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Is it good being the same? A study on Diversity

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Abstract

In today's society, companies strive to become diverse. Some organizations want to make us believe, that they like new thinking and want to integrate diversity into their organization. By using diversity management as a tool of analysis it is possible for organizations to work with diversity. Diversity is viewed as something positive by the public and therefore, is it possible to use it as an advantage.

The purpose of this dissertation is to understand how organizations think about diversity and to give an idea of how organizations understand the term diversity. The aim is to explore how organizations understand diversity and what it will provide for the organizations. The outcome of this research will give a better overview of diversity in organizations.

A qualitative research was made and respondents from three different companies were used, to understand how companies define diversity. Furthermore, this dissertation provides an idea of what type of characteristics that organizations think are important for diversity and what effects that may have.

Keywords: Management, Diversity, Organizations, Level of Diversity, Homogenous, Heterogeneous

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1 Introduction

The first chapter of this bachelor thesis is the introduction. The parts included in this chapter are: background, problematization, research question, limitation and outline.

1.1 Background

There are several dimensions within diversity as a subject. However, it is when companies implement the concept of diversity that it becomes possible to use the advantages. Diversity is a complex term to define and therefore it is hard to precise its significance, but diversity within organizations is a field that has not been explored to its full potential yet. Companies have notice that diversity can be a vital component in an organization's success, because it can maintain competitive advantage in form of development in the company. Because of this, diversity within organizations has become a trend among companies (Jones 2005).

Companies usually say that they are diverse, but the reality shows something different. Sometimes it is because companies do not understand what diversity means, or they just do not like to bring in people who do not have the same mindset, or think in the same way as the company. To find out why and what factors are needed for companies to become diverse, companies need to consider some factors, such as; skin color, gender, age, sexual orientation, nationality and physical disabilities. Most of these factors are easy to spot when doing a check of how diverse a company is, but diversity can also be found in traditions, norms, beliefs, ideologies, attitudes and ways of behaving (Ng and Burke, 2005).

It is seen as a corporate social responsibility to utilize and employ people with different backgrounds, age, sexual orientation, skin color, physical disabilities and cultures, so that the workplace becomes diverse and have a diverse image (Axfood, 2014; Max, 2014;

Proffice, 2014). For example the Swedish restaurant chain Max, has this company profile.

Max (2014) says that it takes social responsibility by employing people with physical disabilities, and working with organizations that try to make sure people with physical disabilities have a good and meaningful job.

Furthermore Jabbour, Gordon, De Oliveira, Martinez and Battistelle (2011) claim that diversity management is important since it can be seen as a tool for social integration and it reduces the level of discrimination in a company. However, to manage diversity in an organization, it requires planning and executive practices with human resource management to reduce the liability of diversity management. The challenge of diversity management is to involve human resource management on a good level (Jabbour et al, 2011). Jones (2005) says that diversity management is "the systematic and planned commitment on the part of organizations to recruit and retain employees with diverse backgrounds and abilities". This can be interpreted as an effort to integrate diversity into an organization so that differences can come together and create something new.

Previous research on diversity shows another interesting factor with diversity. Companies do not only strive for diversity as a corporate social responsibility, but they do it actively because, it is a way to find new way to be prosperous, raise moral and find the right competence. However, the biggest threat to diversity is according to Proffice (2014), discrimination. In today's society it is very important not to discriminate people and many companies claim that they have a diverse profile and that they are multicultural, still there are many businesses, professions and areas of life that are not diverse or heterogeneous, they are homogenous.

This makes diversity an interesting topic, not only because it has challenges that have to be overcome, but when a state of diversity is reached in an organization, it can become a competitive advantage.

What this thesis will focus on is how organizations work with diversity. Furthermore, this dissertation will show how diversity is important to get balance in an organization.

1.2 Problematization

The focus of this research will be on diversity within organization and investigate how organizations define diversity, what views they have on it, how organizations work with diversity. Previous research has shown that integrating diversity in an organization can lead to a better communication, both formally and informally (Umans, 2008). Previous research also states that diversity within an organization, can have both positive and negative effects to (Jones 2005). To create a diverse organization, the organization needs to go through a transformation that can be painful, but it will give the organization a competitive advantage. The problems that might arise from the transformation are that the employees have to adapt quickly and therefore will have problems knowing the new system in the beginning.

Previous research has mostly been on diversity as a source for competitive advantage. This because diversity brings creativity and innovation, and that creativity is a necessary precondition for successful innovation (Jones, 2005).

There are also authors claiming that diversity can be seen as something good, or bad. They say that it can be seen as both an asset and a liability at the same time (Stahl, Maznevski, Voigt & Jonsen, 2009). But, the thing that separates diversity from being a liability to being an asset depends on how well a team's ability to effect the process in which context and branch the team operates. Previous research on diversity shows that

diversity brings discrimination to groups that are according to Stone and Tetrick (2013) more likely to be a benefit for the company if they stayed in the group, and can bring in new perspectives.

If it gets to homogenous within a company it can be damaging for the organization. In an economy, having the same educational background and coming from the same school where the same economic theories and thoughts can have severe effects. (Chappe, Semmler & Nell, 2013)

Guajardo (2013) says that to find out why the integration and application of diversity is so poor in organizations, the organizations approach to diversity must be explored. A well balanced diversity is beneficial for an organization and human resource management should try to achieve this balance. Therefore, we feel that a study with a more detailed data collection is necessary, in order to understand the subject more. That is why we have conducted a qualitative research because, we feel that it can be explored with interviews from several companies.

Furthermore, in this research the focus will be on understanding the purpose of organizations view of diversity, what companies mean with diversity, and how companies work with diversity.

1.3 Research Questions

There are more than one research questions in this thesis since we want to provide a better understanding of organizations work with diversity. The purpose with these three questions is to understand how companies use the diversity concept and what advantages it can bring to organizations. With answers from these three questions it will be possible to point out the purpose we are looking for. The questions are:

What do companies mean by diversity?

What are the organization's views on diversity?

How do organizations work with diversity?

The outcome of this dissertation is to provide an understanding of why organizations don't use the diversity concept to its full potential, as well why organizations keep being more homogenous.

1.4 Limitations

The limitations of this dissertation are shortage of time, lack of funding and that the diversity concept is limited in our dissertation. Furthermore, another limitation is that there are only representation samples from the Swedish market.

1.5 Outline

This dissertation consists of five chapters. The first chapter contains the background, problematization, the questions, the limitations for this dissertation and the outline of the dissertation. The second chapter is the theoretical framework, which is the basis of the dissertation. Third comes the method chapter. In this chapter the approach to the research, the choice of empirical method, the design, the data collection method, time horizon of the dissertation, the selection of samples and the conceptualization will be presented. In the fourth chapter comes the analysis of the data. Here the data will be presented and analysed. The fifth and last chapter is the conclusion. This chapter sums up the dissertation.

2 Theoretical Framework

In this chapter, diversity and theories about diversity will be discussed. It contains a definition of diversity, diversity management and level of diversity. The chapter will end with a model that has been created from the theories so that the area of diversity can be analysed. The material and statistics has been collected from government branches, universities, organizations and scholars that has a good insight into the area.

2.1 Diversity

The meaning of the word diversity is differences or, not being alike. The concept of diversity however, is not as easily defined. It can have many different meanings, every person, every organization and every country has their own perception of what diversity is. The word diverse has become diverse.

According to the U.S. department of interior (2014), diversity refers to “many demographic variables, including, but not limited to, race, religion, color, gender, national origin, disability, sexual orientation, age, education, geographic origin, and skill characteristics”.

The North central and east London health education faculty development department, Faculty (2012) has a more complex theory of the concept. The Faculty says that diversity is hard to reach without reaching a state of equality first. It is possible to reach diversity without it, but without equality, society will struggle to be fair and prosperous. When equality is achieved, diversity is according to Faculty (2012) “about recognizing individual as well as group differences, treating people as individuals, and placing positive value on diversity in the community and in the workforce”.

By compiling several definitions, diversity could be said to be, “differences between and a mutual understanding and acceptance of other people’s race, ethnicity, gender, sexual

orientation, socio-economic status, education, age, physical abilities, religious beliefs, political beliefs or other ideologies” (Merchant & Van Der Stede 2012) and (Hill 2011).

Diversity is a big concept, and can be found at all levels and all over a society. It is so broad that it is hard to list all of the characteristics that make it diverse.

The next section will describe how organizations can work with diversity and what to do to improve the method of integrating it.

2.2 Diversity management

Diversity management is a job for human resource management. It is the organ in the organization that recruits, evaluates, rewards, promotes and transfers employees or personnel in an organization. The main goal is to create a strategy maximizing the performance of the employees. A strategy is used to create a long range plan for a vision, identifying external opportunities and threats, Berkley University (2014).

With long range planning, human resources can create workforces that work well together and create value for the organization. So it is the human resource management’s task to implement diversity into the organization, Berkley University (2014).

If the range of diversity is narrow in an organization, there are ways to broaden the range by targeting an underrepresented group in the workforce. First of all, the managers have to understand their range of diversity. If the managers have a narrow definition of diversity, they relate range of diversity with their definition of diversity.

However, the lack of range can be affected by the recruitment process. Some groups are deterred from applying for a job in an organization, because of the job advertisement for the organization. Avery (2003) says that organizations should be aware that more diversity advertisement would attract more diversity to the organization.

One problem that management will face is how diversity is spread throughout different occupations.

VVS forum (2011) (which is an official organ of VVS företagarna and a member of svenskt näringsliv) says that the majority of the employees in companies that are in the plumbing and construction sector are massively dominated by men. A study from SCB (2006 p. 39) shows how genders are divided in the Swedish gymnasium, this indicates that almost everyone that studies construction in the gymnasium are male. SCB also shows that women are more prone to choose program that are more nurturing, like nursing and childcare. In later reports from SCB, it is shown that the numbers are evening out between the genders, but only by a few percent.

This is problematic for organizations who seek diversity, because if it is homogenous when people are educated, organizations have no diversity range to pick employees from, because it is homogenous from school. This issue is however, an issue of choice, David (2013) says that some countries will in the near future have no ethnic or racial majority but that there will still be homogenous groups in certain industries.

After the process of attracting job seekers, human resource managers have to review the applicants. In diversity management, human resource management must be aware that the selection process is one of the places where it is most important to apply diversity efforts, and to make this process equal, Sacco, Scheu, Ryan and Schmitt (2003) say that organizations should use carefully developed job analyses based on highly structured interviews. By doing this, organizations do not have to worry about matching interviewers with interviewees to avoid potential biased ratings.

Another issue that human resource management should address is organizational fit for the person being interviewed. It would be preferable if the person that is being employed,

would have the same behavior and assumptions as the organization to speed up the process or entering the organization. It would also decrease the supervision needed in the daily tasks of the employee. Fit is an important task of human resource management. Human resources can choose to have a high diversity, but without a good fit between the values and culture of the employee and the values and culture of the organization. This has a high probability of failing, because a good fit between employee and organization is seen as something critical for success (Hong & Kim, 2002).

Human resources can avoid fit, if they integrated the new resources (new employees) into the organization. With a strategy of employing diverse members of society, there must also be a strategy of utilizing and integrating it into the organization, or else the benefits will be lost. Mele, Spena and Colurcio (2010) say that resource integration is the most critical aspect of innovation, which is a factor of competitive advantage.

Implementing a diversity strategy when hiring, will demand that the organization creates a diversity climate within the organization. By fostering a diversity climate in an organization, Mckay, Avery and Morris (2008) say that the workforce will be easier to capitalize. The research showed that with a diversity policy, minorities within the organization made significant improvement.

The final section will describe how to look at diversity, how to analyze level of diversity and how it can affect the organization.

2.3 Level of diversity

One part of diversity was differences, but how much of a difference is needed to be called diverse? There can be high diversity in some aspects but, if someone only makes a quick overview there might not be much diversity.

A group of people can have several variables in common and still be diverse; this is called level of diversity (Robbins & Judge 2013 p. 76). In this theory there are two levels of diversity, they are named surface level diversity and deeper level diversity. Loden and Rosener (1991) also have a theory where diversity is divided into two dimensions, they are called primary dimension and secondary dimension. However, in this case the Robbins & Judge terminology will be used.

The first level, surface level diversity, includes differences or similarities in education, ethnicity, regional background and gender.

At first sight, someone might think that two people are similar or different. This is what surface level diversity is, and it is these variables that usually are the ones that stereotypes and assumptions are based on. This is because these variables are easily perceived characteristics and do not always reflect how a person is (Robbins & Judge, 2013).

Authors like Klein and Mo (2010) give critic to the use of surface level diversity saying that it is misleading characteristics. Klein and Mo say “certain surface-level characteristics possess special qualities that predispose them to be better leaders than others”. Furthermore, Klein and Mo say that a focus on surface level may be misleading and that “it is not so clear that surface-level diversity is a major factor in determining leadership effectiveness”. Klein and Mo (2010) say that if you want to find the best leader and the most efficient leadership you should not look at surface characteristics, but you should look deeper. In this case they say that you should explicitly look at the second level of diversity. This gives evidence to that diversity can have a positive impact in an organization but, that the diversity should perhaps not solely be based on surface level characteristics.

In the Swedish society, today there is a strong movement that more women should be in the boards of directors of companies. In a survey of diversity in Swedish companies, Allbright (2013) writes in its report about the homogeneity higher up in Swedish companies, and presents a survey that has been done. They want increase diversity in companies, but they only address surface level diversity in the survey, it puts an emphasis on gender, educational background and ethnicity, but can surface level diversity for the sake of surface diversity be a gain for a company?

It should be noted that in Allbright (2013) it is said that many board of directors are homogenous on the second level of diversity as well.

The second level is deeper level of diversity. According to Robbins and Judge (2013 p. 76) the characteristics on deeper level are differences in values, ethics, and personality, and these are better at describing how a person really is. Klein and Mo (2010) say that if researchers want to find a way to make leadership more efficient they should focus on a theory that studies deeper level characteristics that can be applied regardless of gender, skin color and sexual orientation.

Phillips and Loyd (2006) say several very important things about level of diversity. In their findings they state that “When group members see similarity on surface-level characteristic they expect similarity on deep-level characteristic”, and that “when those expectations were violated, dissenting social majority members were more surprised and irritated with the perspectives of surface-level similarity rather than dissimilar others”. This can be interpreted as homogenous groups not only think that they are surface level equal but also deeper level equal, and when this is not true they are caught off guard and they are negatively impacted by their own assumption. Phillips and Loyd (2006) also

found evidence that surface level diverse groups are more positive and are more accepting of deeper level diversity than surface level homogenous groups.

At this point two theories are conflicting with each other. One says that you should not look at surface level diversity (Klein & Mo, 2010) if you want to see good results. The other one says that you should not have a homogenous surface level group or it might negatively impact the group when deeper level diversity is explored.

It is true that some surface level characteristics might be in favor for some individuals and that is it easier to pick out a good leader in a homogenous group because of it, but the two levels of diversity should not overlap each other. Optimal would be if the surface level group would be diverse and that the study of deeper level diversity and characteristics would be anonymous so that there would be no surface level discrimination or interference.

2.4 Conclusion of theoretical framework

To analyze diversity in organizations and to answer the research questions several characteristics in an organization must be looked at.

To understand diversity in an organization a model has been made, it consist of definition of diversity, diversity management and level of diversity. With this tool it is easier to analyze diversity and also limit the researcher so that the analysis follows a red line. Figure 1 shows how the three characteristics will help to do this analysis.

To analyze diversity, a general definition of diversity must be supplied. There are several different definitions and it can vary from person to person and organization to organization.

The definition that is most suitable for this dissertation is “differences between and a mutual understanding and acceptance of other people’s race, ethnicity, gender, sexual orientation, socio-economic status, education, age, physical abilities, religious beliefs, political beliefs or other ideologies” which is a mix of several definitions.

It is however, hard to see the definition of diversity as a direct factor of diversity in an organization, therefore definition of diversity will be a factor of diversity management. If the definition of diversity in diversity management is narrow, the range of diversity on the organization is narrow. If managers in an organization are aware of diversity and have a broad definition of it, this might affect the diversity in the organization.

Secondly, to answer how organizations work with diversity, diversity management must be looked at. This is a job for human resource management and its purpose is to recruit, evaluate, reward, promote and transfer employees or personnel in an organization. With these variables it will help to analyze how a company work with diversity but also give a hint on what organizations think or what views it has on diversity.

The last part of the theoretical framework is level of diversity. Level of diversity is a tool to analyze the organizations definition of diversity but also its views. By looking at what level of diversity that is talked about and what emphasis is but on, a conclusion can be drawn. The type of diversity that an emphasis is but on shows what the organizations attitudes are about differences.

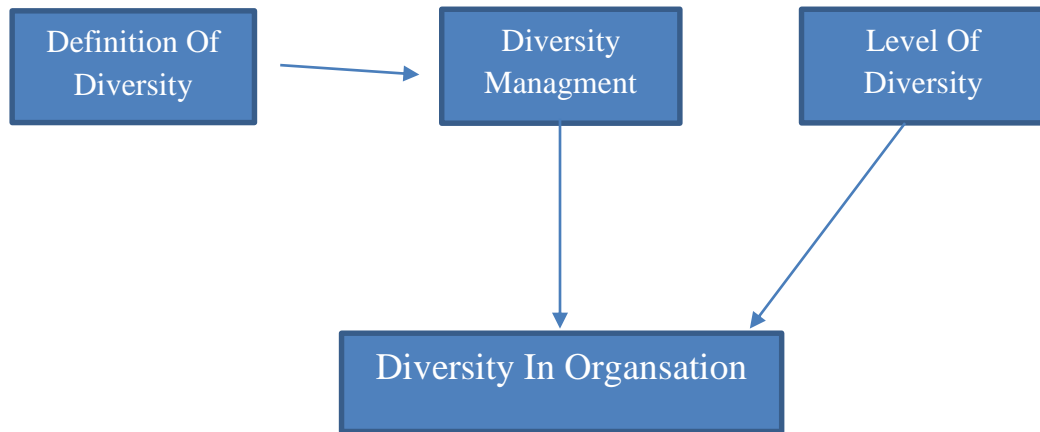


Fig. 1. Diversity

3 Method

The third chapter is the methodology and empirical method. In this part, the information gathering process that is needed to complete the research is presented. The outline of this chapter will be: research approach, choice of method, research design, data collection, time horizon, sample selection, interviews, validity, trustworthiness and lastly ethical consideration.

3.1 Research philosophy

There are four branches of research philosophy, they are, positivism, pragmatism, objectivism and interpretivism. For this dissertation interpretivism have been chosen.

Important aspects of interpretivism are, to understand what is specific, unique and deviant in the research. Because it differs from other sciences it requires a different way of thinking and that the researcher understand what his unique and reflect upon this since the data collected comes from the society and not from something that is tangible. We choose this because we aimed to get a deeper understanding of the subject, diversity and that diversity cannot be quantified. Also because it is hard to set up any given rules about diversity.

3.2 Research approach

The approach of this thesis was an abductive approach and which is a combination of inductive and deductive approach. An abductive approach means that you are bringing knowledge to the topic and in this case it is how organizations think about diversity, and what strategy they use to get diversity into the company (Dubois, A, & Gadde, L. E. 2002). One important purpose with abduction, is to realize the gathered knowledge you intend to get from an organization and to develop a theory or model to implement our findings. First it was necessary to read and gather information about the subject in

forehand and used the gathered knowledge as a theoretical frame. It starts with an observation of the theory we have read, and then developing a model after it (Kováč & Spens, 2005 p. 140).

Diversity within organizations is widely researched, but it is necessary to investigate how companies think about what diversity is to further explore this subject. Finally, the abductive approach is the most relevant approach for the thesis.

3.3 Choice of method

In this thesis a qualitative research method was used, since the main point of this thesis was to investigate how companies work with diversity and how it affects companies like for example, if they use the diversity concept to their advantage or focusing being a homogenous organization. In other words, a more similar atmosphere of people that thinks nearly the same in situations. There has been a lot of research in the area of diversity within organizations but the research field in recruiting process thinking (diversity) of personal has not been observed closely.

The choice of method was based on the most suitable for the approach that is set for this thesis. The thesis adapted an abductive approach and therefore, was the choice of method more suitable for this type of research. A qualitative study was chosen because it provides an understanding of what the research has been about. Within the research question, it is believed that this form of investigation is appropriate because the thesis requires a more detailed investigation, since there has not been a lot of research on the field of diversity in organizations. Additionally, this method was chosen because diversity within organizations has a broad concept that is more flexible for discussion and therefore, is a qualitative research method more suitable.

In this thesis the qualitative research brought out increased knowledge. Further, the interviewer has the opportunity to be more flexible with their data collection, which provides more detailed information.

3.4 Research design

In this thesis the design used was the exploratory design. The purpose of an exploratory study is to seek new insights into a problem. Moreover, this is suitable if the researcher wants to better understand a problem, which makes it easier to be more creative and at the same time not being limited to a particular theory. The exploratory design was chosen since it fits the research question. This enhances the understanding of how diversity affects companies and how companies work with diversity (Saunders, Lewis & Thornhill, 2009).

3.5 Method of data collection

Interviews were made on the basis of that they provide a better understanding, how diversity can affect companies and how companies work with diversity. The reason for this choice was because it requires a deeper collection of information in order to understand what diversity is. In a qualitative research the main focus is the interviewee and what he or she believes is relevant, when it comes to managing diversity within organizations (Bryman & Bell, 2011). However, to achieve a result with a qualitative interview, it is necessary to have open questions which will lead to a discussion that provides detailed answers to the research question.

According to Bryman and Bell (2011), there are two different types of interviews in a qualitative study; it is unstructured interviews and semi-structured interviews. In the unstructured interview, the interview is based on a question that is answered by the interviewed. In a semi-structured interview, the interviewer creates a list of questions that will be asked in the way of the interviewer's choice. Apart from that, more questions can

be asked during the interview if the interviewer wants more detailed answer from a specific question. Although unstructured and semi-structured interviews are similar to each other, this research was based on a semi-structured interview, to gather information for the research. We followed our interview guide to maintain a semi-structure on the interview, but we left the questions open so that the interviewee would give detailed answers.

3.6 Time horizon

According to Saunders et al. (2009) there are two ways of looking at the time overview during the developing process. This is important because you get a better structure on your work and a better overview of your work. In this thesis a cross-sectional study was used since the time is limited and diversity doesn't develop over time. To make it possible for better research, it would have been interesting if we did the research on a larger scale, and with more respondents.

3.7 Sample selection

In this research three companies were chosen since there was lack of time to find more companies. They were randomly chosen from different industries because they answered fastest of all companies that were contacted. The three companies wanted to be anonymous and are therefore renamed; company A, company B, and company C. The following sections of brief presentation of the companies will be provided.

Company A is a construction company in the southern part of Scania. Company A is divided into two sections, one section is administration and one is construction. In the administration section there are around 15 white-collar workers and in the construction section there are around 20 – 25 workers. The construction employees are divided 95 – 5%. This means that 95 % of the employees are men, 5 % are women. In the

administration section there are a higher number of women, 21 % and the rest are men (71%).

Companies in the construction industry choose not to hire women. The construction industry is a very homogenous group where men are majority. For example within an organization there are only men sitting on the highest positions. Therefore it was decided that one of the companies to investigate should be a construction company that will give us the insights needed, to see if it really is as homogeneous, as it is said in Ljöfström (2011, 9 May).

The second company will be called Company B and it is an IT company located in Kristianstad Sweden. It specializes in enterprise planning systems and modifications so that the systems are customized for the customer. The company consults, trains, develops and supports the programs that it sells. Company B is the smallest of the companies with around 10 employees that are all men.

The purpose of choosing company B is to get an insight into one additional company that is in male-dominated industry. In the IT industry there is low equality, most because many women choose not to educate themselves in technology, therefore the selection is limited. However, the IT industry is on the rise when it comes to hiring women, but not many want to apply for work in the IT industry (Didrikson, 2014, 7 Mars).

Company C is the biggest of the three companies in this research. It was founded 2005 and has today 180 employees. Company C business idea is to co-ordinate pension, investment, insurance and tax as an overall solution for its customers. It has at the moment 13 000 clients that gets this type of consultancies each year. In the board of directions, 4 out of 5 are men.

This company was chosen because it gave the research a wide variety of companies so that research would not be as narrow as research done within just one industry. Diversity is the concept of people of many differences and about recognizing individuals and their differences. This selection of companies gave the research an insight to the research questions in different industries. The industries vary in both size and gender division, which gave the research better overview of the subject.

3.8 Interviews

The interviews that have been done were made in a semi-structured way. Three companies were selected for interviews and there were three interviews with company A, one interview with company B, and one interview with company C. We tried to get as many interviews as possible, our goal was 3-5 in each company and unluckily there has not been time for more than one interview with company B and C. However, the interviewee in company B had a very good insight in what the company thought about the subject, mostly because of the size and how the flow of information in the company is. In this dissertation a nonprobability and probability technique has been used, some of the respondents have been randomly selected and others have not. Furthermore, the respondents have been selected beforehand for interviews. For the interviews with each company, we choose a person that was involved with human resource management since our research questions involves that department. In company A we also choose two type of respondents because it would give a different perspective on the answers and these two respondents were randomly chosen.

The participants that have been interviewed in company A were between the ages, 36-40. We have managed to interview three employees that have a great impact on the company and therefore there have been a good insight within company A. The goal was to have an interview with the human resource manager since they have the most insight of what

diversity means. This goal was achieved. The three respondents that were interviewed were, 36, 38, 40. The conduction of these three interviews was made face to face in each participant's office. The meetings were conducted in the beginning of May in Malmö. These meetings were scheduled one week in advance, and two of the interviews were scheduled in the same day, and the last interview was three days earlier. Each interview took approximately 25 minutes.

However, the interview with the respondent from company B was scheduled in Kristianstad and took place in the middle of May. This interview was also conducted face to face, and there was a good response from the participant which was 56 years old. Duration of the interview was 20-25 minutes.

Finally, when interviewing the participant for company C, it was made face to face, just as previous interviews. The respondent was 23 years old and had good insight in the company which gave us good information. The interview took place in Malmö, and took approximately 25 minutes.

Additionally, in all interviews there were good dialogue between interviewer and the participant, except in the beginning of each interview. This is because the first part had a more structure because it was more general questions, like for example: How old are you? What education do you have? There were general questions about diversity we followed as a guideline during the interviews. During all of the interviews we used a recording device such as: cellphones to get the information needed, and later it was transcribed so that information was saved on a word document. Because of the limited time there were not more opportunities to conduct anymore interviews.

3.9 Theory in use

In this dissertation there has been a consistently pattern in following the research. When constructing the model and interview questions it has been based on the theory from this dissertation.

Additionally, after reading several theories, we have chosen to make our model that was based on this dissertations theory. The model is simple and based on definitions from the theory part of this dissertation. Further, when constructing the interview questions it was important that the questions would provide us relevant answers for our model so it could cover all parts from the model, and then we would be able to answer the research question.

3.9.1 Operationalization

We have chosen to divide our interview questions into three sections. In the first section there are general questions about the company such as:

- How many employees does the company have?
- How many of them are women and how many are men?
- How diverse is the company in nationalities?
- What does the age allocation look like?

With these type of questions we were able to find out statistics about the company so that we could get information about how diverse the company really is, on a surface level. The first section also had easy questions because it should help the respondent to feel more relaxed and with us. These questions brought us answers about, the level of diversity dimension in our model, which also was our purpose with the first section part.

The second section brings more sensitive questions about the companies view on diversity and deeper level questions, such as:

- How do the recruiting process look like?

- How do the company see the diversity concept?
- Do you in the company work active to get more diverse?
- Do the company have some policy?
- If there would arise a complication between coworkers, how do the company deal with that?
- Do you encourage the staff to understand diversity?
- Have you needed to change something to achieve diversity?
- Does the board encourage you to bring in more diversity to the company?
- How do the company handle diversity conflicts?

These questions were made so that we could get detail information about deeper level diversity, which is in the level of diversity dimension, but these questions also contain information about diversity management dimension, and definition of diversity. The questions contained several diversity aspects that we were looking for. It gave us a perspective of the whole diversity concept, which made it easier for us to understand how diversity works within the organization.

Finally, the last section part involves more personal questions about themselves, and what they think about the company from a diversity view.

- How old are you?
- What is your old experience with diversity?
- What kind of education do you have?
- According to you, how do you develop your knowledge about diversity?
- Which attributes do you think is important when leading a diversified team?

With these questions we were able to find out what type of person the respondent was, and what the person think about diversity. It was important since then we could take our

own conclusions if the respondent, and the company are on the same level on the diversity concept. In this way of building up our interview guide, it will provide more trustworthiness in our research since they match with the theoretical part of the dissertation, and the model.

3.10 Validity

While doing this research, it has been conducted through questions. It is possible that the validities relevance against its purpose may be challenged. In other meaning, the questions are the tools for our results, and with validity it means if the questions are relevant for our research. Since we have formed questions in a way, so there is a possibility of finding the purpose the research intends to. The questions purpose is to find answers concerning diversity within organization, and how companies think about diversity. Internal validity means that the conclusions is being done with the findings from the interview questions, and if they are reliable or not. Furthermore, external validity intends the result from the questions, which will make it possible to generalize it to bigger proportions.

The most important point in this investigation is the trustworthiness of the interviewees. It is an uncontrolled variable because it is hard to see how peoples think, and what opinion they really have. Additionally, it is hard to generalize into bigger propositions since, if the concept is trustworthy enough it will generate into a valid measure.

3.11 Trustworthiness

The number of interviews conducted is a limiter of this research. Only three interviews were made in company A and one each in company B and C. This way of collecting data, might not be as trustworthy as desired since there were only one participant from company B and C. However, in company B there are ten employees and therefore was one interview enough. Additionally, the research is not generalizable and therefore the

thesis will have limited contribution to the scientific area. Although, our research will give new insights about diversity within organizations.

The people that we interviewed were respondents that we already knew and because of this we had confidence between us from the start. We choose these respondents because we did not have enough time, and we wanted to get trustworthy information. Therefore we did not choose random people. We could rely on the respondents that they would speak with honesty and tell us their own opinion. Because it is their own truth they are telling us and it make the information more trustworthy. Finally, we told the respondents that their, and the companies, identity will be anonymous. Since there was a risk that they would give us answers that would give a positive view of their company, while the reality shows otherwise.

3.12 Ethical consideration

While collecting data from three different companies we found interesting information about, how the companies knew about diversity and how much diversity there was within the organizations. This gives some ethical issues that the companies need to face. When finishing the research it was important to get interviews with right information.

It is important to maintain the researcher's objectivity since it is related to an ethical principle. This means that during the data collection it is vital to have complete and accurate data as possible. The information from company A, B and C was good since it was retrieved during reliable circumstances. The main goal for all research work, when it comes to ethics, is to generate knowledge that is as trustworthy as possible. We made it sure for our respondents that anonymity was available of both the company and themselves, and therefore we received credible answers. It was important to protect the

identity of the individual since the integrity is a vital part for them. All information will be confidential when presenting the result (Bryman & Bell, 2011).

In this way we have succeed to achieve the ethical aspects that are excepting of us, to maintain an objectivity picture, which according to Saunders et al (2012) is important.

4 Result/Discussion

The outline of this chapter is that the research questions will be the headlines so that the analysis follows the research questions and go deeper every question.

4.1 Definition of diversity

The first question is what companies mean with diversity, what they define the concept as.

4.1.1 Company A

The questions asked to find out what they defined diversity as corresponded to the first questions in the operationalization. In company A the concept of diversity is broad. They have a variety of words they use to describe the employees during the interview. When asked about the nationalities of the workers the “majority are Serbian, but there are also Swedes, Russians, Finnish and people from Sri Lanka”. But the respondent still sees the company as homogenous, because the company is in a male dominant industry. The respondent says that the company would like “to see more women that works for us, especially white collar workers in the administration section, we are searching for two new people to employ to the parent company and they will be women”.

The chairman of the board of directions is a middle aged Swedish woman and in the board of directors there are three women and two men. When talking about the structure of the company the respondent mentioned that the age range of the company is big, the blue-collar workers are between 23 and 55 and the majority of the white-collar workers are born in the 80's. One respondent said that he thought that “even though I'm in construction which is a male dominated sector I think there is a good balance between gender, ethnicities, age and personalities”.

Mutual respect and respect of other people's sexual preferences were also discussed. "I need to trust this person and listen to the advice that this person gives me", said one respondent and without this trust and respect of this person, it would be hard to achieve respect. "You need to have respect and understanding about other people's mentality, background and culture, and understand how they think in difference situations" said by one respondent, shows that respect is also a part of the diversity concept in company A. "we have no written policy, but if I feel that something is wrong then I can tell the group and they listen and respect my opinion just like I respect theirs", this gives an indicator that if you emphasis respect, the width of diversity can be big without being something of an issue.

Most of the answers from Company A were surface level diversity, but some deeper level diversity was also mentioned. Respect seems to be an important part of diversity and that would fit under deeper level diversity. Perhaps in company A, they use respect instead of focusing on the width of diversity. Respect is needed regardless if the company is diverse or not.

4.1.2 Company B

In company B however the concept of diversity was different and not as wide. All the employees are men, they were born between 1949 and 1966 and most of the employees are older than 55. During the interview there were indicators that the concept of diversity was not as wide as in company A. There was an emphasis on the fact that the company was very homogenous and that the employees were old. Company B originates from an older company that, according the company B was very diverse, with both a high gender and age range.

The respondent wanted to point out though that the company knew that its definition of diversity was rather small, but that it included "gender, age, physical disabilities and

nationality". It is not said out loud, but there might be diversity in form of respect, "we are all individuals in the group and we try to conserve good features, no one in this company tells anyone to it like this or be like this".

Even though company B sees themselves like a group of old men and that they think they are very homogenous, they still have diversity in form of mutual respect and an understanding of value of different features that people can have in a company. This means that company B also has a deeper level of diversity without knowing or being something that was being reflected on.

4.1.3 Company C

In the division that the interviewee works in company C had a 90% male dominance and 10 % female part. "Otherwise there is a big range of the age distribution in the company, we have people from 23 years of age to people who are retiring" said the respondent. There is a variety of ethnic backgrounds in the company, "there is everything from a colored vice president, to Jews & Christian swedes", but they are not searching for something special diversity wise, so it differs a lot in the company, "we are very liberal; we do not care that much about where you come from. We have no real definition, we just see people who need a job". In the end of the interview company C emphasized that they must be open and listen to others, it wants to handle certain thing in a special way, but still have to remember that people have differences.

Company C is the company who seems to be the one that has the diversity concept that matches the concept of diversity in the framework. They have several nationalities, ethnicities and have an open mindedness and respect that are all characteristics of diversity. Company C seems also to have respect in its definition of diversity, which falls under deeper level diversity.

4.1.4 Summary

All the companies have their own understanding of what diversity is. Company A might have its definition because of what the company consists of, several people at the office are ethnic Balkan but work in Sweden. Therefore employing Serbs are not distant because some of them are their countrymen. The company might be seen as diverse because it is located in Sweden, but if the company was located in Balkan it would perhaps be seen as homogenous.

Company B might have its understanding of diversity because they are very homogenous. If a young woman would be employed in the company it would differ so much compared to the people who already work there that it would be seen as diverse. Why it is like this and how it became like this will be discussed in the next part.

Company C has a very wide concept. It includes different ethnicities, demographics characteristics and openness.

All the companies have one thing in common in their definition of diversity. They all say that you should be aware of people's differences and respect each other. They all have surface level diversity factors as a definition of diversity, but they all mentioned respect which is deep level diversity factor. However, this answer no one gave when asked what they define diversity as.

This shows that even if they all have different characteristics in their definition, they still have open mindedness and respect for each other as something of importance.

4.2 The view on diversity

The second question is what views on diversity the organizations have, this section will also give a better insight on the level of diversity in the organizations.

4.2.1 Company A

According to one respondent, company A perceived diversity as important since it, "opens eyes and, opens more doors". By using this explanation it can seem like company A thinks diversity is important, but still it is really homogenous. In its defense you could say that, in the construction industry there is almost only men who are blue collar workers, and statistically 98 % of people who graduate from high school with a construction education are men (SCB 2006). Because of this, it is hard to find women in the blue colored sector, to balance this, company A wants to make it more equal in the white collar sector. "We are trying to get more women into the white collar area since I think it would benefit the company to have more differential opinions during the meetings" said one respondent. To get an understanding of what company A thinks diversity is, we asked a follow up question; in what way would you like to get diverse people into the white collar sector? One person responded that, "Since our leading position is very dominant in their area, it is important that you dare to speak what you have on your mind, this is important for a new person coming". Company A has a good view of what the diversity concept means, but would they really a diverse member of society into their organization? "For me it is vital that you listen to your co-workers and have an understanding for others culture or way of thinking".

It seems that company A would hire more diverse people, but only in the white collar sector since, "once we tried to hire a woman in the blue collar sector and everything went well, she did what she was told to do, but she did all of it slower than the men, both when executing her task and when she was thinking".

There is no action of bringing in women into the blue collar sector, it seems like company A is not very interested after it experienced it. Company A has a positive attitude towards diversity, but wants to control it so that there can be diversity in the organization where it think it would fit.

4.2.2 Company B

Company B seems to have a distant relationship with diversity, “we make no efforts at all to diversify ourselves”. However, later in the interview when asked about how the company discusses the topic the respondent replies, “It is nothing that we whatsoever discuss, more than the fact that we are very old and that there is no renewal in the company which can be a bit of a concern”. This shows that even though company B says that it does not consider diversity as something important it states that the company is aware of the effects.

When asked about the homogeneity in the company the respondent replies that “we are very homogenous, that is just a fact. But it is nothing we think we suffer from, because it has never been a problem”, and “perhaps the customers can react on that we are a group of old men because they are dependant of our products and if they see that that there is no renewal they might choose another company”.

It seems like diversity has not been a subject that has been discussed, but at the same time it is mentioned that the company is aware of some effects that a homogenous group can have. This can also be seen in comments later in in the interview, “the only thing we need to get in to the organization is younger employees or else the company will cease to exist”, “the most probable thing is that the company will be sold and join another company, but it cannot stand on its own legs in the future if it continues like this”.

There seems to be a lack of interest or tendencies to resist diversity as a topic at the company. “There are rules that say that a company must do certain things to adapt to diversity, and some of them are costly”, these quotes are indicators that the company is well aware of diversity but have a tendency to see the negative effects. Lastly it is added that the company is not homogenous by choice and that there would not be any resistance if a young female for example came into the company, but they would “probably not feel very at home in the company because we are all old men”.

This shows that diversity is seen as something that is not very interesting or important. It is only discussed on a surface level and not initially on a deeper level of diversity.

4.2.3 Company C

Company C thinks that diversity as something to discuss and to implement. It thinks, "we are liberal and do not care which nationality the person has, or if it is a women or man. If only young men are applying for the job, then we will hire the one who has the best qualifications". This states that company C do not act upon diversity, but when we asked the respondent what attributes do you think is necessary to lead a diverse work team? The response was, "With diversity, there are several personalities, everyone does not think the same and it is important to be open-minded and, listen to what other persons think". If there is a problem within the organization, company C always wants to solve that problem. “If two individuals have a problem with each other, they will sit and discuss with an open mind. If they still can´t solve the problem we usually have a third party that will be listening and they will try to solve it then”. This indicates that the diversity concept exists within the organization and, they have the same point of view as company A. It seems that company C has a good chance to become even more diverse, since they have mutual respect of each other’s differences in the office.

4.2.4 Summary

Company A has an open mind when it comes to diversity, and wants everyone to feel welcome in the organisation. But as previously stated, diversity is not a goal.

To get more diversity into company B is something that is not even discussed, besides the fact that a renewal will eventually be needed. There is no interest or it is not seen as something that is urgent or important at the moment.

Company A and B are not striving for diversity, but they have different outlooks on it none the less. Company A is aware of it but does not work with it actively but the company is still diverse. Company B however is not very aware of it, or at least does not talk about it and is very homogenous, but if it is a choice or if it is by accident we do not know.

Lastly company C is talking and implementing some strategies to get more diversity into the company. The company is especially interested in some fields of diversity, so that they can diversify themselves because, it would increase the experience in the company also increase the trust from the customers.

All the companies talk about that they are open and would welcome diversity if it came, but this is only on a surface level. This might be an indicator that even though some companies are not talking about diversity nor implementing it, they would still welcome it if it was needed. To increase the diversity in an organization it is not needed to have new people, a more liberal view on deeper level diversity would mean that people would be prone to make their views and opinions heard.

4.3 Work with diversity

The third question is based on how companies work with diversity and how the diversity management within the organizations work.

4.3.1 Company A

To get the right knowledge of how company A is working with diversity we did three interviews with three different persons from the company. When asking person A if they work to get more diverse people into the company, the answer was, “No. We do not really work actively to get more diverse people, but when we need to bring in a new employee, we try to find someone that fits in”. And when asking, person B and C, the same question, the answer was the same, “no we do not work actively to bring in diversity”. This shows that company A is not trying to get more diverse, but when asking person A, how they think the work is going with bringing in diverse people, we got the answer, “Like we said before, we are pretty much a homogenous company, it is male-dominated and we want to see at least more women working for us”. Meanwhile when asking person C the same question, the answer was, “we do not work to get more diversity into the company”. This might give us some doubts within the company, how they think about working with, getting more diverse, but since person A is the HR manager in the company it is more trustworthy that the company really tries to get more diversity into the organization.

Another interesting part of the interviews was when we asked about how the recruiting process works within the organization. Here person B answered that, “it usually goes through contacts. Someone is recommending someone to us, like me for example.” Person C gave the same answer, but person A, who is the HR manager, gave detailed information during the interview. Person A explained that it is very important to feel that you are comfortable with the person who is sitting in front of you. “I think it needs to feel right from the beginning and therefore, we listen to recommendations from others, usually someone knows someone else”. Company A's recruitment process is described by person A, “When someone is recommending a person to us, we contact him/her for an interview with me. If I feel that this person is suited for the company I will bring in the supervisor

for the department who needs new personnel for a second interview”. We can get the image of the company that they search primarily for employees who fits their organization. They want people who they feel comfortable with. This indicate that they rather choose someone that has the same values as they have instead of someone who think out of the box. This might mean that they lean more towards a homogenous organization. As we can see the concept diversity does not match with the literature framework for company A. They seem to have a clear line of what kind of people they are looking for. This way of employing people is also in conflict with how the framework says about how to recruit people to increase diversity. By having a closed process of employing people, they will not have a diverse range of people to choose from, but instead have people recommended to the company that would fit.

4.3.2 Company B

How to work with diversity is not only implementing rules and guidelines, it is also about the process to find new employees because if the recruitment is not taking diversity into the calculation, diversity will have a hard time to be reached. There are no guidelines or protocols about diversity in company B, it is even something that is not discussed, “Diversity is something that is not whatsoever discussed in the company”, this was said as a part of renewal in the company, it has been show that the company at least talked about their demographics.

The reason why company B is so homogenous is because the company was created when “people form an older company that was bankrupt joined together and started the new one”. This means that the new company was created by old work colleagues that were a tight group to get in to. “The rules that we have in this company was taken from the old company just because we needed them, but they are not implemented”, this means that the structure of the new company is the structure of an old work force form a previous

company, which means that it might be a bit out dated. Because diversity is not discussed, there is no one in the company who has renewed their old strategies and therefore they have not been updated.

This can become a problem in the future if the company tries to diversify itself, this in form of new recruitment. “All recruitment is dealt with in an informal way”, this means that the options that they have for new recruitment is slim because they are not seeking outside their own field, “we use a form of head hunting if we wanted a specific person we will contact him”, “we have all worked for such a long time with each other that we have a lot of informal rules, and we need people with experience, so we are looking for a person who has experience and whom we might have worked with before so that person know some of the rules”. With this kind of group thinking and togetherness, it might be hard to even introduce someone who is not already a part of it.

The group has had issues with diversity adaptation but has gone around the problem. “we are demanded to have an elevator because our office is on the second floor, if you are a company you are required to make adjustments for people with physical disabilities”, at the moment they have an exemption, but installing an elevator in an old villa will be costly and will have an effect on the company’s future, “we cannot afford it, and it will in the long run, force us out of this city”. “We do not have customer visits, and if someone who has a physical disability would visit we would meet them in another place that would be more fitting”, there is nothing done by the company in terms of diversity, but laws, rules and regulations force them to do adjustments that they see as something that is unnecessary and can harm the company in such a way that it has to take drastic action to handle it.

Company B has the same issue as company A in the selection process. It will be hard to increase the diversity in the company if all the people who are being employed are not sought after on the broad market. The fact company B also has an office that is not adapted for physical disabilities it narrows the range.

4.3.3 Company C

To get the right knowledge about how company C is working with diversity, we asked the respondent about why there are 90 % men and 10 % women in the regional office in Malmö. The answer we got was, “accordingly we do not want only men, but when the company has a meeting with clients we often get the question, why are there so few women, the basic answer we give our clients is, because there are few women that are applying for the job”. When asking a follow up question if they try to reach out to women more than men, person A answered, "When we are out in schools and attend business days where we try to talk with women more". Company C has tried to find more experience workers since they realized that they got a lot of applications from younger guys who recently got their university degree. Another way to see that the concept diversity match company C, is that the board also encouraged more diversity in the organization. "There are customers that would feel more comfortable with having a more experienced, older person who is giving them advice about their savings.

Company C try to get more diverse, not only does they it to get more women into the regional office, it also wants to, “seek after older people to get a bigger variety in the organization". Which shows that the framework match with the findings in company C. Company C tries to find bigger variation which indicate that they want to become even more diverse.

Company C has an open process and seek certain characteristics that they think the company would benefit from. This can increase the diversity in the organization.

However, the fact that they are seeking certain characteristics would narrow the selection.

But, these characteristics are something that Company C says that it is lacking.

4.3.4 Summary

Company A and B say that they do not work or strive for diversity, and their process of finding new employees show it. If the process of finding a new employee relies on a process that is closed, no outsiders can come in and apply for a position. Company A says that they are homogenous in some parts of the organization and that it is searching for a person that is a good fit for the organisation from the beginning, which only show the short term effects and not long term.

The same thing can be applied to Company B. It is also very homogenous, but they have an even more closed process. Company A can get a person recommended to them and then it will investigate. But Company B goes head hunting for the specific person that it wants. This makes it even harder for an outsider to apply for a job. It must be said though, that in company B, the person that is head hunted is so primarily because of their experience and how good of a fit that person would be for the company is not that important. The reason why they have this process is because, it feels safe with finding the required knowledge in its already existing network, or it might be that the required knowledge is only located in that network.

Company C is the company with the broadest definition of diversity and it is the only company that says that it is actively working with diversity. Even though it does this, the employees and the company can still be seen as homogenous in some instances.

They have an open process were they try to find more women and people with more experience, but many of the applicants are younger men who recently graduated and got their degree.

4.4 Summary of chapter

The companies see themselves as homogenous. When looking at the model, a homogenous group would have an impact on the diversity management. A homogenous definition is an indicator that the diversity management work is not very important for the organization. This means that Company A and B do not think that the diversity management is very important in the organization. Company C has a broader definition of diversity and this indicate that they have a not as narrow diversity management process as company A and B.

When looking at Diversity management in the organization, the definition of diversity gives an indicator of what the diversity management process looks like. The process of finding new employees was more open in company C, whilst company A and B had closed processes and a narrow definition. Having a closed selection, the process of diversity in organizations would slow down.

Some indications has been given that by working actively with diversity and saying that

The last part of the model is level of diversity. The findings show that all the companies have a surface level diversity awareness but not a deeper level awareness, however, the existence of a deeper level diversity acceptance, (if form of respect for other people, which all companies mentioned) will enable diversity to exist in the organization because of that acceptance. Without an openness and acceptance of the employees any level of diversity would be hard to reach.

Table 1. Figure of companies and results

Company	Definition Of Diversity	Diversity Management Process	Level Of Diversity
A	Narrow Surface Level	Semi Closed	Understanding Of Deeper Level
B	Narrow Surface Level	Closed	Understanding Of Deeper Level
C	Broad Surface Level	Open	Understanding Of Deeping Level

This table is an overview of the results. It has been created so that the results can easier be understood. It is created from Figure 1 in chapter 2.

With Level of diversity, the results are based on the answers provided earlier in the chapter. Company A and B had a Narrow definition and Company C had a broad definition.

The diversity management process is based on the work with diversity in the companies and how the process of finding new employees looks like.

The answer to level of diversity of all the companies is understanding of deeper level. All companies had a surface level definition of diversity, however all companies have the understanding of that mutual respect and that openness within the company is important for diversity to occur.

5 Conclusion

The outline of this chapter is that a conclusion will be presented. The headlines in the conclusion follow by: summary of the results, conclusion, limitations and practical implications and suggestion for further research.

5.1 Summary of the results

A lot of research has been done on all sorts of diversity. There has however not been a lot of research on how diversity is implemented in the organization. Other research has observed how it is on organizations and then reported back, this dissertation looks at theories and then investigated how it was implemented in organizations.

In this dissertation there has been identified a couple of variables that effects diversity in organizations. To test these variables, qualitative research was made on three different companies in different industries. To get a twist on the results and to get results that might be more giving, two of the companies that were chosen operated in male dominated industries. It was identified that the companies saw themselves as homogenous and that they lacked in interest in diversity, but still were aware of their homogeneity and the effect it could have. It was also noticed that the two companies that had the lowest diversity, also had the same processes in the company. Both had similar structure on the recruitment process.

5.2 Conclusion

With qualitative research done with interviews we have got an insight into diversity in organizations. The disadvantage of doing this type of research in this area is that the interviewee can sugar coat the answer to look good in something that is as sensitive as diversity. The result that we got from the research shows that this was not the case. The organization revealed a lot information that was useful. The first thing that was discovered

was that organizations has different structures on its demography but still viewed them as homogenous. In contrast to this, they all defined the basis of diversity to be respect for each other. The view on diversity follows the definition of diversity. It was discovered that organizations that did not see diversity as something important and did not have guidelines for diversity in the organisation.

It was discovered that organizations that did not view diversity as important had a closed process of selecting employees. It was rather preferred to find someone who was well known or had experience, that finding someone who brought diversity to the organization.

From Table 1 in chapter 4 it can be seen that Company C had the best qualifications for diversity and so was also the case. Second came company A which was farther behind that first expected. When it came to diversity and openness company B came last. However company A and B were quite similar.

One thing that all the companies had in common was an understanding of deeper level diversity and said that mutual respect was important in the company, which is a very important part for diversity to occur.

5.3 Practical implications

The academic gap that this dissertation will fill is the investigation of diversity in organisations. There has not been a lot of previous research and the previous research has just described diversity and how to look at diversity. This dissertation however, brings out how organizations implement diversity in the organisation.

This dissertation can be helpful for human resource management who want to increase diversity in an organisation, it will help human resource management to understand that

different organizations have different understandings of diversity and it can also help them to ingrate more diversity.

5.4 Suggestion for further research

In the limitation section of the introduction time, funding and a lack of organizations and respondents were mentioned. Future research would grant more time and the funding section is only a small part of the research. The big thing that future research could focus on is the number of organizations and respondents being used. With a bigger number of selection and a bigger selection of organizations in different kind of industries, the findings of the dissertation would become broader and more accurate. At the moment it is just a small selection and only reflects how it can be without being able to create a model of how it is.

5.5 Ethical/Social Implications

This dissertation contributes to the topic of diversity by exploring how organizations in the Swedish society work with diversity. By making people aware of that research is being done on the topic of diversity, this dissertation raises the knowledge about the subject, and make people react to it. Furthermore, the validity and trustworthiness has been addressed, see chapter 3.8 and 3.9.

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Appendix 1. Questionnaire

Bakgrund? Ålder, utbildning, tidigare karriärer

Hur många är anställda i företaget, hur ser fördelningen ut, män, kvinnor, ålder, utländsk bakgrund?

Hur ser rekryteringsprocessen ut?

Hur uppfattar ni mångfald?

Arbetar ni aktivt på få in mångfald i företaget?

Har ni någon uttalad organisationskultur?

Finns det något uttalat sätt att hantera kommunikation som respekterar olikheter?

Arbetar ni för att nå originalitet och individualism på företag?

Hur uppmuntrar ni i så fall originalitet och individualism?

Det finns det en uppmuntran att få personalen förstå mångfald?

Har nu behövt förändra något för att möta mångfald?

Finns det en uppmuntran i styrelsen att ta in mer mångfald?

Hur hanteras mångfaldskonflikter?

Hur utvecklar man sin kunskap om mångfald?

Vilka egenskaper tycker du behövs för att leda ett mångkulturellt arbetslag?