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Bakalárska práca  
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Diversity management in the current work environment

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## **Declaration**

I hereby declare that I am the sole author of the thesis entitled “Diversity management in the current work environment “. I duly marked out all quotations. The used literature and sources are stated in the attached list of references.

In Olomouc

Maroš Mariančík

## **Acknowledgement**

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## **Abstract**

The aim of this thesis is to propose a set of recommendations for improving diversity management in the company H&M. The theoretical part is focused on defining the concept of diversity management, describing the importance of diversity management in the current work environment, and a description of the current state of diversity management at H&M.

The practical part is based on a questionnaire with selected employees of H&M with the aim to find out their perception of diversity management at the company. These findings are compared with the company's intentions in the field of diversity management. Based on this comparison as well as on knowledge gained in the theoretical part of the thesis, the set of recommendations for diversity management improvement is proposed.

### **Key words:**

Diversity management, diversity, equality, equity, inclusion, human resources

## **Abstrakt**

Cieľom tejto práce je navrhnúť súbor odporúčaní na zlepšenie riadenia diverzity v spoločnosti H&M. Teoretická časť je zameraná na definovanie pojmu diversity management, popis významu manažmentu diverzity v súčasnom pracovnom prostredí a popis súčasného stavu diversity managementu v H&M.

Praktická časť je založená na dotazníku s vybranými zamestnancami H&M s cieľom zistiť ich vnímanie diverzity managementu vo firme. Tieto zistenia sú porovnávané so zámermi spoločnosti v oblasti diversity managementu. Na základe tohto porovnania, ako aj poznatkov získaných v teoretickej časti práce je navrhnutý súbor odporúčaní na zlepšenie manažmentu diverzity.

### **Kľúčové slová:**

Diversity management, diverzita, rôznorodosť, rovnosť, začlenenie, oddelenie ľudských zdrojov

# Table of Contents

<b>Introduction .....</b>	<b>5</b>
<b>I. THEORETICAL PART .....</b>	<b>6</b>
<b>1 Theoretical basis of diversity.....</b>	<b>6</b>
1.1 Definition of diversity .....	6
1.2 Diversity and inclusion.....	7
<b>2 Diversity Management.....</b>	<b>9</b>
2.1 Definition.....	9
2.2 Roots of diversity management.....	10
2.3 Methods for managing diversity.....	10
2.3.1 Push from the management.....	11
2.3.2 Diversity related education .....	11
2.3.3 Recruitment and selection of new personnel .....	11
2.3.4 Mentoring and networking.....	12
2.4 Current diversity management practice examples of diversity categorization.....	12
2.4.1 Primary and secondary diversity dimensions.....	13
2.4.2 Demographic diversity .....	13
2.4.3 Organization diversity .....	13
2.4.4 Four-dimensional concept.....	15
<b>3 Models of diversity management .....</b>	<b>16</b>
3.1 Cox's model of transformation change .....	16
3.2 Personalization model.....	16
3.3 Multidimensional model.....	17
<b>4 Implementation of diversity management .....</b>	<b>19</b>
<b>5 Diversity and its management in the Czech Republic .....</b>	<b>21</b>
<b>6 Importance of diversity.....</b>	<b>22</b>
<b>7 Diversity management in H&amp;M.....</b>	<b>23</b>
<b>II. PRACTICAL PART .....</b>	<b>24</b>
<b>8 Methodology .....</b>	<b>24</b>
8.1 Data Acquisition Methods .....	24

<b>9</b>	<b>Introduction of H&amp;M.....</b>	<b>26</b>
9.1	Diversity practice.....	26
9.2	Survey, results and interpretation .....	27
9.2.1	Data results and interpretation .....	27
<b>10</b>	<b>Discussion and recommendations .....</b>	<b>41</b>
10.1	Recommendations .....	41
	<b>Summary .....</b>	<b>43</b>
	<b>Bibliography .....</b>	<b>44</b>
	<b>List of figures .....</b>	<b>50</b>
	<b>List of graphs .....</b>	<b>51</b>
	<b>Annex 1: .....</b>	<b>52</b>
	<b>Annex 2: .....</b>	<b>59</b>

## **Introduction**

Diversity management is a necessary part of all effective human resources strategies. As human resources are becoming one of the key aspects in leading any organisation, creating diverse teams and respecting cultures and personal diversity allows companies to aim for sustainable success. Wanting to create lasting success, organisations must become aware of the fact, that uniqueness and diversity of the work environment can lead to new opportunities and values crucial to modern business.

Often discussed and persistently a key problem within both society and business practice, this thesis uses a specific case study to analyse and highlight the importance of diversity management in business practice. The aim of this thesis is to evaluate the current state of diversity management in the company H&M and to propose specific steps that, if implemented, would lead to improved diversity management in business practice.

The theoretical part will first characterize the concepts of diversity and diversity management and outline the specifics of diversity management in everyday work life as well as the current state of diversity management in H&M business practice. Subsequently, this part will define negative aspects and potential obstacles associated with diversity management and outline the economic benefits of implementing diversity into the culture of society.

The practical part will implement the theoretical findings into the analysis of chosen case study by evaluating the concept of diversity management in the company H&M. Diversity management values and tools of H&M were evaluated through questionnaire. Questionnaire was presented to employees of H&M in stores located in Olomouc. In the survey, employees evaluated whether the ideas of company are translated into the practice and what aspects they feel are missing in the business practice of H&M's diversity management.

In the final part of the thesis, the results from the questionnaire will be compared with the diversity program. Recommendations are proposed based on the results.

# **I. THEORETICAL PART**

The focus of this section of the thesis is on diversity, including its definition, what it implies, and how it can be broken down into its constituent elements in present practice. The thesis examines the distinction between diversity and inclusion, as well as the historical context for diversity management. Then there's a look at how diversity management works and how it's used in the real world. The thesis also discusses the importance of diversity management in today's workplace, as well as the advantages of implementing it. The diversity management of the H&M brand is explored near the end of this chapter.

## **1 Theoretical basis of diversity**

The integration of theoretical diversity information from the literature is the subject of this chapter of the bachelor thesis. This chapter defines the words diversity and inclusion, making it easier for us to examine H&M's diversity and inclusion.

### **1.1 Definition of diversity**

Despite the fact that diversity is difficult to describe, many authors have different viewpoints on the subject. At the same time, the writers' perspective on the subject is well-organised. Further down, a number of points are discussed and detailed.

*"A wide range of diversity or variety based on a classification criterion"* (Formánková, 2015). In English, the word "diversity" can mean "different." The notion perceives every difference between one person and another. It has the power to reveal hidden qualities as well as improve the appearance of obvious flaws. Individuals with these characteristics form a group of people attempting to engage with one another based on their diverse values, views, sexual orientation, knowledge, cultural perspectives, skills, attitudes, life experiences, and lifestyles, which determines definition and division. Diversity is seen as a unifying factor whose primary goal is to recognise, name, and respect differences (Formánková, 2015).

Diversity, according to Horváthová (2016), Diversity aims to create conditions in the workplace, society, and other groups that allow people to reach their full potential, regardless of their individual differences. It is the cornerstone of equal opportunity (not only in the market). These opportunities are misinterpreted as adherence to the law and standards intended to prevent discrimination against people (women, the elderly, the disabled ...). Equal opportunity refers to the absence of religious barriers to a disadvantaged minority's economic or political participation. *"All forms of prejudice are not covered by the law"* (Horváthová, 2016).



In the labor market, we encounter employee diversity in terms of age, abilities, nationality, and gender. As a result, the manager is practically forced to adopt a work style that values each employee's unique strengths and qualities. When there is a diverse mosaic of employees, the response to the diversity of clients and business partners is significantly better. Employee diversity improves customer responsiveness, promotes quick flexibility, and has an impact on product development, marketing, and public relations (Matyášová, 2014).

Individual differences manifest themselves in the form of remuneration desires, responses to leader behaviour, and activity styles, and remuneration is frequently mentioned in the concept of organisational behaviour, which is closely linked to diversity. Increased diversity can lead to more rumours, humiliation, and prejudice, which are all unwelcome outcomes. This is prevented by the principle of diversity, which is the abolition of discrimination and injustice. Discrimination includes stereotyping and demographic diversity, as well as a variety of approaches to different people (Robbins, 2017).

The impact of rapid cultural and community growth on a diverse workforce with minorities is significant. This is critical not only for the success of individuals in the field, but also for the success of the city or state. By embracing the company's diversity and encouraging employee loyalty and pride, the organisation will improve overall efficiency and production. A diverse staff facilitates the involvement of a community that firmly supports the company's "image" (Dotson, 2020).

## **1.2 Diversity and inclusion**

Inclusion is closely related to diversity, which stems from the principle of treating all members of society with dignity and integrating them into the company or society. Gender, religion, race, sexual orientation, age, health status, and other factors have no bearing on whether or not a person is accepted into a community. Inclusion is a strategy for bringing together and harnessing diversity in the workplace, with advantages for both the company and its employees. When a company accepts diversity, it adopts an inclusive culture almost immediately (Jordan, 2011).

To better understand the difference between inclusion and diversity, imagine a jigsaw puzzle. Hundreds of remarkable and one-of-a-kind pieces come in a variety of shapes and sizes. What diversity is all about is the uniqueness and excellence of each piece in the context of other works. The goal of inclusion is to ensure that all of the components are properly connected and work together for the benefit of the team. It's all about cultivating a culture that values, respects, and, above all, is distinctive. People collaborate to create an environment in which

everyone is free to be themselves while also respecting the gifts, abilities, and skills of others (Anand, 2020).

Murad (2018) defines inclusion as a process that leads to employee acceptance and a sense of belonging in the workplace. The boss is regarded as a fair person who treats all employees equally. People should feel open and involved in society's activities, such as educational opportunities, volunteer opportunities, and social gatherings, as a result of the relationship between diversity and inclusion.

## 2 Diversity Management

The general definition of diversity management, as well as points of view on the definitions, are discussed in this chapter. Following that, there will be a discussion of how diversity management has changed over time. Finally, the methods for managing diversity will be discussed.

### 2.1 Definition

Diversity management is defined as "*an organization's systematic planned effort to hire and retain individuals with varied backgrounds and competencies*" (Bassett-Jones, 2005). Thomas (1990) clarifies the term by defining diversity management as a management style that "*allows each individual to fulfil their full potential.*" On its own, diversity does not provide a competitive advantage. It has the potential to be both a threat and a blessing in disguise. The expanded definition of Olsen and Martins (2012) now includes three management diversity objectives: "*1. promote human capital diversity in some aspects, 2. ensure that human capital diversity does not obstruct the attainment of the organization's objectives, 3. ensure that the diversity of human resources contributes to the achievement of the organization's goals.*" (Olsen, 2012). As a result, we'll think of diversity management as a way to ensure diversity while minimising its disadvantages and maximising its advantages.

Despite the fact that minimising diversity concerns appears to be the simplest solution, Cox and Blake (1991) offer six reasons why diversity management is beneficial:

1. Cost advantage - As organisational diversity becomes more common, the costs of insufficient or ineffective management diversity implementation will rise. As a result, businesses that have successfully implemented diversity management will gain a competitive advantage.
2. Resource acquisition - employees are a company's most valuable and difficult resource, and candidates with minority characteristics may have an advantage in the talent hunt.
3. Marketing benefit - incorporating management diversity can help to improve the company's reputation while also better representing market diversity and assisting in the development of marketing plans for a variety of clients.
4. Greater creativity - When diversity among employees is effectively managed and no emphasis is placed on conformity, work teams produce more innovative results than homogeneous work teams.

5. More effective problem solving - thanks to the diversity of decision-making groups, the problem can be studied from multiple perspectives, resulting in better analysis and problem solving.
6. Increased organisational flexibility - a well-implemented diversity management strategy reduces system standardisation and improves the company's adaptability to changing business conditions. As a result, costs and response times to changes in the environment should be reduced.

Similar points are made by Armstrong (2010), who emphasises diversity management as a means of addressing talent shortages, the need to understand and become closer to customers, and improved teamwork outcomes.

## **2.2 Roots of diversity management**

As support for positive discrimination and equal opportunity policies waned in the 1980s, diversity management began to take shape. In a 1990 essay for the Harvard Business Review, R. Roosevelt Thomas coined the term "diversity management." Demographic changes caused fluctuations in the labor market and consumer market, which were a major reason for diversity management. White men, who had previously dominated both sectors, began to lose power, and a desire to reach out to people from different backgrounds grew. Globalisation has aided this requirement. Although many of the strategies used in positive discrimination and equal opportunity regulations were similar to those used in diversity management, the primary goal of diversity management was to achieve corporate objectives rather than to prevent discrimination (Kelly, 1998).

## **2.3 Methods for managing diversity**

Frequently, common diversity management techniques are unique and distinct. It's often under-formalised and difficult to understand. Because each company has its own set of requirements, this is the case. Successful methods in one company may not be successful in another. Successful businesses, on the other hand, generally follow a set of operations that are frequently repeated. Some of them include leadership development, diversity training, recruiting and selection, mentoring and networking, supplier diversity, and so-called affirmative action and equal employment opportunity (Madera, 2013). As part of an HR strategy, diversity management is frequently used. HR management procedures include recruitment and selection, promotion, performance appraisal, and performance structure (Shen, 2009).

### **2.3.1 Push from the management**

Major variables affecting the favourable impact of established managerial diversity on business performance are seen as diversity promotion at the highest levels of management, as well as in-house diversity management rules (Richard, 2000). According to Cox (2001), it is both the beginning and the most important aspect of the process of implementing management diversity.

### **2.3.2 Diversity related education**

Diversity training is a single program, or a collection of programs aimed at increasing positive intergroup behaviour, reducing prejudice and discrimination, and improving people's abilities, knowledge, and motivation to connect with people from various groups (Pendry, 2007). These are based on the premise that greater understanding and interaction with people from different backgrounds reduce prejudices and promote positive perceptions of differences, reducing conflict and allowing for productive cooperation.

Bezrukova (2012) identifies two basic diversity training tips. There are two types of training: diversity awareness and competency training. Although awareness training is frequently used alone, competency training is frequently combined with diversity awareness training. Both training suggestions can be based on a single technique (e.g., teaching diversity, video-based training, simulation, and problem-solving training) or a combination of techniques (e.g., teaching diversity, video-based training, simulation, and problem-solving training) (e.g., role-playing, teaching, experiential exercises, debates, and so on).

### **2.3.3 Recruitment and selection of new personnel**

One of the advantages of well-executed diversity management is a competitive advantage in acquiring human resources. The most important factor in gaining this advantage is proper recruitment and selection of new employees.

Increasing the use of relevant media and news in the recruitment campaign, improving the selection process and the diversity of the selection board, and developing a company image that promotes diversity management are all ways to improve recruitment and selection (Madera, 2013; Cox, 2001).

### **2.3.4 Mentoring and networking**

Mentoring is a unique, reciprocal relationship between a more experienced mentor and a less experienced protégé with the goal of assisting the protégé's development (Allen, 2007). The relational mentoring method, on the other hand, sees the relationship as a process in which both the protégé and the mentor try to grow and develop. This relationship can involve more than two people; it can also involve a group of people. Traditional and relational mentoring both have a positive impact on work performance. On the other hand, relational mentoring is more likely to have a long-term positive impact on work performance (Srivastava, 2013).

The goal of diversity management is to create mentoring programs that include employees from all walks of life. Both on the side of the protégés and the side of the mentors. Because mentoring takes place mostly among members of the same group within a company, diversity among employees, as well as among management, is a necessary condition for such mentoring (Athey, 2000).

Networking is a method of establishing long-term beneficial contacts and connecting people in order to help each other find resources, information, job and other opportunities, and feedback (Rawlins, 1983; Haynes, 2008).

Mentoring and networking are essential for forming social bonds, training employees, and transferring knowledge within a company.

Despite the fact that this is a subtler form of managerial diversity, some academics question its effectiveness. Different types of mentoring, according to Thomas and Heely (2020), lead to more disagreements and misunderstandings, reducing their effectiveness. Mentoring is becoming more formalised within the diversity of management, according to Ragins and Cotton (1999), resulting in a decrease in its effectiveness.

## **2.4 Current diversity management practice examples of diversity categorization**

There are several types of diversity, each of which is classified based on a set of factors. In the first division, only the primary and secondary dimensions are divided. Other criteria include demographic indicators and organizational factors. A multi-dimensional division, which includes a four-dimensional model of diversity, is the last option (Čermáková, 2015; Křištofová, 2012).

### 2.4.1 Primary and secondary diversity dimensions

The criterion of "visibility" is included in this division. This indicates that these dimensions are easily visible or perceptible.

#### **Primary dimension**

The primary dimension, also known as surface-level, is made up of innate criteria that have a long-term impact on one's life. These standards have an impact on how we see ourselves and the world around us (Bendl, 2015). Age, race, nationality and ethnicity, gender, mental and physical abilities, sexual orientation, and other factors all contribute to diversity (Horváthová, 2016; Vertovec, 2015).

#### **Secondary dimension**

The criteria that can be changed are included in the secondary dimension. Experiences, values, and expectations are formed as a result of them. Education, income, material status, family and parental status, religious beliefs, work experience, communication style, learning styles, work style, geographic location, and others are some of these factors (Horváthová, 2016; Čermáková, 2015).

### 2.4.2 Demographic diversity

Numerical or representative diversity is another term for simple demographic diversity. There are two types of characteristics: attributed and acquired. Race, ethnicity, and gender are examples of attributed characteristics. Knowledge, skills, and education are examples of acquired characteristics (Bendl, 2015). Čermáková and Křížková (2015) also take into account differences in health status.

Organisations that want to develop their employees' potential and capabilities often use diversity management to account for these demographic differences. It's critical that these businesses ask themselves the following questions:

- **As a result of any demographic characteristics, what is the organisational structure of employees?**
- **What types of jobs are held by such a diverse group of employees?**
- **Is there a business culture that encourages demographic diversity?**
- **Are there any ongoing trainings on managing demographic diversity?**

(Čermáková, 2015)

### 2.4.3 Organization diversity

As the name implies, this type of diversity considers not only the organisation as a whole, but also individual work experiences, work habits, knowledge, and skills. It can

be further divided into labor (or workforce), behavioural, structural, and business diversity, according to Čermáková and Křížková (2015).

### **Workforce diversity**

Because of large-scale labor migration, the expanding diversity of the workforce is beginning to rank among the most significant phenomena of the twenty-first century. Diversity in the workforce translates to workplace diversity, which addresses employee concerns. Its goal isn't just to help these people develop as individuals. Not only do diverse teams benefit from workplace diversity, but so do customer relationships. Organisations must be flexible enough to accommodate a wide range of clients, customers, and their requirements. Labor diversity also addresses diversity in paid work and changes in labor markets. It can also be viewed as an economic resource that gives businesses a competitive advantage when the right conditions are met (Bendl, 2015; Čermáková, 2015).

### **Behavioural diversity**

Behavioural diversity addresses employee behaviour, attitudes, and ways of thinking. It's also concerned about their communication and working habits, as well as their values and beliefs, changes in attitudes and expectations (Horváthová, 2016; Čermáková, 2015).

### **Structural diversity**

Structural diversity is concerned with relationships and communication on a hierarchical or organizational level. Employees perform better and feel more connected to the organization when the management team is diverse, according to Bendl (2015) or Čermáková and Křížková (2015). It is preferable for diverse employees to work under diverse supervisors.

### **Business diversity**

In today's fast-paced, global world, business diversity has a place. It deals with technological advancements, a diverse clientele, and a growing number of commercially available products and services. Customers, as well as other stakeholders (suppliers, investors, and local and global communities), must feel needed by the company, which necessitates the company's interest in them, despite their differences (Roberge, 2011; Čermáková, 2015).



## 2.4.4 Four-dimensional concept

Gardenswartz and Rowe (2003) took a different approach to variety, describing the "four layers of diversity" that make up each individual, with the personality serving as the primary distinguishing feature. There are three dimensions to the personality: internal, external, and organizational. Personality is an innate characteristic that gives each individual their own distinct style and way of thinking. It is included in the composition because it is an integral part of the person and pervades all dimensions. There are aspects of the internal dimension over which a person has no or very limited control. However, because these traits are inherited, they cannot usually be changed voluntarily - for example, gender, race, or physical fitness. Wealth, education, work experience, and religion are all classified as exterior or external dimensions by Gardenswartz and Rowe (2003). This dimension consists of characteristics that people acquire over time as a result of their own life experiences or by influencing the society in which they live. Some of these traits can be changed later on in life. The organisational dimension, which includes things like work level, employment location, and work goal, is the last and, at the same time, the farthest from the core.

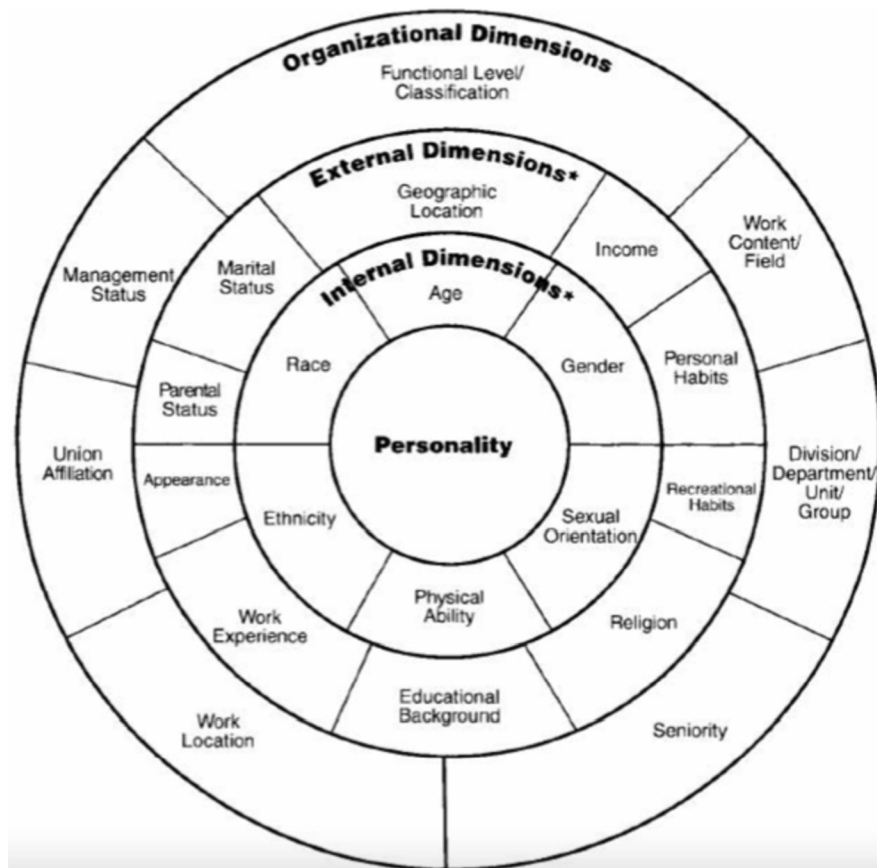


Figure 1: Four layers of diversity. Source: Gardenswartz & Rowe p. 31 (2003)

### **3 Models of diversity management**

Over time, a number of diversity-building models have emerged, each based on a different method of managing diversity. Martín Alcázar (2007) attempted to classify them into three categories: universalist, contingent, and configurational.

Universalist models are some of the oldest and most fundamental in history. They focus on specific techniques while ignoring external effects and are simplistic.

Contingency models take into account conditions, which are dependent and independent variables that affect the success of the procedures used. Because the circumstances are so varied, no single procedure may be appropriate in every situation.

Configuration models go even further, emphasising the impact of internal contexts as well as external conditions. Because of the mutual influence of individual procedures, the total effect may differ from the sum of partial effects (Martín-Alcázar, 2007).

In the following chapters, some extended models of management diversity will be discussed in greater depth.

#### **3.1 Cox's model of transformation change**

The model is based on the theory of transformational leadership. According to this model, leadership should begin with a vision, management's personal commitment, the establishment of a transformational organisational structure, the development of a communication strategy, and the integration of management diversity goals into strategic business goals (Cox, 2001).

The full procedure can be summarized in the following steps:

1. Management initiative
2. Data collection and analysis
3. Education
4. Adaptation of management systems
5. Feedback

When you're done, go through the entire process again. This technique's goal is to develop diversity management in a systematic manner while also adapting it to changing needs and requirements (Cox, 2001).

#### **3.2 Personalization model**

Based on the Allport contact hypothesis, a new approach to this problem resulted in the development of a personalisation model (formerly known as a classification) (De Carvalho, 1993). Prejudice is reduced, she claims, when members of different groups

interact in a pleasant and cooperative manner. For this contact to be truly useful, it must be goal-oriented, members of different groups must have the same status, and settings must be established that allow for personal interaction and support for the necessary social groupings. Contact with members of other groups fosters both the perception of others' uniqueness and secrecy. According to Ensari and Miller (2006), three key components of personal contact are self-levelling, self-opening, and broadening viewpoint. These have positive social and cognitive consequences, such as increased confidence, empathy, and the dismantling of prejudices and preconceptions (Ensari, 2006).

### **3.3 Multidimensional model**

The above management diversity models were one-dimensional. In this regard, the new approach is a multidimensional model that considers diversity management from the perspectives of socio-psychological values research and intercultural-psychological inculturation research (Olsen, 2012). The outcomes of individual, group, and organisational diversity management can then be separated (Olsen, 2012).

Rokeach's definition of values is used by Olsen and Martins (2012) to categorise values. A way of acting, or an end state, that is more favourable socially or personally than another end state, or manner of acting, according to this definition. After that, the values are divided into two categories: instrumental and terminal. Instrumental values are viewed as a means of achieving the desired end result. In and of themselves, terminal values are a desired end state. Depending on whether diversity is viewed as a terminal value, a means to achieve other organisational goals, or a dual value, organisations can be classified (both terminal and instrumental). Although it includes a combination of the two, this divide roughly corresponds to Yang and Konrad's (2011) division into institutional and resource-oriented diversity management.

They are based on Berry's (1987) classification of inculturation, which distinguishes four approaches: assimilation, separation, marginalisation, and integration. Because marginalisation and isolation are characteristics of companies without established management diversity, we will focus on integration and assimilation, which are in line with the concept of management diversity. Assimilation is a strategy that acknowledges superficial differences from time to time (for example, gender in recruitment), but in general, the organisation's policies and procedures support standardised behaviour among all employees, resulting in conformity to the dominant culture (gender differences in thinking and approach are no longer reflected). Integration is a strategy that emphasises and promotes people's diversity of identities by encouraging changes in organisational culture that do so (Olsen, 2012).

By combining these two factors, we can identify six different types of managerial diversity:

1. Terminal assimilation
2. Terminal integration
3. Instrumental assimilation
4. Instrumental integration
5. Dual assimilation
6. Dual integration

According to Olsen and Martins (2012), instrumental and dual integration are the best approaches because they contribute to corporate performance and because integration, rather than assimilation, is the only approach that actually fosters diversity. Simultaneously, they claim that the majority of people believe this strategy is a good one.

## 4 Implementation of diversity management

Sokolovský (2009) emphasise the importance of personal conviction before naming the eight steps that make up the entire process when it comes to focusing on specific steps that should be taken in order to successfully apply diversity management (and thus in accordance with the principles of diversity management). These steps include determining whether management will support diversity management, dividing competencies, analysing the organisation's environment (e.g., SWOT analysis), defining diversity as it will be perceived and enforced in a specific organisation, setting measurable goals and determining how to achieve them, and identifying and potentially removing obstacles that may obstruct goal attainment. After that, cross-organisational communication and evaluation of findings, such as through questionnaires and interviews, will take place.

The process of promoting diversity is then applied in a similar way by Maříková (2015), though she uses different terminology. First and foremost, it suggests forming a diversity group that is diverse within itself (even a thematic workshop). The vision and strategy, which are based on the scenario created in the previous step, as well as an assessment of strengths and weaknesses, opportunities and threats, and a diversity audit, are established in the next phase. This audit aims to provide answers to questions about the employee team's structure (gender, age, ethnicity, orientation, etc. ), corporate culture, and all employees' attitudes toward the issue of diversity, as well as the degree of inclusion in the workplace. This can be accomplished through workforce and document analysis, as well as qualitative research on attitudes (often conducted through interviews). The fifth phase is to assess the feasibility of implementation and the expected impact of diversity, which is done with the materials gathered in the previous steps and serves as a springboard for the next step, which is to compile a diversity plan. Specific qualitative and quantitative goals, as well as measures to ensure that they are met, should be set in this situation (e.g., a certain percentage of women in management roles within a certain time frame). As part of this step, a continuous control system should be built, which will be used to monitor and correct objectives and measures. As a result, once the situation has been discovered several times, the eventual conditions should be changed to ensure that the goals are not jeopardised. The final phase entails putting in place an education system as well as a public awareness campaign. These materials should be distributed at work, but their core information is also shared outside of the workplace. *"Ideally, the individual steps of diversity management follow each other and create a constant and regular cycle, where the focus is on the diversity steering group, which is in contact*

*with the internal and external community, and through a system of education and communication campaigns."* Maříková (2015) concludes.

According to the editors of Salem Press (2016), diversity management is implemented through a three-phase process:

1. Becoming aware of diversity during the identification phase. It is now necessary to carry out an action that must be defined.

2. The implementation phase, during which the aforementioned actions are chosen and carried out.

3. The long-term / sustainable phase.

In order for an organisation to succeed, it must have a well-defined diversity program that benefits both employees and employers (The Editors of Salem Press, 2016). Before implementing this management program, the organisation should conduct a diversity audit to assess diversity and the issues that come with it. The company's legal documents will then be updated to include a precise and unambiguous description of diversity, as well as its benefits and commitment to uphold it. Diversity managers or consultants who can help with training, team meetings, or dispute resolution are examples of special staff that a company can hire to help maintain and understand diversity.

In order to recruit the best people, the company should be open to recruiting new people from a variety of platforms, groups, and communities, not just from its immediate surroundings. Employee diversity training could also be beneficial, as it would clearly explain how the company handles diversity (The Editors of Salem Press, 2016).

## 5 Diversity and its management in the Czech Republic

Although the concept of management diversity has a long history in the United States and is widely used there, it has only recently gained traction in the Czech Republic. In addition, our society has conducted some research on the subject.

In the Czech Republic, the most common source of diversity is gender. In terms of unemployment, employment, and the industries in which men and women work, the differences are most noticeable (Eger, 2012). There is also a significant income gap, which could be due to job differences rather than gender.

Another important source of variation is age. With the average retirement age rising, there is a greater need to properly manage employees of various ages.

For a long time, the Czech Republic has had a policy of restricting immigration. This is linked to a gradual but consistent rise in the importance of ethnic and cultural diversity. The majority of foreign workers in the Czech Republic are employed as low-skilled manual labourers, but the number and importance of competent foreign workers is increasing due to the current economic crisis. Ukrainians, who mostly work in low-wage jobs, Slovaks, who are the EU's second largest immigrant group due to low language barriers and free movement, and Vietnamese, who are known for their entrepreneurship and family immigration, are the most important groups of foreign workers, according to the ČSÚ. Another significant community is the Roma minority, which has long struggled with high unemployment and prejudice (Český statistický úřad, 2017; Eger, 2012).

Currently, less than half of companies (roughly 41%) have some form of management diversity. Despite this, the idea of managerial diversity is gaining traction. According to a study conducted by Urbancová (2016), more than 15% of businesses have not yet implemented diversity management but plan to do so within the next two years.

A common argument against its implementation is the belief that managerial diversity is unimportant to the organisation. This viewpoint, on the other hand, is popular, especially among small businesses with a homogeneous workforce. The second most common reason is a lack of management diversity specialists (Urbancová, 2016).

## 6 Importance of diversity

Regardless of how diversity management concepts are implemented, there is already a substantial body of evidence demonstrating their undeniable benefits. According to a European Commission report, promoting diversity benefits not only economic prosperity but also cultural values, organisational reputation, and attracting new talent, increasing employee motivation and performance, reducing employee turnover, and, as a result, increasing customer satisfaction (European Commission, 2003). Furthermore, data exists confirming the mutual positive impact of promoting various types of diversity (gender, age, etc.) on increasing enterprise competitiveness, improving economic performance, and increasing employee happiness (Maříková, 2015). As Kocianová (2012) points out, promoting diversity in practice benefits both the organisational and human capital components. Although there will be some costs associated with implementing corporate governance in the spirit of diversity policy at first, the benefits will eventually outweigh the costs.

Diversity management has become a critical component of any HR strategy. A diverse community of successful people includes men and women, young and old, people of various backgrounds, skin colours, religions, and sexual orientations. Forming diverse teams and accepting personal and cultural differences are key to success. Diversity management is also becoming a well-known term that is commonly used by global corporations, to varying degrees. The workforce is becoming more diverse in today's businesses, and social growth is having an impact on employees' lives and posing problems for many managers. The changing character of the workforce is addressed by demographic change themes, which include age and population ageing (age management), gender, and ethnic minorities, who are expected to make up an ever-increasing portion of the workforce. Firms and organisations are slowly but steadily conducting workforce diversity audits, frequent employee evaluations, including satisfaction, and implementing systematic initiatives to ensure the long-term sustainability of a trained workforce. Forming diverse teams and accepting personal and cultural differences are key to success. In the current global context, local practice also demonstrates the importance of the issue of management diversity and the need to incorporate its unique requirements into day-to-day business operations in the interest of long-term human resource management and prosperity (Sukalova, 2020).



## 7 Diversity management in H&M

Inclusion, according to H&M, is diversity in action. Inclusion is actively advocating for that mix of people, whereas diversity is the mix of people. It has become a top priority for H&M Group in recent years and will continue to be so in the future. (INCLUSION, DIVERSITY AND EQUITY, 2021).

H&M's main focus on diversity and inclusion is to ensure diversity and representation in teams and leadership, as well as to provide fair and equitable employment opportunities and to raise internal awareness of unconscious bias and inclusion. By 2025, H&M wants to be a diverse and inclusive workplace, leveraging diversity for better business, and using business to advance inclusion in communities. By the end of 2021, H&M hopes to have Inclusion and Diversity commitments and action plans in place for all markets, as well as increasing diversity in their management board of directors. H&M worked with Plan International to develop plans to ensure women's well-being, representation, wages, and career advancement as part of their Gender Equality Strategy (H&M Group, 2020).

Ezinne Kwubiri was hired as the North America Head of Inclusion and Diversity in November of 2018, and she has since become a catalyst for change and innovation at the company (Asare, 2020).

After that, company released their new additional training program called layers. Layers is an interactive learning workshop in which teams come together to discuss a variety of biases and identify gaps within their teams or even within themselves that may be obstructing a business decision. The idea is to peel back the layers. People should have a more reflective experience about what they can do to promote diversity and inclusion (Asare, 2020). Research “*Examining Why and for Whom Reflection Diversity Training Works*” (Lindsey, 2019) supports up the idea of using reflections to improve the quality of diversity training.

Participants should be able to apply what they've learned after attending a DEI (Diversity, Equality, and Inclusion) workshop or training (Asare, 2020).

## **II. PRACTICAL PART**

In this section of the theses, we will introduce H&M, their values, and diversity management techniques, which will subsequently be included into a questionnaire. This questionnaire will be delivered to staff in the brand's stores in Olomouc where they will comprehend the diversity management in the company, their perception, understanding and awareness of it and how or if it translates into everyday work life. The set of recommendations will be offered based on the results of the survey.

### **8 Methodology**

The acquisition of theoretical information in the field of management diversity came before the actual processing of the work. Because diversity management is a topic with a longer history and practice in other countries, knowledge was gathered from foreign sources available through online databases, as well as books and articles focused on the local context. I mostly used current articles and publications in my analysis, although older materials were also employed to depict historical trends and synthesize general knowledge (Ochrana, 2019).

The research question addressed in this paper is: How and whether the company's employees perceive diversity management in comparison with the company's internal guidelines?

Analysis of diversity management in the chosen organization, critical evaluation of it, and providing viable solutions to improve the situation were all part of the answer to this topic. To do this, qualitative research approaches were applied.

#### **8.1 Data Acquisition Methods**

The initial method of gathering information was to examine corporate materials for a general overview and to become acquainted with the company's status using publicly and internally available sources. Questionnaires were also utilized to collect information. As an employee, I needed permission from the Area HR department to conduct an employee questionnaire survey. Because management diversity is a relatively new concept in the Czech Republic, there is little knowledge of it and it is particularly sensitive for businesses. As a result, this approach was chosen.

Questionnaires are one of the most widely used methods for researching a wide range of topics. In this example, a collection of 16 questions was created to aid in the research of the overall well-being of the sample; naturally, assuming it is a diverse group of employees. This research technique not only allows the researcher to quickly acquire general data

about the sample (i.e., screening data) such as age, gender, and so on, but it also allows the researcher to learn what an experience is like in terms of day-to-day job routine.

The purpose of the study was to compare the company's claimed position by management and human resources with employees' actual perceptions of the situation. The output should serve as a foundation for evaluating the effectiveness of the deployed measures as well as making recommendations for improvements.

The ease of participation and the speed with which the results are verified are undoubtedly the most significant advantages of this method. The study was carried out using one of the leading online survey providers, "Google forms," in the form of an anonymous online questionnaire.

The survey's structure and order of questions remained consistent: start with objective questions targeted at creating a specific employee profile, then move on to general questions about diversity, diversity management, and the company's approach to it. A couple questions about individual approach/contact with diversity are asked near the end of the questionnaire.

The questionnaire was composed of questions based on past research findings. The questions were constructed in such a way that the responses collected reflect employees' views on the current state of diversity in the workplace and the specific initiatives that the organization does (Ochrana, 2019).

## **9 Introduction of H&M**

The choice of this company was based directly on my personal experience with the company as its employee.

H&M (now part of a parent company H&M group) was founded in Sweden in 1947 and has subsequently expanded globally. The company is in the fashion industry and, behind Inditex (parent company of the brands ZARA, Bershka and many others), is the world's second largest seller of fast fashion (H&M Group, 2020).

H&M is one of the world's largest multinational employers, with stores in thirty-three countries (H&M Group, 2020).

### **9.1 Diversity practice**

Unfortunately, because public access to materials on H&M's diversity management is severely limited, the majority of this information comes from my own personal experience as a corporate employee.

The company's personnel policy promotes diversity and non-discrimination, with a long-term commitment to equality as a major component. In the workplace, the topic of diversity and equal opportunity is treated seriously. The company views diversity of people, cultures, and ideas to be crucial for effective market operation, and it prioritizes realizing the full potential of diversity, which is the foundation of the company's competitive success. The organization conducts operations such as employing, rewarding, and promoting personnel, regardless of age, gender, ethnicity, religion, sexual orientation, or nationality, thanks to the application of diversity management.

As a result of this effort, H&M promotes diversity through an annual study called PEP (Personnel Engagement Pulses), part of which is devoted to every employee's perception of diversity and freedom of self-expression. H&M also supports diversity on their private employee forum, "Backstage," where employees' personal stories are shared and their differences and individuality are celebrated.

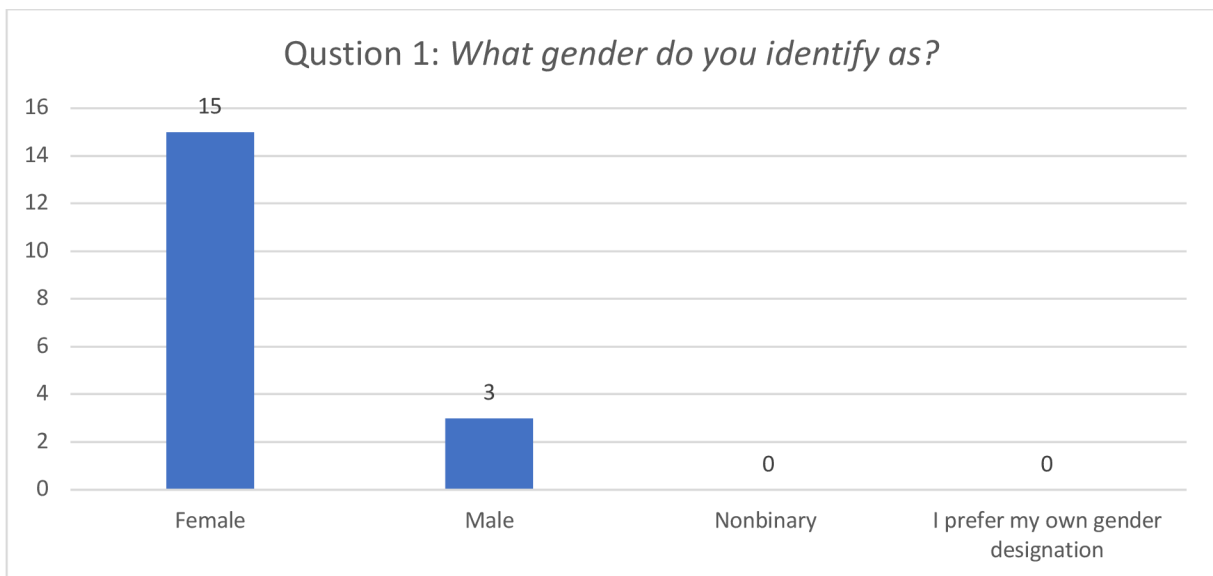
However, it should be emphasized that diversity management in the Czech Republic may differ from that in Sweden, where the corporation is headquartered. Because our culture is considerably more homogeneous, racial diversity policies must be set differently here than in places where society is not as ethnically homogenous. Gender and age diversity can be considered, but other factors such as religion, sexual orientation, marital status, or political affiliation are considered private information and are not required by the company.

## 9.2 Survey, results and interpretation

The questionnaire was written in Czech, and two versions (Czech and English) are included as Annex 1 and Annex 2 in the annexes. Employees received the questionnaire on January 20th, 2022. Regardless of the sort of employment contract, type of job, or job position, any active employee could respond. On March 1st, 2022, the data gathering was included. The poll had a total of 52 employees who were able to participate. In the end, 18 of the 52 employees took part in the survey. (This issue will be covered in depth in the chapter Discussion and Recommendations.)

### 9.2.1 Data results and interpretation

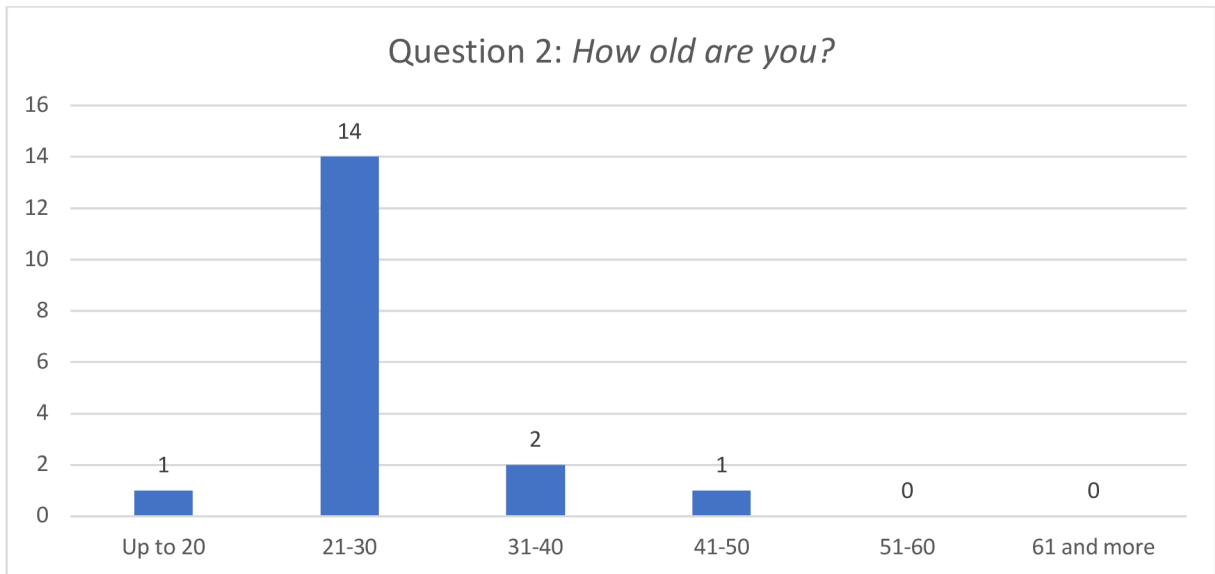
Question 1: What gender do you identify as?



*Graph 1: Gender designation (own resource)*

This question was asked intentionally in order to find out what the gender representation of H&M employees in the city of Olomouc is. Only by asking this question can we see that the gender representation of the sample is not equal, that women predominate in the sample, and that there are no representatives of people who identify as non-binary or as having their own gender identity.

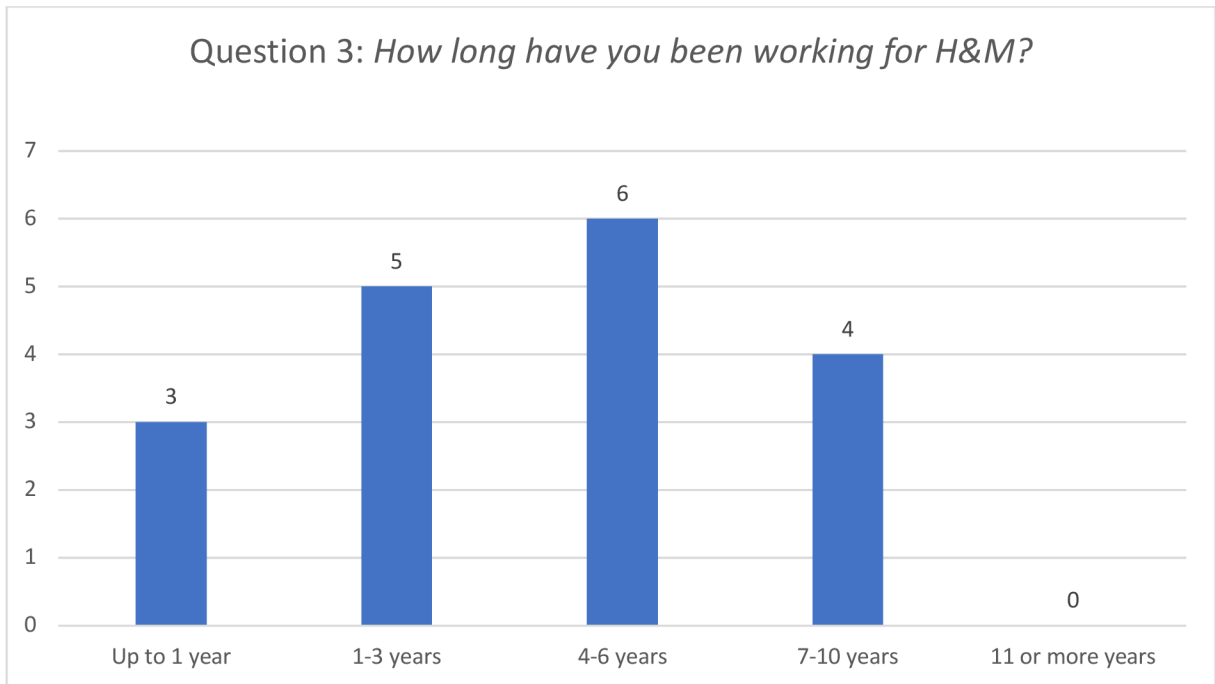
Question 2: How old are you?



Graph 2: Age (own resource)

This question could help us to outline the issue of diversity ages of respondents. In this question, we see a large predominance of one age group, namely young people aged 21 to 30, but we also see representatives from other age groups, including 20, 31-40, and 41-50. We may assume that, despite the preponderance of one age group, partial age diversity is still preserved in the workplace if we consider that sample does not represent even half of the total number of employees.

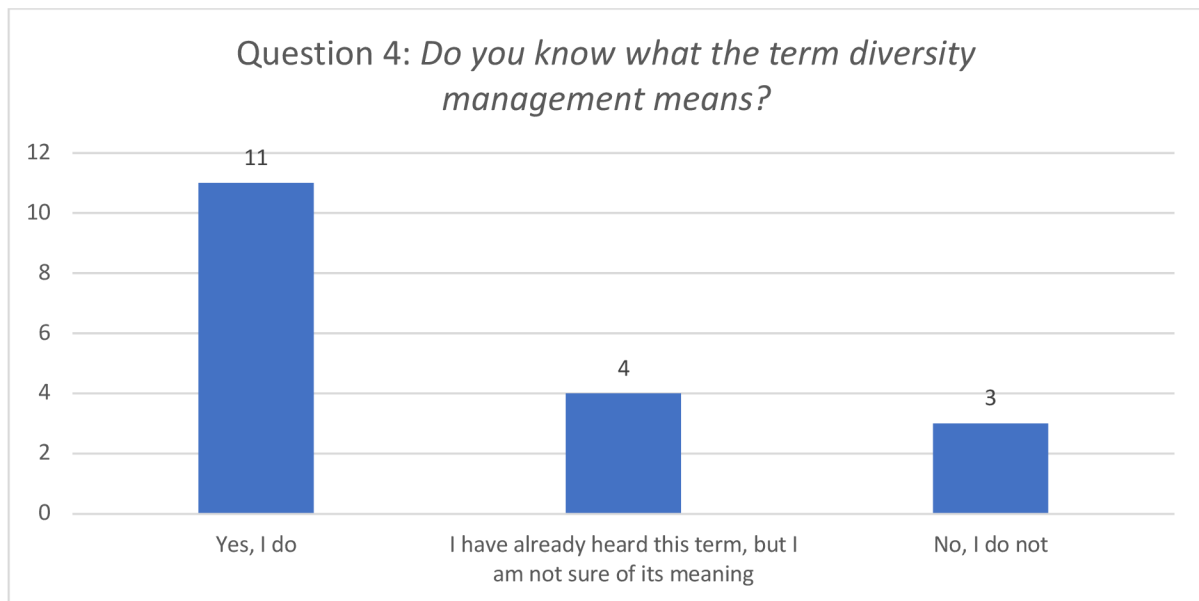
Question 3: How long have you been working for H&M?



Graph 3: Length of employment (own resource)

Using this question, we try to determine employee turnover and compare the perception of management diversity based on the length of employment. We can presume that some of the answers take into account the company's success in diversity management and attitude to equality and diversity because employees of practically all lengths of employment at H&M were represented in the sample for this research topic.

Question 4: Do you know what the term diversity management means?



Graph 4: Knowledge of diversity management (own resource)

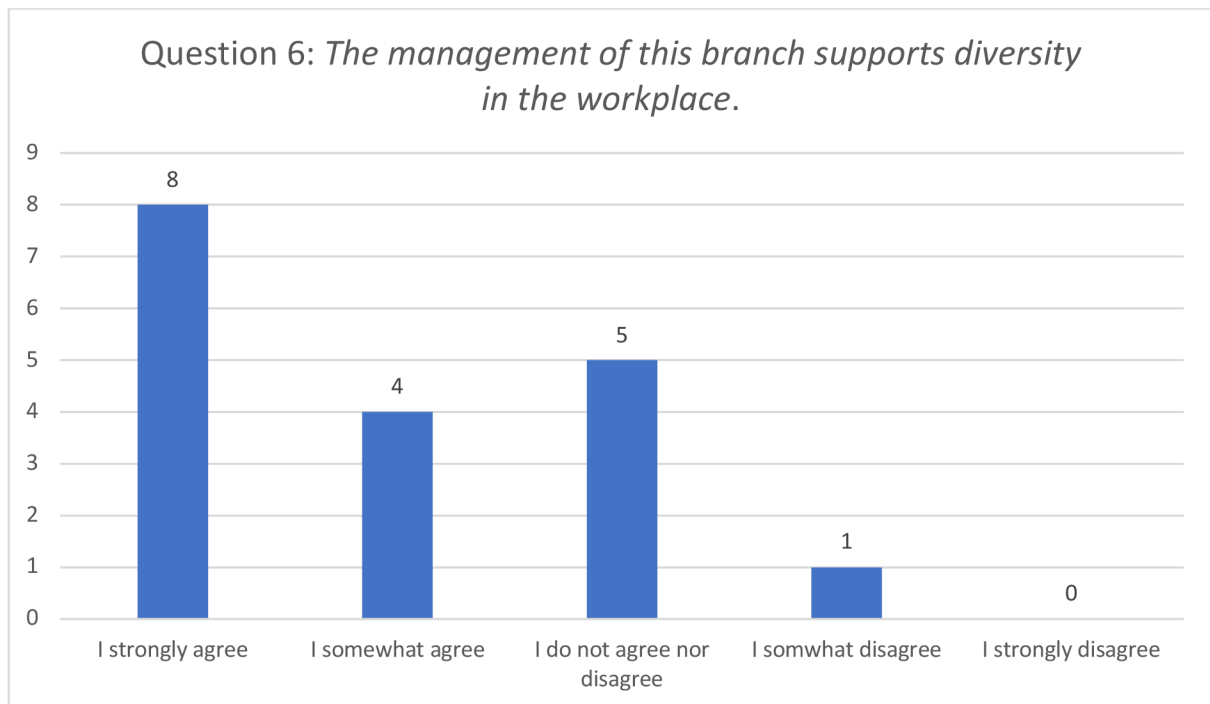
This question can show us how the company communicates diversity and how employees are aware of diversity management in a normal work environment. We may identify the initial flaws on the side of the organization in the responses of this question, where it does not convey fully or clearly to employees what diversity is or how it is perceived. We can also consider the fact that in the Czech Republic, diversity is regarded as a novelty, particularly among the middle aged, as respondents aged 31-40 and 41-50 years old chose "No, I do not."

Question 5: What do you imagine when you hear the word diversity?

This question follows on from the previous question. We need to know if respondents know what diversity is and what it covers, not just whether they have heard the term. This question was based as an open answer question. Together 12 participants answered and all of them answered either *Rozmanitost*, *Různorodost* or *Rozmanitost + Různorodost* which are all Czech synonyms for diversity or variety. The fact, that all participants answered almost same thing is very interesting and shows us that common perception of diversity is mostly unified among people of all age groups.



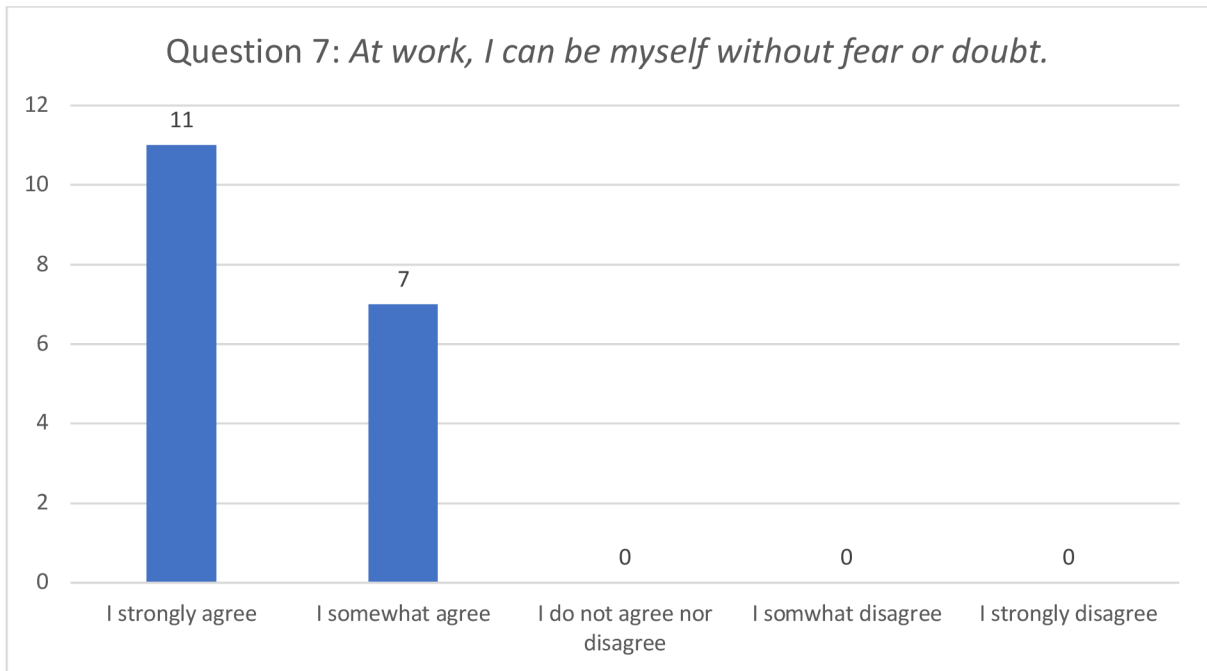
Question 6: The management of this branch supports diversity in the workplace.



*Graph 5: Local management approach to diversity management (own resource)*

This question can show us how employees perceive the approach to diversity from local management. The information gathered indicates that the employer has issued a huge exclamation point. While the company's intentions may appear to be one thing, we must remember that local management is ultimately responsible for the company's business practices. However, as we have already shown in this thesis, promoting diversity in a homogeneous society such as the Czech is not easy and may not be achievable in some instances.

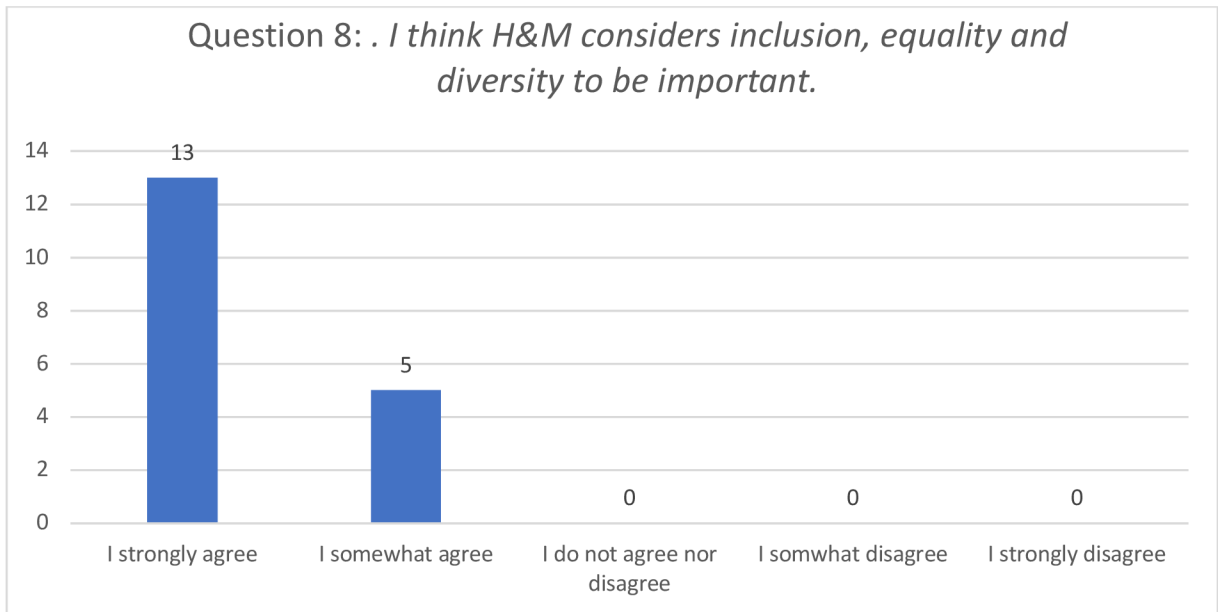
Question 7: At work, I can be myself without fear or doubt.



Graph 6: Possibility of employee self-expression (own resource)

This question gives us a more personal view of employees on freedom of diversity. Despite the outcomes of the previous question, we can see that this question has quite positive results. Employees feel safe in the workplace and are not scared to express themselves, which is a great sign for the company.

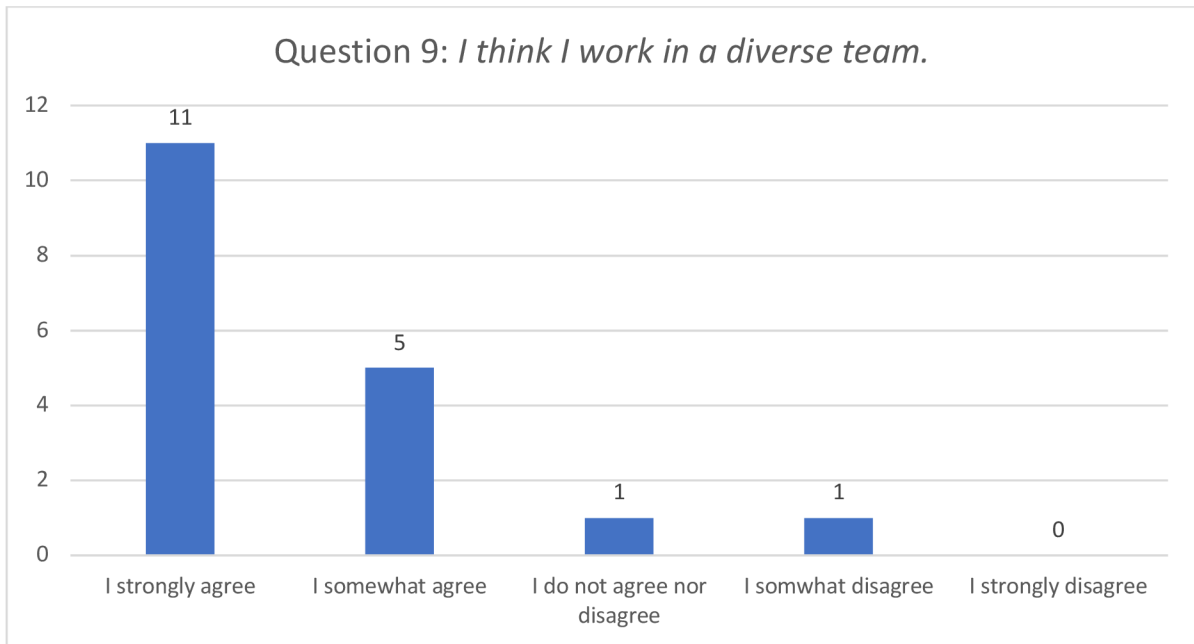
Question 8: I think H&M considers inclusion, equality and diversity to be important.



Graph 7: Importance of DEI from H&M's point of view (own resource)

With this question, we are able to find out whether employees perceive the company's ambitions as it promotes them. As in question 7, we are again looking at positive feedback from the interviewed employees. We believe that employees perceive the intentions set by the company and identify the brand with its ideology. This shows us that the brand uses the right tools to build its image in diversity management.

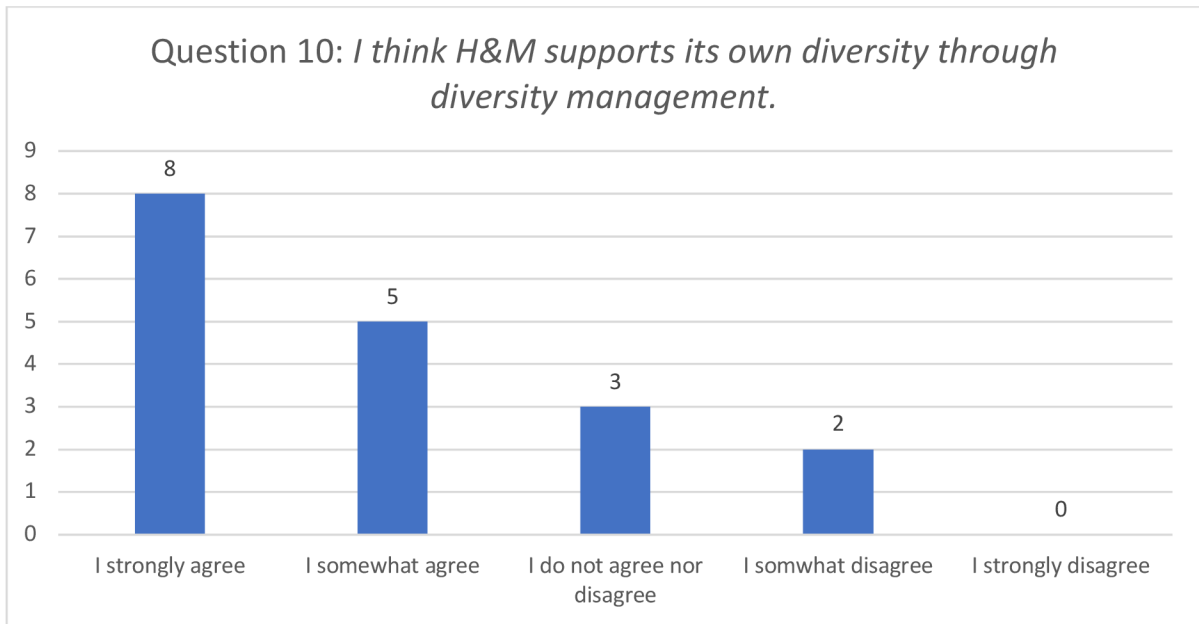
Question 9: I think I work in a diverse team.



Graph 8: Diversity in the workplace (own resource)

This question directly responds to a certain homogeneity of the society in the Czech Republic. Regardless of the results of question 6, we can observe that employees view their workplace to be diverse. What they mean by diversity in our latitudes is the matter at hand. Employees' openness to their sexual orientation, worldviews, and age diversity, for example, are all important factors to consider. In any case, employee perceptions are largely positive, this fact adds to the company's creditability.

Question 10: I think H&M supports its own diversity through diversity management.



Graph 9: Diversity management in practice (own resource)

Through this question, we come to understand the diversity management approach of company among employees. We can see a slight setback in the outcomes of this inquiry. Surprisingly, the findings suggest that, while employees consider their workforce to be diverse, a significant portion of the sample does not link these results to the company's diversity of management. Although the ratio appears to be low, it is important to remember that our sample was small and does not reflect even half of the potential responses. Simultaneously, the results are discordant with those of questions 7 and 8.

Question 11: I think that H&M is taking steps to increase and protect diversity in the workplace.



Graph 10: Increasing of diversity (own resource)

We see similar findings in the replies to this question as we did with the prior one. Again, the ratio may not appear to be substantial, but it is worth noting. In this scenario, it's important to consider how deeply local management embeds the company's values into its business practices, as well as how much attention it pays to employee training and long-term employee awareness.

Question 12: If you answered "Strongly agree" or "Somewhat agree" in question 11, please try to give an example of how H&M protects and promotes diversity:

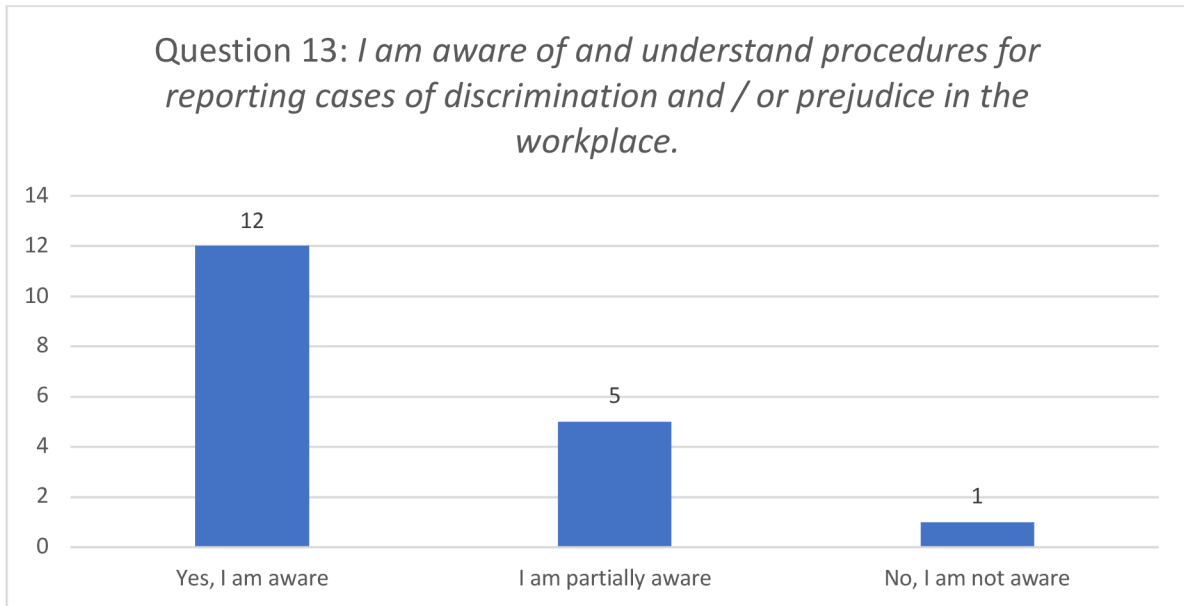
The answers are:

1. Freedom of speech, freedom of dress (within the framework of decency), if someone was discriminated against in terms of orientation / appearance /... the company would be willing to intervene within the workspace  
*(Svoboda projevu, svoboda v oblékání (v rámci slušnosti), pokud by byl někdo diskriminován v rámci orientace/vzhledu/... firma by byla ochotna v rámci pracovních prostorů zakročit)*
2. H&M always tries to educate employees and send them to trainings, see for example the current Open Talent Day, training in Grow etc.  
*(H&M se snaží pořád vzdělávat zaměstnance a posílat je na školení, viz třeba aktuální Open Talent Day, školení v Grow a spol.)*

3. By training management to think about diversity when recruiting new members to their team and to take it completely naturally.  
*(Školením managementu, aby už při náboru nových členů do svého týmu mysleli na diverzitu a brali to naprosto přirozeně.)*
4. It gives an opportunity to every person, regardless of education, affiliation, religion, supports a code of ethics.  
*(Dává příležitost každému člověka, bez ohledu na vzdělání, příslušnost, náboženské vyznání, podporuje etický kodex.)*
5. They never let one part not to be working... there is always a backup plan and all parts work.  
*(Nikdy nedopustí aby jedna část nefungovala... vždy je náhradní plán a všechny části fungují.)*
6. I already see it in H & M's self-presentation  
*(Vidím to už i v sebe prezentaci H&M)*

Only 6 responses were received in response to this question. Individual responses show some inconsistency, and it's reasonable to suppose that the respondents were unsure what the question was about. The second option is that the company makes mistakes in training employees so that they are not fully aware of what the company is doing and what actions it is taking to safeguard and encourage diversity in the workplace. However, there are also excellent examples of how H&M promotes diversity among the responses. Freedom of speech, freedom of dress (the company has no uniforms and employees work in their own clothes, which the company views as a sort of self-expression), and non-acceptance of discrimination are just a few examples.

Question 13: I am aware of and understand procedures for reporting cases of discrimination and / or prejudice in the workplace.

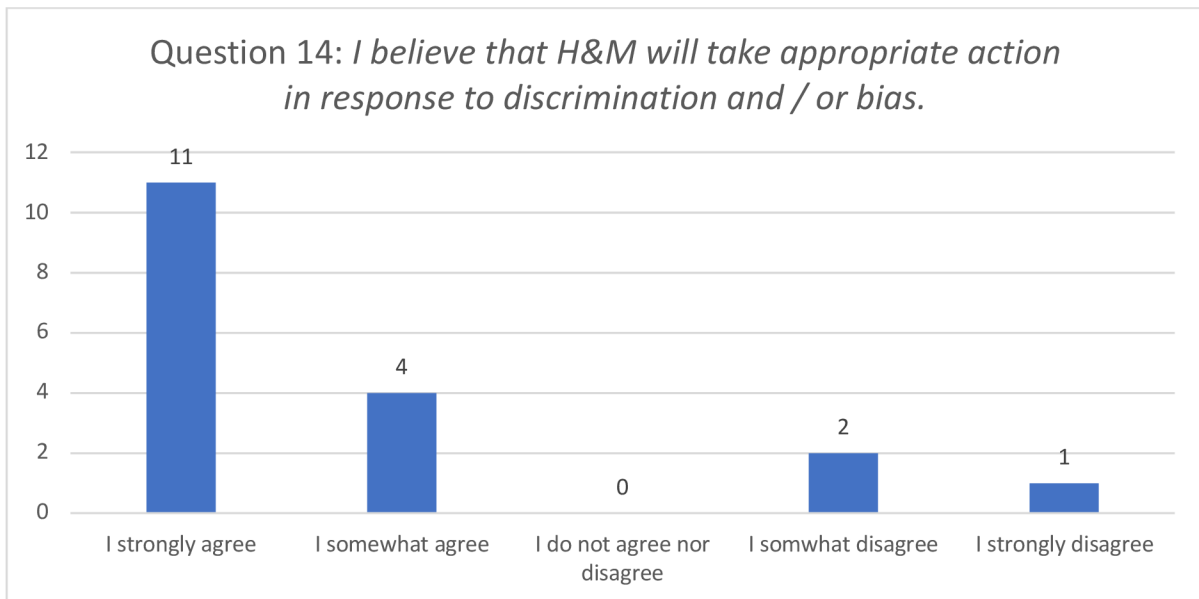


Graph 11: Reporting of DEI related incidents (own resource)

This question focuses on protection of existing diversity and employees' trust towards the brand. Only one employee revealed that he/she was unaware of the workplace discrimination procedure in this inquiry. Five, on the other hand, have said that they are only partially aware of these procedures. On the other side, the outcome is positive, since up to 12 employees are aware of the procedures, demonstrating that local management ensures that employees feel protected and are aware of how to deal with workplace discrimination or prejudice. However, we see significant scope for growth in this area, as modern businesses are attempting to "strive for excellence."



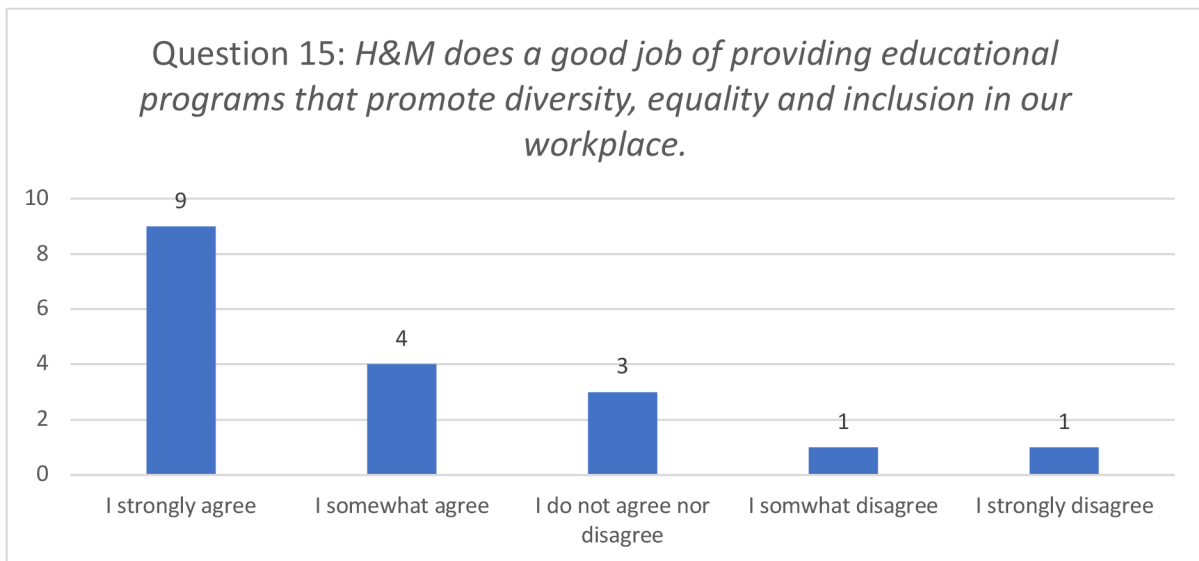
Question 14: I believe that H&M will take appropriate action in response to discrimination and / or bias.



Graph 12: H&M's response to DEI related incidents (own resource)

Only one employee revealed that he/she was unaware of the workplace discrimination procedure in this inquiry. Five, on the other hand, have said that they are only partially aware of these procedures. On the other side, the outcome is positive, since up to 12 employees are aware of the procedures, demonstrating that local management ensures that employees feel protected and are aware of how to deal with workplace discrimination or prejudice. However, we see significant scope for growth in this area, as modern businesses are attempting to "strive for excellence."

Question 15: H&M does a good job of providing educational programs that promote diversity, equality and inclusion in our workplace.



Graph 13: *Employee education of DEI and diversity management (own resource)*

The question focuses on the workshops and training that the company wants to implement at all levels to promote tolerance and diversity. Again, we see a similar trend in this issue, where more than half of the employees are satisfied, but this does not mean that it is good for the company. As many as 5 out of 18 employees range from "I do not agree nor disagree" to "I strongly disagree" which we cannot consider indifferent since employee training is very important in diversity management and, in the long run, key to maintaining positive results.

Question 16: If you want to comment on diversity management at H&M, then here is room for your comments, suggestions and experiences:

This question was not answered by any of the respondents.

## **10 Discussion and recommendations**

The situation at H&M, notably in the area of diversity management, is very positive, as evidenced by the survey results. Employees are aware of the company's goals, which are clearly articulated and, as we can see, implemented. Employees feel safe, they can express themselves, they are not scared to speak up, and they are aware of what to do in the event of workplace misbehaviour. This assertion must be qualified by the fact that it was based on 18 responses out of a potential 52, and that the study's outcome could have been different if all 52 employees had decided to reply to our questionnaire.

We also stumbled upon a phenomenon in management practice called "rotten apple" when interpreting the data. This is a worker, in our situation, there are two respondents, who are highly disengaged, they do not like their job, the environment in which they work, or the company for which they work. These employees frequently express a sour attitude to their co-workers and thus spread the negativity. (Kaptein, 2002) We arrived at this result after evaluating the individual surveys and discovering that all of the unfavourable responses came from two questionnaires in particular.

Despite our expectations, one of the most serious flaws in the research was not H&M's poor diversity management, but rather the low level of employee engagement in the study. Only 18 employees (out of 52 total) agreed to respond to the survey within five weeks. In terms of numbers, that's only 34.6 percent. The questionnaire was reminded three times during the data collection period. This lack of engagement immediately reflects a concerning fact: based on the company's aspirations, employee engagement at H&M in Olomouc is insufficient.

### **10.1 Recommendations**

In this chapter, we'll talk about the recommendations that came out of the results of the H&M staff survey in Olomouc, as well as the findings that we discovered during the data collecting and writing of this bachelor's thesis.

The selection of personnel may be one of the reasons why the situation in the company is as it is. As a university town, Olomouc attracts a large number of students looking for work in addition to their studies. This corresponds to the fact that many of them work part-time for H&M. If these employees do not intend to work for H&M after graduation, their low engagement may be partially understood. On the other hand, regardless of the type of work, length of employment, or other factors, the employee experience should be the same for all employees, i.e., the best, and we cannot defend the existing scenario.

The second factor could be a blunder during the hiring process. H&M values are very important to them, and they want their staff to live by them not only at work, but also in their personal life. As a result, the firm is promoting a "Hire to Fit / Hire to Match" recruitment strategy. This fact, however, once again relies on local management, which is in charge of recruiting sales assistants, who make up the majority of H&M employees in Olomouc. The proper recruitment process is lengthy, and in times of staff and manpower shortages, it may appear incompatible with reality to local management. As a result, it is possible that the standards set and created for a situation where we are not looking for a new employee in a hurry are not always followed.

There are numerous explanations for the current state of things, and it is unlikely that it is just one. There are a variety of ways for the company and local management to improve employee experience rates. We propose to first figure out what is causing the current problem. This can be accomplished in a variety of ways. Individual interviews with employees regarding their perceptions of H&M as an employer, the benefits and drawbacks of working at H&M, and so on are shown as examples.

The second, less time-consuming option would be to create an anonymous channel, either online or at work, where employees may voice their ideas without fear of being alienated or being put in an awkward situation.

Following that, we recommend studying these results locally in each store, as the problem may be different in each, and an individual strategy is critical in this circumstance. The results can be analysed internally by the HR department or externally by a specialist in teamwork, employee experience, and employee engagement, which are currently provided by a variety of consulting firms.

Following these steps, we strongly advise company to identify the aforementioned "rotten apples," determine whether there are any more in the company or if we were able to capture them all during the questionnaire survey, and treat them as the HR department sees fit, keeping in mind that these employees could have a significant negative impact on the workforce.

## Summary

Human resource management has in recent years included diversity management, and it will continue to do so in the future. We live in a time when modern companies value diversity and incorporate it into their business practices on a variety of levels.

The goal of this bachelor's thesis was to find out how, or if, H&M employees in Olomouc perceive diversity management in their workplace. This was accomplished through a questionnaire survey of the aforementioned employees, in which we asked them specific questions to determine whether they understand what diversity management is, how well they understand the concept, how they perceive it in relation to their work environment, and whether their views align with the company's ideas and ambitions in this area of HR management.

In this thesis, we looked at the phenomenon of diversity management, its definition, and many interpretations. In addition, in the theoretical section of this bachelor thesis, we concentrated on the evolution of diversity management, contemporary trends, and its value in today's workplace.

Based on the results of this questionnaire, we discovered that the company's diversity management condition is favourable, which is excellent news for the company. Employees are aware of what diversity management is, how it works, what its tools are and also what is the company's view of incidents associated with diversity in the workplace and its protection.

During the results examination, we discovered other flaws, which we discussed in the previous chapter and will discuss with the company. This problem is primarily attributable to poor employee engagement, as indicated by the low employee participation in this questionnaire survey. As part of this thesis, we are providing H&M with a list of recommendations that could help to improve the current situation.

H&M has chosen a really positive approach to staying on top of organizations that tackle HR management in a proactive and responsible manner, in our opinion. H&M's openness and support in the creation of this thesis is also proof of this. Throughout the writing process, the company's area management kept in touch with me and displayed interest in the project's outcomes.

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## List of figures

Figure 1: Four layers of diversity. Source: Gardenswartz & Rowe p. 31 (2003) .....	15
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## List of graphs

Graph 1: Gender designation (own resource) .....	27
Graph 2: Age (own resource).....	28
Graph 3: Length of employment (own resource).....	29
Graph 4: Knowledge of diversity management (own resource) .....	30
Graph 5: Local management approach to diversity management (own resource).....	31
Graph 6: Possibility of employee self-expression (own resource).....	32
Graph 7: Importance of DEI from H&M's point of view (own resource).....	33
Graph 8: Diversity in the workplace (own resource) .....	34
Graph 9: Diversity management in practice (own resource).....	35
Graph 10: Increasing of diversity (own resource).....	36
Graph 11: Reporting of DEI related incidents (own resource) .....	38
Graph 12: H&M's response to DEI related incidents (own resource).....	39
Graph 13: Employee education of DEI and diversity management (own resource).....	40

## Annex 1:

# Diversity management v současném pracovním prostředí.

Ahoj! Volám sa Maroš a tak ako ty, aj ja pracujem v H&M. Na Univerzite Palackého v Olomouci študujem odbor Ekonomicko-manažerská studia a v rámci mojej bakalárskej práce som sa rozhodol venovať fenoménu zvanému diversity management. Chcem ťa ubezpečiť, že tento dotazník je anonymný a slúži len na účely písania mojej bakalárskej práce. Ďakujem za tvoju dôveru, čas a úprimnosť.

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\* Povinné

Jakého jste pohlaví? \*

- Žena
- Muž
- Nebinární osoba
- Preferuji vlastní označení

Kolik je vám let? \*

- Do 20
- 21-30
- 31-40
- 41-50
- 51-60
- 61 a víc

Jak dlouho pracujete ve společnosti H&M? \*

- Do 1 roku
- 1-3 roky
- 4-6 let
- 7-10 let
- 11 a více let

Víte, co znamená pojem diversity management? \*

- Ano, vím
- Tento pojem jsem již slyšel, ale nejsem si jeho významem jist
- Ne, nevím

Co se vám vybaví pod pojmem diversity?

Vaša odpověď

---

Vedení této pobočky podporuje diverzitu na pracovišti. \*

- Naprosto souhlasím
- Spíše souhlasím
- Ani souhlasím, ani nesouhlasím
- Spíše nesouhlasím
- Naprosto nesouhlasím



V práci můžu být sám sebou bez obav a strachu. \*

- Naprosto souhlasím
- Spíše souhlasím
- Ani souhlasím, ani nesouhlasím
- Spíše nesouhlasím
- Naprosto nesouhlasím

Myslím si, že společnost H&M považuje inkluzi, rovnost a diverzitu za důležitou. \*

- Naprosto souhlasím
- Spíše souhlasím
- Ani souhlasím, ani nesouhlasím
- Spíše nesouhlasím
- Naprosto nesouhlasím

Myslím si, že pracuji v diverzitním(různorodém) pracovním kolektivu. \*

- Naprosto souhlasím
- Spíše souhlasím
- Ani souhlasím, ani nesouhlasím
- Spíše nesouhlasím
- Naprosto nesouhlasím

Myslím si, že společnost H&M podporuje vlastní diverzitu pomocí diversity managementu. \*

- Naprosto souhlasím
- Spíše souhlasím
- Ani souhlasím, ani nesouhlasím
- Spíše nesouhlasím
- Naprosto nesouhlasím

Myslím si, že společnost H&M podstupuje kroky pro zvýšení a ochranu diverzity na pracovišti. \*

- Naprosto souhlasím
- Spíše souhlasím
- Ani souhlasím, ani nesouhlasím
- Spíše nesouhlasím
- Naprosto nesouhlasím

Pokud jste v otázce č. 11 odpověděli „Naprosto souhlasím“ nebo „Spíše souhlasím“, zkuste, prosím, uvést nějaký příklad, jak společnost H&M chrání a podporuje diverzitu:

Vaša odpověď

---

Jsem si vědom a rozumím postupům pro hlášení případů diskriminace a/nebo předsudků na pracovišti. \*

- Ano, jsem si vědom/á
- Jsem si částečně vědom/á
- Ne, nejsem si vědom/á

Věřím, že společnost H&M přijme vhodná opatření v reakci na případy diskriminace a/nebo zaujatosti. \*

- Naprosto souhlasím
- Spíše souhlasím
- Ani souhlasím, ani nesouhlasím
- Spíše nesouhlasím
- Naprosto nesouhlasím

Společnost H&M odvádí dobrou práci při poskytování vzdělávacích programů, které podporují diverzitu, rovnost a inkluzi na našem pracovišti. \*

- Naprosto souhlasím
- Spíše souhlasím
- Ani souhlasím, ani nesouhlasím
- Spíše nesouhlasím
- Naprosto nesouhlasím

Chcete-li se jakkoliv vyjádřit k diversity managementu ve společnosti H&M, tak zde je prostor pro Vaše poznámky, připomínky a zkušenosti:

Vaša odpověď

---

## Annex 2:

# Diversity management in the current work environment

Hi! My name is Maroš and just like you, I also work at H&M. I study Economic and Managerial Studies at Palacký University in Olomouc, and as part of my bachelor's thesis I decided to focus on the phenomenon called diversity management. I want to assure you that this questionnaire is anonymous and serves only for the purpose of writing my bachelor's thesis. Thank you for your trust, time and sincerity.

 maros.mariancik@gmail.com (nezdieľané) [Prepnúť účet](#)



\* Povinné

What gender do you identify as? \*

- Male
- Female
- Nonbinary
- I prefer my own gender designation

How old are you? \*

- Up to 20
- 21-30
- 31-40
- 41-50
- 51-60
- 61 and more

How long have you been working for H&M? \*

- Up to 1 year
- 1-3 years
- 4-6 years
- 7-10 years
- 11 or more years

Do you know what the term diversity management means? \*

- Yes, I do
- I have already heard this term, but I am not sure of its meaning
- No, I do not

What do you imagine when you hear the word diversity?

Vaša odpoved'

---

The management of this branch supports diversity in the workplace. \*

- I strongly agree
- I somewhat agree
- I do not agree nor disagree
- I somewhat disagree
- I strongly disagree

At work, I can be myself without fear or doubt. \*

- I strongly agree
- I somewhat agree
- I do not agree nor disagree
- I somewhat disagree
- I strongly disagree

I think H&M considers inclusion, equality and diversity to be important. \*

- I strongly agree
- I somewhat agree
- I do not agree nor disagree
- I somewhat disagree
- I strongly disagree



I think I work in a diverse team. \*

- I strongly agree
- I somewhat agree
- I do not agree nor disagree
- I somewhat disagree
- I strongly disagree

I think H&M supports its own diversity through diversity management. \*

- I strongly agree
- I somewhat agree
- I do not agree nor disagree
- I somewhat disagree
- I strongly disagree

I think that H&M is taking steps to increase and protect diversity in the workplace. \*

- I strongly agree
- I somewhat agree
- I do not agree nor disagree
- I somewhat disagree
- I strongly disagree

If you answered "Strongly agree" or "Rather agree" in question 11, please try to give an example of how H&M protects and promotes diversity

Vaša odpoved'

---

I am aware of and understand procedures for reporting cases of discrimination and / or prejudice in the workplace.

- Yes, I am aware
- I am partially aware
- No, I am not aware

I believe that H&M will take appropriate action in response to discrimination and / or bias. \*

- I strongly agree
- I somewhat agree
- I do not agree nor disagree
- I somewhat disagree
- I strongly disagree

H&M does a good job of providing educational programs that promote diversity, equality and inclusion in our workplace. \*

- I strongly agree
- I somewhat agree
- I do not agree nor disagree
- I somewhat disagree
- I strongly disagree

The question focuses on the workshops and training that the company wants to implement at all levels to promote tolerance and diversity. \*

- I strongly agree
- I somewhat agree
- I do not agree nor disagree
- I somewhat disagree
- I strongly disagree

If you want to comment on diversity management at H&M, then here is room for your comments, suggestions and experiences:

Vaša odpoveď

---