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Short annotation (approx. 100 words):

The present study is an extensive and thorough delineation and discussion, elaboration and presentation analysis of diversity in relation to organizational contexts, working environments and management for tapping and capturing into its gains and benefits optimally for the advancement of the organization, long term goals, profitability & sustainability in a modern era dynamics anticipated and seen in work place.

New models were proposed with underlying assumptions and hypotheses in the contexts of diversity and diversity management.

Illustrations were presented from Amazon and Coca – Cola on how the two companies adopt and approach diversity and manage the situation.

Recommendations and suggestions were also made.

Keywords (minimum 6 - 8 words or phrases): Diversity, Diversity management, integrated communication mix, culture, strategic fit, workplace.

Research question:

1). Why is diversity management essential in the workplace?

2). Will effective communication enhance diversity in the workplace?

3). Does diversity influence retention?

4). Do diversity and retention contribute to turnover?

Text of the paper / article:

Bibliography (standard format of citations according to international standards):

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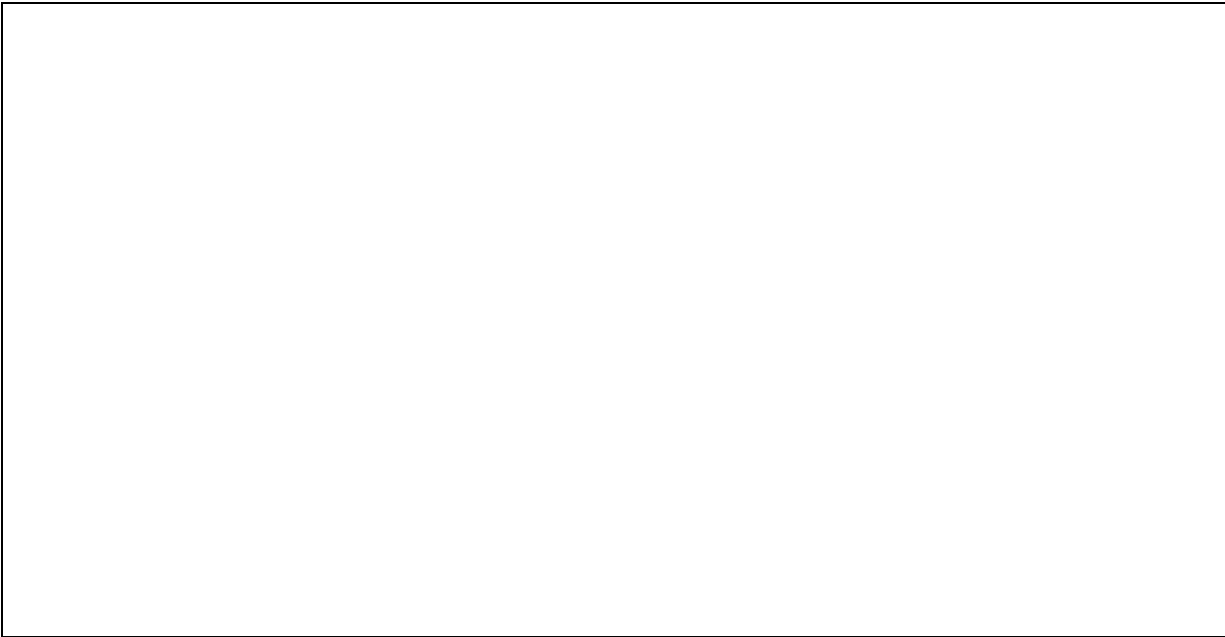
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Doctoral Supervisor's feedback (approximately 100 words):

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Topic:

Managing diversity in workplace: "**An explicit delineation of diversity, concepts, challenges and management in workplace settings**"!

Abstract

The present study is an extensive and thorough delineation and discussion, elaboration and presentation analysis of diversity in relation to organizational contexts, working environments and management for tapping and capturing into its gains and benefits optimally for the advancement of the organization, long term goals, profitability & sustainability in a modern and present era and dynamics anticipated and seen in work place.

New models were presented and proposed with underlying assumptions and hypotheses frames in the contexts of diversity and diversity management.

Illustrations were also presented from two examples drawn from Amazon and Coca–Cola on how the two companies adopt and approach diversity and manage the situation.

Recommendations and suggestions were also made with propositions of new models in closing the present study.

Keywords: **Diversity**, **Diversity management**, **integrated communication mix, culture, strategic fit, workplace.**

Background/Overview:

In organizations today considerable emphasis with significance or attention is placed on facilitating diversity and encouraging equality, assuming that, if properly embraced, diversity and equality management can lead to improved firm performance (Jackson, Joshi, & Erhardt, 2003; Thomas & Ely, 1996).

In line with its strategic–fit, goals and mission a well managed diversity template in a workplace can enable it achieve its goals, vision and strategic fit optimally and within the fastest pace anticipated in a dream 21st century.

Motivation/Problem Statement:

As it is quite and highly significant, if diversity is not well managed, comprehend and appropriately applied, it can be a problem in organizations!

Diversity and diversity management are two concepts and contexts significant in the present day organization and era where new organizations are frequently emerging, some evolving and sought to go global, expand and open new businesses in other parts of the world where new conditions, cultures, differences, orientations and backgrounds are seen and met.

The importance of diversity is extensively enumerated in this investigation, while pointing out possible challenges and emphasizing the need for proper management for the overall benefits of the organization in play.

Furthermore, it is quite pertinent and significant for organizations targeting expansion outside their present geographical or demographic boundaries and sought to go global to understand and comprehend the concept of diversity, management and how to approach new cultures, environments and situations to be met.

Research objectives

The central objective of this research and investigation is to examine work place diversity and extensively delineate the concepts of diversity and diversity management as essential and pertinent to the workplace.

It is also essential to emphasize while diversity can be beneficial and extremely important; it can also be detrimental if not managed and well handled, thus as a major aim and objective of this investigation and research we sought to emphasize the importance of diversity management in workplace and examine;

(i)   The concept of diversity and diversity management in workplace to avoid its detriments
(ii)   The factors that can enhance diversity and promote or foster it
(iii) Management of workplace diversity and its significance

It is essential to note this research work and findings would be extremely valuable and tremendously useful in organizing, organizational management and leadership and quite useful for leadership, management and managers in drafting effective workplace diversity structure within the framework of an integrated communication mix and organizational culture and maximizing the benefits of work place diversity while eschewing and avoiding its detriments and gaining competitive advantages or edge over competitors.

Introduction & brief literature:

Diversity entails and encompasses diverse ranges of attributes drawn across ethnicity, cultures, sexual orientations, origin or backgrounds, religious beliefs, etc.

The labor market in the Republic of Ireland as a setting or case study was investigated in a study (Claire Armstrong, Patrick C. Flood, James P. Guthrie, Wenchanliu, Sarah Maccurtain and Thadeus Mkamwa, 2010). The country's legislative efforts and Ireland's robust "Celtic tiger" economy during the 1990s and 2000s have caused Ireland's workforce to become significantly more diverse in terms of nationality, language, ethnicity, and religious affiliation. This increased diversity was mainly due to the population's share of non-Irish immigrants increasing from 3% in 1993 to 10% in 2006 (Smyth, Darmody, McGinnity, & Byrne, 2009).

Although many definitions of the term "diversity management" are found around and exist (e.g., Ellis & Sonnenfield, 1993; Kandola & Fullerton, 1994; Thomas & Ely, 1996), two are especially significant and helpful in capturing details of the concept's essence.

The first states that diversity management is "an approach to workplace equality that draws or attracts its distinctiveness largely from its focus on equality through 'difference' rather than 'sameness'" (Gagnon & Cornelius, 2002, p. 36). The second states that managing diversity involves "understanding that there are differences existing among employees and that these differences, if properly approached and managed, are an asset to work being done more efficiently and effectively" (Bartz, Hillman, Lehrer, & Mayhugh, 1990, p. 321).

A work place embracing diversity seems to be well positioned and better poised for advancement and progress most crucial to the present realities found in different workplaces.

It has been pointed out that attention to diversity is connected and related to enhanced or improved work related attitudes and behaviors culminating to organizational loyalty (Jauhari & Singh, 2013), job

satisfaction (Choi, 2009; Pitt, 2009), inclination to workplace or increased retention/less intention to disengage (Choi, 2009; McKay, Avery, Toniidandel, Morris, Hernandez, & Hebl, 2007).

Diversity brings business gains or benefits: enhances creativity and triggers or boosts sales (Ozbilgin & Tatli, 2009). It also results to increased or enhanced productivity (Armstrong et al., 2010) and drops down or cuts costs connected to turnover and abstaining from work or duty (Armstrong et al., 2010).

Organizations embracing and investing their resources in diversity capture and tap into opportunities accrual to diversity or it brings along and outplay or outcomes those that decline to make such investments (Choi & Rainey, 2009; Kochan Bezukova, Ely Jacken, Joshio, Jehn, Leonard Levine, & Thomas, 2013).

Diverse studies and literature evidences have claimed and revealed diversity management enables harvesting the time gains and tremendous benefits diversity offers (Choi & Rainey, 2013); Foldy, 2004; Thomas Ely, 1996, Ely & Thomas, 2001).

Advocates of diversity stated and emphasized diversified workforce is gainful in economic terms (Ferley, Hartley & Martins, 2003), pointing out its roles in gaining "competitive advantages" (Richard, & Miller, 2013), and eventually leading to enhanced or improved firm performance (Cox, & Blake, 1991; Richard, Barnett, T., Dwyer, & Chadwick, 2004). Investment in organizational diversity is advocated and welcomed by organizations worldwide (Foldy, 2004; Kondu 2004; Kondu, Mor & Ranga, 2014).

However, despite this strength and position, and cognizant of the advantages and benefits accrual to diversity or which it brings, obviously stated and cautioned, on the opinion of Farrell (2004), mere literally saying and manifestation of diversity as a conceptual framework does not guarantee success, thus it is extremely important and quite essential organizations have to bear the key responsibility of being able to manage diversity effectively by celebrating, valuing need to manage it.

Hypothesis:

1) Although diversity is beneficial to workgroup but should be well managed to reach and achieve its full objectives and potentials among workforce and workplace settings.
2) Organizations can manage diversity effectively by drafting it into the organization cultural schemes, templates and plan while also merging it effectively and most optimally with a well coordinated and effective communication fit.

Model proposition I:

Proposed model of diversity:

In managing diversity effectively, an integrative and all−encompassing model is proposed integrating; organizational culture, diversity or core traditions and values with the strategic−fit, goals and mission of the organization as illustrated schematically below.

Organizational culture
Strategic – fit, mission & goals
Diverse values, core & traditions

Fig.1: Proposed model of diversity within integration contexts of the 3 key elements mixes illustrated above

Source: Author(s) draft & present study

Research questions:

1). Why is diversity management essential in the workplace?

2). Will effective communication enhance diversity in the workplace?

3). Does diversity influence retention?

4). Do diversity and retention contribute to turnover?

Future bearings and direction(s):

It is sought and anticipated the scope of this study and research would be expanded further in the nearer future and to validate further the proposed and formulated hypotheses with new and expanded working propositions and pragmatism or organization practicality in this context of diversity & management.

We also sought to investigate further the possible bearing and relationship between diversity, retention and turnover.

Furthermore, a clear relationship and model can be established showing vividly the relationship between diversity and retention and bringing out clearly the dynamics and interaction between the two terms or concepts.

Case study & draft samples & dynamics:

It is quite pertinent and essential to point out and enumerate or elaborate the dynamics seen and possible in diversity related conflicts.

The essentials dynamics and flow are presented and three dynamics to be discussed and highlighted for further consideration here as presented in previous literature are (Susan Woods, 2010): 1) Respect and Disrespect; 2) Recognition and Identity; and 3) Resentment and Backlash. Working through these processes and mechanisms may open new doors, grounds or frontiers and opportunity for diverse people of goodwill to learn new and explore new or novel ways of relating and interacting, most pertinently and importantly in the workplace settings or environments.

Questions arising & pertinent tips:

What is the uniqueness identified and seen here?

How were diversity issues and related conflicts managed in these two cases?

Case I:

Amazon is an online trading firm that has gained massive global expansion over the years foraying into the international market enjoying vast growth, rapidity and global presence.

The company was founded by "*Jeff Bezoes*" 5th July 1994 in Bellevue, Washington; which initially started as an online store or marketplace for books and subsequently expanded to sell electronics, software, video games, apparel, furniture, food, toys, and jewelry.

Amazon as a reference or sample case emphasizes an all-inclusive and diverse cultural work teams[1]. It is believed that such inclusive and diverse teams have strong positive impacts on goods, products and services delivery by the company.

The company also emphasize and seek constant learning and iterating through central programs or work within business teams whether local, regional and global.

Case II:

Another example and illustration to consider is the "Coca−Cola" company as a global company in a diverse work environment.

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The company sold its first Coke; a carbonated soft drink in 1886 at **Jacob's Pharmacy**, and maintained the company's mission, whose goal is to sell the highest number of beverages to most people.

It was originally intended as a patent medicine, and invented in the late 19th century by "*John Pemberton*" and was bought by business man "*Asa Griggs Candler*", whose marketing tactics led Coca-Cola to its dominance of the world soft-drink market throughout the 20th century, and still much-more prominent today.

Based in Atlanta Georgia, the company specializes in making 'non-alcoholic' beverages, with numerous existing products on its line segment, comprising; '**Diet Coke, Sprite, Dasani, Nestea and Fanta**'.

Coke has gradually and successfully globalized and widely expanded into the international market.

Similarly, like Amazon, "Coca–Cola also embrace and adopt an all-inclusive policy and measures to diversity like previously mentioned on Amazon".[2]

An all-inclusive culture and measures encompass; "seven core values: leadership, passion, integrity, collaboration, diversity, quality, and accountability". [2]

Two assets or potentials identified for maintaining its strong brand positioning, and availing the opportunity in keeping to promise are the "people and its brand".[2]

The Coca–Cola Company leverages a worldwide team that is blended and vastly rich in diverse people, talent and ideas.

As a well positioned global company, it is identified and known with the ability to understand, embrace and operate in a multicultural world- both in the marketplace and in the workplace–is critical to sustainability.[2]

Ref citation:

[1]http://www.aboutamazon.con/working-at-amazon/diversity-and-inclusion

[2]https://www.coca-colacompany/our-company/diversity/workplace-culture

Managing diversity in workplace effectively:

As very significant and fascinating, noting its full possibilities, potentials and capacities, diversity if not well managed, it can be difficult to achieve its full potentials and goals or objectives.

Thus, it is extremely pertinent to mange diversity effectively in workplace towards maximal attainment of its goals, potentialities and fullest objectives or goals. It was pointed out (Gillian, 2014) that one negative effect of organization cultural diversity is the most likely hood and greater chances of organizational personnel to indulge in interpersonal conflicts, thus emphasizing the huge importance of managing organizational diversity and cultural differences that may reside therein.

Identifying and recognizing that diverse work groups sometimes do not reach their full potentials, Jehn and Bezrukova (2003) and Kochan et al. (2003) highlighted that while diversity may be beneficial and

highly significant or pertinent in workplaces, diversity and equality initiatives must be managed effectively to realize or actualize these benefits.

In consciousness of workplace conflicts and disagreements and realizing the full benefits of diversity, it is extremely significant and pertinent to understand adequately and apply the concept of diversity management in a diverse working environment or workplace.

Ashikali and Grioeneveld (2015) showed the positive significance of diversity as a positive trigger of employees' organizational commitment and this was buttressed as shown and pointed out in another study (Subhash & Archana, 2016).

Focus on diversity has the chances and potential to boost work related activities, and behaviors triggering organizational loyalty (Jauhari & Singh, 2013).

However, on the opinion of Farrell (2004), mere literally saying and manifestation of diversity as a conceptual framework does not guarantee success, thus it is extremely important and quite essential organizations have to bear the key responsibility of being able to manage diversity effectively by celebrating, and valuing expedient need to manage it.

Magoshi and Chang
(2009) confirmed that effective implementation of diversity
management triggers the employees' organisational
commitment.

Magoshi and Chang (2009) affirmed and emphasized the effective implementation of diversity boosts and enhance employees' commitment in organizations, thus it is of utmost importance and expedient need for organizations to be able to draft and devise schemes for effective diversity management and implementation in their respective or given organizations.

Coca–Cola as a company emphasizes dialogue, obviously dialogue if embraced leads to better understanding of colleagues at workplace and beyond including suppliers, customers, stakeholders or parties, and ultimately leads and results to greater success in the market place setting.[3]

Dialogue is a product of effective and well integrated communication mix which is one attributes of a global firm organization or firm as presented subsequently illustrated in fig. 7 in our proposition and model.

As identified and reported by researchers, top management is highly instrumental and key determinant for shaping and enforcing diversity management innovations or initiatives (Guilliame et al., 2014).

It is the responsibility of management to communicate diversity initiatives to enhance its smooth implementation and adoption which constitutes strong assets and attributes of truly global firms like Coca-Cola culminating to growth and all inclusiveness.

The company works hard to ensure an inclusive and fair work environment for its associates, all of whom undergo diversity training on regular basis[3].

Coca–Cola as a company strives to find ongoing dialogue that leads to better understanding of its colleagues, suppliers, customers and stakeholders, and ultimately to greater success in the market place.[3]

In view of a diverse workplace strategy, "Coca–Cola" drafts programs to attract, retain, and develop diverse talents providing support systems for groups with diverse backgrounds; and educate all associates so that they master the requisite skills to achieve sustainable growth and development.[3, 4, 5]

[3]https://www.coca-colacompany.com/our-company/diversity/workplace-culture

The Coca –cola company global representation of female talent

This trend supports the inclusive strategy and approach of the Coca-Cola bottling company in its present structure.

Representation of female talent

The Coca-Cola Company Global Representation of Female Talent

● % Women as of 12/31/16   ● % Women as of 12/31/17   ····· Benchmark*

	Professional	First-Level Leadership	Mid-Level Leadership	Senior Leadership
% Women as of 12/31/16	50.1%	51.9%	43.0%	31.7%
% Women as of 12/31/17	50.2%	51.1%	44.5%	32.2%
Benchmark*	43%	53%	39%	30%
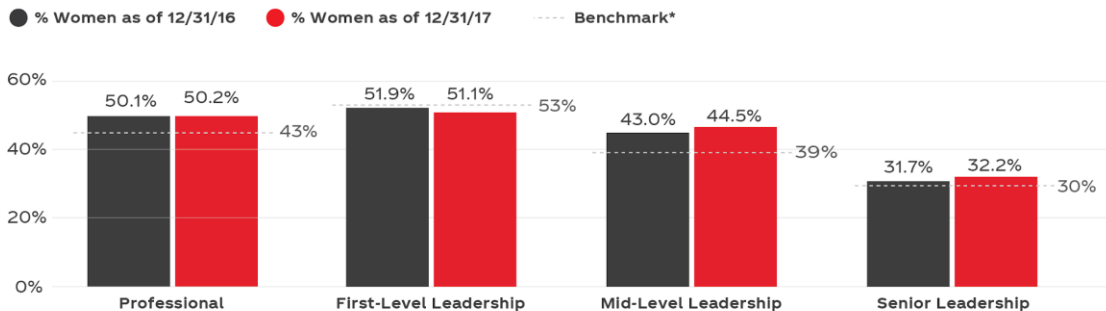
*Center for Workplace Compliance Industry Benchmark spanning nearly all U.S.-based companies

Fig.2: The Coca –cola company global representation of female talent

Illustration of cumulative total shareowner turnover

**Comparison of Five-Year Cumulative
Total Shareowner Return***

Fig.3: Five year cumulative total share owner turnover

Looking at this graphical depiction and illustration, the turnover over a 5-year period showed increases.

Coca–Cola has intensified efforts in diversity, management and inclusion over recent years, do we attribute this trend and the inclusive approach to the turnover increase seen?

Diversity brings business gains or benefits: enhances creativity and triggers or boosts sales (Ozbilgin & Tatli, 2009) as evident in literature.

It seems quite logical to a considerable extent to say based on observation and trend that diversity and proper management with an inclusive and intense diversity management approach of Coca–Cola as a company to some considerable extent would have significantly impact on its increased turnover as this is one of the gains and benefits accrual to diversity.

Source: [4]https://www.coca-company.com/stories/2017-DI

Ref citation:

[5]https://www.coca-colacompany.com/stories/2017-DI

As mentioned earlier, the Coca–Cola company embraces and adopts inclusion strategy in its approach and style or methodology to diversity, management and inclusive in style, pattern or approach and adoption.

While the Coca–Cola company focuses its metrics on gender and multicultural representation, there is an adoption of a broad spectrum and inclusiveness considering other factors but not limited to among; sex, age, sexual orientation ability, religion identity, military service, nationality and religion, obviously embracing and adopting an inclusive mindset.

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Amazon: "**Total employment trend & trends compared with other companies**"
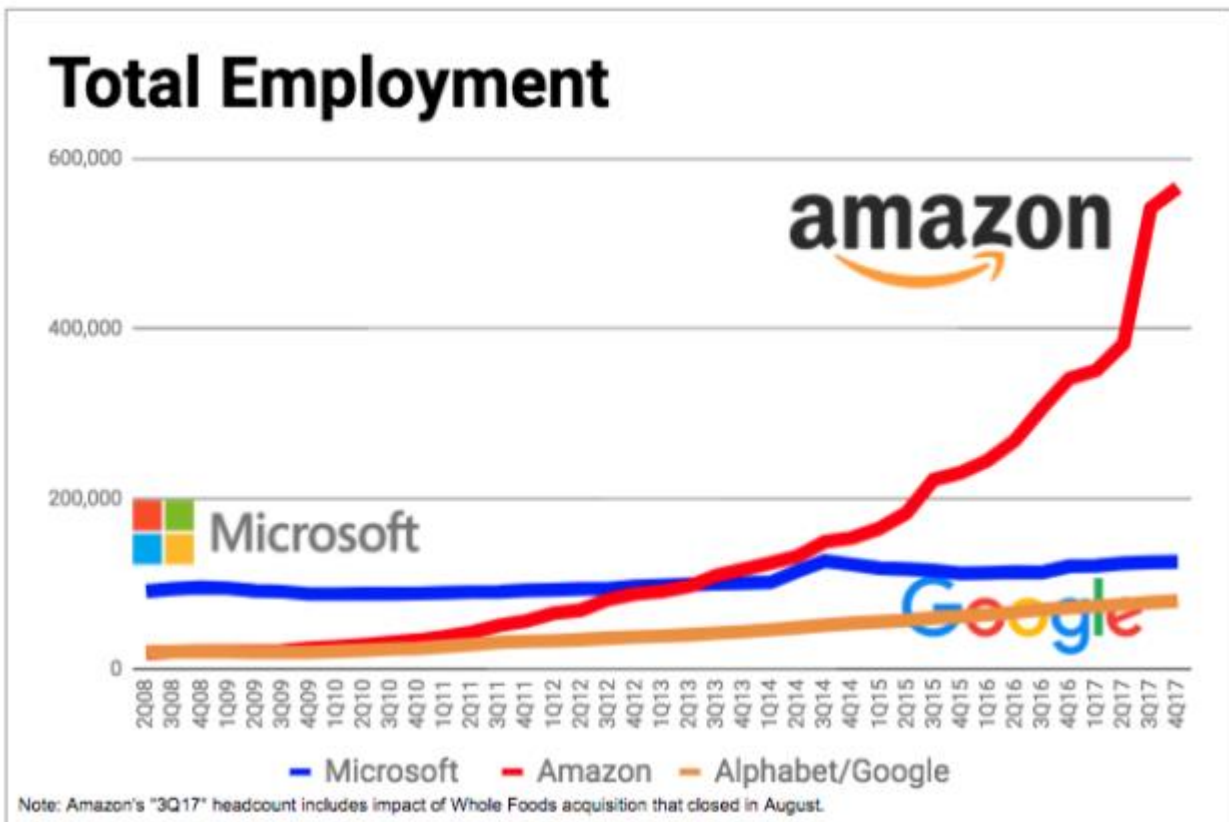
Fig.4: Total employment trend & trends compared

Employee retention chart

Employee Retention

Company	Median employee tenure
IBM	6.4 years
HP	5.2
Intel	4.3
Microsoft	4.0
Wal-Mart	3.3
Yahoo!	2.4
EBay	1.9
Google	1.1
Amazon	1.0

DATA: PAYSCALE, BASED ON SURVEYS OF **250,000** EMPLOYEES OF FORTUNE **500** COMPANIES. DOES NOT ACCOUNT FOR OVERALL GROWTH IN WORKFORCE; GRAPHIC BY BLOOMBERG BUSINESSWEEK

Fig.5: Employee retention chart

The chart lucidly shows the retention dynamics and curve across a cross−section of some famous global industries.

Amazon showing the least in the schematics appearing like an inverted staircase of descending steps from top to down.

Value proposition & SWOT Analysis:

SWOT Analysis of diversity:

As strength diversity can be a trigger for internal strength and building strong interrelations and network within the organization for facilitating its action plans, activities, pursuits and goals.

On the other hand as a weakness, if mismanaged or mishandled, it can cause internal rifts, attrition, disorientation and conflicts.

Opportunities accrual from diverse working environment can be numerous in terms of open doors to effective networking, talent pools, fresh and new streams or novel influxes of ideas.

Threats or external adversity could seem minimal but could include conflicts from lack of tolerance to other cultural backgrounds, cultural and ethnic barriers, language differences or constraints in some instances.

Strengths: strong teams and relations

Weaknesses: internal rifts, attritions

Opportunities: talent pool to novelty

Threats: cultural barriers, language constraints, border restrictions and external conflicts

Value proposition: **Diversity management as a value proposition**

Diversity management should be embraced and thus presented as a value proposition:

1) Diversity management should be considered and drafted along with the organizational goals and vision for optimal attainment, vision realization and sustainability.
2) Effective diversity management to eschew and eliminate conflicts or effectively resolved where it occurs should be drafted into the organization's workplace environment and working template.

Model proposition II:

Proposition:

Proposed structure for a diverse workplace
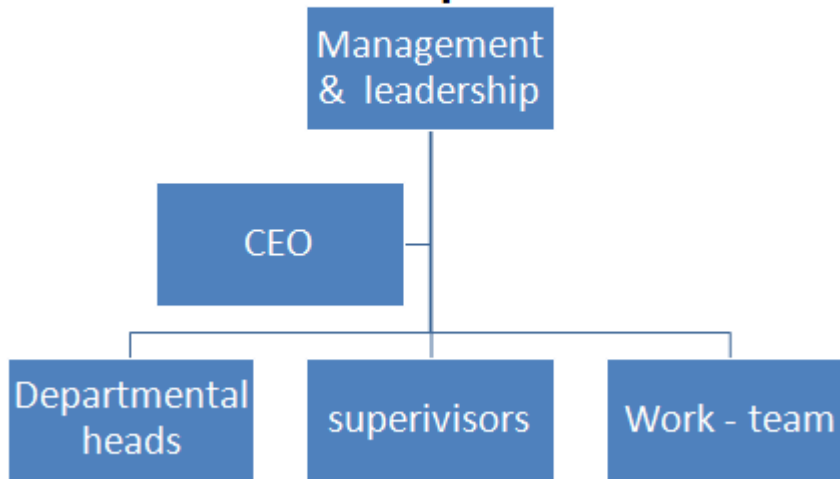
Fig.6: Proposed organizational structure for a diverse workplace

Source: 'Authors own draft & present study

The proposed structure and organizational chart for a diverse workplace as presented here is less hierarchical and more or less of a flat−down shape or form as seen in the diagram and chart presented.

A flat−down process or structure emphasizes less hierarchy and by so doing in such a setting effective communication, freedom of expressions among all can be strongly facilitated in such working environment and enhance diversity as expected and sought in a truly diverse working environment.

As stated earlier, identified and reported by researchers, top management is highly instrumental and key determinant for shaping and enforcing diversity management innovations or initiatives (Guilliame et al., 2014).

Thus, managers have crucial roles to play in instituting and implementing equality based diversity in organizations adopting such and by so doing mutual cooperation has to be allowed and put in play which would be fostered by a flat-down organizational and management structure playing down hierarchy as proposed here and illustrated in the schematics.

This approach or structure would also enhance diversity management and proper or effective coordination. Minimizing or eschewing diversity related and rifts that may result or seen in workplace sometimes and frequently.

Attributes of a truly global organization!

In line with the research questions presented earlier, these are expected attributes of a truly global organization in view of observation by the authors and thus presented in the chart below.

Attributes of a truly global organization

Fig.7: Attributes of a truly global organization or firm

Source: Authors draft & present study

Extrapolated/simulation: 'A simulated/extrapolated responses and illustrations of diversity attributes & the research questions

It is extrapolated and assumed:

A: I enjoy working in a diverse environment or workplace: 78-93%

B: Effective & integrated communication mix would enhance diversity: 89–99%

C: A diverse working environment or workplace would enjoy high retention: 75–85% or over

D: Diversity can enhance the turnover: 85%

Diversity attributes: A simulated/extrapolated responses and illustrations of the research questions

Název grafu
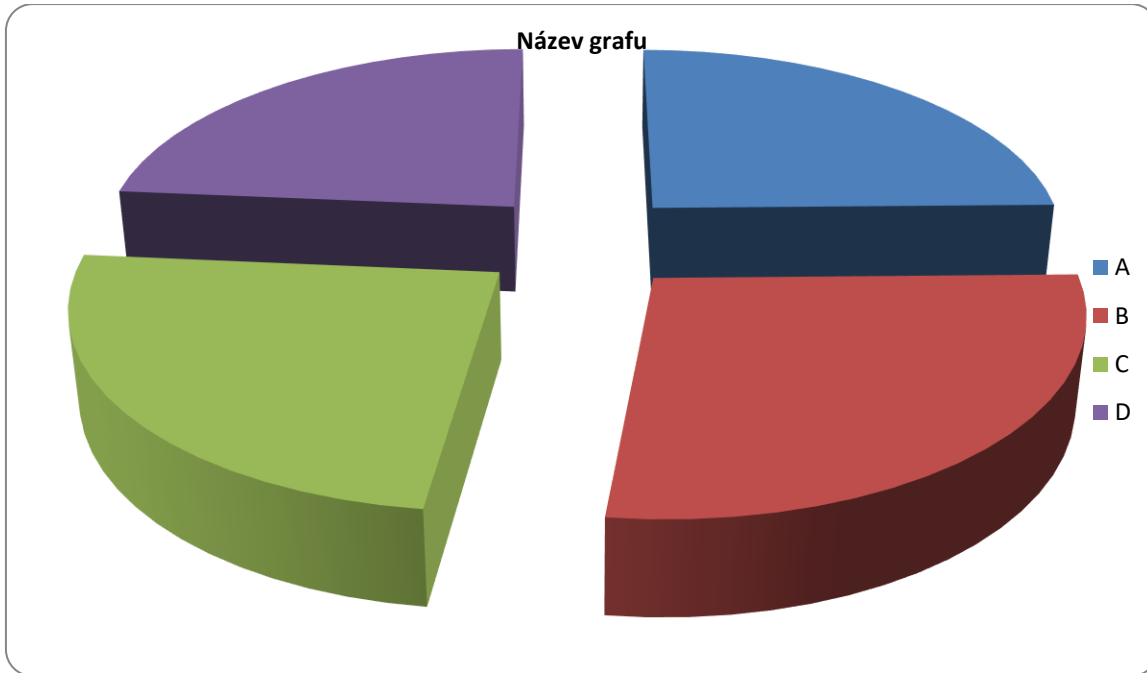
Fig.8: A simulated/extrapolated responses and illustrations of the research questions

Chart representing the observation/polling based on the figures below:
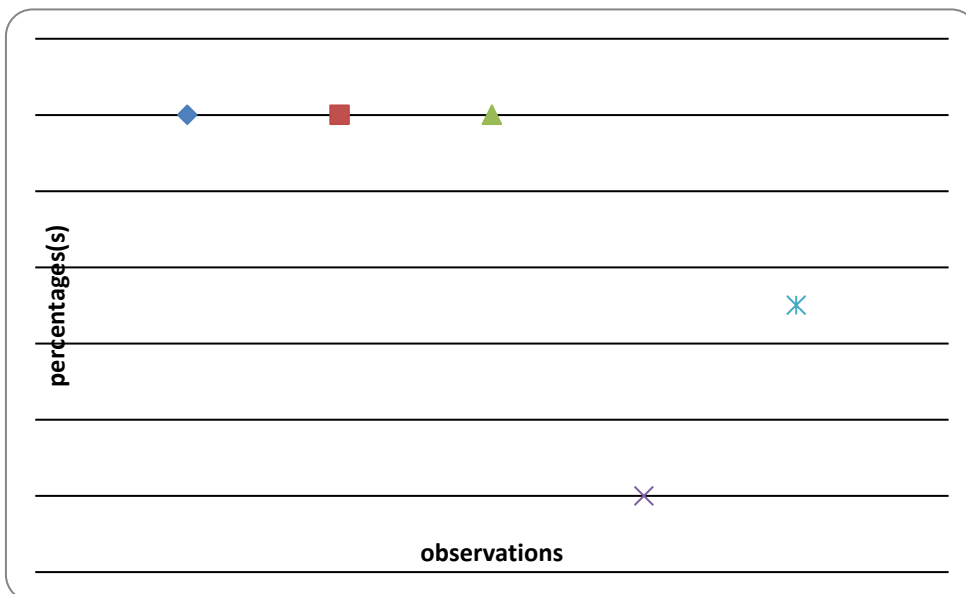
Fig.9: Chart based on point or dot plots representing the observation/polling based on the figures below

Findings from pool (expressed by proportion or %):

I.   Like working in a diverse environment: 100%
II.   Feel diversity is in line with the strategic vision and goals of the organization:100%
III.   Effective communication would enhance diversity: 100%
IV.   Conversant with organizational culture:95%
V.   Diversity would enhance high retention: 90%
VI.   Diversity will enhance turnover:95%

Deduction(s): 'based on poll *

The poll findings indicate or suggest an overwhelmingly large majority or proportion of the people enjoy working in a diverse working environment and feels to some considerable extent diversity is in line with the strategic fit and vision of the organization and can highly likely enhance or boost it.

Summary:

The benefits of managing diversity in a Workplace outweighs the cons, it is quite enormous.

Workplace diversity can take a company's culture and business results to a greater height. This can raise the brand and brand engagement of a company so high and command due respect worldwide.

Managing workplace diversity effectively will produce all these awesome benefits which are geared towards profit maximization, business expansion and continuity.

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This study and article presented and based on information report and findings here will be extremely useful for the practitioners, managers, 'CEOs and management teams as well as academic researches and debates.

Deduction(s):

A truly diverse workplace or working environment would optimally tap and capture the gains and benefits of diversity if well managed, coordinated and embraces an effective integrated communication 'mix.

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Limitation(s): A major limitation to say is a bit of time constraint as we worked under a very tight scheme and schedule; however we managed the situation working sleeplessly.

Another major limitation to mention is fund limitation and a bit of financial constraint as this project is not under any funding source yet, we did our best possible, and we hope in the nearer future in expanding the scope of this work we get some external or funding source.

Conclusion

We have thoroughly and extensively delineated the concept of diversity and its management in this study and making salient recommendations for organizations to capture its benefits and advantages maximally.

Diversity is highly beneficial but a balance has to be struck to eschew or avoid its disadvantages or detriments as well if mismanaged or inappropriately handled.

Recommendations

We are recommending the concept of diversity should be well managed and effectively coordinated and drafted into the organization's strategic–fit, goals and mission to achieve its fullest potentialities and objectively to the competitive advantage of the company rather than plunging into its possible detriments if not well implemented and managed.

As presented in fig.6 above a truly diverse working environment or workplace should emphasize less hierarchy, thus supporting a flat- hierarchical or flat–down process.

This would foster and strongly enhance cooperation, confidence and high esteem to moral boosting at workplace enhancing high delivery.

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Thank you for your passion, keen & intense attention, **danke & grazie millie**! '*