21, p. 402-433.

Morrison A.M. (1992). The new leaders: Guidelines on leadership diversity in America. San Francisco: Jossey-Bass.

O'Reilly C.A., Chatman J. & Caldwell D.F. (1991). People and organizational culture: A profile comparison approach to assessing person-organization fit. *Academy of Management Journal*, 34, p.487-516. http://dx.doi.org/10.2307/256404

Powell G.N. (1993). Women and men in management. London: Sage.

Robbins S.P. (1994). Organizational behavior: Concepts, controversies, and applications. Englewood Cliffs, NJ: Prentice- Hall.

Rozkwitalska, M., et al. (2014). The Positives of Cross-Cultural Interactions in Multinational Companies, *Actual Problems of Economics*, nr 7(157), p.382-392.

Schein E. H. (1990). Organizational culture*, American Psychologist,* 45, p. 109-119. http://dx.doi. org/10.1037/0003-066X.45.2.109

Schein E. H. (1992). Organizational culture and leadership. San Francisco: Jossey-Bass.

Stankeviciute Z. & Savaneviciene A. (2013). Sustainability as a concept for human resource management. *Economics and Management*, 18 (4), p. 837-846.

Szydło J. (2014). The influence of national culture on organizational culture*, Przedsiębiorczość i Zarządzanie* T.XV, zeszyt 8, cz. I, p. 407-418.

Thomas R.R. (1990). From affirmative action to affirming diversity. *Harvard Business Review,* 68(2), p. 107-117.

Tsui A.S. & O'Reilly C.A. (1989). Beyond simple demographic effects: The importance of relational demography in superior- subordinate dyads. *Academy of Management Journal*, 32, p. 402-423. http://dx.doi.org/10.2307/256368

Tsui A.S., Egan T.D. & O'Reilly C.A. (1992). Being different: relational demography and organizational attachment. *Administrative Science Quarterly*, 37, p. 549-579. http://dx.doi.org/10.2307/2393472

Watson W.E., Kumar K., & Michaelsen L.K. (1993). Cultural diversity's impact on interaction process and performance: Comparing homogeneous and diverse task groups*. Academy Management Journal*, 32, p. 402-423. http://dx.doi. org/10.2307/256593

Wood, P., Landry, C. and Bloomfield, J. (2006). Cultural diversity in Britain: a toolkit for cross-cultural co-operation. York: Joseph Rowntree Foundation.

Wright P., Ferris S.P., Hiller J.S. & Kroll M. (1995). Competitiveness trough management of diversity: Effects on stock price valuation. *Academy of Management Journal*, 38, p. 273-287. http://dx. doi.org/10.2307/256736

Zenger T.R. & Lawrence B.S. (1989). Organizational demography: The differential effects of age and tenure distributions on technical communication. *Academy of Management Journal*, 32, p. 353-376. http://dx.doi.org/10.2307/256366

Santrauka

Barbara Mazur. Kultūrinės *įvairovės* valdymas visuomeninio požiūrio į darnius *žmogiškuosius* išteklius kontekste

Pirmiausia straipsnyje siekiama atskleisti darnaus žmogiškųjų išteklių valdymo koncepcijos kompleksiškumą. Kitose straipsnio dalyse atskleidžiami skirtumai tarp ekonominio ir visuomeninio požiūrio į kultūrinės įvairovės valdymą; kultūrinės įvairovės įtaka organizacijai, įvairovės organizacinė kultūra. Straipsnyje diskutuojama, kad kultūrinė įvairovė prisidės prie organizacinio vystymosi, kai kultūrinė įvairovė bus valdoma; straipsnyje pateikiamos įžvalgos, kaip vystyti organizacijos, kuri vertina įvairovę, kultūrą.

Įvairovę vertinanti organizacinė kultūra pasižymi atvira, dvikrypte, inkliuzine komunikacija; vyrauja lanksti atlygio ir skatinimo sistema, sudaranti lygias galimybes, ypač karjeros vystymo kontekste; sprendimų priėmimas daugialyginis, galia organizacijoje paskirstoma tarp skirtingų narių; grupių dinamikai būdinga atvira narystė, nuolatinė pagarba, paskirstyta įtaka.

Tyrimas atskleidė, kad lyginant su homogeniškom grupėm, rasiškai ir etniškai skirtingos grupės yra labiau bendradarbiaujančios, kūrybiškesnės, generuoja geras idėjas (Watson et al. 1993). Tačiau tokios grupės buvo mažiau efektyvios sprendžiant kompleksines problemas. Apibendrinant teigiama, kad individai, kurie skiriasi nuo kultūrinės daugumos, jaučiasi atstumti organizacijoje, kuri nevertina įvairovės ir skatina vienodumą. Tokie individai gali jaustis atskirti ir diskriminuojami, jei yra netoleruojami jų unikalūs kultūriniai simboliai. Jie bus mažiau efektyvūs ir sėkmingi, kai nuostatos ir elgsena, kuri bus vertinama, skiriasi arba net prieštarauja jų elgsenos modeliams (Loden & Rosener, 199l). Rasinėms ir etninėms mažumoms priklausantys individai patiria daugiau streso organizacijose, taip pat jie nėra patenkinti savo karjera lyginant su mažumoms nepriklausantiems kolegomis. su Tyrimai atskleidžia, kad kultūrinės įvairovės negatyvios pasekmės bus greitos, pozityvios atsiskleis tada, jei grupė turi laiko ir sąlygas įgalinti narius įveikti skirtumus, sumažinti painiavas, įtampas, patobulinti komunikaciją.

Tolimesni tyrimai turi būti nukreipti į tai, kad būtų atskleistas grupių subkultūrų vaidmuo organizacijoje, ypač dėl to, kad subkultūros leidžia arba trukdo atsiskleisti skirtingoms asmeninėms kultūroms, taip pat tokios grupės daro įtaką organizacijos kultūrinės įvairovės profiliui.

Apibendrinant teigiama, kad įvairovės valdymas vaidina pagrindinį vaidmenį darniai valdant žmogiškuosius išteklius. Kultūrinė įvairovė ne tik kuria inkliuzines darbo vietas, bet ir prisideda prie įmonės konkurencinio pranašumo didinimo.

REIKŠMINIAI ŽODŽIAI: darnumas, žmogiškųjų išteklių valdymas, įvairovės valdymas, organizacijos kultūra.

About the author

BARBARA MAZUR

Dr hab. Associate Professor

Department of Economics and Social Sciences, Faculty of Management,
Bialystok University of Technology, Poland

Research interests

Cultural management conditions, sustainable human resources
management, business ethics and international business

Address

Wiejska str. 45a, 15-351 Bialystok, Poland
E-mail: bmazur@pb.edu.pl