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Diversity management in organizations

Zarządzanie różnorodnością w organizacji

Abstract: In the face of rapid changes, modern organizations must be ready for the development of technology and changes related to the globalization process in the world. The result of these changes is a shift from managing monocultural organizations to managing multicultural organizations. Migration processes are the cause of the growth of cultural diversity in enterprises. It is the result of aging societies as well as changes in corporate structures. Diversity also means division according to sex, age, skin color, etc. It can also refer to physical and mental abilities as well as religion. The introduction of the concept of diversity management is a requirement of the modern world. Especially with regard to human resource management and the accompanying social and economic processes. This is a requirement of the modern world. Currently, the market forces organizations to be open. Enterprises should create such working conditions that each employee celebrates the comfort of fulfilling professional duties. So that he can develop his potential. Managing diversity should be characterized by actual care for the employees of the organization because they are the source of its success.

Enterprises operating in the conditions of constant changes should react and verify strategic goals in order not only to survive but also constantly develop. Moreover, they must implement innovations in all areas of their activity. It is extremely important to adapt the organizational structure to the current market situation. It is also important to understand diversity in the conditions of the enterprise. If it is properly managed, it should bring benefits to the organization. It is important to take into account the

requirements and needs of both employees and customers. These activities should become a norm or even a standard in order to build a competitive advantage of an organization.

Streszczenie: W obliczu szybkich zmian nowoczesne organizacje muszą być gotowe na rozwój technologii i zmiany związane z procesem globalizacji na świecie. Efektem tych zmian jest przejście od zarządzania organizacjami monokulturowymi do zarządzania organizacjami wielokulturowymi. Procesy migracyjne są przyczyną wzrostu różnorodności kulturowej w przedsiębiorstwach. Jest to efekt starzenia się społeczeństw oraz zmian w strukturach korporacyjnych. Różnorodność to także podział ze względu na płeć, wiek, kolor skóry itp. Może również odnosić się do zdolności fizycznych i umysłowych oraz religii. Wprowadzenie koncepcji zarządzania różnorodnością jest wymogiem współczesnego świata. Zwłaszcza w odniesieniu do zarządzania zasobami ludzkimi i towarzyszących mu procesów społeczno-gospodarczych. To wymóg współczesnego świata. Obecnie rynek wymusza na organizacjach otwartość. Przedsiębiorstwa powinny tworzyć takie warunki pracy, aby każdy pracownik cieszył się komfortem wypełniania obowiązków zawodowych. Aby mógł rozwijać swój potencjał. Zarządzanie różnorodnością powinno cechować się faktyczną dbałością o pracowników organizacji, ponieważ to oni są źródłem jej sukcesu.

Przedsiębiorstwa działające w warunkach ciągłych zmian powinny reagować i weryfikować cele strategiczne, aby nie tylko przetrwać, a także stale się rozwijać. Ponadto muszą wdrażać innowacje we wszystkich obszarach swojej działalności. Niezwykle ważne jest dostosowanie struktury organizacyjnej do aktualnej sytuacji rynkowej. Ważne jest również zrozumienie różnorodności w warunkach przedsiębiorstwa. Odpowiednio zarządzana powinna przynieść organizacji korzyści. Ważne jest uwzględnienie wymagań i potrzeb zarówno pracowników, jak i klientów. Działania te powinny stać się normą, a nawet standardem w celu budowania przewagi konkurencyjnej organizacji.

Introduction

Today, diversity is an inherent feature of societies worldwide. Countries belonging to the EU must respect all solutions in the field of diversity management in organizations. This mainly applies to areas such as [1]:

1. The organization should eliminate phenomena related to discrimination and exclusion.
2. Develop a competitive advantage based on human capital.
3. Modern organizations must be geared to constant changes.

Diversity management should combine the mission of the organization and its culture, and above all, of employees. Creating an organizational culture that fosters respect for diversity becomes a showcase in a competitive market. As part of these activities, it is extremely important to provide employees with a work-life balance. In addition, preventing discrimination, mobbing and harassment. Respecting human rights, ensuring professional development and improving qualifications. Social differentiation is a product of the advancement of time and community development. There is an objective differentiation of people in the linguistic, moral, political and geographical spheres. Only companies with a diverse staff in terms of gender, age.

The differentiation of societies took place as a result of economic and political changes as well as the transfer of cultural patterns in the processes of globalization. There is a belief that diversity promotes the achievement of economic effects and, above all, increases the competition of organizations on the market. As a result of globalization, organizations must function in a diverse environment.

The awareness of the importance of diversity makes it easier for organizations to attract not only new employees but also clients. Employees from different cultural backgrounds guarantee the use of original and innovative solutions in organizations.

The aim of the chapter is to analyze the diversity management in an organization. It presents the factors that are taken into account when deciding

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[1] M. Branka, *Equal rights, equal opportunities (in) equal reality or the European gender equality policy*, [electronic document] 2010, p. 74.

on the implementation of the principles of diversity, especially in human resource management.

The basis of the study is a critical analysis of the literature on the subject and descriptions of diversity management practices in organizations that accept diversity as one of their organizational values.

The role of human resource management in organizations

Human resources management is a comprehensive approach to the acquisition, employment and improvement of human skills. The goal of human resource management is to improve the efficiency of the organization through employees. As well as ensuring the ethical dimension of all activities that develop employees' potential. Management activities within human resources play an important role in shaping human resources management, the functioning of HR departments, as well as organizational transformations[2]. Personnel resources are considered the most important components of an organization. Despite the presence of advanced technologies, the position of people and their values has become paramount in the functioning of various organizations. Achieving the effectiveness of the entity is possible by developing the effectiveness of individual employees. Organizations are of a social nature. Therefore, the shape of human resources is decisive for the quality and functioning[3]. The area of management is an important basis for increasing entrepreneurship in the organization, the effectiveness of decisions made, as well as the effectiveness of the entire employee team. Human resource management plays an important role in transforming employees into business partners in organizations. To ensure a high level, the organization manages and directs the development of personnel potential. Modern human resource management enables the creation of development opportunities, building a sense of belonging, and adopting the employer's attitude of openness to team

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[2] M. Amstrong, S. Taylor, *Human Resource Management*, Wolters Kluwer Polska, Warsaw 2016, pp. 23–26.

[3] G. Filipowicz, *Organizational development through employee efficiency development,* Wolters Kluwer Polska, Warsaw 2013, pp. 15–37.

initiatives. Properly shaped and improved human resources may constitute an important factor of competitive advantage. Changing the attitude towards personnel from the level of employees at various levels to cooperators or business partners is an element of using HRM to achieve higher goals in the enterprise in its market environment in accordance with the set mission and vision and long-term forecasts of activity[4]. Human resource management plays an important role in managing employee motivation. It can be the main way to construct motivation and training systems in the professional environment. The evolution of personnel policy in organizations is conducive to the involvement and strengthening of the role of HRM for the benefit of shaping employees, knowledge, consulting or niche specializations available only within the scope of the activity of a given entity[5].

In the employee market, human resource management is gaining a new role, e.g. using human resources as a strategic partner in the fight for acquiring and developing talents. In areas based on creative work, HRM is an important area of risk management, especially in design and innovative companies. Elements of HRM play an important role in shaping human resources. This may apply to economic clusters, technology ports, etc. Developing the potential of employees, including creative thinking and acting, is the basis of effectiveness achieved by human resource management. This is joined by specialized and relatively narrow areas, such as knowledge management, which allow for the emergence of a network approach, identification of cluster coordinators, work leaders and many other activities[6]. The focus of modern organizations on finding gaps and unused potential of employees prompts the use of HRM solutions for business operations. Thus, human resource management becomes crucial against the background of age, ethnic or other diversity.

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[4] A. Stasiak, *We are not looking for employees but partners*, ICAN Institute, 21/02/2020 Nationale – Niderlanden 2020, pp. 11–20.

[5] L. Maziarz, *Managing the motivation of experts – on the example of specialists from the IT industry*, CeDeWu, Warsaw 2016, pp. 72–93.

[6] S. Olko, *Knowledge management in clusters and networks in creative industries*, CeDeWu, Warsaw 2017, pp. 81–90.

Diversity as a challenge

Diversity management is an issue of importance to many organizations. It is the result of changes taking place within the whole society, which result in the diversity of the workforce. There is a significant increase in migration processes, which cause the society to become multicultural. The reason for the increase in diversity is globalization, the aging of societies and the transfer of production to countries with cheaper labor. The organization's interest in diversity issues is also due to economic reasons. Innovation in various areas of life may mean various activities or processes involving the implementation of new ideas on the basis of existing realities[7].

It is becoming a common belief that diversity can be conducive to achieving economic or competitive advantage in the marketplace. Enterprises aware of the importance of diversity quickly attract new employees from different cultures. This gives them a guarantee of the emergence of new ideas and innovative solutions to issues related to the organization. Diversity and multiculturalism in enterprises concerns the attitudes and behavior of individuals. The basic attitudes that members of the organization should adopt are: understanding, empathy, tolerance and willingness to communicate[8]:

➠ understanding – the purpose of this element is to understand the nature and importance of diversity and multiculturalism. Managers need to understand that cultural factors make people behave differently and that differences between people do exist and must be accepted and respected. You must not treat everyone equally, even if the organization has an equal opportunities policy,

➠ empathy – it is an element that is related to understanding others thanks to the ability to empathize with their situation. By getting to know each other better, group members can increase their ability to collaborate effectively,

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[7] M. Sitek, *Ecological development of the economy as an opportunity to increase employment in the European Union*, Journal of Moderm Science, TOM 2/33/2017, Józefów, 2017, p. 121.

[8] R. Griffin, *Fundamentals of organization management*, PWN, Warsaw 2004, p. 174.

➠ tolerance – although people may learn to understand others and may even try to empathize with them, some may not accept certain behaviors of other group members or find them undesirable,

➠ willingness to communicate – problems are often exaggerated because employees are afraid to openly discuss issues related to diversity or multiculturalism or are not willing to do so. Often, what was a minor problem at the beginning can turn into a much bigger conflict in the absence of proper communication.

The attitudes discussed will help members of a culturally diverse organization to cooperate better. The effectiveness of work in such an environment is influenced by the social and emotional skills of employees. Awareness and the ability to solve and maintain contacts with other people determine professional success. This applies to situations when the work performed requires cooperation in a group.

The stereotype of the perception of representatives of other communities makes it possible to discover the beliefs and values that have been passed on to foreign colleagues by their native cultures. Ch. Earley and S. Ang created a model of cultural intelligence[9], which consists of three components:

➠ cognitive – the ability to collect rules and norms prevailing in a foreign culture. A manager who wants to act effectively in a changed reality should know what values, traits and behaviors are valued in a foreign cultural circle,

➠ motivational – getting to know and understand different norms and cultural values and the resulting behaviors. It is important to make people aware of the relativity of professed values and to stimulate motivation to learn about other cultural realities,

➠ behavioral – the ability to quickly absorb behaviors and attitudes typical of a given cultural circle. It is related to the ability to behave appropriately in various social situations.

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[9] Z. Ronowicz, *Cultural intelligence or what a manager of the 21st century should do*, "Personnel and Management" 2005, 7/2005.

The inability to imitate naturally and properly understand gestures and behaviors typical of a given culture proves a low level of development of cultural intelligence in the behavioral sphere.

Diversity in the organization

Diversity is a natural feature of the world. In an organization, it means that its members differ in one or more important dimensions, such as: age, gender, race or cultural background.

In the context of the entire organization, it can be understood as[10]:

➠ employee diversity – includes the group or situational identity of the organization's employees based on the represented race, gender, ethnicity, religion, sexual orientation, age, family status, economic status, cultural and geographical origin. It is related to demographic changes on the labor market.

➠ behavioral diversity – includes work styles and thinking styles, learning and communication styles, beliefs and aspirations, value systems, as well as changes in employee attitudes and expectations.

➠ structural diversity – includes interactions between functions and individual levels in the organization's structure and between organizations cooperating with a given organization.

➠ business diversity – refers to market segmentation and diversification of products and services as well as various situations in the environment. The growing requirement of competitiveness, globalization, the development of modern technologies, and changes in business and political relations indicate the need to respond to the aspect of business diversity.

Every organization has to deal with the phenomenon of diversity. Failure to perceive cultural differences reduces work efficiency. In addition, difficulties in recruiting and retaining talented employees in the organization.

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[10] B. Mazur, *The role of the cultural factor in the process of learning and teaching,* "Praxelogy" 2005, 145/2005, p. 17.

The greatest threat that diversity and multiculturalism may pose for an organization are misunderstandings resulting from a variety of reasons, leading to a conflict[11]. A possible cause of conflicts may be that the employee was promoted or dismissed because of their dissimilarity.

Another source of conflict may be misunderstandings, misinterpretations or inappropriate mutual relations between representatives of various groups[12]. Conflict can also arise as a result of distrust or personal prejudice.

Diversity favors an organization's marketing efforts as it attracts more customers. For an organization to be successful, it is important to assume that the goal of managing cultural diversity is to maximize the potential of employees. The types of benefits of a culturally diverse organization are:[13]

1. The cost argument – as the organization diversifies, the costs of ineptly integrating employees will increase.
2. The Human Resource Sourcing Argument – Companies have a firm reputation as employers of women and ethnic minorities. Those with the best opinion on managing diversity will win the competition for the best.
3. Market argument – in transnational organizations the sense and cultural sensitivity brought by members from other countries to marketing activities should significantly increase the effectiveness of these activities.
4. The Creativity Argument – a variety of points of view and less emphasis on conforming to past norms, which characterize the modern way of managing diversity, should increase the level of creativity.
5. Problem solving argument – The diversity of decision and problem solving groups' composition potentially leads to more effective decisions through different viewpoints and a more in-depth critical analysis of individual issues.
6. The System Flexibility Argument – One consequence of the multicultural diversity management model is that the system will become less determined, less standardized and therefore more fluid.

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[11] R. Griffin, *Fundamentals of organization management*, PWN, Warsaw 2004, pp. 192–193.

[12] Friday E., Friday S., *Managing diversity using a strategic planned change approach*, The Journal of Management Development 2003, 10 (22) 2003, pp. 342–358.

[13] J.A.F. Stoner, R.E. Freeman, Jr D.R. Gilbert, *Management*, PWE, Warsaw 1998, p. 206.

Organizations that want to achieve the greatest possible benefits from diversity should choose the approach to diversity and then introduce them into their strategy[14]. Thanks to the strategy formulated in this way, one can expect greater effectiveness of activities for the benefit of the diversity of human resources. Such activities are conducive to the creation of an organizational culture, which is of particular importance in the situation of an organization with a diverse workforce.

Diversity should be seen as an organizational value. Managing it is about accepting and being responsible for coordinating or controlling the actual activities of the organization.

Equality and diversity

Human differences should be regarded as an actual phenomenon and not as a handicap of human nature. In determining social equality, each branch of production, each occupation, feint or profession brings together the most genetically appropriate people to perform a given function[15].

Diversity is the result of both genetic and environmental differences. Personality, intelligence, and peculiarities change under the influence of these factors. Research confirms that the actual development of intelligence is conditioned by the interaction of genes and the environment – similar genes in dissimilar environmental conditions produce different effects, the same applies to dissimilar genes under similar conditions[16].

It should be noted that genetic variation should not be viewed as a handicap of human nature, but as something unique. This especially applies to the situation related to the selection of employees and their appropriate use in the organization.

[14] R. Konce, *Redefining diversity: it's not the right things to do It also makes good business sense*, "Training and development", 12/2001, pp. 22–23.

[15] T. Dobzhansky, *Diversity and equality*, PIW, Warsaw 1979, p. 65.

[16] T. Dobzhansky, *Diversity and equality*, PIW, Warsaw 1979, p. 72.

Diversity management

In practice, human resource management, diversity management is a relatively new concept. His concept was born in the USA. It was related to the employment of immigrants who often did not know the language. Such actions laid the foundations for the enactment of the Civil Law Act in 1964. It was created for human rights and deals with social changes that continue to this day. There was a legislation of actions aimed at undertaking by entrepreneurs tasks related to the maintenance of women and ethnic minorities. Equally important was the legislation on the principles of equal opportunities, prohibiting discrimination on the grounds of race and religion. The concept of diversity management is gaining importance in Europe. There is a growing diversity of employees. In European businesses, the challenges of diversity relate to intercultural communication and cooperation to eliminate stereotypes and prejudices. This challenge primarily concerns managers, because they decide whether diversity will be an organisation's value or a burden. Therefore, they should integrate diversity in a way that allows multicultural organizations to increase efficiency from homogeneous organizations. Most European countries have taken into account differences such as age, gender, sexual orientation and religious beliefs under legal protection or by a code of practice introduced by the European Union, as equality and social inclusion remain an important principle. These principles are reflected in the EU directives[17]:

1. Directive on equal treatment and discrimination in employment and occupation.
2. Racial Equality Directive.

The Directive on equal treatment and discrimination in employment and occupation was adopted by the Council of the European Union in 2000. It states that any discrimination in employment and occupation is prohibited and illegal. Equal treatment applies to such matters as[18]:

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[17] Directive 2000/78 / EC [Electronic document] http: www.ind.org.pl/sonnszz/dyrekli-wia_UE.htm [Accessed: 01.06.2021].

[18] Directive 2000/43 / EC [Electronic document] http: cms.horus.belfiles / 99935 / MediaArchive / pdf Poland_POL.pdf [Accessed: 01.06.2021].

➠ hiring – creating equal conditions for access to work,

➠ running your own business – creating appropriate conditions and assistance in starting and running it,

➠ promotion in employment by providing opportunities to raise qualifications,

➠ access to career counseling, vocational training and education, retraining and practical vocational training through apprenticeships,

➠ ensuring appropriate working and pay conditions,

➠ providing protection against dismissal,

➠ membership and participation in the work of workers 'and employers' organizations, and the privileges of belonging to them.

The Race Equality Directive was adopted by the European Union on the basis of Art. 13 of the Amsterdam Treaty. It provides protection against discrimination in employment and access to goods and services including social welfare, health, social security and education. It also includes many important definitions, such as discrimination, direct and indirect, harassment and victimization. Other significant regulations introduced by the Directive concern the permit to operate "Special measures", the reversal of the burden of proof and the establishment of equality institutions at national level[19].

As a member of the European Union, Poland fulfilled all legal obligations before joining the Community. Issues related to equality between women and men have been included in the Constitution of the Republic of Poland. On the other hand, the EU gender equality directives have been implemented into the Labor Code. In Poland, there is the Office of the Government Plenipotentiary for the Equal Statute of Women and Men. It should be noted that properly managed diversity can be defined as[20]:

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[19] *Directive 2000/43 / EC* [Electronic document] http: cms.horus.belfiles / 99935 / MediaArchive / pdf Poland_POL.pdf [Accessed: 01.06.2021].

[20] M. Branka, *Equal rights, equal opportunities (in) equal reality or the European gender equality policy*, 2010 [electronic document], http://www.projekt-sampo.pl/pdf/europejska_polityka_rownosci_plci.pdf [Accessed: 01.06.2021].

➠ diversity and differences between people can and should, when properly managed, contribute to increasing the company's value,

➠ diversity includes all the ways in which people differ from one another, which means that it includes all the different characteristics, not only the most visible ones, such as age, gender, race, ethnicity or disability,

➠ organizational culture and work environment are concepts with which diversity remains very closely related.

The idea of managing diversity states that the workforce is made up of people belonging to different cultures. The use of this fact by the managers of the organization may contribute to greater work efficiency.

Equal opportunities in practice mean activities that are addressed to specific groups, eg women, the disabled, etc. It should be stated that diversity management is about creating a work environment in which every employee will be appreciated. All activities must be addressed individually to individual members of the organization, and not only to representatives of specific groups.

Diversity management provides an opportunity to review and evaluate all activities in the organization that are carried out within the framework of equal opportunities. Failure to take advantage of these opportunities will result in the problem of managing diversity in the organization not functioning. Thus, the aim of the organization should be objective and clearly formulated procedures. Excellence in the performance of individuals and the workforce should be aware of the influence of prejudices and stereotypes in decision making.

Equally important is flexibility, which means that a diversity-driven organization will be flexible in the style of work, practices and procedures of the company. The hallmark of an organization that fosters diversity is the individual employee and, above all, his needs. Regardless of group differences, diversity-oriented organizations promote and develop all employees. Eliminating prejudice and discrimination strengthens the organization. Prefers a culture of openness and building trust among all employees.

The diversity of employees may be perceived differently by the organization. The organization should be divided into four groups[21]:

1. Organizations that ignore diversity.
2. Organizations that restrict themselves to applying the imperatives of law relating to diversity issues.
3. Organizations that not only adhere to legal principles, but are also prepared for ad hoc interventions in the event of conflicts arising from diversity.
4. Organizations that incorporate the principles of diversity management in their action strategy.

Situations with negative consequences for the organization concern organizations that do not perceive cultural differences.

On the other hand, diversity-oriented organizations demonstrate flexibility in terms of their work styles, practices and procedures within the organization. In addition, it develops and promotes all employees regardless of group differences. Organizations whose operation is based on openness, building trust between all employees, eliminates the prejudices of employees in organizations.

The pursuit of diversity management among European employers has led to the emergence of an international initiative promoted by the European Commission to popularize the Equality Charter. It is a written commitment to implement the policy of equal treatment and diversity management. Actively counteracting discrimination and mobbing in the workplace.

This initiative was signed by 12 countries, including Poland since 2012. In our country, the charter was signed by 96 organizations, including large private sector companies.

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[21] B. Mazur, *The role of the cultural factor in the process of learning and teaching*, "Praxelogy", 145/2005, pp. 55–56.

Diversity management plans and programs

The complexity of the enterprise environment is related to the variety of employees. To achieve the success of a diversified organization, a sequence of six steps is used[22]:

- ⇒ Step 1 – Diversity project group – the management team may establish a special team – the diversity project group composed of employees of different cultural backgrounds.
- ⇒ Step 2 – scenarios for the future – there should be three different scenarios of what the business world will look like in 10–20 years with an emphasis on elements related to diversity. One scenario should be selected and the actions taken should be concentrated on it.
- ⇒ Step 3 – vision and strategy – focusing on the strengths, weaknesses, opportunities and threats for the company resulting from the scenario. As a result, a formulated vision and mission of the company should arise. This lays the foundation for creating a company strategy.
- ⇒ Step 4 – diversity audit – It allows you to assess the current situation of the company, as well as the attitude of employees to the issue of diversity.
- ⇒ Step 5 – Company Goals – Board and Diversity Project Group members define the company's diversity management goals.
- ⇒ Step 6 – Diversity Management Implementation – The Diversity Project Group plays an important role, directs all activities in the organization. It may be responsible for:
  - – Diversity management leadership development programs for senior and junior management.
  - – Trainings on building a team taking into account diversity in all departments of the company.
  - – Events, meetings with a large number of employees to provide information on diversity management.

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[22] M. Armstrong, *Human Resource Management*, Oficyna Ekonomiczna, Wolters Kluwer, Kraków 2005, p. 74.

– Changing tools for assessing the achievements of managers in order to strengthen diversity management and allows you to evaluate its course.
– Changing the tools HR departments use to recruit and maintain a diverse workforce, etc.

The introduction of changes in the organization results from significant organizational processes that relate to the structure of the organization, culture and economic position. Therefore, cultural training should be implemented that implement the principles of social learning such as motivation, attention, behavior and repetition. Proper management of an organization requires changes in the attitudes and behavior of employees. Planning changes related to the company's strategy is the basis for assimilating attitudes and behaviors in the organization.

Conducting diversity training is seen as a tool that helps the organization achieve its goals. Proper training of employees at all levels includes[23]:

➠ conflict management skills,
➠ effective transmission and reception of feedback,
➠ effective listening to others,
➠ ability to observe the group,
➠ ability to make group decisions.

Managing diversity requires many changes. First of all, they concern the employees themselves. Especially their behavior and attitudes towards constant changes. Each organization in its culture must take into account the diversity and adaptation at the individual and group level. It should take into account interpersonal relationships throughout the organization.

Recognizing diversity requires accepting the culture of other employees. As well as commitment and experience in perceiving reality. Extremely important in this respect is tolerance in the area of knowledge accumulation and the way of creating processes in the organization.

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[23] D.J. Grublo, *Human Resource Management*, Oficyna Ekonomiczna, Wolters Kluwer, Kraków 2005, pp. 36–38.

The benefits of managing diversity in Polish companies

Managing diversity offers many benefits to an organization. It facilitates the organization's success because it shapes the ways of behaving in the work environment.

Based on the analysis of the implementation status of diversity management in companies participating in the 16th edition of the Human Resource Management Leader Competition, benefits can be indicated for both organizations and employees. It is mainly[24]:

- benefits resulting from the diversity of teams, creativity, innovation thanks to breaking the routine, stereotypical approach to the problem,
- mutual learning from others,
- a better working environment and greater involvement of employees in the company's affairs,
- positive image of the company as an attractive employer,
- the ability to attract the best candidates to the company,
- greater flexibility and the company's adaptability to changing conditions and the changing environment,
- greater customer variety,
- greater competitiveness through increasing creativity, innovation and efficiency,

In order to obtain the above-mentioned benefits, it is necessary to properly communicate the principles of the introduced system. As well as organizing trainings and workshops on the diversity faced by the organization.

The benefits resulting from the diversity of people performing the work justify the need to go beyond anti-discrimination and equalizing opportunities in order to manage diversity.

It is assumed that the differences of both the individual and the groups that make up employment in the enterprise should be appreciated. Therefore,

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[24] A. Rogozińska-Pawelczyk, *Diversity management in Polish organizations [in] Towards diversity – new challenges in managing the organization and social potential.* VOLUME XVII / Book 2 / Part III 2016, pp. 28–29.

the advantage of such action is the fact of enriching human capital by increasing its value and quality. The result is an increase in work efficiency as well as creating value for stakeholders.

Employees are treated as partners with equal rights. Partners are not instructed. They must be convinced of the rightness of performing their tasks. Employee performance is taken into account, which is an important element of diversity management in enterprises.

Conclusions

Diversity can become an added value when you have the ability to use them. Managing diversity should become an advanced practice through its formalized nature. Generally, organizations should apply the principles and transparency of conduct, guided by the principle of equal opportunities. Conscious use of human resource management instruments that adapt to different groups of employees. Enterprises should run information campaigns that build awareness of the importance of diversity in the workplace. Organizations are made up of teams of people who are diverse in many ways. Their possession favors the possibility of acquiring and retaining customers, creating a better financial condition of the organization. The challenge of managing a company in terms of diversity is to build trust between colleagues, employees and superiors. Such actions are possible in organizations that build trust into the culture of the organization, treating it as the basis of all corporate principles.

Regardless of the reasons behind the management's decision to use the element of diversity in relation to the organisation's human resources, the benefits of introducing diversity management are invaluable. Therefore, dissemination of this type of practice in organizations is expected.

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