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BUSINESS MANAGEMENT IN THE LIGHT OF CULTURAL DIVERSITY IN THE LABOR MARKET

Abstract

An important element of the management of modern companies and organizations is the proper use of diversity management and equal opportunities, aimed at eliminating discrimination in the labor market. The paper summarizes the starting points for these processes in the labor market. It describes the tendencies of the development of the solved problem in the context of the labor market conditions of the Slovak Republic.

Key words: labor market inequality, equal opportunities management, diversity management

1 INTRODUCTION

Management as a scientific discipline has an interdisciplinary character because it integrates into one whole the knowledge of psychology, sociology, economics, education, and training, but also natural and technical disciplines. Based on this, it creates new knowledge that is applied in increasing the efficiency of organizations. (Piškanin, 2010) The narrower concept of management is the concept of control. Usually, it refers to the control of the entire unit, respectively integrated business activity. (Vetráková, 1996) The term management includes not only aspects of the management of sections and units, but also organization,

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planning, and control activities.

It is clear that in addition to many managerial dilemmas, there is a focus on quality work performance. If employees (as well as managers) are used in processes to perform assigned tasks, for which the processes are set up without any inequalities (in terms of the position of disadvantaged groups), they are likely to be more effective in their activities. In this context, we understand management as a systematic effort based on the theory of the company (organization) as a functional model. Fundamental decisions and the actual implementation test the functionality of the model. In this case, the profits generated by the diversified team of employees are important because they characterize the functionality of this model. If we do not achieve the expected results in the business system, it will be necessary to examine the model not only in terms of financial and process management but also in terms of equal opportunities management and diversity management.

At present time, an analysis of the available literature shows that many managers have come to terms with half-concessions and organizational incompetence, which are side effects of early 20th-century models that do not respect equal opportunities or diversity principles. We believe that such an approach, without the ability to manage change, hampers profit-making procedures, and processes.

2 EQUAL OPPORTUNITY MANAGEMENT

We understand equal opportunities in such a way that all human beings are free to develop their abilities and take advantage of opportunities without lasting restrictions, which would constitute any barrier to participation in the economic, social, and political life of society. Equal opportunities are considered part of human rights and freedoms. It is an effort to focus on creating conditions that strengthen the possibility of equal access for all people to the social environment or to ensure equal access to public services and resources for all.

Equal opportunities are a broader EU strategic goal that pays attention to all sections of the population. Within it, special emphasis is placed on equal opportunities between men and women (so-called gender equality). The EU also uses Structural Funds to effectively promote equal opportunities and gender equality. According to the EU Council Regulation (EC) no. 1083/2006 Art. 16 projects co-financed by the EU Structural Funds must promote equality between men and women and gender mainstreaming, as well as prevent discrimination based on sex, racial or ethnic origin, religion or belief, disability, age or sexual orientation. EU seeks to combat gender inequality. It has set clear goals that it wants to achieve by 2020. The Europe 2020 Pact reaffirms the EU's commitment

to bridging the employment, education, and social protection gap, ensuring equal pay for equal work, promoting equal participation by women in decision-making, and combating all forms of violence against women.

During the years 1990 - 2018, there were several changes in the development, definition, and use of individual management tools operating in the labor market with a focus on creating equal opportunities. Support for the creation of new jobs, the creation of equality between men and women, graduate internships, support for the employment of special groups of citizens, especially the long-term unemployed, citizens over 50 years of age, and high school and university graduates have become a reality. The reform of the social system aimed at supporting work activity has been and is economically justified. The fight against undeclared work and fictitious unemployment is positive.

Discrimination on the labor market in Slovakia has long been a resonant topic, affecting all categories of citizens - households. According to some research, it is most sensitive to the middle generation and the university-educated part of the population. (Pawera, Štefancová, 2014a) Recent years show, especially in 2015-2018, that the feeling of discrimination resonated among the youngest generation, which evokes a tendency to conclude the research question that discrimination in the labor market persists and failure to address the causes of discrimination borders on warnings about further possible distortions in the Slovak labor market.

Several studies independently confirm the hypothesis of a permanent threat to a group of men over 50 and women over 45 (employers are oriented and prefer younger workers for reasons - financial, linguistic, and computer readiness). Research shows that employers routinely practice discrimination based on gender, health, national and ethnic origin, and more. (Štefancová, 2015) The majority of the population in the Slovak Republic has experience with discrimination in the labor market. Overall, however, we can say that the exceptionally high share of the population of Slovakia thinks that the issue of discrimination in the labor market needs to be paid much more attention from the point of view of relevant and responsible institutions than before. This fact proves that discrimination against the labor market is encountered by almost everyone who enters the labor market. At the same time, this issue is not indifferent to the Slovak economically active population. It is not only a serious signal for companies, employers, and management, but it is above all a significant role for the decision-making sphere, for the field of science and research, but also for the media. It is necessary to address the procedures for hiring and firing workers, the organization of work, but also the issues of rest and remuneration for work. Research has shown that the issue of tackling the causes of discrimination in the labor market needs to be given more attention than hitherto, as this view is expressed by respondents in the same proportion

regardless of their gender, i.e. that this problem is often encountered by the entire population and is reflected as very serious. Astonishingly, almost 50% of the young generation between the ages of 18 and 25 believe that this issue needs to be given increased attention. In higher age categories, this view significantly prevails. The assumption that groups with higher levels of education are much more sensitive to discriminatory pressures has been confirmed. (Pawera, Štefancová, 2014b)

We take it for granted that effective protection against the causes of discrimination in the labor market is well-regulated legislation and effective management of equal opportunities, and thus a sophisticated control system and a functional model of addressing inequalities. We consider educational work at the company level to be very important - employers, top management, an information campaign in the workplaces of the decisive sphere, a motivational campaign in the workplaces of science, research, and schools in the education of managers and a global information campaign by the Slovak media.

Equal opportunities management takes place between the individual or group it manages (the managing entity) and its opposite - the managed object. In this process, the managing entity sets goals by which the managed object effectively fulfills the set goals by its available behavior. In the case of this management, within its functions (planning, organization, leadership, and control) there is decision-making, influencing, and control of equal opportunities in the work process. The application of the above principles (elimination of discrimination ...) plays an important role here, which follows the concept of critical success factors of this type of management, which is based on the manager's ability, his ability to apply the adopted strategy, respect the structure, cooperate, take into account the above system, apply the accepted value system (axiology) and justified managerial style. Focusing on human resources, organizational culture, and information and communication technologies will be particularly important.

Equal opportunities management is based on the basic dimensions of current cultural diversity. Based on the achieved successes, it recognizes the status of personality (it does not look at what environment the worker comes from, what is the gender) but focuses on the results at work. In addition, cultural diversity, a real perception of time, a dynamic way of thinking, open communication, an understanding of the global nature of the space, a relationship with uncertainties and risks come to the fore. Its functions include the decision-making process in favor of achieving gender equality - gender mainstreaming.

Gender mainstreaming is the involvement of a gender-specific perspective in all decision-making processes and the use of each decision-making process in favor of achieving gender equality. (Pawera, Štefancová, 2014b) Gender mainstreaming is a tool used mainly in the field of public sector and public

policy making, but it is not limited to this area. Gender-sensitive budgeting (Pietruchová a kol, 2011) and gender-sensitive tax (Gunnarsson, 2017) and levy policy are also part of or complementing gender mainstreaming. However, in the end, gender mainstreaming is more of an approach or philosophy, the real fulfillment of which is possible only through the creation and implementation of specific tools and measures. The nature and impact of these tools again depend on the entities that are their creators. In connection with the focus of this text, we will focus mainly on three groups of actors: the state, employees and employers.

Undoubtedly, the state plays a key role in creating the conditions for the application of equality management. The degree of its participation is in the formation of tools for the promotion of gender equality and depends on many factors, starting with the preferred political orientation, to the overall social perception of the issue of gender equality. The main tool in the hands of the state is primarily the creation of legislative frameworks. These are made up of regulations based on the prohibition of discriminatory practices on the one hand and a positive approach that focuses on the requirements to promote gender equality. In addition to the legislation, the state also has a number of so-called soft instruments such as education, information, support for professional debate and gender research, or the implementation of various projects to promote gender equality (many opportunities in this regard have arisen in connection with period 2014-2020).

An equally important group of actors in the management of equal opportunities are the employers themselves represented by individual companies, public institutions, or other types of organizations. They must meet the conditions set by the legislative framework, but they have a number of options for implementing equal opportunities management and thus promoting gender equality. Many of them do. Their reasons are exclusively pragmatic, gender discrimination is a source of economic inefficiency, and its suppression and promotion of gender equality have a positive impact on the economic functioning of the organization.

3 DIVERSITY MANAGEMENT

An important part of modern management is diversity management. Organizations should not only adapt to change but also act proactively to remain competitive in the market. Diversity management is an approach that focuses on equal opportunities in the life of organizations. It builds on general management, builds on organizational behavior, and also touches on the culture of the organization. Diversity projects can have several levels and phases, and it is necessary to use different models of their implementation. Management that supports a diverse workforce to achieve the best possible results should

follow the concept of leadership Although diversity management, according to Ahonen and Tienari (2009), has its origins in the USA but has gradually moved to Europe, where it has been modified and accepted to meet the conditions of the site. Diversity management is developmental, but more importantly rather a strategic process, consisting of a dynamic series of steps and decisions, and should be developed on a case-by-case basis for each organization. It is inefficient to apply only generally accepted diversity management practices, but it is necessary to create a specific strategy for a given organization.

Diversity as a strategy means an integrated and evolving process of change, in which initiatives are integrated into management and organizational processes, thus transforming the basic functioning of the organization in its treatment of diversity. The differences between diversity management and equal opportunities management are indicated below (Danowitz, Claes, 2012):

Diversity management:

- Ensures that all employees maximize their potential and their contribution to the organization,
- involves a wide range of people, no one is excluded,
- focuses on movement within the organization, the culture of the organization and the
- fulfillment of its business goals,
- is in the interest of all employees, especially managers,
- may include but does not rely on positive action.

Equal opportunities:

- Focuses on discrimination,
- perceived as an issue for socially disadvantaged groups and minorities,
- focuses on the number of different employed groups,
- considered a problem for staff and human resources professional.

The goal of diversity management in organizations is to reduce or eliminate discrimination against certain socially disadvantaged groups, but also to support the performance and production of the organization. Of course, the undeniable fact is that the original intent of approaches and practices to eliminate discrimination is a separate moral goal, and the contribution of economic benefits to the organization is another secondary goal and benefit. However, these objectives are interlinked, and their existence is not mutually exclusive. For-profit organizations must comply with diversity legislation, on the other hand, implemented diversity management helps them to reduce costs and increase efficiency. Implementing diversity management into an organization can be a strategically but also financially demanding process, and the results

it often brings are not immediately apparent. Firms justify their actions in line with diversity management, in particular by moral arguments, while gradually benefiting from the economic benefits of this approach.

In order for diversity management to be effectively managed in an organization, it is necessary to understand the differences or similarities between individuals and social groups, as well as the impact of these differences. Based on these facts, it is possible to apply appropriate approaches in the organization, which indicate a change in behavior to increase work efficiency. Thus, diversity management goes beyond equal opportunities by reorienting an organization's existing practices and culture to increase overall performance. By practicing diversity management, organizations can not only benefit from the increased efficiency of a diverse workforce but also reduce the costs they would have to incur in resolving discriminatory lawsuits. According Dobbin (1993), organizations are developing anti-discrimination strategies that are in line with current legislation. When selecting employees, they are guided by a certain predetermined share of the need for employment of socially disadvantaged groups to the majority, objectively designed criteria for evaluating the qualifications of candidates and rules for the formalized selection process of candidates.

In profit-making organizations, in particular, it is necessary to provide economic justifications that explain any practices that go beyond statutory regulations. Organizations are encouraged to comply with anti-discrimination legislation and to promote equal opportunities for moral reasons. However, the only example of efforts to keep organizations informed about the economic impact of anti-discrimination and diversity measures was in 2003, when the European Commission published an extensive study on methods and indicators for measuring the cost-effectiveness of diversity policies in enterprises. The European Commission has confirmed that legislation has not been sufficient to ensure sustainable development and a diverse workforce without discrimination. (Danowitz, Claes, 2012) The application of diversity management in the organization has an impact on its economic management:

- from the impact on marketing, it is possible to mention that new markets of organizations are opening up, the organization is strengthening its good name between suppliers and customers,
- from the impacts on the area of human resources, expansion of the possibilities of the current staffing of the company and its higher efficiency,
- impacts on costs, such as lower staff turnover, higher motivation, conflict prevention and resolution, improved communication, and thus the prevention of misunderstandings.

The right approach to diversity management is reflected across the entire

structure of the organization. The above scheme shows the consequences of using this strategy on individual layers within the organization.

Promoting diversity management in the organization (working group diversity, demographic diversity, organizational diversity) brings according to Cox (1994) more innovation, better decision-making, more talent, and a wider customer base to organizations. However, diversity management does not always have to affect the organization only in a positive light. According to Jehn, Northcraft, & Neale (1999), contributes to the increased number of conflicts in the workplace. Diverse work teams reduce employee performance. Most management approaches have their advantages but also disadvantages. Focusing only on the management of diversity in the organization and its management, distorts the partial contribution of individual members. Such a functionalist view sees diversity only as a resource that is a means of optimizing overall performance.

According to Kandol and Fullerton (1998), the essence of diversity management is based on the assumption that linking differences in social categories (gender, sexual orientation, religion, age, ethnicity, disability) creates a productive environment in the organization in which every employee feels valuable and valued, his talent is fully utilized and the organization meets its stated goals. The previous definition identifies several social categories that determine social opportunities and the risk of discrimination. It suggests that diversity management can also be used to more effectively meet the goals of the organization and it is necessary to address the issue of diversity as we know that diversity is already present in organizations due to the basic heterogeneity in the social environment. Organizations are open systems, products of the social environment, but they also influence the environment through their production. According to Gilbert, Stead and Ivancevich (2018), the employment and inclusion of individuals who represent socially disadvantaged groups sometimes help to reduce stereotyping. Globalization processes highlight the need to reflect on the factors of cultural diversity. The involvement of specific groups of employees increases the diversity of the staffing of organizations, which is often perceived negatively. Many conflicts in organizations, prejudices against certain groups of employees, and discrimination in the selection and recruitment of labor or in the processes in the organization stem from a negative approach to diversity. Knowledge of more detailed aspects of cultural diversity enables its effective management and the search for opportunities to apply a diverse workforce in organizations. Strengthening the ability to recognize and accept this diversity contributes to eliminating misunderstandings, promoting mutual dialogue, and creating and maintaining an organization's competitive advantage.

The expansion of the freely accessible labor market in the countries of the European Union provides people with the opportunity to migrate and seek

employment in other countries. In order to increase this mobility and make full use of the potential for free movement of workers, further efforts are needed. For example, formally - to ensure the rights of migrant workers in the field of social security or within the company - to ensure equal opportunities and equal conditions for employees regardless of nationality. Firms that are increasingly confronted with an influx of labor and other nationalities should adapt to this fact, bring about certain changes in the company in order to be able to reap the benefits of migration to their advantage. The importance of education and activation policies to address the lack of a skilled workforce vary at national level. They depend on the level of education attained and the participation of the domestic population in each EU country, as well as the history of migration and the ability of individual countries to deal with migration issues.

Employers tried to recruit labor to organizations, especially from groups of people representing the so-called under-represented groups in order to be more effective in achieving their goals. However, many employers were not prepared for a change in the structure of employees and its negative effects were felt. Minorities did not achieve career advancement to the extent expected, increasing turnover and overall dissatisfaction among employees as well as companies.

One of the newer trends in managerial approaches, diversity management, considers the differences of individual employees to be desirable, as the organization has the opportunity to better use the potential of the workforce with diverse knowledge, life experience, knowledge, or interests and thus enrich teamwork. Diversity management leads to a greater tolerance of perception of personal differences and assessment of the workforce based on age, gender, nationality, or ethnicity. It is an approach in the organization that prioritizes aspects of heterogeneity and the right to equality in the process of selection, remuneration, or education.

For an organization to cope with certain differences and be able to benefit from diversity, it must first and foremost recognize, respect, and accept it. Subsequently, it should find strategic solutions that will help to perceive and use diversity to make an overall contribution to the organization and increase its competitiveness. The management of the organization must correctly identify what ratio of a diversity of the workforce has the potential to increase the competitiveness of the organization, respectively. weaken its market position. Diversity management focuses on integrating ideas and methods of promoting diversity into leadership and processes in the organization. Equal treatment or respect for diversity and diversity is an essential part of an individual's dignified life in society. The concept of diversity management is based on respecting and leading a heterogeneous workforce in society. Diverse work groups in society have the potential to develop the economic, creative, innovative potential of

each individual and ultimately achieve better performance and results of the group through a synergistic effect.

However, some companies are not opened to employing culturally diverse people, as they fear change, non-traditional influences in the workplace, or cultural and linguistic barriers. Unclear communication, different perceptions, understandings of context, and non-verbal signals can cause conflicts in the workplace, contribute to lower morale, and an overall bad atmosphere in the workplace, which can result in lower productivity, slow progress, and, last but not least, reduced organizational competitiveness.

It is up to management to be able to meet the challenges of working with a diverse workforce, to make efforts to implement changes in the organization so that it is open to new practices and strategies, but with clearly defined rules to achieve goals effectively and successfully. Management must anticipate the cultural bias that associates various disagreements and conflicts in the workplace caused by the perception of one group that is better than another. At the same time, a high level of emotional intelligence of the manager is needed, which includes a wider range of social skills, self-awareness, and self-awareness, ability to motivate, cope with stress, emotions, and the like, as well as a high level of cultural intelligence enabling effective interactions with people of other cultures.

Communication skills are a natural part of interpersonal skills, emotional intelligence. Without these qualities and skills of a manager, one cannot expect the effective achievement of the company's goals and effective management of people. Effective interpersonal communication includes many partial communication skills, such as the ability to dialogue, the ability to persuade and justify decisions, the ability to use feedback, the ability to actively listen to and obtain information, the ability to identify the main idea, the ability to motivate, resolve conflicts and the like.

Although the organization implements diversity management to increase its competitiveness, it creates quality and favorable environment within the organization, the costs, and benefits associated with diversity in the labor market and organizations are difficult to quantify. However, it is possible to at least point out the expected financial revenues or costs in the implementation of various working groups in the work process of the organization.

Achieving morale improvements and economic benefits in the application of diversity management practices appear to be two distinct goals. The primary goal is to achieve inclusion in the organization, which, however, supports the achievement of the above two goals. From a short- and medium-term perspective, the organization achieves diversity in the application of diversity management: reducing costs, eliminating problems related to labor shortages, improving relationships with stakeholders, access to new markets. This affects

the functioning of the organization in the long term in terms of the total capital and performance of the organization and on human capital.

In this consideration, we show the possible positive effects of diversity management - diversity on the financial management of the company, which was identified in its study by the Slovak Academy of Sciences. We focus on additional revenues and limited costs resulting from the good feeling of employees, identification with the company (even for those who do not belong to vulnerable groups). It is also a positive externality in favor of employees, which, however, spills over into the company's results.

Diversity management focuses primarily on the formation of a multicultural organization through programs that increase, in the long term, the individual awareness of employees and their sensitivity to differences between races, ethnicities, nationalities, ages, genders, social classes, sexual orientation, and physical abilities. (Mihalčová, Toma, 2017)

The implementation of diversity management in the organization needs to be linked to common management processes, especially planning, recruitment, and training. Planning and recruitment are one of the most important activities of human resource management in the staffing of the company's or organization's activities. It requires analyzing the needs of human capital in the organization, finding out the current state, and identifying future needs. According to Stewart and Harte (2010), the integration of diversity management into organizational workforce planning requires a significantly different approach than traditional planning, as the identified "talent" needs arise within diversity, where each is managed and developed by unique differences. of his origin, faith, creed. They note that there are very few organizations that combine talent management and diversity. The implementation of diversity management into the recruitment process can manifest itself on two basic levels. Firstly, in the creation of a recruitment process that will not have aspects of discrimination and in an effort to make the organization more attractive for minorities, resp. creating conditions for them to facilitate their participation in the work process.

At the first level, diversity management is reflected in the job description process. The description should be clear, requiring relevant knowledge, skills, and qualifications for the job. Other requirements that are not necessary for the job position may be supplemented by the candidate during the performance of his work. The job description during the recruitment process should include the following basic requirements: skills (qualifications) that are necessary and desirable, salary, and possibly the possibility of remuneration, job placement in the organization, place of work, main purpose and objectives of the job offer activities, a list of the employee's main duties and tasks.

During the recruitment process, the employer should clearly communicate the job requirements related to diversity - the skills, knowledge, abilities

required for the candidate to form a realistic picture of the job. This information will contribute to the overall satisfaction of the employee in the employment relationship, as his expectations will be in line with reality. Conversely, if the employer emphasizes only the requirements that are related to diversity, but only aspects of origin - age, age, or gender, the candidate may not create expectations that correspond to reality, which may contribute to the overall dissatisfaction of the employee.

The company should also pay attention to its presentation during recruitment. If it is interested in attracting the attention of less represented groups in the organization, it is important to choose the right communication channel. Information on vacancies should be placed, for example, in newspapers, websites, magazines targeting minorities or socially disadvantaged groups. Equally important is the content of the advertisement itself. At first glance, the company becomes more attractive for the mentioned interested parties, if the photos or pictures show employees, resp. managers from disadvantaged groups. Training employees in the field of diversity is one of the most visible activities in the implementation of diversity management in the organization. Initiatives in the field of staff training may be aimed at developing an awareness of diversity at the individual level, in particular recognizing the implications of diversity and the benefits it brings to the organization or its legislative condition in the employment relationship, opportunities for developing skills in a diverse work environment and their use to improve and change the organization.

According to Cocchiar, Connerly and Bell (2010), the education and training of employees should improve the working environment among all employees by being made aware of the negative consequences of prejudice and discrimination. The nature of working relationships will be improved if management explains how diversity can benefit and develop skills, while helping trainees acknowledge their own prejudices and prejudices, develop strategies to address these issues, thereby improving employee performance and thus organizational performance.

It is unlikely that the ideas of diversity and creating equal opportunities in the organization will be understood, accepted, and incorporated into routine activities, if employees do not undergo training on this issue, respectively. Corporate culture, values and structure will not be linked to trainings and workshops on this issue. Some organizations provide one-off training to their employees knowing that it is sufficient.

However, according to Roberson, Kulik, and Pepper (2001), change is unlikely to result from a single diversity education block, but they promote the view that such training must take place continuously throughout an employee's career. As with most activities in organizations, in this case, it is appropriate to set a goal that we need to achieve through employee training. In many cases,

there is no one-size-fits-all answer or best practice for employee training but reflecting critical questions and the experiences of others will at least help to design initiatives that deliver results in the short and long term. (Clutterbuck, Ragins, 2002)

Training programs should be designed to encourage employees to understand and accept diversity, to become aware of different values, standards, or behaviors. They should be designed so that participants in heterogeneous groups have the opportunity to share experiences in practice and to promote interaction between people with different backgrounds. Awareness of the nature of training can help build organizational consensus on the values of diversity, and thus improve the outcomes of individuals as well as the organization as a whole. Programs mostly cover issues such as discrimination, equal opportunities, the legislative framework, the cultural aspects of disadvantaged groups.

Another type of education program, which should not be absent from the organization, can include skills training. It focuses in particular on the development of skills based on diversity and differences between co-workers, which will increase work efficiency and help in decision-making processes. According to Bendick, Egan and Lofhjelm (2001), the content and methods of skills training should usually include exercises to create a favorable working environment for disadvantaged groups, analysis of diversity policy in the organization, recommendations on the non-discriminatory employment process, guidelines on evaluating and rewarding non-discriminatory employees. practices and how to maintain and develop diverse working groups.

From the above, it is clear that it is not enough to conduct one-time training of employees, but training programs should become a natural part of the organization. In many organizations, there are mentoring programs, where the manager in a higher career position shares his knowledge, theoretical but also practical knowledge with the manager in a lower position. It is one of the ways in which it can help a manager from a lower job position and at the same time a disadvantaged group to get to a higher one. However, this does not change the organizational structure, nor does it change the general barriers to action for disadvantaged groups, so the overall impact on the organization is not sustainable and must be complemented by other diversity efforts. Diversity management, therefore, focuses on integrating ideas and methods of promoting diversity into the leadership and processes of organizations. Equal treatment or respect for difference and diversity is an essential part of a dignified individual in society. The concept of diversity management is based on respecting and leading a heterogeneous workforce in society. Diverse work groups in society have the opportunity to develop the economic, creative, innovative potential of each individual, and ultimately achieve better performance and results of the group through a synergistic effect.

It is not easy to accurately measure the use of diversity management in an organization. However, we can describe it as an overall measure of effort to make it inclusive. These authors, who dealt with diversity and knowledge management in companies, identified the following attributes that are required to achieve the effectiveness of activities aimed at diversity management:

Activities must correspond to a clear, i.e. clearly formulated, overall organizational strategy for diversity. Their reason and importance for the organization must be highlighted, which will contribute to a better understanding of the importance of the initiative by employees and also increase employee participation and engagement.

The individual activities must include a partnership between minorities and the majority of employees, thus creating a network of relationships between key stakeholders in the organization and minority components, all of whom share a common goal of moving towards diversity.

Development programs for under-represented minorities must be embedded in the organization in order to increase employee loyalty. Initiatives in the form of informal networks, mentoring or client allocation monitoring processes offer career resources and become the basis of inter-group relationships. Individual activities must be well integrated into organizational practices and processes. The inclusion of initiatives in the main management practices connects the activities to the basic tasks of the organization, i.e. it creates prevention against their later rejection, resp. not complied with.

The organizational structure must be designed to be accountable and progress can be monitored. Action in this area can be firmly entrenched in the organization by appointing key managers and employees to monitor progress and clearly setting out criteria for measuring effectiveness and creating incentives to achieve set goals.

Based on our study of indicators according to which it is possible to measure the benefits that diversity management brings to the organization, we present a list of proposed indicators that can be used to evaluate the implementation of measures and analyze the results of diversity. We propose the following main indicators: workforce demography, employment and work environment culture, top management mission, diversity strategy, and plans, organizational policy, employee benefits, managerial incentives, organizational structure, process reporting (monitoring and evaluation), communication, support network, education, productivity losses. However, the benefits of diversity management may vary according to the individual specifics of the organization in which it is implemented.

4 CONCLUSION

It is not new that cultural diversity is gradually occurring in the Slovak labor market and the state of equal opportunities is gradually improving. Slovak organizations use the benefits of diverse staff from under-represented groups. However, the results of this process do not reach the average of the European Union countries. Organizations often lack a comprehensive concept of dynamic management and respond ad hoc to current requirements. We have tried to clarify the problems related to cultural diversity and inequality in the labor market, with an emphasis on understanding disadvantaged groups in this market.

We presented the situation in selected areas of work environment management in companies and organizations in the Slovak Republic in connection with the gradual creation of equal opportunities in the labor market, considering the economic and social consequences of these processes. We believe that homogeneous groups are not as efficient as heterogeneous and that a diverse workforce can cooperate more effectively. We emphasized the role of the management community, creating such favorable conditions that cultural diversity through diversity management and equal opportunities contributes to positive changes in the labor market.

For an organization to cope with certain differences and be able to benefit from diversity, it must first and foremost recognize, respect, and accept it. Subsequently, it should find strategic solutions that will help to perceive and use diversity to make an overall contribution to the organization and increase its competitiveness. The management of the organization must correctly identify what ratio of diversity of the workforce has the potential to increase the competitiveness of the organization, respectively, weaken its market position. It is up to the companies themselves to approach gender equality and whether they provide equal opportunities regardless of gender. A company that does not discriminate against employees based on gender but creates equal opportunities for them in terms of remuneration for the work performed, can benefit from a diverse workforce. However, especially at home, we can still notice the existing differences not only in the pay between men and women. Gender equality is an important issue in organizations, with an increasing focus on the role of diversity from this perspective. We can perceive diversity as a relatively flexible concept. It is often defined by social categories such as age, ethnicity, religion or belief, and disability.

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