

THE MANAGEMENT OF VISIBLE AND INVISIBLE DIVERSITY IN ORGANIZATIONS¹

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ABSTRACT

The objectives of this article are to review the literature of Sixty-three (63) documents on the management of visible and invisible diversity in organizations, for which a tour of the background is carried out, the concept of diversity; the legitimacy of diversity management, visible and invisible characteristics of diversity, good practices, the challenges for current organizational leaders, organizational performance, a proposal for a visible and invisible diversity model of diversity management is elaborated, they address the challenges of implementing diversity in organizations, suggestions are made to improve the management of diversity in organizations and some conclusions are made.

KEYWORDS: Visible Diversity, Invisible diversity performance, Strategic management of human resources, Diversity management.

INTRODUCTION

This article is aimed at improving managers awareness of the importance of diversity as a social problem that has important implications for organizational strategies and their relationship with interest groups and how they can rethink the issue of diversity to better address it. the issues and problems that arise.

Diversity management in organizations is a process aimed at creating and maintaining a favorable work environment in which all the particularities and differences between people are considered, thus improving their potential and maximizing their contribution to the achievement of the company's strategic objectives. an organization, ultimately guaranteeing sustainable development, but it is not achieved only by establishing and using inclusive language but with real actions.

Diversity aims to build an inclusive culture that promotes and enhances the talent of all members of an organization, therefore, the sustainable management of human resources is a challenge for organizations, and from diversity it is open to any category or trait that people share

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with certain other individuals, which makes them, as a group, different from other individuals, however, in diversity practice and research, the categories of gender and race remain predominant, and other dimensions have gained increasing visibility, such as age, ethnicity, disability status and religion, sexual orientation and gender identity.

In general, researchers have drawn on a variety of theoretical perspectives to understand diversity and its effects on organizations. However, much of the research has largely taken place within disconnected investigations. Although diversity as a topic has its roots in an amalgam of disciplines, particularly psychology and sociology, the various studies tend to be situated within a specific area, taking into account the relative slowness of the development of diversity theory, especially compared to the evolution of practice in the organization.

This article takes a tour of the background, the concept of diversity; the legitimacy of diversity management, visible and invisible characteristics of diversity, good practices, challenges for current organizational leaders, organizational performance, a proposal for a visible and invisible diversity model of diversity management is prepared, The challenges when implementing diversity in organizations are addressed, suggestions are proposed to improve diversity management in organizations and conclusions are made.

Methodology

Systematic mapping has been adopted as the research methodology in this study, following what was proposed by Pagani et al (2015), the articles were identified based on the Journal's quartile criteria, citation index and the review time period. was from 2018 to 2023, Sixty-three (63) documents from the Scopus database were reviewed for their relevance, interdisciplinarity, and to focus on high-quality contributions, to search for those aspects considered relevant and the findings of the study allowed us to discover , categorize and represent research areas related to visible and invisible diversity and good practices in the workplace, as well as possible gaps.

Background

Diversity has its roots in a fusion of disciplines, particularly psychology and sociology, and specific areas such as: sociopsychological theories of intergroups, the similarity paradigm and personal perception, in this order of ideas the management of Diversity was promoted by the report called "Workforce 2000" in 1987 from the Hudson Institute, Llaneza, et al (2023) and by sociopsychological theories on intergroup relations that develop the construction and functioning of social stereotypes, research on diversity influences in various aspects related to the life and success of an organization such as performance and reputation, Power et. al. (2023)

Theories on social identity and self-categorization offer explanations for some cognitive aspects and motivational processes that underlie the relationships between members of the groups to which they belong. Leon (2023)

Social identity theory maintains that individuals engage in social confrontations to distinguish between the groups to which they belong (in-group) and the groups to which they do not belong (out-groups) to establish increasing affinities between the group and the differences between groups. Kreuz, Mundwiler (2018), therefore, it is very likely that a heterogeneous group will find better quality solutions to problems, as stated from the point of view of processing information about diversity. Cucari, et.al. (2018).

The diversity

Diversity points to any compositional difference between people within a work unit (Roberson 2019), for Sabharwal et al. (2018) diversity management is multifaceted, encompassing management activities that promote workforce diversity as an important organizational objective, create cultural awareness, adopt and implement formal diversity programs, and implement policies that address the diversity, equality and inclusion concerns (send positive signals to stakeholders who value diversity and inclusion and provide justice in line with the law (Dennissen et al., 2019).

If organizations work to achieve the ideal balance between making profits, delivering returns to shareholders, and promoting a welcoming environment for their stakeholders (Cambra-Fierro, et. al, 2020), employees will develop appropriate skills compatible with technology, such as the ability to interact with different communities, both locally and globally.

One day's diversity management is one hour's need and every organization tries to bring more and more diversity in the organization. When an organization brings diversity in the management of the organization, it fosters prosperity and gives better ideas to solve a particular problem in the organization. Ozbilgin, (2023). Workforce diversity in organizations has become an important factor in human capital management. Campbell, (2023). Therefore, diversity management increases the efficiency, effectiveness, creativity, sense of belonging and motivation of employees and in this way making human capital management sustainable is a challenge for organizations (Santana and López-Cabrales, 2019).

To achieve the implementation of diversity management in an organization, the construction of a climate of diversity is required, which for Janssens and Steyaert (2019) focuses on the perceptions of employees, successfully promoting equity and the elimination of discrimination, as well as listening, expression, active assessment and integration of diverse perspectives.

In this way, diversity management for Kaur et.al. (2020) is very important for all organizations, because a diverse workforce provides different ways to solve problems. Earlier, diversity was considered as a difference in gender, age, religion, caste and color etc. But now it is considered a different style of work, style of dress, family background, sexual orientation and generational gaps, among others.

The results obtained by Kaur et.al. (2020) by analyzing diversity management in different organizations and in different sectors in India, show how they are implementing it and establish the challenges they face in managing it. Concluding that the performance and productivity of employees are increased by promoting diversity in organizations.

In this scenario, organizations need and seek not only experts at work, with specific training, and intercultural collaboration skills that will benefit the organization, therefore, they must manage a diverse workforce, create and maintain a proactive work environment, in which the similarities and differences of individuals are considered as a way to achieve their individual potential and maximize their contribution to the strategic sustainability of an organization by meeting goals and objectives (Khan, et.al. 2019; Shin and Hur, 2020) .

For its part, diversity management for Kaur et.al. (2020) means people from different backgrounds, age groups, cultures, genders and different regions, working in the organization, understanding each person as unique and each has their own identity.

Diversity management for Seliverstova (2021) is the recognition that an organization's workforce is made up of diverse individuals with differences, which may be visible (race, ethnicity, age, sex, physical abilities, among others.) and invisible (education, skills and abilities, motivation, work experience, among others). And it must be considered if you want collaborators who contribute to the growth of the organization.

In Waxin et.al. (2023) found that one of the key issues facing human capital management is managing the diverse workforce in a way that is consistent with the organization's strategy and mission. Therefore, human capital and diversity management can be seen as a key sociocultural aspect of sustainability.

The legitimacy of diversity management

Without claiming that diversity management is a well-defined management concept, legitimacy can be condensed into a question: why should someone implement diversity management? A fundamental reason for doing so is compliance with relevant laws. . However, the various anti-discrimination or equal opportunity laws leave organizations a wide margin in terms of how to comply with them. The law typically defines which dimensions of diversity must

be addressed, but, in most cases, it does not define the nature of the organization's commitment to this management approach, nor does it define the form or intensity of diversity management programs. the diversity of the organization. Organizations therefore have considerable leeway in terms of making decisions about integrating more dimensions of diversity and, more generally, about the breadth and scope of these programs.

In this regard, for Köllen, (2019) the different voices within the diversity management discourse mostly tend to give more weight to one response over the other, to argue for or against its legitimacy. The consequences can arise from an organizational workforce that is diverse in its composition. Diversity management, then, would be seen as a tool to achieve a diverse and heterogeneous workforce, and to overcome homogeneity, for which an employer strives to become the employer of choice for the greatest possible number of applicants, including minority and female applicants (Köllen, (2019).

The second line of argument is based on the diversity already existing within a workforce. Diversity management, then, must ensure that this diversity can be used and evaluating the effectiveness of the diversity management program and practices can contribute to providing evidence that diversity policies and practices are giving the expected results. . Waxin et.al. (2023)

In short, it is not so much diversity per se that unequivocally contributes to greater organizational performance, but rather well-managed diversity. This alone constitutes an economic motivation for organizations to follow some type of diversity management approach. However, there is also an ethical motivation to do so.

Visible and invisible characteristics of diversity

Advances in the conceptualization of diversity have resulted in various typologies to describe the different forms that differences between people can take, this classification of attributes into two categories, the visible or surface level and invisible or deep characteristics that emerged from reading the articles.

Visible characteristics of diversity (Surface-level diversity)

They refer to born or natural characteristics and acquired or developed characteristics such as age and types of generations; disability; The ethnic group; the gender; the religion:

- **Age-types of generations**, is generally reflected in five: veterans; the boomers; generation the Millennials; the Centennials. (See table 1)

Table 1

Generations and their characterization

Generations	Characterization	Authors
The veterans	Born before 1946	MacLean, et.al. (2021).
The Baby Boomers	Born between 1946 and 1964.	Day,D. (2023)
Generation X	Born between 1965 and 1980.	Twenge (2023)
Millennials	They were born between 1980 and 2000.	Álvarez-Pérez, et.al. (2022)
Centenials o Z	They were born after 2000 100% digital native.	Aggarwa et.al (2020); Aggarwal, et.al. (2020)

Note. Prepared by the author based on the referenced authors

- Although each generation of collaborators is unique, valuable and special, in reality, each tends to see the other differently based on their own life experiences and expectations. Management must ensure that people of different generations work in intergenerational harmony, learning to respect and accept each other.

- Disability (Mental/physical ability): the use of disability practices is limited by concerns about additional costs to the organization (Wu et.al. (2023) and these can be distinguished according to different categories: mild, moderate or serious; whether the situation is congenital or acquired; or whether it is visible or invisible to others (Khan et al., 2019) and reflect the influence on decision-making processes related to the hierarchical levels of workers.

- Ethnicity: Ethnic diversity refers to the heterogeneity in language, culture and races that exists in an organization. According to the perspective of social identity, according to Mulu, and Zewdie. (2021) is positively associated with organizational performance, individuals who are more exposed to different ethnic groups and more heterogeneous and inclusive environments are less likely to maintain the stereotype and more likely to accept differences, therefore increasing attraction and retention of talented workforce.

- Gender: It is one of the main dimensions of diversity, it is defined as the psychological disparity and social or cultural experience related to being a woman or man in an organization, Mulu and Shimelis (2021) propose that the management of gender diversity is very significant and determining for organizational performance.

Invisible Characteristics of Diversity (Deep Level Diversity)

In general, researchers have drawn on a variety of theoretical perspectives to understand diversity. and its effects on organizations such as: 1) culture, 2) sexual orientation, 3) thinking

style, 4) religion, 5) lifestyle, 6) economic condition, 7) education, 8) nationality, geographical origin, 9) political orientation, 10) Language, 11) family situation and 12) work-experience.

1) Culture: Focuses on strategic actions of the organization to promote diversity, make adjustments to the culture and train employees to create a work environment focused on the development of employees and the acquisition of new skills. Balevičienė,(2021)

2) Sexual orientation: These are actions directed towards the labor inclusion of LGBTIQ+ people, because intersexuality is totally excluded from the analysis in terms of identification of specific organizational practices and initiatives, it is necessary to address the gap between legislation and practice, Leburu et.al (2022).

3) Thinking style: Thinking styles are embedded in personal identities, as they differ not only in what they think but in how they think, Newton et. to the. (2023), therefore, organizations must be intentional in seeking collaborators with diverse thinking styles and approaches, this will guarantee the success and performance of the organization. Jebamony et.al. (2023)

4) Religion: It is a dimension of diversity management in the workplace in organizations. In this regard, Das (2021) found that employees remain segregated in lower positions and are not allowed to openly express their religion. many of the empirical studies have shown a positive effect of spirituality on commitment, satisfaction and job performance, Maidl et.al. (2022) and, Velinov (2019) found in Silicon Valley that religion remains taboo in some technology organizations and religious identity is still neglected as part of diversity management in theory and practice Cintas, and Normandy (2023).

5) Lifestyle: It is a more or less integrated set of practices that an individual adopts, because they satisfy utilitarian needs, which forms an identity that is individual or group and distinguishes him or her from others Yulianti, (2021), and the style of Life determines the behavior of employees in the workplace. Cewińska, and Striker (2018).

6) Economic condition: Discrimination due to economic factors affects certain economic minorities, broad aspects of diversity and promotion of equity are required and efforts must include the most marginalized. Bridgette et.al. (2023) to produce a competitive advantage, with greater creative thinking and innovation, greater success in promoting foreign and domestic ethnic communities, and a better distribution of economic opportunities. Ayano (2020)

7) Level of Education: The skills and consequences of knowledge have a favorable impact on innovation activities. Furthermore, regarding the role of highly skilled workers, educational level diversity is more conducive to team creativity when teams face versatile tasks, Guo et.al. (2021) and beneficially influence the production of new knowledge and the creation of new ideas through complementarity at the individual level.

8) Nationality/geographical origin: Diversity of nationality increases the diversity of languages, values and information in organizations and their different geographical origin. Köllen, (2019). and the results of the research carried out by Belderbos et.al. (2022) show that nationality diversity can improve R&D effectiveness.

9) Political orientation: Modern societies are made up of different and diverse interests, points of view, ideologies, which allows different political currents to exist. Corrington et.al. (2020) identifies current gaps in research and practice for different political ideologies, in the field of diversity.

10) Language: It is the proportion of different languages spoken within a given territory, or organization, that is, a place where numerous languages coexist will have greater linguistic diversity or richness than another where only one is spoken. . Sinicropi and Cortese (2020)

11) Family situation: There are almost as many types of family as there are cultural identities, and these are dynamically considered for Getrude-Dadirai; (2023): nuclear or elemental family; Extended or consanguineous family; single parent family; Cohabiting couples or de facto unions; Couples without children; Single or individual households; Reconstituted or mixed families; Adoptive families; Homoparental families, made up of people of the same sex; Families whose children are born through assisted reproduction techniques; Host families or “kangaroo” families among others. Chated et.al. (2020)

12) Work-experience: Skills and knowledge acquired by a person or group in a specific job position, or during a period, Patnaik et.al. (2020), is important not only for promotion to higher executive ranks, but remains a predictor of longer tenure. Schmid, and Mitterreiter, (2020)

H1. Visible characteristics of diversity impact organizational performance

H2. The invisible characteristics of diversity in organizational performance

Good practices: how does diversity work?

We conceive of good practices as actions, projects or lines of intervention aimed at promoting the management of diversity and inclusion in organizations, which can serve as models for replication in other contexts and by organizations and are determined by criteria or standards. that qualify it as optimal or excellent practice to achieve expected results. Therefore, the criteria used to define good practice are criteria of excellence. The following were identified:

Strategic Level: Strategic involvement and commitment, Chated et.al. (2020) Davenport et.al. (2022); Institutional Diversity Leaders Chated et.al. (2020); Davenport et.al. (2022); van Zanten, and Fleischmann, (2023; Diversity management objectives, Noon (2020); Zanfrini &

Monaci(2021; Ethical codes Velinov (2019); Rusu et.al. (2023); Diverse work culture Velinov (2019); Zanfrini & Monaci (2021); Davenport et.al. (2022); Organizational climate and justice Alshaabani et.al. (2020); Belderbos ET.AL. (2022); Moral legitimacy, Köllen, (2019); Monitoring diversity, Noon (2020); Chated et.al. (2020); Ozbilgin, (2023)

Tactical Level: Diversity training and development Noon (2020); Chated et.al. (2020); Ndunge et.al. 2022); Intercultural training and development Zaman et.al. (2022); Bridgette et.al. (2023); Diversity networks Inegbedion et.al (2020); Orhero& Okolie, (2023); Diversity Management Competence Mousa et.al. (2020); Alfalih, (2022); Improving the workplace Chated et.al. (2020); Zanfrini & Monaci (2021); Mentoring and coaching Zanfrini & Monaci(2021); Nurminen, (2023).

Operational Level: Diverse recruitment and selection Chated et.al. (2020); Waxin et.al. (2023); Stakeholder Management, Davenport et.al. (2022), Jebamony, & John, F. (2023); Clear rules of coexistence, Chated et.al. (2020); Ribbons&Normandy. (2023); Harmony, Work-Life Balance, Zaman et.al. (2022); Campbell, (2023); Diverse thinking and differences, Zia-ur-Rehman et.al (2021); Nurminen (2023); Clear internal and external communication Chated et.al. (2020); Zanfrini & Monaci(2021); Waxin et.al. (2023)

H3. Good diversity management practices improve organizational performance

Challenge for current organizational leaders

The management of diversity requires focusing on the visible or surface-level characteristics and the non-visible, or deep, characteristics. It was Crenshaw (1989) who in his study coined for the first time the term intersectionality as the interaction between multiple categories of difference to help think about different identities and ties and how these identities possibly collide in ways that are not understood by focusing on a single identity categories.

We need to (re)think diversity management practices that consider multiple inequalities and intersectionality, because diversity management is even more important, especially aimed at driving innovation, improving decision making, problem solving, foster customer understanding, increase employee engagement and retention, expand the talent pool, ensure legal compliance, and contribute to a positive reputation in the marketplace. Nurminen (2023).

Intersectionality is used today in a broader sense considering the intersections between various other categories, that is, class, religion, region, age, sexual orientation, disability and employment status. (Meyer, & Benenson. (2023).

Studies on diversity management practices have failed to theorize heterogeneity within identity categories, for this reason political intersectionality and structural intersectionality are addressed:

Political intersectionality: Responds to Ozbilgin's (2023) call to address the ways in which social identity groups organize between two or more political agendas or movements, and is important for organizational policies and group political strategies. Disadvantaged, and for Dennissen et al. (2019) offer a unique opportunity to study the diversity of networks as potential coalitions waiting to be formed.

The study on structural and political intersectionality by Dennissen et al. (2019) concludes that the complexity of multiple identity categories, inequalities and their intersections require. Rethinking diversity management to build on critical reflection and perspectives with attention to structural and political intersectionality will open possibilities toward more effective diversity management practices that foster organizational equity.

Structural intersectionality: For Aspinall, (2022) are the experiences of people within a particular identity category qualitatively different from each other depending on their other intersecting identities and following Dennissen et al. (2019) to analyze how network members negotiate their multiple identities vis-à-vis their membership in diverse city networks. The impact of the intersection of socially constructed identities and the ability to develop as leaders had not been investigated prior to Aspinall's Doctoral thesis (2022)

For its part, Whooper (2022) establishes that the dynamics of structural intersectionality in diversity networks are inexplicably linked to processes of privilege and disadvantage and that diversity networks are hindered by a policy of preserving privileges instead of clarify it for the practice of diversity management in organizations.

H4. The political intersectionality of diversity management impacts organizational performance

H5. The structural intersectionality of diversity management impacts organizational performance

Organizational performance

One of the key challenges identified by organizations in addressing diversity at work is the difficulty in measuring the results of diversity policies, it is difficult to systematically monitor or evaluate the progress and benefits of diversity. Rusu et.al. (2023), this is because it is difficult to measure the full impact, including the intangible and long-term benefits of diversity.

Two dimensions of organizational performance can be used, the first for Orhero et.al. (2023), is related to the achievement of the organization's goals and objectives. The second is related to the degree to which the organization maintains its commitments to its stakeholders.

We conceive organizational results as a multidimensional construct that includes profitability, growth and productivity, and the orientation of our review aims to propose that, the greater the degree of diversity management, it will generate better organizational results evident in the achievement of goals and objectives. and in maintaining commitments with its interest groups.

H6: Diversity management has a significant and strong impact on the financial and non-financial performance of organizations.

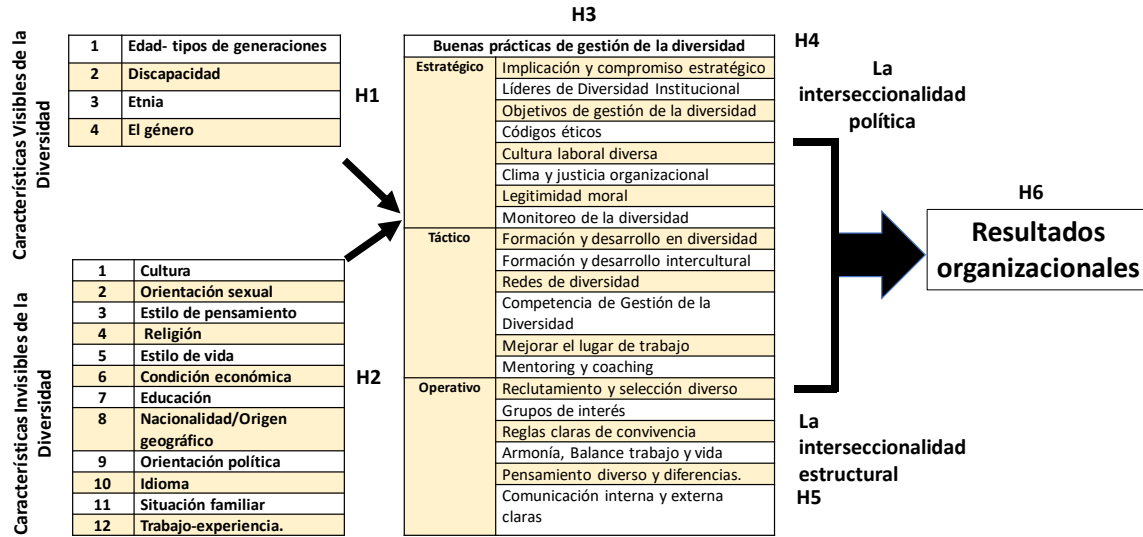
Proposal for a visible and invisible diversity model for diversity management

The model suggests that for diversity practices to be implemented, CEOs must first make sense of the value of increasing diversity in the workplace and holding positive beliefs about workforce diversity. Although many CEOs support diversity management, these beliefs often do not translate into tangible organizational policies and practices, because human capital managers face multiple and competing organizational demands in addition to managing diversity. Ng, et.al. (2020)

A CEO's words and actions are important to the implementation of diversity initiatives, but their human capital managers' interpretation of these words and actions also plays an integral role in the implementation of diversity management practices. Ng, et.al. (2020)

Figure 1

Model of visible and invisible diversity in organizations



Note. Prepared by the author

The results obtained by Ng,et.al (2020) demonstrate that CEOs' awareness and attitudes toward diversity are critical to diversity management efforts, moral values can enhance a CEO's commitment to diversity. . Additionally, CEOs must visibly demonstrate pro-diversity behaviors so that these efforts are adopted by organizational members and diversity practices are implemented.

The changes we have witnessed so far have brought diversity management to the top of CEOs' priority lists for van Zanten, and Fleischmann, (2023). Today's societies are changing, at a faster pace than ever, as are global organizations to stay in tune with the markets in which they operate, this means adapting corporate cultures and therefore behaviors.

Diversity management is a very challenging process, Idris, (2023) Identified that it is also hard, uncomfortable, sensitive, complex, messy and a long journey that requires patience and successful diversity management of CEOs who It drives creativity and innovation, improves the decision-making process, increases organizational effectiveness, and makes organizations better equipped to deal with the complexity of our world today.

In this sense, human capital directors play a fundamental role in the adoption and implementation of diversity management policies and practices. Taken together, Ng,et.al (2020) demonstrate that both the CEO and the human capital manager are crucial for organizations to successfully implement organizational change.

Challenges when implementing diversity in organizations

Diversity management is more than a way to classify and study groups of people. True diversity means respect and acceptance of diverse people in the workplace and there are benefits and challenges to implementing diversity. The challenges that organizations face in managing diversity are as follows: Kaur et.al. (2020)

One of the challenges is the unintended signals that these initiatives send, the mere presence of diversity initiatives can have unintended consequences through the communication of (1) equity signals, (2) inclusion signals, and (3) of competition. Dover et.al. (2020)

Others are: the communication barrier; the ineffective implementation of diversity policies; the generational and age difference between people; discrimination against diverse collaborators by native collaborators; the bias of the immediate boss towards collaborators of different nationalities and cultures; expanding the conceptualization of diversity to include both visible and invisible aspects; improve the measurement and analysis of the construct, leading to a richer understanding of the meaning and importance of diversity in organizations. Kaur et.al. (2020)

Suggestions to improve diversity management in organizations

Diversity education and integrated diversity best practices can be a tool for crisis prevention. Campbell, (2023). The term crisis management refers to the use of strategies to help an organization deal with a sudden and significant negative event, and diversity is an ongoing process and we cannot rest on our laurels in diversity because the work of building a better the work environment is never finished, if diversity work is stopped, defunded or left to “run its course”, a crisis will most likely develop. Campbell, J. (2023).

They must have clear policies and procedures related to diversity, and clearly communicated to all the organization's interest groups. Kaur et.al. (2020)

Design appropriate training programs for employees and increase commitment to the organization, so that they feel valued, receive regular feedback and updates regarding workplace satisfaction, and are encouraged and motivated to freely discuss problems with the interest groups in the organization with respect and dignity towards each and every one of the different cultures of the people. Kaur et.al. (2020)

CONCLUSIONS

The literature on organizational diversity has seen great advances in terms of understanding the meaning, functioning, and effects of diversity at work. place. However, as this review shows, there are still many opportunities for further progress.

Intersectionality should be encouraged, while empirical evidence indicates that managers, collaborators, and different subgroups within an organization often have different divergent perceptions about diversity and diversity management. Few organizations adopt adequate action programs and are willing to go beyond minimum compliance with legal requirements.

The study concludes that there is very little diversity management, and diversity in organizations can be improved by taking some measures and recommendations into consideration. The most important recommendation that the organization should follow is to establish diversity and inclusion policies and communicate them effectively to all employees.

Organizations still have a long way to go, to get there, organizations must take seriously and responsibly the construction of a culture of diversity in the social fabric of organizations.

There are few organizations that develop strategies to manage diversity and inclusion, in some there are regulations, directives or normative documents, which deal with dimensions of diversity such as sexual orientation due to the fact that there is particular pressure from different authorities and businesses. to be published and announced.

Diversity requires practicing what we preach, as how to advance and promote diversity in our organizations and organizational managers need to consider diversity management in the workplace and the successful implementation of cultural diversity management practices depends on organizational culture.

Finally, organizations around the world are encouraged to create more fair, diverse and inclusive workplaces. Köllen (2019) diversity management has to address the question of how to make the workplace as inclusive as possible for this already existing diversity and attract more diversity by improving its working conditions.

REFERENCES

Please refer to the articles in Spanish Bibliography.

BIBLIOGRAPHICAL ABSTRACT

Please refer to articles Spanish Biographical abstract.