



UiT Norges arktiske universitet

Faculty of Humanities, Social Sciences, and Education

Diversity and Leadership

Amjad Mustafa Ahmed

Master's Degree in Organizations and Leadership – STV - 3901- November. 2020

Supervisor: Professor. Kjell Arne Røvik

Abstract

The world has become a small village, and cultural diversity has become a reality, with the expansion of markets, the globalization of education, and means of advanced communication. One of the biggest challenges facing organizations today is managing the diversity of the workforce in a balanced way, in which individual differences are recognized and valued. The prospect of this thesis is how to deal with diversity in organizations. The study is handled to explore how companies manage workforce diversity and its outcomes to the company's actuality as well as to measure how companies deal with challenges that come with employees from diverse cultural backgrounds. The research addresses several aspects related to managing diversity in organizations and the challenges that facing managers. Diversity, wherever it exists, needs a strategy to deal with it. This strategy and policies to direct diversity in order to achieve the success of the organization, while at the same time avoiding the adverse effects that can result from the misuse of this diversity. This study (literature review) aims to answer the following question:

How to manage diversity in different organizations and why managing is so important?

What are the challenges facing a culture of diversity at its all levels and different types?

This study also attempts to answer what are the advantages and disadvantages of diversity.

I mean by diversity, what we can see like gender, skin color, age and physical abilities. And what we cannot see like ethnicity, religion, gender identity, sexual orientation, values, beliefs and personality. This research aims to identify diversity in organizations and how to manage it and, provide some suggestions and opinions on dealing with diversity, in order to avoid conflicts and problems. As it aims to reveal the features of the strategies and policies pursued by different organizations towards diversity and its management and seeks to evaluate these policies and highlight positive and negative aspects, in order to enhance the positives and avoid negatives in the future.

I am doing literature review and I follow the qualitative and descriptive-analytical method to suit the of this study. It is a method that works to describe, analyze and link them to other phenomena.

The keywords: Diversity, managing diversity, organizations, organizations culture

Acknowledgments

I would like to express my gratitude and respect to my supervisor professor Kjell Arne Røvik at the faculty of Humanities, Social Sciences, and Education, who has guided me through this research and for patience and all good advice and suggestions during this process. I want to thank my mother, my brother and my fiancée who support me all my life. I want to thank Norway who gave me everything I need to be a better person.

(Life is precious and part of what makes it so wonderful is its diversity)

A table of content

Chapter 1	7
Introduction.....	8
Concepts of the study	8
The importance of the study	8
Scientific importance	8
The applied importance.....	9
Study Objectives	9
The study aims to achieve the following objectives:	9
The General Framework of the Study.....	9
Introduction.....	9
Research Problem	11
Previous Studies.....	12
Chapter 2.....	16
Theoretical Framework.....	17
Introduction.....	17
The Concept of the Diversity of Human Resources	17
Definitions of Diversity Management	17
Evolution and Importance of the Diversity:.....	19
Explaining Diversity	20
Diversity Management and Other Management Theories	20
Different approaches at organizational level	21
Positive and negative effects of cultural diversity in the workplace	23
Leadership challenges in multicultural workplaces	24
Cultural Values	24

Group Relations and Social Psychological Processes	25
Information Exchange.....	25
Considerations When Managing Diversity:.....	26
Conflict Caused by Diversity.....	27
Avoiding organizational conflict with diversity in the workplace.....	28
Conflict in administrative thought	29
The traditional theory of conflict	29
Humanistic Behavioral Thought.....	30
The modern interactive administrative school.....	30
Types of conflict	30
Organizational Culture.....	32
What Is Culture?	32
The Concept of Organizational Culture.....	33
The importance of organizational culture:	34
Elements of Organizational Culture:	35
Functions of organizational culture	36
Cultural Similarities and Differences.....	37
The Relationship Between Managing Diversity and Organizational Culture	38
Employee Perceptions of the Effectiveness of Diversity.....	39
Diversity Management Justification	39
Chapter 3.....	42
Methodological Procedures of the Study.....	43
Introduction.....	43
Descriptive method background	43
Study Resources.....	43
Literature Review.....	43

Selection criteria and challenges.....	44
Challenges in finding a good set of related literature	45
Chapter 4.....	49
Analysis and discussion	50
Introduction.....	50
What is diversity leadership and how is it defined in the literature.....	50
What is described as the key components for diversity management?.....	52
The leader's role, characteristics, and behavior	53
The method of diversity leadership.....	57
How diversity was justified in the literature	59
What challenges does the diversity leader face?.....	60
Chapter 5.....	62
Recommendations.....	63
Frist: At the level of diversity in human resources	63
Second: At the level of organizational culture:.....	63
Conclusion	64
References.....	65

Chapter 1

Introduction

The increasing globalization and demographic development have contributed to increasing interaction between people of different backgrounds, cultures and beliefs, as a result of that, the organizations have acquired greater cultural diversity among the employees, and workplaces have in many cases become a meeting point between individuals of different ethnic groups with different ideas, attitudes and values. In order to understand this diversity and how to deal with it, I will provide a review of theories that are relevant to my research question. First, I will give different definitions of variation according to different authors. Then I explain the different dimensions of diversity and interesting theories about diversity. Part of this chapter will also be devoted to the conditions for diversity. define the concepts of this study and clarify the challenges managers facing and the advantages and disadvantages that result from diversity in the workplace.

Concepts of the study

Cultural Diversity

Cultural diversity or multiculturalism is the presence of different cultures in the world or in a society or institution. Cultural diversity is a group of diverse or different cultures.

Managing Diversity

Means managing the multiple differences between people in all respects in a way that achieves the goals of the organization and maintains the stability and permanence of the organization. (Nancy P. 2005)

Organizational Culture

Organizational culture is the values and behaviors that contribute to an organization's social and psychological environment. It is also a set of common assumptions that guide behavior. (Rost et. al 1985).

The importance of the study

Scientific importance

This study will demonstrate how to manage workforce diversity effectively. Most of the previous studies dealt with topics related to organizational cultures, such as job satisfaction, job performance, managerial creativity, and organizational commitment. The corporate culture, in its sense, is a diversity of manpower, whether age, gender, customs or traditions. None of these studies will indicate how to effectively manage this diversity of the workforce. (Thomas D. 2003)

The applied importance

The results of the study may help those interested in institutions to develop strategies that will improve the reality of diversity management, to contribute to support and strengthen the level of organizational culture.

The study demonstrates the importance of recognizing the extent to which these organizations can effectively manage diverse human resources, thus, contributing to a competitive advantage in support of these organizations.

Study Objectives

The study aims to achieve the following objectives:

- Identify the circumstances of managing diversity in institutions.
- Identify the impact of diversity on the achievement of the objectives of the organization.
- Study the possibility of better dealing with the variety of human resources within the organization.
- Identify problems that hinder better diversity management within the organization.
- To reveal the level of organizational culture prevailing in institutions.
- It is detecting the effect of gender variables, age, marital status, educational qualification on its role in improving the level of organizational culture in institutions.

The General Framework of the Study

Introduction

The world today is a melting pot of cultures, nationalities, and backgrounds. In the United States, the group that was the majority slowly became a minority, and more people from different regions of the world migrated to this country (Karl B. Britz 1979).

"In recent years the issue of cultural diversity has gained increasing attention for number reasons. First. It is with mentioning that the old term "the melting pot" has replaced by the term "multiculturalism." The influx of immigrants into many major metropolitan areas of the United States has generated multiple concerns that have advocates from civil and human rights organizations demanding unprecedented attention from local authorities." (Parvis et al. 2003).

Diversity in the labor force is natural and represented in various organizations. This diversity is receiving increasing attention at the present time, as a result of the growing demands for equality, tolerance, and acceptance of the other on the one hand, and the recognition of the importance of diversity and cultural mix for the renaissance and growth of the organization,

and employing it positively to turn from a cause of conflict to an engine of creativity and enhance competitiveness on the other. Besides, many institutions are expanding their operations beyond local boundaries, requiring a better understanding of how the benefits of diversity can be maximized, but be aware of what difference is, and how to promote it to achieve the goals of the institution.

Managing diversity in institutions means good management of the human resources working in this institution so that it ultimately creates a productive environment capable of using all the energies and talents of the workforce to achieve the goals of the institutions by increasing the ability to attract highly qualified employee. (Parvis et. al. 2003).

Under the new role of human resources management, it is responsible for providing employees with a sense of security, building their commitment, interest, loyalty to work, and active participation in work activities. Moreover, whether diversity is paying depends on environmental factors within and outside the organization. Dwyer et. al. (2003) found that the impacts of gender diversity at the management level depend on the strategic direction of the organization and organizational culture and the interaction between these variables.

It is essential to keep up with today's diversity in society. Activities, diversity training, becomes vital. Companies that train their managers to embrace a diverse workforce can reap many benefits.

All organizations have highly diverse human resources. However, these organizations differ in the degree of diversity. Diversity indicates a difference in, for example, old and young, male, female, Muslim, Christian, black, white and others. Divergent views, values, and work habits may hinder work unless controls are in place, and lead to prejudices by employees and managers (and those responsible for human resources management) against certain minorities or types of employment, such as discrimination against women or certain nationalities (Aghazadeh, S. et. al. (2004)

Research Problem

Sometimes, diversity management is a big challenge when a leader does not have an idea of diversity because it deals mainly with race, origin, gender differences, and their relationship with laws that protect situations of groups minorities. While managing diversity means accepting the diversity of individuals to form a healthy workforce and realize the potential of everyone, not for the benefit of any group, contribute to the integration of ideas and practice diversity in all administrative processes and educational activities in the institution by creating an environment of trust, acceptance, and appreciation. It can be said that the diversity of human resources is not only a phenomenon at the international level but also at the local level, for example, employment in organizations varies in age, gender, physical abilities income, degree, social status, administrative level, political affiliations and other dimensions of diversity. (Sadri, G. et. al. 2002).

There are some problems that can arise from diversity in organizations when individuals appear from different backgrounds, and this causes a lot of disagreements within the organization, which hinders its goals. The research problem is to clarify the misconceptions about diversity

and what are the solutions can be used to manage this diversity to avoid problems that hinder the organization's stability.

The study by Minja, et. al. (2013) said that society has gone through many manifestations of social and cultural diversity, which reflected on the social fabric, culture society is not immune to tweaking values diversity, especially at present, and therefore, diversity in all its dimensions plays an essential role in the organizations as well as the role of organizations in guiding the behavior of workers and formulating the management style, and this role increases with the diversity of values, which needs to know and measure this diversity in the reality.

Also, through personal interviews conducted by the researcher with officials in charge of human resources management in institutions, there was a problem of diversity, especially in the last ten years as a result of the diversity experienced by the society. The study, therefore, responds to the question `Has workplace diversity contributed to organizational success? Because difference covers an extensive range of human properties and qualities, the research is limited to the demanded tools for managing workplace diversity, advantages, and disadvantages of leading a diverse workforce.

Previous Studies

I will deal with several studies dealing with diversity in society, the diversity of human resources, and organizational culture and their impact on the social fabric, as these studies were reached through traditional libraries and electronic data (the Internet). These studies include the purpose of the study, its importance, method of use, the sample of the study, and the most important findings and recommendations.

1- (Chawawa, 2014) Study: "Diversity _management practices in private higher education: Evidence from institutions in Botswana."

Nationality and language disability and gender were considered the most applicable in private higher education in Botswana; the researcher used the questionnaire method to collect data.

The results of the study:

- Most members of institutions have enough knowledge of the meaning of diversity and diversity management.
- Institutions have effective management of diversity in terms of nationality, disability, gender, and language through recruitment, selection, training, and development.
- The diversity management policies of these institutions fail to address the problem of inequality, as women still lag in leadership positions.

- Also, equal pay policies for employees at the same grade level with the same experience and the same qualifications.

The study concluded with the most critical recommendations:

- Institutions need periodic training for employees across the institution in the field of diversity. To ensure that all members of the organization have an understanding and appreciation of the role and benefits of diversity in organizations.
- Institutions need transparent systems for effective diversity management.
- Diversity management can succeed only with adequate resources as well as the development and implementation of strategies to ensure the availability of human and financial resources for the effective management of diversity.

2- (Bozhko, 2014). Study: “Managing diversity at the organizational level.”

The study aimed at gaining a deeper understanding of multicultural organizations and organizations that have already experienced diversity management as well as exploring the benefits and disadvantages of a diverse organization.

The most important results of the study:

The benefits of diversity in the workforce which can be divided into two groups Internal and external benefits.

Some of the inherent advantages of diversity include:

- Many good ideas that can be used by the organization
- Functional satisfaction of employees in the organization
- Increased productivity, creativity and effectiveness Increase creativity and innovation
- With a diverse workforce, it will be easier to understand foreign markets and their customers
- Increase customer satisfaction
- It is easy to build stronger relationships with customers
- After combining all the vocabulary of diversity and its dimensions, It can be said that diversity is the release of the visible and invisible characteristics of the individual so that all the skills of employees are revealed.
- Diversity management is a process that contains many skills that can be used to integrate employees.
- Finally, the study pointed to the success of diversity management can be in any organization.

The study made some recommendations for companies and individuals in the field of diversity, including:

- Organizational leaders should update organizational goals and plans for the company's development.
- If the company decides to manage diversity should not be just written words but must take real actions. Such as training, communication, and support the diverse workforce in the company.
- Give more time to train minorities to get the most benefits.
- Not to deal with stereotypes in the issues of minorities or multiple cultures

3- (Dike, 2013). Study: "The impact of workplace diversity on organizations."

The study aimed to identify the diversity in the workplace, and the study was conducted to explore the ability of companies to manage diversity in the workforce and the results of this diversity on the existence of the company, as well as study how companies with challenges that come with employees from different cultural backgrounds. The study was conducted on five companies in Finland and Ghana. The researcher used a qualitative research methodology to collect and analyze data on the researched companies and interviewed three companies.

The most important results of the study

- The inability of some managers to achieve effective management of diversity due to the nature of the company and its activities.
- Some managers did not have enough knowledge about how to manage the workforce effectively.
- There is a lack of open communication between managers and employees.
- Employee resource packages created by large companies to guide employees are not enough to eliminate the challenges of diversity management.

The study recommendations.

- Managers and employees perform exceptionally well through the development of self-confidence. The opposite happens when they are mentored.
- Concerning the lack of knowledge on the part of managers about diversity in the workplace can be managed, companies organize workshops and invite managers to attend annual conferences in the field of diversity.
- As well as using regular internal emails to create friendly relationships, this allows managers to communicate more with employees.

- Managers must adopt some firm principles to accept diversity in the company and give convincing reasons for accepting diversity within the organization.

Chapter 2

Theoretical Framework

Introduction

Characteristics of what is called diversity leadership can also be perceived as descriptive of good management in general. For example, there are some similarities between diversity leadership and other leadership theories. Some of the aspects that are emphasized in managing diversity, that managers must create career commitment, trust, and respect, as well as concern for each individual and motivate employees to participate in decision-making processes - are also emphasized in transformation leadership theories, (Marilyn J. Davidson 2003). In addition, transformational leadership has been proposed as effective leadership of cultural diversity, for example, a study found that transformative leadership style can be beneficial for diversity leadership, because transformative leadership can create an inclusive organizational culture that promotes employees' affective (Cambridge University Press 2011)

The Concept of the Diversity of Human Resources

The main objective of the existence of any organization, whether service or productivity, is to achieve a competitive advantage and achieve the highest levels of performance, and in order to lead the organization to achieve its goals must manage the diversity of human resources in a good way. (Devereux, L. et al. 2017) .Diversity is generally a variation, but researchers disagreed on defining the concept of human resource diversity, and views differed according to each researcher's view of diversity and all characteristics and experiences that are characterized by each individual and characterized by everyone from the other. (Walker et al, 2000). Gilbert (1999) believes that diversity is the difference in the cultures of members of the workforce. It is clear from the above that there is no specific definition of the diversity of human resources.

Each research differed in the definition of diversity from other researchers according to the view of each. The definition of (Walker & Benton 2000) focuses on the behavioral dimension of diversity, while the definition of (Gilbert 1999) focuses on the different skills of employees.

Definitions of Diversity Management

In the research literature, there are different definitions of diversity management. Broadly defined, diversity management can refer to the organization's systematic and planned commitment to recruit, retain, reward, and promote the heterogeneous employees. (John M et al 2000). In the same way (Taylor H. et al 1991) defined diversity management as strategies for recruiting and retaining individuals with diverse cultural backgrounds. These two

definitions focus on the fact that diversity management means recruiting and retaining employees with different cultural backgrounds and creating a more diverse workplace.

Diversity as a concept has been widely discussed at political, organizational and group levels for decades. Diversity is real and as a result of being human. Indeed, leadership has always been about coordinating different groups and individuals, whether in terms of job, organizational role, personality, or other demographic variables. Diversity is a term that is always associated with more people, and it always exists when two or more people are combined.

The basic concept of diversity management in organizations is based on the fact that the human resources employed in these institutions are a force derived from their different cultural components, which ultimately leads to a productive environment capable of using all the energies and talents of the workforce to achieve the objectives of the organizations by increasing the ability to attract and retain employees highly qualified and uplifting staff morale. Based on the above, diversity is not a situation representing different nationalities or races but is the process of creating more human resources by increasing creativity and productivity, and that managing diversity means creating the regulatory environment for the release and development of these resources (Taylor H. et al 1991).

Diversity management is sometimes viewed narrowly as primarily addressing issues related to race, origin or gender differences, and their relationship to laws providing for the protection of groups or minorities. At other times, the mix between diversity management and equivalence occurs. If we look at diversity management broadly, it addresses multiple issues and differs from parity. Equality means equal treatment of all employees of an organization while managing diversity means accepting a diverse group of individuals to shape the workforce and realize the potential of all, not for the benefit of any group.

To further clarify, some definitions of diversity management are presented as follows:

- Diversity management is developing a range of activities and directing them to the future through strategic leadership, management and communication processes, and the use of some similarities and differences as a potential source in the organization, a process that creates value for the organization (Robert L. Flood 1996. p81).
- Diversity management is what contributes to the integration of ideas and the practice of diversity day by day in all the administrative processes and organizational activities of the

institution and its environment, in an atmosphere of trust, acceptance and appreciation, and discussion of the decisions that should be taken (Gisela et.al. 2015).

Evolution and Importance of the Diversity:

The 21st-century institutions face more challenges than ever before, including increasing global competition, rising customer expectations, and increasing and renewed diversity in their surroundings. Interest in diversity has increased in both the public and private business sectors, intending to enable them to provide excellent customer service and maintain competitiveness. Organizations in recent decades have witnessed tremendous expansion around the world, and the expansion of the organization's system has often been associated with increased population and distribution, and little associated with their awareness. (Stech S. 2011).

The concept of diversity has been used since 1970 to refer to minorities and women in the workforce (Barbara F. et al 2000). For a long time, it has been shared for managers that diversity in the workplace is to increase gender equality, national and ethnic representation in the labor force, and based on new constitutional amendments in 1974. In 1975 the US government called on organizations to employ more women and minorities and give them more opportunities to navigate the organization's hierarchy. (Barbara F. et al. 2000).

Since then, the US labor force has grown and become more diverse in national origin, race, gender, and age. Statistics have shown that the proportion of whites in the workforce has declined, as opposed to the high percentages of African, Latino, and Asian Americans. The proportion of women in the workplace has risen compared to that of men, attributable to specific social patterns such as, shrinking in younger workers, immigration laws have become less restrictive, new legislation on the protection of the rights of disabled employees, and an increasing number of workers entering other occupations after early retirement (Neck et al.2006).

The trend of managing diversity in the 1990s was reflected in these developments in the diversity of the workforce and in order to achieve two main objectives: to improve the quality of interaction between people of different groups and to empower and support all staff (Neck et al.2006). Diversity management has thus become one of the areas of organizational management that gained attention at the beginning of the 21st century to help enterprises respond to the growing or apparent diversity of contemporary labor markets (European Commission, 2011).

Explaining Diversity

Wellner (2000) conceptualized diversity as representing a multitude of individual differences and similarities that exist among people. Diversity can encompass many different human characteristics, such as race, age, creed, national origin, religion, ethnicity, sexual orientation. Rowe et. al. (1994) described diversity as being like an onion, possessing layers that once peeled away reveals the core. According to Rowe et al. (1994), the four layers of diversity are organizational dimensions, external dimensions, internal dimensions, and personality. The organizational dimensions represent the outer most layer and consist of characters such as management status, union affiliation, work location, seniority, divisional department, work content/field, and functional level classification. The characteristics of diversity associated with this layer are items under the control of the organization in which one works. The people can influence this layer in a limited capacity because control rests with the organization in which a person works. The next layer is the external dimensions, the external dimension represents those characteristics that deal with the life choices of an individual. The individual exercises a higher level of control over these characters than in the organization dimension. The characteristics in this layer are personal habits, recreational habits, religion, educational background, work experience, appearance status, marital status, geographic location, and income (Marilyn J. 2003)

Meanwhile, the layer where an individual exercise the least amount of control is the internal dimension. In the internal dimension of diversity, an individual has no control over these characteristics. These characteristics are assigned at birth, such as age, race, ethnicity, gender, and physical ability. Often these characteristics are the sources of prejudice and discrimination. At the core of the layers of diversity, a model is a personality. Personality is described as traits and stable characteristics of an individual that are viewed as determining consistencies in the way that person behaves in any given situation and over time (Winstanley, 2006). The personality of an individual is influenced by the other three levels of the model. The other layers help shape the individual's perception, disposition, and actions, as the individual interacts with the world around them.

Diversity Management and Other Management Theories

Some of the aspects that are emphasized in managing diversity, leaders must create career commitment, trust, and respect, in addition to looking after each individual, they should be fair, and motivate employees to participate in decision-making processes - it is also emphasized in

transformation management theories 1970. In addition, transformational leadership has been proposed as effective leadership of cultural diversity (Groeneveld S et al. 2013). For example, a study found that transformative leadership style can be beneficial for diversity management, because transformative leadership can create an inclusive organizational culture that promotes employees' affective attachment (Groeneveld S et al. 2013). Nevertheless, there are important aspects of diversity management that are not included in the other management theories. For example, dealing with middle group relationships and conflicts will be important in diversity management. Since these aspects are not emphasized by other theories of management, it can be argued that there is a need for so-called diversity management.

Little research has been done on good management of multicultural workplaces (Sawyer et al. 2016) to the extent this has been researched, the focus has been on the general level, that is, on the organizations' approach to diversity.

Different approaches at organizational level

Diversity Perspectives at the organizational level can be divided into two approaches. One approach aims to increase productive work outcomes, while the other approach aims to safe the psychological well-being of members of the organization by reducing the potential negative consequences of diversity (Sandal, 2016). In the literature, these perspectives are referred to as colorful. Organizations that have a color-blind approach to diversity argue that all individuals should be treated equally and that cultural differences should be ignored. Organizations that have a multicultural approach to diversity, on the other hand, argue that differences between cultural groups should be recognized, and perceive these differences as valuable for the work process. (Otten et. al. 2014). Within the research literature, several attempts have been made to identify approaches to cultural diversity in organizations. Robin and David (2001) identified three diversity perspectives that had different implications for how well people functioned in their work groups: (1) The integration and learning perspective (2) The accessibility and legitimacy perspective (3) The discrimination and justice perspective. The integration and learning perspective mean that cultural diversity must be expressed in the work environment, and according to this perspective, diversity is a resource for learning and adaptive change. This means that insights, abilities and experiences that members from different cultures bring, are used to revalue the organization's primary tasks and redefine the company's markets, products, strategies, and practices (Robin et.al. 2001). In companies that are characterized by this perspective, diversity is directly linked to work processes and managers set up a form of work

that stimulates employees to promote views and contribute their own experiences. According to Robin and David (2001), the accessibility and legitimacy perspective is based on a recognition that the organization's markets are often culturally diverse, and from this perspective the organization's workforce should reflect this cultural diversity in order for the company to gain access and legitimacy in the market. Companies with this perspective do not use employees' cultural competence and are concerned that their employees should represent the cultural variation that exists in society (Sandal, 2016). The discrimination and justice perspective is characterized by a belief in a culturally diverse workforce as a moral duty to ensure justice and equality treatment of all in society. The focus is on ensuring equal opportunities in both employment and promotion, reducing prejudiced attitudes, and eliminating discrimination (Robin et. al. 2001). Companies with this perspective on diversity may be concerned with target figures for the number of immigrants in the company and ensuring fair employment processes (Sandal, 2016). Dass, (1999) argued that the organization's approach to diversity depends on external pressures, diversity types and leaders' perceptions of diversity. He argues that external pressures and perceptions of diversity are combined into different organizational approaches to diversity. When there is a correlation between external pressures, leaders' perceptions and strategic responses, organizations experience more benefits and less cost from their approach to diversity. These approaches can be episodic, or systemic - incorporated into the core of the organization, depending on external pressure and the leader, thus it can be more or less effective (Dass et. al. 1999).

Dass et. al. (1999) introduced five diversity perspectives: Fairness, Color-Blind, Integration and Learning, Reinforcing Homogeneity and Access. Both the Color-Blind and Fairness perspectives focus on equal and fair treatment. The integration and learning perspective views diversity as beneficial, which is perceived as a learning opportunity both for the organization and its employees. Reinforcing Homogeneity perspective involves avoiding or rejecting a diverse workforce. The Access perspective views diversity as a business strategy that provides access to a diverse customer base and international markets by internally reflecting the organization's external environment. These five perspectives are a continuum where you go from defensive to reactive to proactive, and it is the Integration and Learning perspective that is the most strategic perspective (Gröschke et. al. 2013).

Positive and negative effects of cultural diversity in the workplace

Research has shown that multicultural working life can, through contributions from different perspectives, increase creative problem solving and innovation, as well as lead to competitiveness and knowledge transfer (Blake S. et. al. 1991). Specifically, cultural diversity in the workplace can give the organization the opportunity to use a wider range of information and knowledge to expand the business (Martin, G. 2014). For example, Hartenian (2000) found that companies with diverse labor performed financially better than companies with homogeneous labor. Other studies have also found that cultural diversity in the workplace can stimulate new ideas and identify better options for problem solving (Blake S. et. al. 1991). On the other hand, the research literature has pointed out that ethnic diversity in organizations can lead to difficulties with integration and trust, increased likelihood of conflicts, problems with communication and reduced productivity and problems with collaboration (Van der Zee et. al. 2016). In addition, studies have shown that diversity in groups is associated with a lower level of social integration, to what extent an individual is psychologically connected to others in the group (Barnett et. al. 1989). As presented above, research on the effects of diversity in the workplace has shown inconsistent results. Thus, it becomes important to ask questions about the processes that underlie the positive and negative impacts of diversity. Previous research has indicated that there are different forms of diversity that play a role in the influence of diversity (Jehn, N. et. al. 1999). It was argued that differences in observable attributes such as gender, age and ethnicity will be associated with negative effects, while differences in less observable and job-related attributes such as education will be associated with positive effects (Homan, et. al. 2004). However, in their meta-analysis, Lisa and Webber (2001) have not found support for this. To meet the challenges related to the effects, Van Knippenberg and his colleagues developed (2004) a model, (CEM) Categorization-Elaboration Model, the model focuses on the basic processes of positive and negative impacts of diversity by integrating the social classification process and the information process. The social categorization perspective explains that similarities and differences are used as a basis for categorizing and to shape our perceptions of others. The information perspective explains that diverse groups are more likely to have access to broader task-relevant knowledge and abilities, as well as to different opinions and perspectives on a task (Van K. et al. 2004). The previous perspective is related to the negative consequences of diversity, as social categorization is related to the attitudes and behaviors of the problematic intermediate group, the latter perspective relates to the positive effects of diversity

related to the tasks associated with the better performing group (Sandal, 2015; Van K. et al., 2004). It was previously argued that these perspectives were linked to certain forms of diversity, but Van K. and his colleagues (2004) argued, that all forms of diversity can induce both information processes and social categorization processes. Therefore, it is important to understand the processes that lead to positive or negative impacts of diversity. For example, social categorization processes are not problematic in themselves, but it is rather factors such as challenges and threats to group identity that can lead to negative consequences of diversity. In the same way, information processes will not always lead to a good exchange of different perspectives, knowledge and ideas that are relevant to the group's goal achievement (Van K. et al. 2004).

Leadership challenges in multicultural workplaces

The research literature points to several challenges' managers must address in multicultural workplaces. Leaders must address cultural differences in values, prevent group conflicts, facilitate good information sharing, and ensure justice and inclusiveness ((Dahlin et. al., 2005). In the next part, I will go into more detail on these challenges.

Cultural Values

H. Schwartz (2009) defines cultural values as " perceptions of what is lovable. Values govern how social actors behave, and their assessments of people and situations. Values are also used as justification for actions and perceptions" (Schwartz et. al. 2009). Schwartz (2009); Hofstede (1980) researched cultural differences in values to focus on how different cultural values in the workplace affect an organization's efficiency and productivity. They have developed models for the central value dimensions that distinguish different societies and therefore can be used to compare cultures. Both argued that cultural values will influence the point of view or the meaning that people attach to different aspects of life. For example, the view of a good leader, cooperation, competition, how to express disagreement and resolve conflicts, is culturally conditioned (Schwartz 2009; Hofstede 1980). The large immigrant groups in Norway come from countries that are culturally very different from Norwegian culture. The cultures they belong to will focus more on values such as hierarchy and intertwining, and less on equality and intellectual independence, which is important in Norwegian culture (Schwartz, 2009). This can lead to different expectations of each other about how to behave in the workplace (Cox, L. et.al. 1991). If individuals' expectations conflict with the organization's standards and expectations, this can lead to a conflict of roles that makes it difficult for them to adjust in the workplace (Sandal, et al. 2009).

According to Van Zee and his colleagues (2008), the realization that one has equal cultural values is positively related to compatibility with the workplace. In a multicultural workplace, there are likely to be large differences in cultural values, so the challenge will be for employees to become familiar with both the work group and the organization (Van Zee et al. 2008). In addition, a study found that increased ethnic diversity in the workplace was associated with lower affiliation and intention to quit with majority members more than with minority members (Egan T. et al. 1992). Likewise, another study found that majority members will feel less connected to the organization because they face cultural diversity as a threat to their position in the organization (Jehn R. et al. 2010). Thus, the challenge for the manager will be to prevent cultural differences from creating conflicts and making interaction between employees more difficult.

Group Relations and Social Psychological Processes

In social psychology, it is argued that in the same way that group processes and group affiliation can lead to positive forms of relationships, for example, cooperation can contribute to discrimination that occurs in the workplace (Rise 2009). The social identity theory is widely used to understand group processes in culturally diverse workplaces (Rupert et al. 2010). Social identity theory refers to individuals developing a social identity based on group membership. This means that individuals classify themselves and others according to their belonging to different groups (Hogg H. et al. 2000). And building an identity about "us" as opposed to «them» who influence how they behave towards their group and other groups (Rise 2009). According to Social Identity Theory, individuals are motivated to achieve positive self-esteem by favoring the ingroup over the outgroup (Rise, 2009). This classification can have an important function, as it helps people simplify the world and thus helps us find our perspective on the social environment (Ashforth et al. 1989), but it can also lead to unconscious discrimination against members of the group (Rise, 2009). In addition, the distance between groups can increase, as the members of their group are perceived as more like each other than they are, while the differences between groups are exaggerated (Rise, 2009). This can lead to the development of negative stereotypes and attributions that can hinder cooperation and good communication (Di Tomaso et al. 1996). This means that in a multicultural workplace, psychological processes described by social identity theory can create barriers in interaction between employees. In such cases, the incidence of conflicts may increase, communication may become difficult and bullying can occur (Sandal, 2009).

Information Exchange

Information exchange refers to conscious efforts to exchange work-related information, knowledge and ideas. Communication has been used to refer to this (Gong, C. et.al. 2012). In general, communication is about active information exchange between two or more individuals (Dickinson M. et.al. 1997) In teams, communication is seen as an important mechanism for information processing, and lack of or poor communication can thus prevent a team from performing a task in an efficient manner (Salas, C. et.al. 2008). According to the information or decision-making perspective, diverse groups will be better than homogeneous groups, because members of a diverse group possess a greater set of experiences, opinions, knowledge and abilities and this can be a great source of the group when solving problems (Dahlin et al. 2005). On the other hand, divergent opinions and ideas can also lead to conflicts, this involves disagreements about a task, or how to initiate task solving and allocate resources. In addition, differences caused by team diversity can make communication difficult and reduce group performance (Jehn et al. 1999). The literature indicates that it is important in cooperation to develop a common understanding of reality (Van K. et al. 2013). Through this common understanding of each other's knowledge, abilities, strengths and weaknesses, individuals can organize and encode information that is important for their goal's achievement. Therefore, a team that shares common mental models will communicate more effectively, have better cooperation and generally work better. If group members do not have a common understanding of who knows what, when, and how to use the available information, it can be difficult to fill in the information that the members have (Van K. et al. 2013). In addition, the lack of an understanding of a position or task can lead to individuals working towards different goals, which in turn can lead to inefficiency in performance or an inability to anticipate each other's needs. therefore, the challenge for a manager in a multicultural workplace is to facilitate a good exchange of information between employees (Salas, C. et.al. 2008).

Considerations When Managing Diversity:

Patrick & Kumar (2012) notes that organizations should consider the following considerations when adopting diversity management:

1. Build a sound system of wages, incentives, and performance assessment that is not based on the distinction between a diverse workforce.
2. Develop the perception of managers of different cultures and their impact on diversity management.
3. Reward managers who apply diversity and manage it efficiently and effectively.

4. To be aware that diversity is not only merely racial differences, but includes multiple dimensions, the most important of which are age, gender, physical characteristics, and other dimensions of diversity.
5. Support by senior management for diversity management.
6. The introduction of the concept of systems management, where the interaction between the various administrative functions of planning, organization, guidance, and control in the area of diversity management.

Conflict Caused by Diversity

Conflicts in the workplace arise from differences between individuals within institutions and work organizations. Differences arise based on the diversity of individuals, diversity based on ethnic differences as well as on gender, values, and marital status between married and single and age as well as the way of thinking (Markus, H. et. al. 1999).

Although the diversity may be brilliant and useful, it can also include the many challenges and problems and provides different views and perspectives of many and can also create synergy to drive the organization forward, but it is also possible to cause conflicts and to poison the workplace and reduce the morale of the team members (Markus, H. et. al. 1999).

As the workplace confronts and tries to overcome this conflict, wise policies will be developed to help manage interpersonal disputes. Jeanne M. (2005), in her book (*War and Peace in the Workplace*), suggests that these policies are not enough and make it clear that we have to change the way we work with "*We need to be aware of our differences and continue to enhance our understanding of the causes of our differences.*" Jeanne M. (2005). Markus, H. R., & Lin, L. R. (1999) explain that diversity can be challenging, noting that it can create conflicts and cause a crisis within workgroups, low morale, and the emergence of forms of misunderstanding and employee turnover. On the other hand, diversity can also provide a company or organization with different and diverse views that can contribute to the overall performance of the company. From this point, Markus, H. (1999) referred to several policies on how to manage diversity in the workplace can be summarized in; familiarize employees with issues related to the company, such as goals, objectives, policies, corporate culture, and standard practices. Determine the penalties imposed on those who violate it. Emphasize that all personnel affairs policies such as contracting, promotions, and bonuses are based on the employee's outstanding performance and skill and not to be biased to any ethnic, cultural, or gender background when developing human resources policies. Diversified workplace management begins with strong

equality policies established by the company. Once these policies are put in place, they must be communicated to all employees throughout the entire facility. Give each employee the job description and skills required to accomplish the tasks, mixing groups by involving the employee of each group fits the job description and the necessary skills, This will provide an opportunity for everyone to know the team and try to understand each other. Make a booklet on the required commitment of the employees in the company and give a copy to each employee to read it. Emphasize respect, tolerance, patience, and cooperation. Make each person is responsible for the team leader and supervisor of the company. Give each person different responsibilities to complete the missions. This means that everyone will be able to contribute and feel that he or she is an added value to the company.

Markus H. (1999) also notes that language barriers also create creations and divisions within the workplace, where people are attracted to characters they can understand. Moreover, migrants bring their old bitter experiences to the workplace, and this also affects the environment (Markus, H. et. al. 1999).

Jeanne M. (2005) on her book offers advice to contain differences within institutions and points out that reconciliation is required, explaining that it is often difficult to continue to make differences control the relationship with co-workers, Martinson referred to three proposals in that regard: The first proposal is attention and focus when reactions appear towards others and are aware of what people are saying or doing, we must judge people in terms of their behavior, not their intentions, but we judge ourselves in terms of our intentions, not our behaviors. The second proposal is to overcome your natural conflict pattern because diversity creates conflict, for example, if one believes that the result should be "A" while another believes that the result should be "B" you should communicate respectfully and try to work cooperatively to find a solution that satisfies both parties. The third proposal is to seriously consider and consider the general mood of employees. (Jeanne M. 2005)

Avoiding organizational conflict with diversity in the workplace

We can say that the organizational conflict or conflict in the workplace is a state of conflict between what is on the ground, and what is envisaged in the needs, values, and interests of individuals, groups, and units within the organization (Adam A. Kay 2017).

The avoidance strategy means not to confront conflict so that one of the parties to the conflict does not attempt to achieve its goals or the goals of the other party, but rather the individual withdraws from the conflict situation; accordingly, the manager tries to maintain the relative

harmony and calm of the differences within his organization. This strategy is also called an escape strategy. It should be noted that there is no unified and agreed definition of organizational conflict because administrative thought differs in its consideration; some of them considered it a negative phenomenon that harms organizations and business groups. It has harmful effects on the performance of the organization, and others consider it natural due to the social interactions of individuals and groups within the organization. It is the method that the manager when using tries to maintain the homogeneity of the differences in the workplace and try to prevent an outbreak of inequality. By adopting this method, the causes of the conflict are ignored, although the conflict itself can continue under certain circumstances. This method can be useful in cases where customers need a time capacity to think, quote and reconsider (Benjamin D. 2019). The necessity of designing a cultural model for management and administration that is in line with the cultural specificity of workers of all kinds is not a departure from the rational rules of organization, whose foundations have been proven by senior viewers such as Max Weber and who came after him, but it is natural and has been tried in more than one country and society where we find that this matter (Diversity in the workplace) may exist even in one country, as we often hear or read about the difference in workers from one organization to another. Rather, we find even in one organization who talks about human resource management proceeding from the diversity that prevails among the individuals of these institutions, especially in multinational companies where workers and employees of different nationalities work For this all the effective management of the institution had to play a significant and essential role in order to create an atmosphere conducive to work and positive and peaceful coexistence, this can be done by building the administrative skills to settle and manage organizational conflicts. Despite this difference, however, they agreed on the need to confront and manage the conflict in a positive way, and able to adapt it to the benefit of the organization, and to achieve the goals (Donna M. 2015)

Conflict in administrative thought

As I pointed out, administrative schools have seen a clear difference in conflict and its role in the behavior of individuals and organizations, and that is as follows:

The traditional theory of conflict

The owners of this trend consider that the phenomenon of conflict is a negative, harmful and uncomfortable phenomenon. Therefore, the administration has tended to eliminate it or at least

avoid it and not talk about it and ignore it. This theory assumes that organizational performance decreases with increasing conflict.

Humanistic Behavioral Thought

He believes that conflict within administrative organizations is natural in the lives of individuals and the lives of organizations. Moreover, he considered that conflict has great benefits for the organization, and the administration must only recognize it and determine the acceptable level of it in a way that serves its goals.

The modern interactive administrative school

This school believes that conflict is a natural phenomenon, and it is considered a positive reflection towards innovation and creativity in the organization if it takes place at a certain level. This theory also confirms the responsibility of managers in managing and activating the conflict, given that the conflict develops something of a challenge and excitement, especially when managers find that the organization has reached a point where there are no new ideas worthy of attention, or when it notes an increase in negatives between individuals and groups within the organization, and conflicts can be beneficially taken advantage of leading to progress, development.

Types of conflict

The conflict has three levels:

- 1- Individual conflict while the individual decides to multiply the available alternatives.
- 2- Conflict between individuals.
- 3- Conflict between groups and systems

1. The individual conflict

It may be between two positive goals, such as choosing between two jobs that have the same characteristics, or the conflict between a positive goal and another negative, such as the availability of an opportunity for promotion in an inappropriate environment, or conflict between two negative goals, such as: requesting remote transportation or the lowest job.

2. Conflict between individuals

personal conflict is a conflict between one person or another, or between an individual and a group of individuals, examples of this type of conflict are between the manager and his subordinates, or between the executive director and the consulting manager, or between the employee and management, or between a worker and another worker. This type of conflict

arises because of the interaction of individuals with each other. And among its reasons are the lack of agreement on the goals and plans.

3. Conflict between groups or between systems

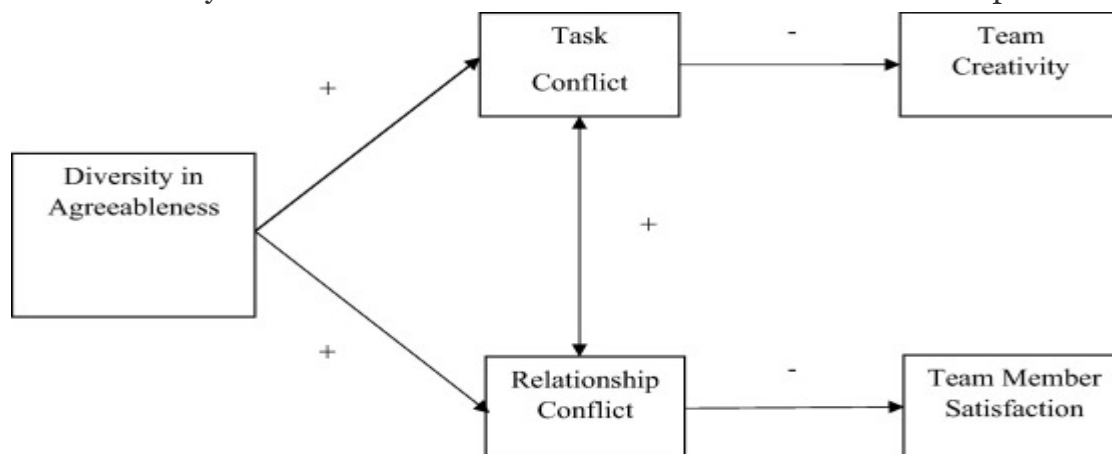
Examples of this type. Suppose the manager wants higher production, and subordinates want more attention. The regulations booklet describes rules and consultants assure that they are not suitable. It may be a conflict between levels of authority, a conflict between functional departments, or a conflict between executive and consulting functions. Or a struggle between a formal and informal organization.

Sources of conflict

Many factors can be sources of conflict, such as:

- Mis-understanding
- Different values and goals
- Different performance criteria
- Different working methods
- Lack of cooperation
- Power problems
- Liability problems
- Frustration
- Competition for limited resources.
- Non-compliance with the rules and policies
- Weak communication

Fig. 1. Proposed relationships between diversity in team members' agreeableness, and team creativity and team member satisfaction via task and relationship conflict.



Organizational Culture

"Organizational culture is one of the topics that still need to be more assimilated as it may fit with one organization without another because of different local circumstances or may be different in one organization to become inappropriate from one stage to another, because it includes values and practices established with, as a result of these shifts, the diversity of human resources has become the most potent and influential strategic source in the case of organizations adopting diversity management and operations, maximizing their utilization and achieving their goals" (Jacky L. et.al. 2007).

Organizational culture is usually defined in terms of shared symbols, languages, practices, and deeply embedded beliefs and values (Newman, 1995). This implies a high degree of homogeneity within the organization, which may not constitute an accurate picture, or alternatively, the organization may be seeking to become more diverse, and for this reason, cultural homogeneity may be perceived as undesirable. In any case, it would be naive to suggest that diversity and cultural homogeneity could coexist without coming into conflict (Marilyn J. et. al. 2003)

It can be said that contemporary organizations, including organizations, face many of the challenges brought by globalization with more interaction between people from different cultures, beliefs, and backgrounds. The more that these behavioral dimensions are consistent with personal beliefs, the more influential the organizational culture. This researcher aims to address some of the research literature related to organizational culture. This research will discuss the organizational culture and its elements, its importance, as well as its dimensions and components, and identify its functions and factors that help to change them (C. Kane Urrabazo 2006).

What Is Culture?

"Culture is a concept that can be described in many ways and for which you can find a great number of definitions in the literature. However, in this manual, we will not focus on all these different perspectives. Much more, our aim is to point out that culture is a basic but complex aspect of the human community, which finds expression in people's ways of thinking, feeling and behaving. Importantly, most factors that are related to culture are not visible at first sight. Only a small proportion of culture manifests itself in our behavior and its observable results/artifacts. Less obvious and difficult to determine are the norms, values, and beliefs a human group holds. These latter aspects constitute the hidden dimension of culture. Culture is

learned from an early age. However, culture is not fixed and can change during a person's lifetime – in response to his or her experiences." (Torsten M. et al. 2017).

Culture is one of the most important criteria and determinants that reflect the identity and nature of societies and people. It has a significant impact on the life of every human being, where he builds the values and determinants of his/her life through experiences and belonging to the society in which he or she lives (Clive D. et. al. 2005). Many researchers have divided the concepts that defined culture into two sections concerned with actions and material things, or moral framework of behavior, physical production.

Many definitions dealt with the concept of culture in general. It has been defined by Clive D. et. al. (2005) as integral models of human behavior, including actions, words, and thinking abilities. He added that culture is the associated compound that is acquired by the individual of society and includes beliefs, ethics, customs, and traditions that affect individual attitudes, behavior, and method of adaptation to the external environment and integration with the society.

Through the previous definitions of the concept of culture, we note that it consists of three essential elements, namely:

1. Values, ideas, and principles that crystallize in individuals.
2. The experience gained by individuals as a result of their continuous interaction with the environment that surrounds them, whether the internal or external environment.
3. Capabilities and technical skills acquired by the individual in his life.

Based on the previous, culture is a combination of values, customs, traditions, beliefs, and behaviors acquired directly or indirectly as a result of interaction and friction between individuals; that is, culture is anything that a person learns and shares with society (Clive D. et. al. 2005).

The Concept of Organizational Culture

The concept of culture in the organization refers to anthropology, which carries a lot of knowledge and beliefs, values, arts, customs, traditions, and customs. Organizational culture is generally the social fabric that surrounds us. Our values and beliefs weave this fabric. Although pioneering research in organizational culture emerged in the early 1930s through amateur Hawthorne studies, the growing interest in this concept flowed during the 1970s and 1980s due to business competition between the United States and Japan (Clive D. et. al. 2005). Culture in organizations is one of the fundamental forces identified for individual and collective behavior

that charts the daily life of it serves as an ideological framework that guides members of the organization and regulates their personal and social tasks and issues. Many organizations today are interested in the culture of the organization and give it a priority in the study and analysis because it includes structural and behavioral dimensions, and the more common values and beliefs are more widely accepted among workers and are consistent with their values and beliefs that is an indicator of the strength of culture (Jane M. 2013).

The importance of organizational culture:

There is a growing interest in organizational culture in organizations because of its impact on the performance of individuals and the overall performance of the organization. Many corporate leaders are giving priority to the organizational culture as it is one of the essential components of the organization as it largely determines the success of the organization. Leslie de C. (2010) mentioned that organizational culture is concerned with the following;

1. Promoting internal integration among the members of the organization through communication and working together effectively.
2. Achieving adaptation among organization staff and the appropriate external environment.
3. It serves as a guide for management and staff, forming the models of behavior and relationships to be followed.
4. Evident organizational culture in any organization that provides staff with a clear view of the way they perform tasks.
5. Employees of organizations do not perform their roles alone or as they wish, but rather within a single organizational framework.
6. Act as a mentor for individuals and activities in the organization to guide the idea and efforts towards the achievement of the organization's goals and mission.
7. Determine the manner and speed of the members of the organization to respond to the movements of competitors and the needs of customers in order to achieve the organization's presence and development.
8. Strong culture is active and supportive of the administration and helps them to achieve their goals and aspirations. Culture is influential when accepted by the majority of the organization's staff and followed in their behavior and relationships.
9. An influential organizational culture is a competitive advantage for the organization if it emphasizes creative behaviors such as dedication to work but may become harmful

if it emphasizes routine behaviors, such as blind obedience, and a real commitment to formalism.

10. Organizations culture is an essential factor in attracting the right workers to lead organizations avoid creative workers.

11. Culture is a fundamental element that affects the organization's susceptibility to change and its ability to keep abreast of developments around it. The more flexible and forward-looking the organization values, the better it can succeed (Leslie de C. 2010)

Elements of Organizational Culture:

Clive D. (2005) believe that organizational culture plays an essential role in the cohesion and harmony of employees. Organizational culture consists of a set of the following elements:

- Organizational Values: Values are standard agreements between members of a single social organization about what is desirable or undesirable, good or not, important or unimportant. Organizational values represent values in the workplace; therefore, these values include equality between employees, attention to time management, attention to performance and respect for others, and non-acceptance of bribery and respect for customers. Values play an important role in determining the judgments of the individual and the group (Charles B. et.al. 2017).

The same applies to work for groups. The individual in the working group adheres to the values of the working group and within the organization in which it operates. Values affect individual behavior, and the social fabric is coherent when values are similar. However, if these values conflict, that means there is a disintegration or threat for the organization, therefore, organizational values are the current values in the work environment to guide the behavior of employees under different organizational conditions or joint agreements between members of the organization (Charles B. et.al. 2017).

- Organizational beliefs: are common ideas related to the nature of work and social life in the work environment and how to accomplish work and the tasks of the organization. These beliefs include, for example, the importance of participating in the decision-making process, leading to better decisions, contributing to collective action, and its impact on the achievement of the organization's goals.
- Organizational norms: Are standards adhered to by the workers in the organization, as they are useful standards in the organization and the work environment, for example, the

obligation of the organization not to appoint father and son in the same organization. It is noteworthy here that the mores are supposed to be unwritten and to be followed.

- Organizational expectations are the unwritten psychological contract, which means a set of expectations that the individual determines or expects from the organization, as well as the organization during the period of the individual's work in the organization, for example, the mutual expectations between the president and subordinate, and between colleagues among them, represented by appreciation. Mutual respect, these expectations help to create a suitable working environment (D Wang, Z Su. et.al. 2011).

It is apparent that culture has a significant function in binding social groups together. From a sociological perspective, it has been defined in terms of the 'symbolic and learned, non-biological aspects of human society, including:

- Customs: the traditions and shared values and belief systems of community.
- Language: the medium of transmission of those shared values as the basis of ideology and discourse.
- Convention: the norms, rules and social protocols of what is widely regarded as socially acceptable and unacceptable behavior.

Expressed in these terms, culture is a normative concept, with the underlying assumption that there is a standard or dominant culture within society acting as a force for social consensus. This is also reflected in the conceptualization of organizational culture. Mirroring the perceived cohesive social impact of custom, language, and convention (D Wang, Z Su. et.al. 2011). Schein (1985) argues that organizational culture has three critical constituents; Shared learning, manifestations of shared learning that are stable and a capacity for integrating disparate elements into a whole.

The most common elements of organizational culture in the literature related to the subject of organizational culture are the above criteria, on which many researchers relied (Ion Alexandru, 2015).

Functions of organizational culture

Organizational culture has several functions that determine human behavior, where the functions performed by the organization varied from the viewpoint of researchers by employees (F Foscarini, 2012).

- 1- Increased sense of belonging and loyalty to the organization and improve working relationships.

- 2- Create a better understanding of what is happening in the Organization and what policies are being adopted.
- 3- Provide support and support for the organizational values that are believed in senior management.
- 4- It provides a management control tool through which it can shape organizational behavior.

Cardno C. (2007) also emphasized some of the functions mentioned above, and added several functions performed by organizational culture, as follows:

1. Have a role in the definition of borders, and they create a difference between the organization and the other.
2. Gives members a sense of identity.
3. lead to creating a commitment to something more significant than the personal interests of the individual.
4. Strengthen the stability of the social system of the organization and work to link them to society in an effective manner.

Cultural Similarities and Differences

Multiculturalism presents us with a paradox because it requires us to look at how we are the same and how we are different at the very same time. The multicultural perspective is one of the most important ideas in this century because it emphasizes both the ways that we are each unique and the ways that we share parts of our identity with others. Alternative views of culture have made three serious mistakes (Smith JR. 1997; David L. 2017).

1. The melting pot" metaphor made the mistake of overemphasizing the ways we are the same and ignoring differences. This has usually resulted in the more powerful groups imposing their perspectives on everybody else.
2. The overemphasis of differences has resulted in stereotyped and disconnected “special interest” cultural groups in an exclusionary perspective while ignoring the common ground of shared interests that makes the welfare of each group important to each other group.
3. The assumption that you must select either a universalist or a particularism viewpoint has resulted in a false choice because both are important to defining the cultural context accurately and comprehensively. A universalist perspective represents an all-embracing, all-reaching perspective. A particularism perspective represents adherence

to one interest or system. Each cultural perspective is unique, but each perspective also shares overlapping features with each other group, like overlapping fish scales. We can best understand the cultural perspective by focusing one eye clearly on the part that is shared and the other eye on the part that is unique in a cross-eyed but accurate perspective (Mary L. et. al. 2005).

The Relationship Between Managing Diversity and Organizational Culture

Diversity management means the method that is used in dealing with human resources to develop them. The plan of change, through which human differences and diversity are utilized to increase the efficiency of the work of the individual and improve the skill and performance through careful focus in dealing with diversity in organizations, as the main estuaries within which human activities interact, they are inherently vulnerable to the diversity of human actions and activities in terms of their forms, nature, and goals desired from behind. This requires an influential organizational culture that supports diversity (Michalle E. 2016).

Michalle E. (2016) pointed out that diversity in human resources is a shared global phenomenon where there is a variation in the characteristics of workers in terms of age, sex, race, nationality, religion, clan affiliation, geography and other differences. This will enable managers to build a tolerant organizational culture that accepts the other and respects its privacy. Differences between employees reflect on their behaviors and contribute to building their personalities and ways of thinking and, therefore, must be considered and employed for the benefit of the organization. There is no organization or workplace where there is no diversity. All this diversity needs to be consciously managed. It needs conscious management that considers the feelings of each group and prevents any encroachment on their specificities. Furthermore, create an environment that increases the effectiveness of competitive advantage on the other hand. The most important advantages offered by the diversity of human resources in any organization are the diversity of expertise, skills, and methods of thinking, and the possibility of introducing new initiatives and ideas that benefit the organization, especially in times of crisis and the need to stand together to face a crisis (Stock, KL et. al.2010). The lack of respect for diversity and the existence of unacceptable practices towards certain groups leads to the poor achievement of goals and the infiltration of workers from work tasks.

On the other hand, productivity can increase both at the individual and departmental levels. When individuals feel there are appreciation, fairness, and equal treatment, they will do their

utmost to improve performance. Participation in decision-making and equitable representation of teams will motivate them to produce more.

Creativity is one of the dimensions of organizational culture and is a crucial element of competition in today's world. In contrast to the advantages outlined, serious disadvantages are arising from the lack of diversity management that may create significant management problems. From these racist negatives and discrimination against some categories of workers, acting in a way that shows the non-acceptance of the other has multiple forms, the belief that a particular race or culture is the best and other unacceptable, is the first forms of racism that leads to frustration of the other and thus weakening the level of organizational culture among employees (Catherine T. et. al 2019).

Employee Perceptions of the Effectiveness of Diversity

If we take the university (UiT) as example we will find that the job is a basic unit in the organization of human resources at the university, which represents a legal center occupied by the employee, and existed before being occupied by one, while the employee is the individual who occupies the job under several conditions, the most important qualification, higher qualifications means higher position.

According to the administrative training at the university, the recruitment process undergoes several procedures; job descriptions, job placement and evaluation.

The study by Alan N. (2014). monitored the reality of the management of diversity in human resources in organizations and the ability of organizations to manage this diversity in order to achieve the desired benefit of this diversity and the impact on organizational culture. The study is based on previous and recent studies and data on official organizations (Alan N. 2014).

Diversity Management Justification

philosophy behind the application of diversity management in organizations includes many justifications, some of which are psychologically related, some are related to social aspects, others relate to the economic as well as political (Von Krogh. et. al. 2000). There are several justifications for diversity management, and they are explained as follows:

Psychological justifications

Diversity management contributes to the satisfaction of some psychological needs of workers, such as job satisfaction, as indicated by a scientific study to address the different dimensions of job satisfaction and the impact of diversity, and this study found that the quality of employment affects the level of job satisfaction. The study found that expatriate workers are

more satisfied than national workers in most elements of job satisfaction. Those with higher qualifications are more satisfied than those with minimum qualifications, indicating the impact of the educational level of workers on job satisfaction (George N. 2001).

The study by Neck, & et al. (1997) found that diversity management helps deal with specific psychological situations that hinder employee effectiveness, negatively affects all employees and exposes the world to situations such as isolation and stress, intolerance and frustration, by helping these employees are self-managing. As soon as diversity management positively deals with solving these psychological problems for the employees of the institution, it helps to raise their morale (Neck, & et al.1997).

Social justifications

Justifications are related to the development of society, as well as related to the needs of society at different levels and diversity of its individuals, classes, and institutions, which are strong justifications for managing diversity in organizations. Based on the interaction between these institutions and the social background of the individuals enrolled and their beneficiaries, examples of these justifications include equality, equal opportunities and social justice, and the equitable distribution of educational services and ensuring their quality for all. Cultural diversity is not managed by oppression, violence, and cruelty. However, it is managed by understanding and open dialogue on all solutions and treatments, away from the tendencies that keep everyone in the first square, which is needed by contemporary institutions at present (R Hansmann, 2006).

Political justifications

Political rationale means those justified by nature, intellectual, and partisan background. It is undoubtedly justified because of the important role played by political factors in shaping the features of society, so that it appears to be a democratic society, considering the diversity and internal differences, based on the principle of citizenship. Asserts that these differences would not have been much apparent. At no later point in history and when modern thinking began on the safest form of state administration, the question remains of the best types of wise or good governance, political theorizing, especially in the area of central and local administration. Try to find the best ways to ensure better organization for individuals and institutions. (P Du Gay, G 2014).

Legal justifications

In specific historical periods, some societies have practiced discrimination and selection in favor of individual citizens at the expense of others, and these practices may have been systematic. Combating discrimination and selection policies requires reviewing the relevant laws and making appropriate amendments according to the circumstances and developments, all of which are included in the legal justification package. Because the emergence of diversity management has been linked to the fight against discrimination, it can only be an integral part of the ethical and legal environment (Suchman MC., 1997).

The proper basis for a set of legal justifications for the application of diversity in institutions is the constitutional provision for the protection of personal rights, freedoms, and beliefs.

It is one of the essential legal means to manage diversity within any society. In fact, most constitutions and laws in several countries of the world recognize diversity within their societies and guarantee various groups' access to their rights. However, the problem remains in the non-application of legal and constitutional provisions, ensuring their application and preventing any violation of them. Perhaps this kind of justification serves as the regulatory reference for any institution based on a set of laws and regulations (Suchman MC., 1997).

Chapter 3

Methodological Procedures of the Study

Introduction

This chapter describes the methodology of the study, which is an essential part of the achievement of the applied aspect of the research and the data sources obtained, as well as the sample of the study. This chapter also deals with the study tool used questionnaire and steps to build and develop. and concludes with statistical methods used in data analysis and hypothesis testing. In this chapter, I will explain my choice of these methods. I will review the literature that I used by describing how I used the literature to answer the research questions. I will explain the selection criteria and the challenges I faced when analyzing the data.

Descriptive method background

I used the descriptive-analytical method because it is one of the most used methods in the study of social and human phenomena and because it fits the nature of the study and the subject of the research, as the descriptive analytical approach is based on an accurate description of a specific phenomenon or problem on a qualitative or quantitative image in order to understand; therefore, I will rely on this approach to reach precise and detailed knowledge about the problem of the study to achieve a better perception of the phenomenon under study, and to achieve the objectives of the study.

To answer the research questions, I chose the descriptive methods to review literature in the field of diversity and leadership. The reason for choosing is that this method allows me to navigate extensively to obtain information to answer the research question. A literature review is an excellent way to delve into literature in a theoretical and experimental way by reviewing previous research in the field of diversity management. By reviewing previous research in the area of diversity and leadership, I can identify areas that need more research.

Study Resources

The most important in foreign and local books, courses, statistics, official bulletins, and previous studies specialized in the field of study in order to enrich the study and come up with the best results and recommendations.

Literature Review

Hart (2009) defines the literature review as "The selection of available documents (both published and unpublished) on the topic which contain information, ideas, data and evidence written from a particular standpoint to fulfil certain aims or express certain views on the nature

of the topic and how to investigate and the effective evaluation of these documents in relation to the research being proposed" (Hart, 2009).

Hart (2009) argues that the literature review is important as you are given the opportunity as a researcher to study what previous research has contributed to this area (Hart, 2009). This gives insight into a wide range of knowledge (Hart 1998) according to Hart (1998) the researcher obtains. The opportunity to gain extensive knowledge in the field, and thus an opportunity to uncover any gaps in previous research. Moreover, one can define the commonalities in the findings of the research.

Literature review can be used in two different ways. First, it can be used before the study to direct it to the literature and get an overview of the available literature on the topic. Thus, the review becomes a tool for mapping past research in this area.

The second way that literature review can be used according to Hart (1998) is to examine and answer a set of research questions, as I will do in this letter. In practice, this is done by scanning the literature for the purpose of answering the previously identified research questions. To ensure high quality of the material, the use of the literature review is particularly appropriate as data material is taken from previously published research, which can be considered quality assured.

Selection criteria and challenges

Thousands of articles on leadership and diversity have been published, it has been extremely difficult to draw maps and guidance in this field because it seems unclear. In order to orientate myself well, I had to design different criteria for choosing literature. My criteria have been to contribute to the selection of literature that guarantees thesis a good academic weight, depth and breadth according to the requirements mentioned by Hart.

It was important for me to give literature includes a comprehensive picture of diversity leadership and the leader's role and influence while leading diversity. The first criterion for selection was that diversity leadership must be defined and described. To get more answers. I was looking for literature describing the main components of a diversity manager, that is, what the diversity manager is supposed to do while managing diversity.

To ensure academic depth, I chose the basic literature of the research topic and started reading about the topic of diversity leadership, while I am noting that many other notable articles and books talking about diversity leadership are too many. After reviewing the reference lists, I came across several articles and books that helped me a lot to understand the leadership of

diversity. For repeated articles, the number of quotes they had in their Social Science Quotes Index was revised. High reference articles are included that highlight my research problem.

To ensure academic weight and quality for this selection, I used searches on Google Scholar and further refined my research by searching mainly through the following publications: leadership and diversity, diversity and management, divers' organizations, diversity in workplace. I chose articles and books on topics directly related to my research topic.

Challenges in finding a good set of related literature

The literature review is entirely dependent on the quality of the data material on which the study is based. Thus, it becomes important to ensure the quality of the literature collected in a good way. This was one of the biggest challenges I faced when I did a simple search for diversity leadership.

Because databases are partially interconnected, searches often give an almost identical search result. This shows that searches have obtained relevant results. Moreover, I searched the university library databases and found some related articles.

After a lot of unlimited research, I finally discovered that many articles had no influence on my topic, and I did not find them on the list in Journal Reports and they were not indexed.

I discussed this with the university library and the comment was that the possible cause was the missing influence factor (IF) The reason could be that the articles were relatively new.

I have approved some of the published contributions because they are academic related to my thesis and subject matter. At the same time, I chose to include books related to my topic. The reason I want to include some contributions from various sources is to upgrade my research if possible. The influence factor in some books is a measure of the number of times an average article is quoted in another book or article during a specific time period. The impact factor is a measure of the quality and impact of various articles and is based on a formula developed by Thomson Reuters.

Impact factor calculation.

Number of citations received by the journal in 2011 to articles published in 2009 and 2010 eg. 400
Divided by
Number of citable articles published by the journal in 2009/10 eg. 40
The journal's impact factor equals 10

A journal impact factor is the average number of times that articles published in a specific journal in the two previous years (eg 1998-99) were cited in a particular year (ie 2000).

In short, the selection of articles was based on the following criteria: Articles related to the "area of diversity leadership". I have also reviewed them on Google scholar. The articles were also chosen based on their professional relationship with the thesis. It has also been repeated to ensure that it is of certain quality and is likely to benefit the research. Moreover, I tried to find some authors who have published literature in this field. After a few simple searches, I discovered that there are many books on diversity and leadership.

Quality Requirements

In order to give a representative and good picture of the literature studied in this thesis, it is imperative that you are aware of the different quality requirements associated with the literature review as a method. To avoid the literature review becoming an incomplete literature description, Hart recommends that you have the quality requirements. This means that if the message is to achieve good quality, the review must have enough breadth and depth. Effective analysis means that the data material is processed from different angles to achieve a good composition.

In a literature review, I attempted to meet these quality requirements in the following way: First, a relatively large number of articles are used as a basis to ensure the necessary breadth and depth of data material. Moreover, as illustrated in Chapter 2, I have derived a set of theory-based assumptions based on the instrumental and symbolic perspective. As a third measure, I analyzed the literature to categorize the information collected. The analysis is based on research questions and theoretical assumptions. In this way I can categorize the aspects of the literature that I want to analyze. In addition, it becomes easy to identify links, discrepancies, and any gaps in a literary review. It is also easy to discover similarities and differences across studies. The above factors lay the foundation for an effective analysis of data materials. To ensure the necessary width and depth, I collected many books. Much has been published about the leadership of diversity, but to ensure quality, I searched for books published in international journals where books are reviewed in an academic manner, and thus there is a guarantee of quality.

Challenges related to data collection and chosen method

Regard to the quality of the data collected and theoretical analysis, it would be appropriate to clarify some of the challenges associated with the literature review. It is equally important to know how to solve potential challenges. Ideally, one must have many articles, a high impact factor, and a high reference frequency for the articles. This is to ensure width, weight, and

quality in selection. As I explained before, it was difficult to determine a satisfactory impact factor, as well as the number of citations that should be the basis for achieving a sufficiently high frequency. Some of the articles with the highest IF were somewhat off-topic and my research questions. The solution was to choose a set of literature dealing with leadership and diversity that covered research, at the same time it was important to have the highest possible IF among these works.

Challenges associated with validity and reliability

In this paper, one of the biggest challenges will be ensuring its quality. This quality is reflected in the validity and reliability of the thesis. Reliability means that repeated measurements with the same measuring instrument will achieve the same result. Validity refers to whether a person measures what is intended to be measured. It can be said that reliability is good for others who use the same design and can draw similar conclusions. High reliability is a prerequisite for high validity. So, it can be said that reliability is a measure of the reliability of my data sources. To ensure the authenticity and reliability of the message, I tried to craft the message in a way that made it as verifiable as possible. So, I calculated the criteria and the choice of literature was collected primarily through reference checks, limited searches based on specific fields, and limited searches where the search engine and search are provided. Moreover, I have tried to nurture a high impact factor, moreover, selecting articles and books that often refer to the reference score for each book as I have reviewed it. Literature review ensures the dissertation's reliability, as already published literature distances me from problems such as interview bias etc. At the same time, I must be aware that my academic background and field of interest can contribute to influencing my own interpretation of the literature. I cannot verify errors in the data collection process for the literature studied. On the other hand, books operate with a quality system that captures systematic errors in the research they choose to publish. Books are often subject to an academic review process, which means that they are evaluated by unknown researchers in this field. Consequently, articles or books from these sources can be considered reliable sources of data.

Summary

In this chapter, I explained the methodological approach to the thesis. The thesis uses literature review to find answers to my research questions. I defended the merits of the method, and how the method contributed to solving the problem of the research. I have presented selection criteria regarding data selection. In conclusion, I discussed the challenges associated with

choosing the method and considered the challenges related to accessing the relevant literature and the validity and reliability of the thesis were discussed.

Chapter 4

Analysis and discussion

Introduction

In this chapter, I will analyze and discuss my findings from a literature review and discuss my problem and theoretical assumptions presented in chapter 2. The research questions are discussed as the following. What is diversity leadership and how is it defined in the literature? What are the main components of a diversity leader? My research questions will be discussed based on the research objectives. In conclusion, I will summarize the main features of the analysis. The aim of the study was to investigate the relationship between cultural diversity in the workplace and leadership styles. In line with our expectations, two managerial dimensions are found, and there is a relationship between these dimensions and attitudes towards cultural diversity in the workplace.

What is diversity leadership and how is it defined in the literature

My first research question examines the various definitions of leadership for diversity presented in literature. All articles and books provide information on how to define diversity leadership. Definitions about diversity leadership are distinctly different as none of the articles use the same definition about diversity leadership, but many definitions contain similar components.

In the first literature on the field, Arthur P. (2008) Brief defined diversity in his book (*On Leading Diversity*) Diversity is the industrialized world's perennial underdog. Though decades of research have yet to reveal any consistent main effects of diversity (Webber and Donahue, 2001; Mannix and Neale, 2005), the increasing diversity of schools, neighborhoods, and workplaces presents an unrelenting demand for effective interaction among diverse people (Friedman and DiTomaso, 1996; Johnson and Packer, 1987; Offerman and Gowing, 1990; Triandis, Kurowski, and Gelfand, 1994). In addition, the successful utilization of diversity undergirds.

Core social values of fairness and justice, along with the organizational prospects of greater learning, innovation, problem solving, and performance (Cox, Lobel, et. al., 1991).

In this definition, Arthur P. (2008) clearly emphasizes that the driving task is to define what the future should look like and who is also responsible for inspiring managers to make the vision a reality. Moreover, he distinguishes leadership. In Arthur's definition of leadership, he stresses that leadership is a set of processes that make the organization first and adapt it to diversity. Moreover, he claims that the leadership role is about creating success by defining

what the future should look like, and making people see and inspire them to make vision a reality despite the problems they face. Maria Schiller (2016) also explains that the leader focuses on diversity to create a vision and facilitate the integration process at the city level. Maria describes the diversity leader's mission as follows.

Diversity has become a new catchword. It is used as an analytical concept for capturing the increasing social complexity in cities due to migration, while at the same time becoming used as a policy concept. In analytical usage, 'diversity' conceptualizes social positions of individuals as based on multiple categories and as located at their intersection. It postulates the relevance of these categories in creating complex social positions. The concept of diversity has become central for analyzing a social context which is complex and imbued with power relations, such as in societies which have experienced immigration, demographic changes, and changes of life forms and life styles. Vertovec (2015a) identified 'modes of social differentiation' and 'complex social environments' as two distinct but inherently related topics of investigation. At the same time, diversity has become an important policy term. The purported 'crisis of multiculturalism' in European public discourses created a particular momentum for the use of diversity as marking a shift in policy.

It is quite clear in these two definitions that there is a distinction between a leader's tasks in managing diversity. These roles in the leadership process take different tasks, but they are still integrated. When the tasks and roles are similar and complementary, it can be said that they can cause difficulties in managing diversity, where the roles are intertwined in a way that makes the roles unclear, but in the end these definitions contain many of the same elements.

The definitions for diversity centre on the notion of difference and, within a UK context, Liff's (1996) framework is the most influential. Liff's typology presents four diversity policy approaches – dissolving differences, valuing differences, accommodating differences and utilising differences. Liff suggests that diversity management drives employee engagement across all groups, regardless of race/ethnicity, gender, age, sexual orientation, disability and religion, and that engagement fosters productivity and innovation, which are crucial to sustainability.

Here we see that Liff's (1996) defines diversity leadership as dealing with the most recipe-oriented part and on the other hand it relates more to an understanding of the leader's role in the diversity management process. It is now clear that diversity leadership is defined by focusing on the components of diversity.

"Diversity leadership is not about managers adopting best practices developed by experts. It is not a matter of adopting an approach that suits their circumstances mechanically. Instead, it comes to the practice of choice: choosing in terms of what to change, choosing in terms of the conditions in which diversity occurs and choosing the approach taken." (Marilyn J. 2003), According to Marilyn J. (2003), we see that leadership of diversity is not about adopting the best recipes in this field, but rather more about options, and what methods a leader should adopt. Moreover, Marilyn J. believes that the leader's role is to determine what needs to be changed and how to change it by using leadership.

Diversity is now seen as an essential part of most organizations; however, there is still very little understanding of what diversity means in terms of the day-to-day management of people and little knowledge of how to measure its success effectively. Reena Bhavnani (2001) offers a more rounded and comprehensive definition of diversity:

the ability to incorporate new perspectives, new ways of doing things, such that people feel valued for their group and individual difference. At the same time they are not stereotyped by expectations as always representing members of a group, or limited by expectations that they cannot do this, have no way to develop, or can only excel in one way. Diversity means questioning the ways we all speak with other people, the ways we treat each other, either defensively or in a hostile manner, patronizingly or with low expectations. It means the ability to shift from seeing all people as having one identity, which may be the most visible or most strongly ascribed, to seeing people with multiple identities, which defines them in all sorts of complex ways. These singular ascribed identities include the colour of someone's skin, whether they are women or men, old or young, gay or straight, disabled or able-bodied. We must all see others and ourselves as people with multiple identities. For example, one person may be a father, a worker, of Indian origin, Muslim, an engineer and a customer. These different identities may matter in different combinations or separately, in important ways, at different places, at different times. We must be able to move from one to several to a few to one, in order that respect and empathy is maintained, and not put people into one or two boxes from where they find it hard to emerge Marilyn J. (2003).

What is described as the key components for diversity management?

The research question examines the components that are included in driving diversity. What exactly is a diversity leader describing to do and be in the driving process? This research question somewhat overlaps with the previous discussion as it addresses many essential

definitions and components in the Leader's role. There were several contributions that could answer the key elements a leader needs to manage diversity. On a general level, there were differences between what researchers emphasized as significant and important components. However, some had a similar view of the diversity leader, his role, and approach. Literature seems to distinguish between diversity leadership actions that consist of exemplary qualities with different steps and levels that lead to successful leadership initiatives, and the role of a leader that consists of more leadership and employee-oriented tasks such as employee engagement, motivation, and communication, etc.

In other words, a distinction is made between what a diversity leader is described to do in terms of prescriptions and procedures for leading diversity, and on the other hand, personal characteristics that address how the leader of diversity should be and his behavior. Many articles create a clear distinction between recipes and a leadership role, while others link them together.

The leader's role, characteristics, and behavior

What can the literature tell us about how a Diversity Leader should behave to lead? Because of the importance of diversity, excellent driving skills become so necessary.

Some writers argue that some leaders are more capable of leading diversity than others. What are the management skills that we are talking about then?

Maxwell (1999) writes about the 21 Indispensable qualities of a leader important qualities a leader must possess, which I will mention some of them:

Character

- Adversity pushes a leader to make a choice. He chooses according to his values, even if that choice may bring negative consequences.
- To develop your character, you need to walk your talk. Integrity can be shown in your actions. Do your actions match your words?
- Character is a choice. We may all have unique talents or gifts, and though we cannot choose our family or upbringing, we can however, choose the manner and attitude we have when faced with a challenge.
- Weak character symptoms are arrogance, aloneness, recklessness, and adultery.
- A person with character does not cut corners or compromise.
- Face the music and apologize sincerely to those whom you have wronged.
- Rebuild your character after facing up to your past actions.

Personal characteristics are important for leaders to be able to fulfill their role. Leading in organizations facing continuous diversity is a huge challenge. Despite the new awareness of the complementary nature of leadership and managerial roles, there have been few attempts to clearly distinguish between the different types of leadership roles or to identify key components of diversity.

Maxwell (1999) describe the key components of diversity leadership as transformational leadership behaviors, in which the leader must articulate a vision, reinforce the organization's goals, expectations, high performance, individual support and motivation. It can also be discussed whether there are many components of transformational leadership behavior that are found in all organizations, as there are many components of transformational leadership that a leader must do to succeed in driving diversity.

Charisma

The big secret behind charisma is a genuine love of life. Leaders with charisma are never despondent, but they embrace life with a passion. People love to follow someone charged with passion. People also love a leader who makes them feel good about themselves. If you appreciate other people and show them you want to help them achieve their potential, they will return your respect and love.

Passion

Passion is the first step to achievement. A great desire brings great results. Passion increases your willpower. If you want something badly enough, you will find the willpower to achieve it. Passion changes you. You become a more productive, dedicated person once you've found your true passion

Vision

- The future belongs to those who see possibilities before they become obvious.
- Vision starts from within.
- Vision draws on your history.
- Vision meets others' needs.
- Vision helps you gather resources.
- Listen to your inner voice
- If you are itching to change your world, go ahead and do it.
- You need a team to fulfill your vision.

- Write down your vision. See if it is worth pursuing, and once you decide to, give it all you've got.

Moreover, Maxwell also emphasizes that the manager must communicate vision and give direction to the employees, as well as obtain support from effective people to bring about effective leadership. At the same time, the leader must develop a realistic vision. Also, it is important to create a vision as one of the key components that are important to the leader. Moreover, a leadership strategy must be created. It can be said that strategic plans are maps of a changing road where a compass (vision) is required. However, it is important for a leader to set realistic plans and deadlines.

Self-discipline

- The first person you need to lead is you.
- Develop and follow your priorities
- Make a disciplined lifestyle your goal
- Challenge your excuses
- Remove rewards until the job is done
- Stay focused on results

Responsibility

- Work harder than you normally do. Stretch your hours. Doing the bare minimum of 8 hours a day means you are only in survival mode.
- Go the extra mile.
- Go for excellence and quality.
- Deliver, regardless of the situation.
- Hang in there despite difficulties. Ask for help if you must.
- Admit what's not good enough.
- Find better tools: take classes, read books, find a mentor.
- Do whatever it takes to get the job done and then some.

Teachability

- Cure yourself of destination disease. Some people stop growing after they reach a goal. Keep moving and add new goals after you've achieved your initial ones.
- Overcome your success. Do not become complacent.

- Pay the price for success.
- Trade in your pride. To be able to grow you need to give up your pride.
- Never pay twice for the same mistake. If you don't learn, you will make the same mistake next year.
- Try something new.
- Learn in your area of strength.

Maxwell believes that a leader must possess some personal qualities such as: self-motivation, accuracy in evaluations, understanding of employee needs, ability to influence and negotiate, commercial understanding, positive attitude towards the organization, questioning and liveliness, open and accepting the opinions of others. Observe how you react to mistakes. He also believes that it is important for the leader to have an optimistic view of the future, to be confident, innovative, and collaborative with others, goal-oriented, organized and proactive. A good leader is able to adapt, and thus can successfully lead diversity. A good leader must have a high degree of commitment and discipline. Maxwell emphasized the importance of a high degree of self-awareness Maxwell (1999)

Communication

- Communication is key to good leadership. Good communicators can take a complex message and simplify it for everyone to understand. People need to connect to you, and along with charisma, communication is the most powerful weapon a leader can have.
- Your message. Study your audience. Let yourself be fired up with conviction and seek a response.
- Examine a memo or letter you have written recently. Were you clear as a bell? Were you direct and simple or did you use all kinds of superfluous words? If you can say it all in one line, do so.
- Refocus your attention to the people you need to communicate to. Meet them where they are, and think about how it is to be in their shoes.

According to Maxwell (1999) , the job of a leader is to convince people of the need to achieve the goals of the organization. And effective communication is an important component of success in leadership programs. On the one hand, it is important to communicate how to lead diversity, but on the other hand, it is important to know the advantages and disadvantages of

diversity. It is important for the leader to be aware of human conditions. The people who administer have to overcome everyday psychological problems and stress.

Involve employees

In order to lead diversity, it is important to find the right resources and employees must be involved so that they do not feel that the leadership may be against them. This makes the employees feel important in the organization. At the same time the leader can divide the tasks among the employees making them feel that they have a role in achieving the goals of the organization. The leader should spread the concept of diversity in an acceptable way by establishing a set of ground rules, principles and common opinions so that the subordinates can live with the diversity.

Role model

The idea is that a leader should be an example of what one wants to achieve in all contributions. A leader should start by changing himself and be a role model for the company's values. A leader succeeds when he acts as if his personal behavior is important to leadership success. He understands that leadership behavior should model what the future vision seeks to achieve. Also, the leader must pay attention to identity formation. In terms of identity formation, it is beneficial for a leader to use the role of modeling to influence the development and direction that leadership should be, as well as to achieve the primary purpose of the organization. Moreover, the leader appears to have a mission when it comes to correctly interpreting a situation so that he does not underestimate the requirements needed to support diversity.

The method of diversity leadership

Researchers use various terms when describing diversity leadership method, some researchers of diversity leadership say that organizations cannot be effective if they are constantly changing. People need routines. Today it is said that it is very important for organizations that human beings can keep pace with constant change. Maxwell 1999 argues that just as diversity occurs in all shapes and sizes, so does this happen to the leader of diversity. The planned model is clearly the one best suited for relatively stable and unpredictable situations where diversity can be pushed from top to bottom. On the other hand, the emerging model is a model suitable for rapid and unexpected situations where it is impractical if not impossible to led diversity from the top. The article also discussed the need to evaluate models in relation to the culture of the organization (Howse, J. 2017)

The method in diversity leadership is often described as a series of steps and levels and called prescriptions for how to implement diversity leadership more effectively. In short, Maxwell addresses the importance of a leader's focus on diversity and not acting too quickly, because an organization has a stable system that takes a period of time to embrace diversity, and he argues that it is the manager's task to choose appropriate leadership tools. At the same time, the diversity leader is facing a demanding and large task when choosing a method of leadership that is appropriate for the situation.

The leader depends on the correct implementation framework Strategic planning was cited as the most widely used management tool and technique. When choosing the right leadership tool, it is a demanding process, It can therefore be argued that it is the leader's task to know the organization's problems and challenges so he/she can use the right recipe and tools. And he argues that the basic problem a leader faces when implementing his model has nothing to do with strategy, structure, culture or systems, but to change the behavior of human beings. Maxwell 1999.

Many of the literature contributions' elements of what diversity leaders must do to succeed in diversity largely coincide with the leadership models. The reason why quick fixes are complicated comes from the fact that most organizations are complex, and it can be argued that it is not possible for management teams to understand the cause of impact. In an organization, everyone has their mental model, and people are not rational actors, and they react and behave in a number of unpredictable ways when it comes to diversity. Diversity initiatives in organizations operate in complex external and internal environments. (Henri S. 2003)

Despite several recipes that promise efficiency and a simplified leadership process, Maxwell(1999) argues that diversity management's effectiveness is low because leaders underestimate the complexity of diversity, focusing on tools, strategy, and structure instead of paying attention to how people change by shape identity through relationships. In general, we see that all of the articles focus on several equal key components for the diversity leader, both in terms of the leader's role (characteristics, and behavior of the leader) and the procedure (what the diversity leader must do). However, the authors emphasize many important and central key components and several of the contributions, some of them are: Formulating the vision, making the subordinates in visions, communicating well, being a role model, delegating authority to employees, motivating employees to achieve goals. These ingredients appear as the major components.

How diversity was justified in the literature

The term diversity is often taken for granted by organizations and in diversity literature (Harrison and Klein, 2007). Many studies and articles lack explicit definitions of workforce diversity (e.g. Milliken and Martins, 1996), or they use many different terms interchangeably (e.g. dispersion, heterogeneity, dissimilarity, divergence, and variation). Harrison and Klein (2007: 1200) offer the following definition of diversity: 'The distribution of differences among members of a unit with respect to a common attribute.' The authors mention tenure, ethnicity, and conscientiousness as possible attributes. Diversity scholars such as Jackson et al. (1995) and Thomas and Ely (1996) have argued for a broader definition of diversity that encompasses all the ways in which team members can differ (Karsten, et. al. 2011).

These are some of the articles that provide an explicit insight into the rationale for diversity leadership. The main reason for leadership is that leadership is necessary for survival, globalization, economics, technological development and a better future. Leadership is necessary, but not enough. Diversity initiatives that are only "managerial in nature", especially those that are poorly managed, can cause a lack of dedicated efforts, conflicts and resistance to diversity. Maxwell (1993) describes how an organization can change more effectively and the book identifies the competencies associated with effective leadership.

For example, a study by Simons (2002) found that European companies have a tendency to try to embrace a greater range of diversity dimensions than US-owned companies. Singh and Point (2004) found significant differences in main diversity types mentioned on company website statements. For example, culture was mentioned on 84 percent of German sites and only on 37 percent of Finnish sites. Gender was mentioned by 73 percent of the companies in the United Kingdom, but only by 29 percent of the companies in Switzerland.

Many dimensions and types of diversity have been empirically studied, including differences in terms of race, age, gender, religion, sexual orientation, functional knowledge, personality, and culture (e.g. Homan et al., 2008; Mannix and Neale, 2005; Stahl et al., 2010; van Knippenberg and Schippers, 2007). A mix of surface-level and deep-level attributes characterizes the diversity literature of the past decade (e.g. Harrison et al., 2002). The literature distinguishes visible or demographic diversity (such as race, gender, and age) from invisible or informational diversity (such as work experience, educational background, functional background, and tenure) and value diversity (e.g. due to culture or religion) or psychological characteristics such as personalities and attitudes (Harrison et al., 1998).

Surface or observable traits represent approximately 89 percent of the research as estimated by Jackson et al. (2003), because they are easy to operationalize and are assumed to be proxies for underlying or deeper traits (Harrison et al., 1998, 2002; Jackson et al., 2003; Jehn et al., 1999; Pelled, 1996; Pfeffer, 1983). The legitimacy of this approach is, however, being questioned by some researchers (e.g. Garcia-Prieto et al., 2003; Lau and Murnighan, 1998). (Karsten & Martha 2011)

What challenges does the diversity leader face?

There were a few of the contributions that mentioned something about the challenges the diversity leader faces. According to Henri S. (2003). there is a wide range of approaches to leadership. There is also a wide range and situations where these can be used. The problem for leaders and others involved in leadership is to make sure that the approach adopted matches their environment. Sometimes this will cause organizations to move away from their desire to lead the diversity. In other cases, they choose to keep their existing approach and adapt to the diversity situation to suit the approach.

Rowland (2010) found the four major cases that leaders fall into when trying to shape leadership or do what the organization asks them to do. he examines the four cases they identified and examined how they are controlled by the ego or shaping approaches that negatively affect the approach to the four-effective leadership:

- 1) Trap One: Leader as Revolutionary, this trap relates to the over expectation from the organization that a ‘dramatic act’ is required to be able to take it out of its current crisis or malaise into a ‘brave new world’. This trap appeared to assume that a revolution or a new world order is required
- 2) Trap Two: Leader as Protector, this trap occurred when the organization was longing for a powerful leader to look after it and shield people from harm. It was often experienced in terms of a battle between good and bad forces. Rather than going into the leadership and facing their own fears, people wanted to get to the new place with as little pain and personal discomfort as possible.
- 3) Trap Three: Leader as Hero, this trap occurred within deferential organizational systems that promoted and valued the role of the individual leader as the prime instrument of diversity. In these systems, individual leaders were idealized and took on mythological status in the eyes of the organization.

- 4) Trap Four: Leader as Magician, finally, we found organizational systems too frightened to let the 'genie out of the bottle' and confront the reasons for their underperformance, low morale or unhelpful behavior. These were cultures full of 'undiscussables. In these systems people were thinking and feeling things yet, since the 'dark' issues were unable to be confronted, kept talking as if the 'undiscussables' were not there and the world was fine.

Chapter 5

Recommendations

Based on the previous findings of the study, several recommendations can be presented as follows:

Frist: At the level of diversity in human resources

- Attention and knowledge of all dimensions, it is necessary to realize the advantages of diversity of resources humanity as well as being aware of the expected problems to adopt strategies, tasks and programs to manage this diversity.
- The necessity of seeing successful experiences of applying diversity management in organizations and trying to benefit from them and applying them in other organizations.
- Spreading the culture of diversity and difference in the organizations, preserving the interests and future of its employees, and continuing its development process without any other party's interference.
- Remove all institutions and organizations from the political conflict that threatens the future of workers in the organization.
- Commitment to what the laws stipulate in terms of non-discrimination among employees in treatment based on political affiliation, gender, or race.
- Consider non-discrimination between males and females when appointed by the Department of Organizations—providing support to facilitate movement and work for employees with special needs.
- Provide flexible work programs for employees to contribute to other social aspects. Intensify efforts to reject political differences and color, race, or gender on interactions between co-workers.
- Organizational management adopts a system of appropriate incentives and rewards that encourage innovation and excellence.
- When choosing and hiring, the organization management should consider the lack of distinction between employees by nationality or race, but rather according to capabilities.

Second: At the level of organizational culture:

- Enhancing the principle of trust between management and employees, and between employees themselves, investing potentials and capabilities of employees by involving them in the decision-making process.
- Encourage employees to join training courses to develop their performance and use modern methods and methods to perform their job duties.

- Learn about employee desires that improve performance-enhancing the expectations of creative and distinguished employees, with the administration's interest in motivating them and encouraging them to develop their performance.
- Commitment to the values of justice, the application of organizational rules and instructions in organizations in all practices, the separation of personal relationships, and the promotion of a sense of justice and equality among employees.

Conclusion

This thesis was aimed to study the field of diversity, with special reference to diversity in organizations and how it is managed. The main objectives of this research were to answer the research question and conduct a literature review in this area to find new strengths for leaders that would help them manage diversity. This helped me understand diversity more broadly, which is to develop a conceptual view of diversity initiatives in the workplace, while at the same time identifying the main driving forces behind this leadership. An additional area of research concerns the resulting factors in diversity leadership. As a result of the research, certain trends emerged in this regard and, as indicated in a review of the literature, legislation appeared to be the main driver for leadership of diversity in the workplace. Although diversity in the workplace is becoming a normal phenomenon, there is still very little research on this topic. This literature review can open new horizons for those interested in diversity. This research made me review and analyze the literature in a way that enables the reader to understand the diversity in a simplified manner.

Although there is evidence regarding benefits to organizations that appropriately manage diversity, there is a lack of evidence to demonstrate that managing diversity has a positive effect on organizational performance. This research indicates that there is room for further development of this concept, and more research will be needed in the area of organizational benefits as a result of managing diversity.

In conclusion, while legislation can be considered the most important driving force for organizations to benefit from diversity, it will be necessary to adopt a more proactive approach, as demonstrated in the literature review. Diversity is seen to have both long-term and short-term consequences. The diversity perspective encourages active participation in finding better and more effective methods, with a focus on addressing all areas of diversity.

References

Patrick, H. A. & Kumar, V. R. (2012). *Managing Workplace Diversity*. SAGE Open, 2(2). 10.1177/2158244012444615

Kristina Kvarv Andreassen, Minja Tea Dzamarija and Tove Irene Slaastad

Diversity management practices in higher education Chawawa, 2014.pdf.

Managing diversity at the organizational level Bozhko.pdf.

Dike, 2013 Study The impact of workplace diversity on organizations..pdf>.

Torsten M. Kühlmann, Ramona Heinz (auth.) - *Managing Cultural Diversity in Small and Medium-Sized Organizations_ A Guideline for Practitioners* (2017, Gabler Verlag).

Claretha Hughes (auth.) - *Diversity Intelligence_ Integrating Diversity Intelligence alongside Intellectual, Emotional, and Cultural Intelligence for Leadership and Career Development* (2016, Palgrave Macmillan, the US).

Clive Dimmock, Allan David Walker - *Educational Leadership_ Culture and Diversity* (2005).

Geographical Review Vol. 69, No. 1 (Jan., 1979), pp. 79-94

Jacky Lumby, Marianne Coleman - *Leadership and Diversity_ Challenging Theory and Practice in Education (Education Leadership for Social Justice)* (2007).

James A. Anderson - *Driving Change Through Diversity and Globalization_ Transformative Leadership in the Academy* (2007, Stylus Publishing).

Kecia M. Thomas - *Diversity Resistance in Organizations (Applied Psychology)* (2007).

Keith Patching - *Leadership, Character, and Strategy_ Exploring Diversity* (2007, Palgrave Macmillan).

Michalle E. Mor Barak - *Managing Diversity_ Toward a Globally Inclusive Workplace* (2016, Sage Publications, Inc).

Laura A. Liswood - *The Loudest Duck_ Moving Beyond Diversity while Embracing Differences to Achieve Success at Work* (2009, Wiley).

Terence Jackson - *International Management Ethics_ A Critical, Cross-Cultural Perspective* (2011, Cambridge University Press).

David Livermore - *Driven by Difference_ How Great Companies Fuel Innovation Through Diversity* (2016, AMACOM).

Dr. Mary L. Connerley, Paul B. Pedersen - *Leadership in a Diverse and Multicultural Environment_ Developing Awareness, Knowledge, and Skills* (2005, Sage Publications, Inc).

Marilyn J. Davidson - *Individual Diversity and Psychology in Organizations* (Wiley Handbooks in Work & Organizational Psychology) (2003, Wiley).

Rost, P. J., Moore, L. F., Louis, M. R., Lundberg, C. C., & Martin, J. (Eds.). (1985). *Organizational culture*. Sage Publications, Inc.

Sylvana Storey (auth.) - *The Impact of Diversity on Global Leadership Performance_ LEAD3 Reframing Leadership and Diversity through a Whole Systems Change Process* (2014, Palgrave Macmillan UK).

[Global Diversities] Maria Schiller (auth.) - *European Cities, Municipal Organizations and Diversity_ The New Politics of Difference* (2016, Palgrave Macmillan UK).

Neck, C. P., Neck, C. P. & Houghton, J. D. (2006). Two decades of self-leadership theory and research. *Journal of Managerial Psychology*, 21(4), 270-295. 10.1108/02683940610663097

Chris Hart - *Doing a Literature Review_ releasing the social science research imagination* (0) - libgen.lc.

John C. Maxwell - *The 21 Indispensable Qualities of a Leader_ Becoming the Person Others Will Want to Follow* (1999, Thomas Nelson) - libgen.lc.

Kochan, T., Bezrukova, K., Ely, R., Jackson, S., Joshi, A., Jehn, K., . . .Thomas, D. (2003). *The effects of diversity on business performance: Report of the diversity research network*. *Human Resource Management*, 42(1), 3-21. 10.1002/hrm.10061

Parvis, Leo. *Journal of Environmental Health; Denver* Vol. 65, Utst. 7, (Mar 2003): 37,63.

<https://guides.library.unisa.edu.au/c.php?g=169983&p=1119052>

Aghazadeh, S. M. (2004). *Managing workforce diversity as an essential resource for improving organizational performance*. *International Journal of Productivity and Performance Management*, 53(6), 521-531. 10.1108/17410400410556183

Sadri, G. & Tran, H. (2002). *Managing your diverse workforce through improved communication*. *Journal of Management Development*, 21(3), 227-237. 10.1108/02621710210420291

Ashikali, T. & Groeneveld, S. (2013). *Diversity Management in Public Organizations and Its Effect on Employees' Affective Commitment*. *Review of Public Personnel Administration*, 35(2), 146-168. 10.1177/0734371x13511088

Martin, G. C. (2014). *The Effects Of Cultural Diversity In The Workplace*. *Journal of Diversity Management (JDM)*, 9(2), 89-92.

Van Knippenberg, D., De Dreu, C. K. W., & Homan, A. C. (2004). Work Group Diversity and Group Performance: An Integrative Model and Research Agenda. Journal of Applied Psychology, 89(6), 1008–1022. <https://doi.org/10.1037/0021-9010.89.6.1008>

Lonner, Walter J. and Berry, John W. and Hofstede, Geert H., Culture's Consequences: International Differences in Work-Related Values (1980). University of Illinois at Urbana-Champaign's Academy for Entrepreneurial Leadership Historical Research Reference in Entrepreneurship, Available at SSRN: <https://ssrn.com/abstract=1496209>.

Ion Alexandru TANASE, 2015. "The Importance Of Organizational Culture Based On Culture Transfer," Proceedings of the INTERNATIONAL MANAGEMENT CONFERENCE, Faculty of Management, Academy of Economic Studies, Bucharest, Romania, vol. 9(1), pages 848-852, November

