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Abstract

Diversity Management has become increasingly attractive in recent years. A Bank has invested in diversity programs in order to create a competitive advantage for the organization; this will enable A Bank to become more knowledgeable regarding their diverse of customer base, and make their customers feel more comfortable when dealing with organizational members. A Bank will also be able to increase productivity with regards to complex tasks, increase problem solving through knowledge resources, and support innovative strategies.

This dissertation is concerned with the current situation of diversity management implementation as well as the factors that help to create the appropriate environment for diversity management. More importantly, best practice challenges as well as difficulties for A Bank operating in diversity management are examined, and supported with a case study of the financial institution. , Although this research had limitations, this dissertation should provide future researchers with some general ideas and provide some basic information for international companies that want to start diversity programs.

Keywords:

Diversity Management, Inclusion, Diversity Initiatives, Strategy.

**Diversity Management Study: Best Practice for “A
Bank” Operating In Diversity Management**

By

HAN ZHANG

2010

Dissertation submitted to the University of Nottingham in partial fulfillment of
the requirements for the degree of Master of Arts in Management

Preface

This dissertation focuses on the study of best practice, challenge as well as the difficulties of A Bank when operating with regards to diversity management. The reason that I chose this topic is that this is an increasingly important area for A Bank. However, most of the research focus of the study was placed on the relationship between diversity management and organizational performance. This dissertation is intended to fill the research gap.

The main limitations of this project are as follows: Firstly, the ideas are subjective. Secondly, I use a case study to support my argument, while one case cannot be utilized to represent all business models and situations.

The dissertation is a combination of theoretical base and practical study. The scope of the research is relatively small compared with previous research in the field, but it digs a general satiation for further researchers who want to adopt a more practical research approach. The main difficulties in conducting this research were that many people did not want to participant in the interview process, and that time frame is not always sufficient for research that is based in practice.

Acknowledgement:

Firstly, I am grateful to my supervisor Christine Coupland for giving me invaluable advice and guided me; especially appreciate for thought for me and provided well-meaning opinions.

Second, I express my gratitude to my family, my father Mr. Y Zhang, my mother Mrs. Wang, who supporting me to study in University of Nottingham and encouraging me to overcome difficulties that I cannot ever imagine.

Furthermore, thanks for my friends who did a great favor to me in these years study, especially thanks to those professions who participated in my interview.

STATEMENT OF AUTHENTICITY

I have read the University Regulations relating to plagiarism and certify that this dissertation is all my own work and do not contain any unacknowledged work from any other sources.

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Chapter 1: Introduction

1.1 Definition of Diversity:

A good example of diversity is given by Hewlett Packard: “Diversity is the existence of many unique individuals in the workplace, marketplace and community that includes men and women from different nations, cultures, ethnic groups, lifestyles, generations, backgrounds, skills and abilities (Hewlett Packard, 2001).” This definition is broad and does not mention any particular social groups. The issue of whether diversity should be narrowly or broadly defined is debated in the available diversity literature (Janssens and Steyaert, 2000; and Subeliani and Tsogas, 2005). People supporting a broad definition that argues that diversity should cover all the ways that values, abilities, personality characteristics or organizational function, or tenure can differ (Jackson et al., 1995; and Thomas, 1996). By contrast, the narrow definition emphasises diversity based on race, ethnicity or gender, and that cannot be understood in the same way within organizations. The danger of such a broad definition is that it may make it difficult to identify discriminatory practices, while the risk of the narrow approach may fail to recognize the interactions with other dimensions as it focuses only on one dimension at a time (Janssens and Steyaert, 2000). Those people are in favour of a broad definition that argues that an individual has more than one identity and therefore cannot be isolated within the confines of the organization. The interaction between different dimensions of diversity and their effects should be studied (Janssens and Steyaert, 2000). Thomas argued that an individual has more than one identity and these identities cannot be isolated in understanding the dynamics of a heterogeneous workforce. Alternatively, diversity management will become more acceptable if it includes all employees rather than being targeted at specific groups of employees (Thomas, 1996).

1.2 Diversity Management is important in the Strategy Development

Diversity management has become more important in developed countries, such as the USA and the UK, as people from ethnic minorities are becoming a crucial part of the UK workforce and recruitment pools, particularly as the percentage of white groups as a whole fall (Social Trends, 1997). The growth rate of ethnic minorities is higher than that of the white population, both in the UK and the USA. Also, women are more involved in the workforce at all levels. According to Ile et al. (1994) and social trends (1997) over 60 percent of women are present at the work place in the UK. However, men are still more likely to be classified as professionals when compared to women.

In the United States, people of colour now have higher purchasing power as a group than any other international trading partners (Gilbert et al., 1999). African Americans, Asians and Hispanics are reported to nearly reach 25% of American nation's consumer base. The above population proportion changes resulted in greater attention to minority groups by the public. From perspective of labour consideration, organizations have to make an effort to attract the best people, some of whom may be minorities. Thus, diversity management is an important tool for human resources management as minorities may prefer to work for an employer who values diversity (Cox and Blake, 1991). Griggs (1995) has also argued that diverse workforce has a better understanding for a diverse consumer base.

According to Cox and Blake (1991), managing cultural diversity can achieve competitive advantages through cost reduction (by reducing turnover and absenteeism), resource acquisition (by attracting best employee), effective marketing (by valuing employees from all background equally), creativity (by inspiring more ideas from different background), problem solving (by bringing a wider range of knowledge and experience) and system flexibility (by reacting environmental change more quickly).

1.3 Why Diversity Management is important in HR Function

With regards to diversity management initiatives, Gilbert et al. (1999) proposed ethical considerations to management and believe that these ethical principles can support diversity management to succeed. These principles include The Golden Rule, The Disclosure Rule and The Rights Approach. The Golden Rule is proposed by Carroll (1990), which advocates fair treatment of all employees. The Disclosure Rule emphasises openness as being necessary in diversity management. The Rights Approach assumes that everyone has a moral right to choose what they want and being respected with their choice. In relation to diversity management, all people are able to choose their career based on their individual interests and abilities. Overall, diversity management is a necessary implementation for all organizations in pursuing and achieving human rights.

Based on their literature review, Barry and Batemen (1996) defined diversity as a ‘social trap’; Cox and Smolinski (1994) viewed diversity as a precursor to enhance transitional performance; and Gilbert et al. (1999) treated diversity management as a ‘complete organizational cultural change’ design to adapt to demographic change, meet ethical requirements, and meet individual differences needs.

1.4 Objectives of dissertation:

The main objective of this dissertation is to establish the organizational climate for diversity management. In order to achieve this main aim, it is necessary to follow below objectives:

1. To find out the theories behind diversity management that can be used to explain the business activities, and to use the theory to analysis why diversity management is attractive to A Bank, and also why A Bank has chosen to invest in diversity

management, although the benefits seem potentially problematic.

2. To achieve a deeper understanding of the current situation of diversity management in the developed countries.
3. To analyse a particular case—A Bank and finding the benefits and problem that A Bank faces.
4. To analyse the difficulties that A Bank face when operating in diversity management.

Reason for selecting this topic:

Diversity management has become an important tool in human resource management, especially in the developed countries. According to the top 100 companies that have well-implemented diversity management, as valued by the voting public, mostly famous companies are included. It means that diversity management is an important step for organizations to become global; as demographic boundaries become unclear, a good climate for diversity management is also one important factor to attract distinguished people from all over the world. Thus, diversity management is a necessary topic for A Bank to address in order to effectively manage their human resources, a concentrated initiative which may bring competitive advantage to the organization.

1.5 Research Questions:

1. Why is diversity management popular in the developed countries? How is the organisational environment in the developed countries?
2. What the factors necessary to create a good climate for effective diversity management?
3. What are the opportunities and obstacles that A Bank faces, and how can it achieve success in diversity management?

These questions were pursued in this research because firstly, it would encourage people's interest in further understanding the diversity management; Secondly, it makes me more familiar and enables the application of knowledge in a real business environment; thirdly, these questions were set in terms of the research process and make what I will be looking for clear. Finally, it assists with completing the research objective.

1.6 Structure of the project:

Chapter 1 provides a general overview of diversity management and establishes why diversity management is important in organizational strategy development. In addition,, it also introduces why diversity management is important in a HR capacity.

Chapter 2 is the literature review. It includes a definition of diversity management and detailed explanation. Moreover, this part examines the theories on diversity management with reference to A Bank. Then, it states factors that relate to good climate for effective diversity management. Finally, it critically evaluates the effect of diversity management in organizational behaviour.

Chapter 3 outlines the methodology, which is used for data collection and data analysis.

Chapter 4 provides a case study of A Bank. This includes the development of A Bank, the opportunities and challenges that A Bank face in the global market, and how A Bank faces the competition and can still be successful.

Chapter 5 provides the analysis and findings which conclude the difficulties of diversity management operating within the A Bank.

Chapter 6 draws conclusions and recommendations on the diversity management for the next few years.

Chapter 2: Literature Review

According to a stream of academic literature and advertisements, more and more organizations are attempting to enhance inclusiveness through proactive efforts to manage their diversity. 'Diversity management is a voluntary organizational program designed to create greater inclusion of all individuals into informal social networks and formal company programs' (Gilbert et al. 1999, p. 61). Over the past 10 years a growing interest in diversity management appears to redress employees' negative responses to different associations with age, gender, race, class, occupation and religion as well as physical ability or sexual orientation. Diversity management is very common in the U.S. and it is becoming popular in British and Canadian organizations. The advantages and disadvantages of diversity management are in the heated debate of the past few years (Lorbiecki and Jack, 2000). According to various literatures (Lorbiecki, 2009; Thomas and Ely, 1996; Cornelius et al., 1999; Dass and Parker, 1999) enthusiasm for diversity management is becoming increasingly relevant to management learning and is one of the most important measures of organisational performance. Dass and Parker (1999) pointed out that organizations have been identified to have four different responses as a response to diversity: they are resistance, discrimination and fairness, access and legitimacy and learning.

2.1 Definition

A good example of diversity is given by Hewlett Packard: 'Diversity is the existence of many unique individuals in the workplace, marketplace and community that includes men and women from different nations, cultures, ethnic groups, lifestyles, generations, backgrounds, skills and abilities' (Hewlett Packard, 2001). This definition is broad and does not mention any particular social groups. The issue of whether diversity should be narrowly or broadly defined is on debate in the diversity literature (Janssens and Steyaert, 2000; and Subeliani and Tsogas, 2005). Those who support a broad definition

that argues that diversity should cover all the ways that can values, abilities, personality characteristics or organizational function, or tenure can differ (Jackson et al., 1995; and Thomas, 1996). In contrast, the narrow definition emphasizes diversity based on race, ethnicity or gender, and that cannot be understood in the same way within organizations. The danger of the broad definition may make it difficult to identify discriminatory practices, while the risk of the narrow approach may fail to recognize the interactions with other dimensions as it focuses on only one dimension at a time (Janssens and Steyaert, 2000). Those people in favour of a broad definition have argued that an individual has more than one identity and therefore cannot be isolated within organization. The interaction between different dimensions of diversity and their effects should be studied (Janssens and Steyaert, 2000). Tomas argued that an individual has more than one identity and these identifies cannot be isolated in understanding the dynamics of a heterogeneous workforce. Alternatively, diversity management will become more acceptable if it includes all employees rather than is targeted towards specific groups of employees (Thomas, 1996).

Clarke and Iles (2000) defined the term diversity as a description of all types of dimensions on which an organization's employees may differ, including role, function and personality. In the Human Resources literature, it is usually conceptualized in terms of gender, age, ethnicity, disability and sexual orientation. To explore workforce diversity in the business case, some literature from North America are selected as empirical evidence, such as Clarke and Iles (2000), Cox and Blake (1991), Cox (1993), Fernandez (1991) and Thomas (1990). More and more people believe that recruiting diverse employees can enable an organisation to gain a competitive edge or strategic advantage if an organization can value or manage diversity effectively. This argument is built on the basis that full creativity - and the talents of diverse employees - are utilized by way of assisting their recruitment, retention and motivation, and by enabling better communication with diverse customers and markets through the development of more appropriate goods and services (Clarke and Iles, 2000; Blau, 1985).

In the US and the UK, diversity often refers to workforce representation and compliance with equal opportunity and compliance with relevant laws against discrimination. However, diversity does not only belong to women, minority groups or disabled people. As a result, many companies use the term ‘inclusion’ in addition to diversity (MacGillivray and Golden, 2008).

2.2 Legal History

In the review of how British fight racism and discrimination, the Sex and Race Discrimination Acts of 1975 and 1976 can be seen as a social response redressing the disadvantaged position of women and minority ethnic groups in Britain at that time. Coupled with the Disabilities Discrimination Act in 1995, more and more attention is given to equal opportunities policies and practices, power relationship between men and women, racial/ethnic groups and between the able-bodied and disabled. Also Opportunities 2000 was created to increase the quantity and quality of women’s participation at all levels in the work place, especially in managerial roles (Lorbiecki, 2000; and Garnsey and Rees, 1998). The launch of Race for Opportunity in 1995 indicated a good sign of building mutually beneficial partnerships between Britain’s minority ethnic communities and corporate companies in the key areas of marketing, purchasing, employment and community involvement. However, Dickens (1996) argued that those policies for promoting equal opportunities have not been effective in eliminating discrimination due to inadequate perception of problem, which means that “equal opportunities provision is based on knowledge that is narrow and primarily positivist” (Lorbiecki 2000, p. 351). According to Liff and Wajcman (1996) the failure of equal opportunity policy stems from the ideal assumption that differences do not count. As Kandola and Fullerton (1998) have pointed out, emphasis on the importance of difference should be a starting assumption for diversity management policies.

The Civil Rights Act of 1991 proposed four criteria for awarding organizations that

commit to diversity; demonstration of leadership and sustained commitment to diversity, involvement in diversity principles in recruitment, selection, and retention of minority groups, employee development practices and implement successful diversity initiatives.

2.3 Diversity Practices

Literature on the management of diversity has two main purposes: one is to correct discriminatory practices within the workplace and thus to help organizations gain a competitive advantage in their organizational performance. Alternatively, diversity can make teams more innovative and flexible, and therefore make organizational performance more productive (Mello and Ruckes, 2001; O'Flynn et al., 2001; Swann et al., 2004). Among several studies which examined the working experiences of minority groups, some examined wage differences (Blau and Beller, 1988; Harries et al., 2002; and Avery, 2003), while others studied the relationship between value and diversity and conflict (Bunderson and Sutcliffe, 2000; Polzer et al., 2002; Swann et al., 2004). Research on diversity, is mainly focused on the effects of diversity in two areas: discrimination and organizational performance.

Affirmative action (AA) and equal employment opportunities (EEO) have become legal regulations in the US Civil Rights and these regulations placed pressure on organizations to increase diversity with disabilities, Blacks, Hispanics, Native Americans and Asians. These laws aim at recognising the unequal treatment at work of particular groups and therefore able to reduce injustice at work. Also, European companies view diversity as a core value and have launched detailed diversity programmes (Bellard and Ruling, 2001). AA and EEO programmes have made organizations more diverse in terms of race, gender and national origin. These programmes also raise awareness on issues such as discrimination, ethnic and racial diversity and the changing composition of the labour force. Bellard and Ruling (2001)

argued that women, immigrants and people of colour are represented in higher proportions in the labour force. As a radical shift in the management of diversity, it is demanded because of changes in the global economy, the globalization of markets as well as world-wide mergers and alliances.

Diversity programmes also aim to change individual behaviour and to transform the organization and its culture (Kersten, 2000). The AA programmes focus on particular minority groups that are demographically different in terms of age, ethnicity, gender, physical abilities, race and sexual orientation. It placed an emphasis on certain social groups rather than on individuals (Rosenzweig, 1998; Kersten, 2000; and Polzer et al., 2002). For example, AA requires a 'proper' recruitment and selection processes (Ross and Schneider, 1992) and the statistically oriented understanding of diversity in respect of affirmative action, is replaced by an understanding of diversity management at the team level. Affirmative action (AA) was designed to solve discrimination and injustices perpetuated by society (Nacoste, 1989). Heilman et al. (1987) argued that negative reactions stem from the belief that affirmative action hires are recruited not on the basis of relevant workplace characteristics. They further argued that the AA program did not take into account the capabilities of the targeted minority group. This phenomenon is called the 'discounting' principle. According to Gilbert et al. (1999), this program is resisted by dominant workplace groups rather than by the minority groups who are viewed as a beneficial group especially women. Some researchers (Heilman, 1994; and Chacko, 1982) concluded that AA made organizations suffer greater pressure and worse performance via their empirical study. Heilman (1994) further pointed out that AA resulted in preferential selection which may weaken self-esteem. Due to the fact that the credit of AA has been questioned by the Federal government, organizations consider diversity a competitive advantage as organizations become more flexible in relating programs design. This voluntary effort to deal with diversity is terms as diversity management (Gilbert et al., 1999; Cox, 1991; and Thomas, 1991).

In addition, diversity management is different from AA in the literature in terms of purpose, time and action orientation, focus and measures to be taken (Ross and Schneider, 1992; Cascio, 1995; Rosenzweig, 1998; Kersten, 2000; Bellard and Ruling, 2001; Mello and Ruckes, 2001; Polzer et al., 2002; and Swann et al., 2004). The shift from affirmative action to managing diversity is to replace the focus on rules and regulations of recruitment as a basis for managing differences (Subeliani and Tsogas, 2005). Affirmative action emphasizes the clear boundaries between specific groups in organizations while managing diversity focuses on managing individual differences, especially in respect of team work.

2.4 Models of effective diversity management

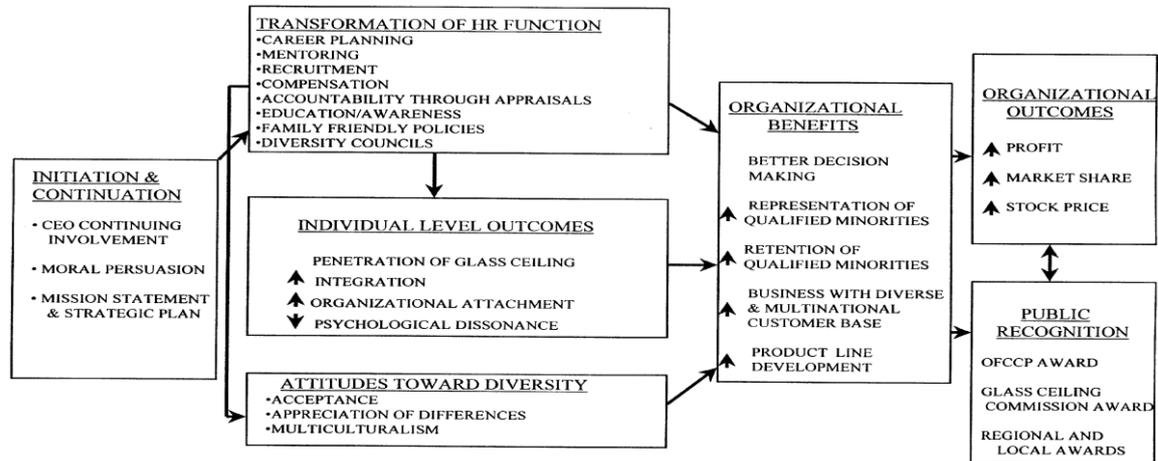
In order to accomplish cultural change, human resource function should start with valuing diversity, which may modify existing procedures and practices. The integrated model (proposed by Gilbert et al. 1999, see figure 2.4.1) suggests factors that are crucial to positive organizational outcomes and public recognition. In this model, CEO is believed to lead to 'transformation of HR function', positive individual level outcomes, and positive attitudes toward diversity.

Wright et al. (1995) examined the impact of the diversity award on corporate stock returns. Findings indicated that diversity rewards are positively related with stock returns. Similarly, OFCCP (Office of Federal Compliance Programs) found that in terms of compliance with regulatory requirements, top fifth companies enjoyed an average stock return of 18.3% while the lower fifth experienced an average stock return of 7.9%. Also according to Equal Opportunity (1993), companies rated higher for recruiting women and minorities outperformed the stock market.

Overall, diversity management is strategic imperative that will result in structural organizational change. This is why I am analyzing both the statement about diversity

management on the webpage and interviewing members of the organization.

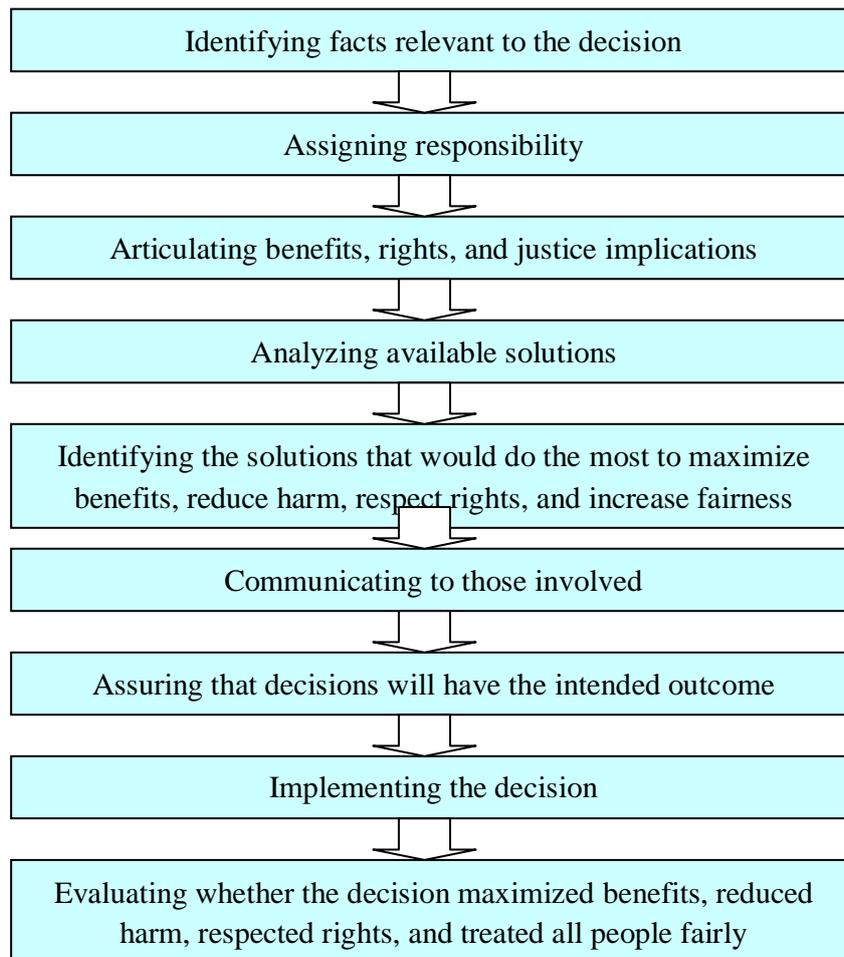
Figure 2.4.1. A Model of Effective Diversity Management



Source: “Diversity Management: A New Organisational Paradigm” (Gillert et al. 1999)

Both the corporate mission statement and code of ethics can build an ethics screen which may provide ways to include diversity management in business decisions. Both Carroll’s “A Process of Ethical Decision making” (1989) and Murphy’s “Ethical Decision Making Checklist” (1988) provide a consistent strategy to include diversity management in business decisions. For example, the process may include the following steps (See Figure 2):

Figure 2.4.2 Ethical Decision Making Process



Source: “*Diversity Management: A New Organisational Paradigm*” (Gillert et al. 1999)

2.5 Climate for diversity management

According to various literatures (Lorbiecki, 2000, Thomas and Ely, 1996; Dass and Parker, 1999), it is necessary to create a climate within which differences can be expressed, so that organizations can match employees’ demographic characteristics. It means that a demographically diverse group can help organizations to gain access to differentiated segments. According to statement made by Arredondo (1996) workforce diversity and its potential help organization anticipate and plan for change. As Lorbiecki (2000) explained, differences are perceived as an investment and therefore managing diversity seems to be a strategic, rather than operational, issue.

Another important aspect is what is to do with its diverse workforce. Thomas and Ely (1996) emphasized that diverse group members should be allowed to bring more ideas on how to do work as well as their views on how to design processes, reach goals, create effective teams and communicate ideas. They also outlined eight preconditions for making this leaning shift: they are leadership, learning opportunities, organizational culture, expectations of high performance from everyone; personal development, openness, and making workers feel valued as a way of valuing the most of their diversity. The leaning perspective is able to pay much attention to the need to diversity work rather than the people, thus bringing diversity into the core of organizational processes.

To explore the diversity climate on a variety of individual career and organizational attitudes and perceptions, climate has to be differed from culture. Some authors contend that climate and culture are related terms, such as Moran and Volkwien (1992). However, some authors noted a difference between climate and culture, such as Clarke and Iles (2000) and Schneider et al. (1994). They climate as, 'the atmosphere that employees perceive is created in their organizations by practices, procedures and rewards.' Climate is, therefore, dependent on organizational policies and procedures. In contrast, culture refers to the broader pattern of an organization, such as values and beliefs. As Burke and McKeen (1992) describe, climate is part of the culture and an organization have many different priorities and therefore the organization have many different climates. Clarke and Iles (2000) pointed out that both culture and climate researchers argue that climate and culture are heavily dependent on management attitudes and behaviours. The management team of an organization set the priorities with which to lead and the climate will be interpreted by employees. Moreover, methods adopted by those studying culture and climate are different. Therefore, culture is defined as a common set of shared meanings or understandings about the organization and its problems and practices, while climate is taken to be a strand of culture, defined as a particular aspect of the organization. This dissertation aims at

exploring climate for diversity, which is set by management in term of organizational rules and structure of diversity.

Developing a positive climate for diversity is believed to be important for managing successful diversity. However, Kossek and Zonia (1993) pointed out that power still lies with white males in most organizations. This dominant heterogeneous culture is extremely difficult for effective diversity management. They also contended that equal opportunities policies, access to resources and opportunities and how individuals and groups view those policies, are important factors for the organizational climate for diversity management. They argued that minorities and women are more likely to be aware of restrictions on their career advancement and opportunities than with men. In their research, they found ethnicity and gender affect perceptions of diversity climates in the organizations. Also, white women respondents have more positive attitudes towards diversity than male respondents. Men thought that women were less professional than men, while women believed they are professional to the same level. In a word, ethnic minorities and women seem more supportive to the organization's attempts to bring in positive climate than men.

According to Cox (1993), three different sets of factors compose the diversity climate: they are individual-level factors, group/intergroup factors and organizational level factors. Clarke and Iles (2000, p. 327) have explained that 'individual-level factors include identity structures prejudice, stereotyping and personality. Group/intergroup factors include cultural differences, ethnocentrism and intergroup conflict. Finally, organizational-level factors include culture and acculturation process, structural integration, informal integration and institutional bias in human resource systems.'

Cox (1993) found a relationship between diversity climates and individual career outcomes, and therefore related these to organizational effectiveness. He argued that the outcomes of the diversity climate have two effects on individual career. On the one hand, diversity climate may affect how individuals feel about their work and employer.

On the other hand, diversity climate may affect how well the individual performs in the organization. The reason is simple as individuals may not perform well if they do not feel valued.

With regard to majority group members, they are considered to have a different perception from non-majority group members (Clarke and Iles, 2000). As with the result from Cox's survey (1993) on professional work, women and ethnic minorities agree that gender and race may influence promotion, which was not acknowledged by white men.

Finally, Cox (1993) pointed out that organizations will be better positioned if they develop a climate that is encouraging and supporting all employees in term of equal opportunities. In this argument, job involvement and labour turnover may be directly affected by the diversity climate. Lee and Mowday (1987) and Canings (1988) all found that gender and ethnic background may affect promotion and career development and, therefore, lead to less job satisfaction, less organizational commitment and less job involvement.

To overcome the problem of high organisational turnover, and to strengthen organisational commitment, it is important to conceptualise what factors would be relevant to a positive climate for diversity. According to the research conducted by Kossek and Zonia (1993) and Cox (1993), diversity climate will affect a variety of individual level outcomes (e.g. organisational commitment, job satisfaction, career planning, career commitment, satisfaction with manager, career satisfaction, career future satisfaction). Diversity climate is mainly reflected by policy support scale and equity scale. Policy support scale includes equal opportunity policy, equal opportunity seen, mentoring, flexible working hours, childcare provided, childcare vouchers as well as career break provided. Equity scale include organisational justice, need for diversity and support for diversity. The above impacts are also hypothesised to be moderated by a variety of variables, such as gender, ethnicity, age, marital status, domestic care

responsibilities, disability, and management level and work hours (full time or part time). Clarke and Iles (2000) confirmed the importance of climate for diversity in aspects of policy support and climate for diversity do predict a range of organizational and work related attitudes and perceptions. Gender and management level influence both the diversity climate indicator variables, and also the outcome variables. Their results indicated that organizations should consider the specific elements for developing a positive climate for diversity (e.g. diversity policies and procedures) if organizations wish to create a positive climate for diversity with all beneficial outcomes on career and organizational attitudes in their organizations. In particular, flexible working hours, career breaks and whether the manager had been shown a copy of the equal opportunity policy is significantly related to organizational commitment, job satisfaction, career commitment, career satisfaction, career future satisfaction and satisfaction with manager. Similarly, perceived organization support for diversity predicted high individual satisfaction within the organization.

Above positive diversity climate is believed to bring business benefits in terms of retention, motivation and performance, all of which are quite important to organizational performance. This result suggests that organizations should make an effort to ensure that their HR policies and practices are seen to be both true and fair in the processes of recruitment, selection, development, appraisal and reward management. This positive outcome should be influenced by the implementation of particular policies and procedures in place. The organization's policies and procedures and perceived fairness by women and men are very important in creating a positive climate for diversity. Developing a positive climate for diversity is believed to create an organizational environment that is perceived by all employees to be inclusive; the inclusive element may have significant effects on individual career and organizational attitudes and perceptions, and therefore organizational effectiveness.

2.6 Critics of Managing Diversity

Many literatures assert that diversity management brings benefits to the organization and its employees in term of increased productivity, creativity and competitive advantage. Both Williams and O'Reilly (1998) and Wise and Tschirhart (2000) found that this assertion is overstated. They argued that those studies supporting this assertion neglect some important variables such as time (e.g. a short life span cannot be representing the effects of diversity in a real organizational environment). Williams and O'Reilly (1998) identified a smaller number of studies on this assertion conducted in a real organizational context. According to Wise and Tschirhart (2000)'s examination of 106 empirical findings from thirty-three studies on the outcomes of diversity, they found that many of the findings was limited due to the use of students as research subjects. Furthermore, Wise and Tschirhart (2000) found that the results for one dimension of workforce diversity can be generalized to other dimension by practitioners and scholars. In addition, the assumption that diversity in a workforce is beneficial for all organizations in all circumstances is challenged by Audretsch and Thurik (2000) as in homogeneous groups the costs of communication and diffusion of knowledge is minimized. Thus, diversity is more favourable to knowledge-based innovative activity rather than routine economic activity.

Taylor et al. (1997) argued that diversity management was not a way of solving diversity issues. The promotion of managing diversity replaces equal opportunities policies and procedures: 'By doing so management does not challenge the basis of racial discrimination (Subeliani and Tsogas 2005, p. 836).' Similarly, Wrench (2000, p. 9) pointed out that 'managing diversity stresses the perspective of the individual within the employing organization rather than focusing on the promotion of equal opportunities strategies, or on challenging discriminatory practices and outcomes'. According to Jones et al., (2000) the spread of diversity is limited as some parts of the

world, especially North America and New Zealand, attempted to avoid the introduction of stronger anti-discrimination legislation and therefore implemented so-called voluntary policies of diversity management. Subeliani and Tsogas (2005) argued that this option is used to prioritize ‘soft’ (voluntaristic) rather than ‘hard’ (legally enforceable) equal opportunities policies. This option enables employers to have the flexibility that they may provide cultural awareness training rather than anti-discrimination training.

In summary, diversity management is very important to any organization, and it is necessary to analyze in order to make the necessary improvements. In the next chapter, the researcher will provide the methods that have enabled this to be done.

Chapter 3: Methodology

3.1 Introduction

Research is something that people carry out in order to discover things in a systematic way, thereby increasing their knowledge. 'Systematic' means more logical, and this research is based on reasonable relationships. The purpose of this chapter is to explain the methodology used in data collection for this research and to provide an outline of the actions which were followed in obtaining information for analysis. The main objective of this dissertation is to find out the good organizational climate for diversity management. In order to achieve this main aim it is necessary to adhere to the following objectives:

5. To find out the theories behind diversity management that can be used to explain the business activities, and use the theory to analyse why diversity management is attractive to A Bank and why A Bank choose to invested in diversity management, although the benefits seem problematic.
6. To achieve a deeper understanding of the current situation with regards to diversity management in the developed countries.
7. To analysis a particular case - A Bank - and find the benefits and problems that A Bank faces.
8. To analysis the difficulties of A Bank when operating in the area of diversity management.

According to King (1994), semi-structured interviews are most appropriate when the range of participants and likely opinions about the research topic are not well known in advance and cannot easily be quantified. This gives more freedom to the interviewer to probe into interesting areas that arise; the underlying views and attitudes of the interviewees, as well as providing them the freedom required to follow their own

interests or concerns (Smit 1995). The goal is to explore a topic more openly and to allow interviewees to express their opinions and ideas in their own words (Esterberg, 2002).

The information collection is based on 10 interviews from A Bank, and the questions are as follows:

Questions:

General Information

Gender:

Age:

Job Title:

Interview Questions

1. What does diversity mean to you?
2. What are diversity initiatives at your company?
3. Do you think diversity should be managed?
4. How do you think diversity should be managed?
5. How has your company benefited from diversity management?
6. Do you think diversity and inclusion are business issue?
7. Is diversity measured in any way?
8. How your company achieved any awards regarding diversity management issues?
9. Do you think your company is committed to diversity management?

The following questions are for HR Staff only.

1. Why did your company start to think about diversity management?
2. Why is diversity management important to your company?
3. Has your company established any Diversity Network?
4. What are the challenges that we see affect diversity management?

According to the study of Bryman and Bell (2003), Saunders et al (2003) and Burton (2000), it is important to do research which follows a model or process. Thus, to achieve the research target, a research model is adopted that has been suggested by Saunders et al (2003). All the analyses below were based on the study of Bryman and Bell (2003), Saunders et al (2003) and Burton (2000).

3.2 Research Philosophy

From the philosophical perspective, this research belongs to a phenomenology of epistemological philosophy. Saunders et al (2003) argued that there are three views about the research process which dominate the literature: Positivism, interpretivism and realism. Phenomenology is a type of interpretivism philosophy. Phenomenology epistemological philosophy was a suitable description of this research, as it's the way that I thought about the development of knowledge.

The definition of Interpretivism is predicated upon the view that a stratagem is required that respects the differences between people and the objectives of the natural sciences and therefore requires the social scientist to grasp the subjective meaning of social action (Bryman and Bell (2003) p16). The definition of Phenomenology is a philosophy that deals with the question of how individuals understand the world around them and how, in particular, the philosopher should bracket out prejudices in his or her grasp of that world (Bryman and Bell (2003) p16).

3.3 Research Theory and Strategy

3.3.1 Research Theory:

There are two basic theories according to Saunders et al (2003)'s study. One is the

deductive approach, which expands on a theory and hypothesis and design, a research strategy intended to test the hypothesis, and the other is inductive research, which shifts from specific situations to make/conclude wide general ideas/theories. For the purpose of this research, inductive theory is more suitable.

3.3.2 Research strategy

In previous research, some researchers investigating diversity management used quantitative research, while others used qualitative research. Qualitative research seems more suitable for our research objective because, firstly, it would require a long time to do quantitative research and was unrealistic for achieving our goal; secondly, a qualitative research strategy usually emphasizes words rather than quantification in the collection and analysis of data. The qualitative research also can gain the insight and environment of an individual, and capture richer data through the process of interview/observation; saving time and gaining extra data are some of the additional advantages of qualitative research.

Besides the reasons listed above, this dissertation needs more information regarding employees' opinions, rather than numbers. That is because this research includes an exploratory case study to discover what is happening in diversity management, to look for new ideas, to ask questions and to evaluate the thoughts. Also, to get other ideas on the subject of diversity management and its impact on A Bank, this study will further interpret and conclude on one general idea - the difficulties that A Bank face in implementing diversity management.

Even though we have chosen qualitative research,; it still has its own problems, such as qualitative research, problems that may not be generalized in terms of findings because most often small numbers of people are interviewed or observed. It is more subjective, which means qualitative results depend on the researcher's views about what is significant and important. Therefore, some bias will be evident in the selection and analysis of material.

3.4 Research Design—Case study

Case study research is useful for bringing us to an understanding of a complex issue or object and can extend experience or add strength to what is already known through previous research. Case studies emphasize the detailed contextual analysis of a limited number of events or conditions and their relationships. (Soy, Susan K. 1997)By using this method, readers can easily understand through intensively acquiring knowledge. Through the investigation of particular business issues, we can gain a deeper understanding of the context of the research. To achieve a deeper understanding, we selected the case study of A Bank in order to add further illustration.

The reason for choosing A Bank as the typical case is that A Bank is in a particular position in the global market. Besides this, A Bank group is one of the main international players who have invested in diversity management, and it is a more representative case. The other reason is that the way that A Bank has succeeded in diversity management is attractive to this research, and also suggests how to face the competition from other foreign-invested companies.

The case study approach enables an in-depth view of A Bank's operating difficulties in diversity management, and helps to make detailed, concentrated knowledge on the questions of 'what, how, and why' their goals have been attained in this aspect. However, one case study does not present all situations, and this research will enumerate several other company operations for a better understanding of how they operate in A Bank and how they face difficulties and solve them. Overall, the case study approach is necessary to achieve our research objective.

3.5 Company background

For confidentiality purposes, the researcher has named the company where this study was conducted as “A Bank” and any description that may indicate the name of its business, or that lead to the identification of the company, is carefully avoided. Consequently, details that may compromise the identity of the company are kept in the generic form.

A Bank is a global investment banking (Founded in 1869), securities and investment management firm. It provides a wide range of services to a substantial and diversified client base that includes corporations, institutional investors, governments, non-profit organizations and high net worth individuals. The firm is headquartered in New York and maintains significant offices in London, Frankfurt, Tokyo, Hong Kong and other financial centres around the world. Revenue: \$88 Billion and Employees: 35,094.

A Bank also manages sub-prime and other innovative mortgage products, which have gained increasing importance to the company in the 21st Century, circa early 2008; its exposure to the mortgage crisis has led to speculations of dire financial risk. On March 17, 2008, amid the collapse of Bear Stearns and its Federally-subsidized purchase by JP Morgan Chase, A Bank reported a quarterly profit of \$1.5B. A Bank has reported excellent earnings of \$3.44bn for the second quarter of 2009. A Bank can be described as a very successful financial organisation.

3.6 Opportunity Sampling:

It is a popular sampling technique as it is easy in terms of time and therefore money (Brown, A. and Dowling, P. 1998). For example the researcher may use friends, family or colleagues. It can also be seen as adequate when investigating processes which are

thought to work in similar ways for most individuals such as memory processes. Sometimes, particularly with natural experiments, opportunity sampling has to be used as the researcher has no control over who is studied.

This opportunity sampling is dependent on the investigation objective and the need for credibility and validity. The sampling target is focused on a particular group of people who are both from minority groups and majority groups. This dissertation is based on qualitative interviews conducted between January and February with 10 professionals having achieved middle and senior positions within their organizations. The sampling approach taken can be described as ‘non-probability’. According to Hornby and Symon (1994), the purpose of this approach is not to establish a random or representative sample but rather to identify people who have information about the process.

The table lists all the interviewees and their professional level:

Participants No.	Gender	Age	Job Title	Nationalities
1	Male	58	HR Manager	UK
2	Female	56	Senior Vice President of UK	USA
3	Male	48	Senior Manager of Human Resources and Facilities	USA
4	Female	53	HR Manager	USA
5	Female	38	HR Staff	Africa French
6	Male	30	Investment Researcher	USA
7	Male	30	Security	UK
8	Female	41	Personal Loan Adviser	UK

9	Male	28	Receptionist	UK
10	Male	45	Marketing	UK

3.7 Data collection method:

Our data collection method includes two different types of data—primary data and secondary data.

3.7.1 Primary data collection:

Primary data research is performed specifically to help solve the problem being dealt with or discover the opportunity being considered. This sort of data is collected specifically for research purposes and uses both semi-structured interviews and in-depth interviews.

Saunders et al (2003) gave the definition of the semi-structure and in-depth interviews. The semi-structured and in-depth (un-structured) interviews are non-standardized. In semi-structured interviews, the researcher will have a list of themes and questions to be covered, although these may vary from interview to interview. With regards to in-depth interviews, people would use these to discover in depth a general part in which you are interested, and there is no predetermined list of questions to work through in this situation, although you need to have clearly thought about what you want to explore.

The reason for applying this kind of interview was to conduct discussions not only to disclose and understand the ‘what’ and the ‘how’, but also to set more stress on searching the ‘why’. In addition, I could follow the order of questions more flexibly and also it would allow issues to be developed or introduced. For convenience, I adopted face to face and telephone interviews, as most of the respondents were in the UK.

The themes of semi-structure interview are listed below:

The purpose of in-depth interviews is to try to understand aspects of diversity management implementation. The detail of interview questions and answers are listed in Appendix D.

Face-to-face interview:

This method is to interview participants face to face by making an appointment for an interview or spontaneously conducting an interview (such as in public place). It is helpful when doing in depth interviews as we can see the participants' non-speaking behaviour, such as expression. From the face to face interviews, the interviewer can have quick response, can have a group interview in one time and the interviewer can know the non-verbal behaviours of the participant.

But the face to face interviews have two disadvantages: one is that they can be time consuming if interviews are conducted at a non-convenient location, the other is that it is very hard to record. For instance, one cannot record everything that participants say when the interviewees refuse to allow tape recording.

3.7.2 Secondary data research:

Secondary data research which was collected earlier for some purpose other than solving the present problem or searching the current opportunity. This type of research makes me understand general diversity issues. The secondary data was used for analysis of the theories of diversity management and some background on the development of diversity management. The secondary data source came from the website of A Bank, including how they manage their employees, what they do to encourage the diversity management and what are the awards and penalties.

For this dissertation, my research gap is to discover the difficulty of A Bank's

operations in diversity management. From the previous research, lots of authors have studied the advantage and disadvantage of diversity management, good diversity initiatives for managing diversity as well as good examples of companies that integrate diversity management into strategy development. The secondary data research is very important for this dissertation and supports our ideas.

The secondary data is cheaper, easy to access and saves time; also, it is the only way to examine large-scale trends, and provides a comparison tool with which we can easily read and understand our data. But on the other hand, the secondary data has problems too: the information and data may not be accurate. The source of the data must always be checked, the data may be old and out of data, the sample used to generate the secondary data may be small, and the company publishing the data may not be reputable.

However, the disadvantages can be avoided or minimized by choosing recently published books, journals or articles; Furthermore, by reading more literature to ensure the adopted idea is correct. Finally, it is important to make sure that all the data used has been updated.

3.8 Data analysis—Content analysis:

Based on the organizing method that I have adopted, I conducted content analysis which means the analysis of the content of the message which involves classifying content in such a way as to bring out their basic structure. The term is normally applied to the analysis of documentary or illustration material rather than interview data, but the same technique may in fact apply to the analysis of answers to open-ended questions in survey research. (Burton 2000). Content analysis method also can use for primary data analysis.

Based on Burton's (2000) research, there are four main points of data analysis: Select a topic and determine a research problem: the topic was diversity management operating in A Bank. The problem is that difficulties of A Bank operating in diversity management. Devise a set of analytical categories: there were several categories from basic definitions to general information on case, as mentioned in coding part. Formulate an explicit set of instructions for using the categories to code the material: Based on the process of coding as mentioned above, I have adopted a colour coding method and each colour represents different categories. Establish a basis for sampling the documents: the basis for sampling the documents is that the documents must have been published in recent years and that the topics were related to my research objective. Count the frequency of a given category or theme in the document sampled: this means the words that are talked about most often are the words that reveal the greatest concerns or the centre message.

Thus, the content analysis can help to generalize the important message or information from huge or massive document. It can narrow down the idea and make the document more clear and save time.

3.9 Conclusion:

Limitations:

There are some limitations to this research. This research is based on small samples, the interviews and the findings that cannot be serialized. This research is exploratory and inductive research, the qualitative research includes some subjective ideas, which are the researchers own viewpoints. The interviews were conducted with several people to explain their own experiences.

Difficulties:

The main difficulty was the time consuming aspect of rescheduling interviews and

re-booking offices, or waiting for the interviewees to finish meetings before their interviews could start. There was always some uncertainty with regards to whether the interviewee would be able to make the agreed appointment, or if they were going to cancel it at the last minute.

The other difficulty is that the researcher does not have financial background; some management methods of A Bank involve financial operating, which is the part that researcher could not understand, and whether this will affect the analysis not clear.

Summary:

In retrospect, this dissertation has adopted an inductive qualitative research method, which belongs to phenomenology epistemological philosophy in the view of philosophy. The case study method was used to provide data for the research address. The research question as outlined at the beginning of this chapter. Content analysis was the method used. However, there are limitations which have been mentioned above. In the next chapter, the researcher will present the data analysis.

Chapter 4: Case Study – A Bank

4.1 Introduction

The Office of Global Leadership and Diversity was established in 2001 in order to reinforce more rigor, accountability and global thinking in the firm's diversity practices. Diversity practices bring value to a range of culture within A Bank. The firm has placed emphasis on diversity in recruiting, career development and promotion in order to attract diverse, top talent from a broader range of institutions in the U.S., Europe, China and India.

With regards to diversity implementation, A Bank developed a rich collection of global employee networks and engaged in mentoring, professional development, community service and cultural awareness. Specifically, they instituted an annual diversity planning process that involved the most senior leaders of the firm, and developed standards for good management and leadership practices.

4.2 Diversity Mission Statement

Based on the firm's diversity mission statements, A Bank admitted the fact that diversity management helps to improve business success continuously. That is also why they continuously invest and develop diversity programs and why they firmly believe that diversity encourages a wealth of talent and creativity to provide a world-class service to a broad spectrum of corporate, government, institutional and private clients. Figure 4.2.1 shows the development of diversity initiatives at A Bank during 1990-2009.

Figure 4.2.1 Developments of Diversity Initiatives at A Bank

	1990-2000	2001	2002-2006	2006	Today
	0				

Scope	Firmwide Divisional	Firmwide Regional Divisional	Firmwide Regional Divisional	Integrated, Cross-divisional, Firmwide	Integrated, Cross-divisional, Firmwide
Regional Focus	U.S. Europe	U.S. Europe Asia	Global	Global	Global
Key Initiatives	Onsite Back-up Child Care Maternity Leave Policy Women's Network Launch	Diversity Task Force (2001) Establish ment of Office of Global Leadersh ip and Diversity	Senior Diversity Leader's Review; Senior Women's Review Initiated Building Pipeline Broad programs to increase retention	Diversity Task Force (2006)	Refreshed focus on diversity Renewed commitment to training Increased emphasis on accountability

(Source: <http://www2.goldmansachs.com>)

The following are quotes from a HR manager (Participant No. 1) of A Bank. 'The diversity of our people is not just an enhancement of our problem-solving or our creativity or our ability to get on with our clients. It is a source of business opportunity.';

‘People who work here really believe in things like meritocracy and integrity, in taking the high road. And that is exactly the environment that diversity needs to flourish’.

According to Senior Manager of Human Resources and Facilities (Participant No. 3), ‘Having a diverse group of people think about any given subject will elicit more innovative ideas than a homogeneous group of people sitting and considering the same problem. So diversity is a requirement for us to excel. And we think strategically about promoting diversity at the firm.’

The Senior Vice President of UK (Participant No. 2) said that: ‘This firm operates on all cylinders because our people feel comfortable enough to offer their ideas and respected enough to disagree.’

A Bank has a global client base that reflects a range of cultures, with a market that are operating 24 hours a day and new financial problems that need solutions. With regard to their diversity training programs, the firm’s population will be educated with cross-cultural issues and workplace policies. Diversity training efforts include individualized one-on-one meetings with managers to share feedback, provide personalized coaching and Diversity Master Classes. Also the Firmwide Diversity Committee requires commitment from divisional and regional managers in order to prepare annual career planning as a workforce strategy.

A Bank suggests innovative ideas for raising and investing capital for their clients. The A Bank environment has world views that are open to creating solutions. They conduct employee surveys every year to understand employees’ experiences and thus create responsive policies and programs.

More importantly, People at A Bank come from diverse backgrounds and work together internationally, and each is made feel integral to the group effort. ‘The firm’s Affinity Networks support people from historically underrepresented populations in building

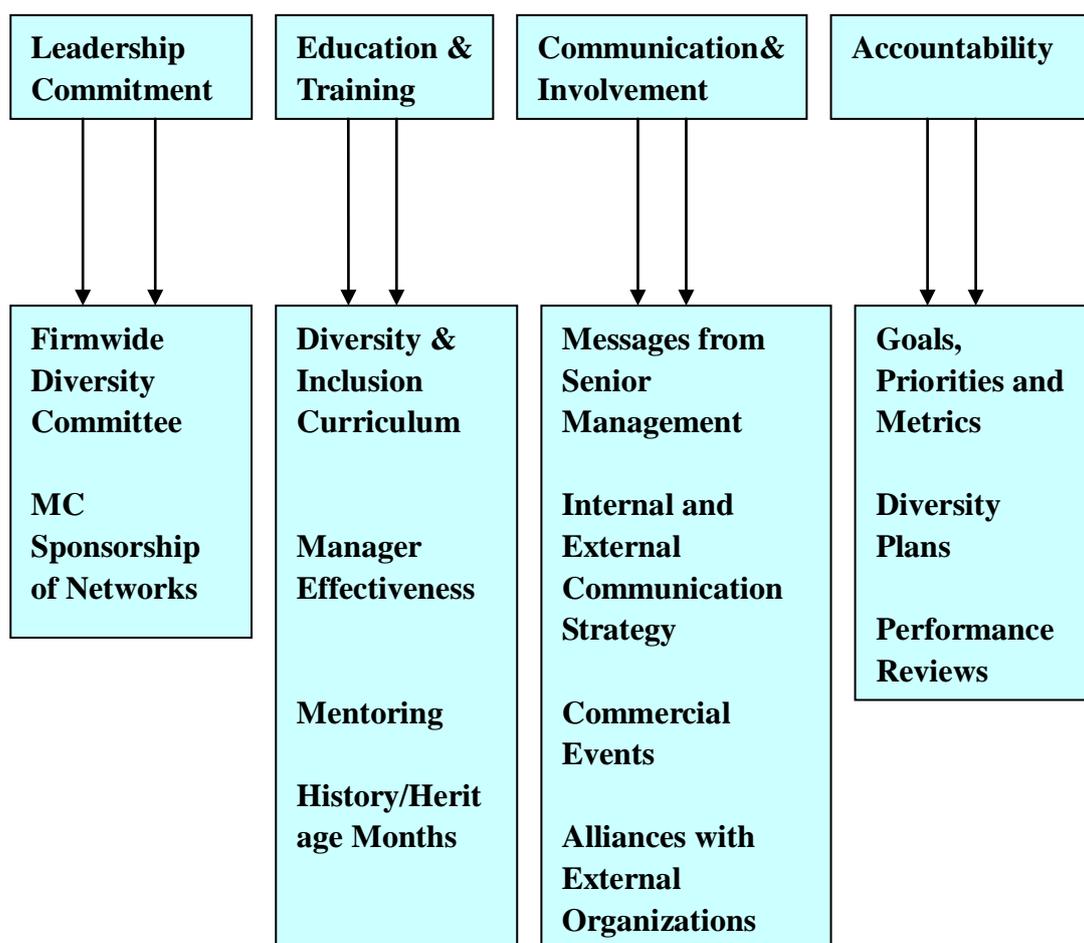
communities within A Bank and in bringing difference across the firm.’ (Participant No. 5, HR Staff).

A Bank also holds events to promote diversity awareness and cultural sensitivity, such as Diversity Awareness Week, Senior Women’s Events, etc. ‘It can feel very safe when you’re surrounded by people just like you. But it wouldn’t be a very stimulating environment. And people here would always opt for stimulating over safe.’ (Participant No. 3, Senior Manager of Human Resources and Facilities.)

4.3 Talent and Diversity strategy

As A Bank continues to grow in the global market, global activities and increases the diversity of their client base, welcoming diversity and equality has become a tool to understand their clients and business partners. A Bank’s commitment includes a wide range of practices that respects all people, cultures and experiences. Specifically, practices include paid cultural or religious leave, work-life balance initiatives, career development and mentoring programs, overseas assignments and opportunities for community involvement (See Figure 4.3.1).

Figure 4.3.1 How A Bank’s Strategy Integrated into Key Business and People Process



(Source: <http://www2.goldmansachs.com>)

In addition, A Bank established an internal ‘Women’s Network’, which was awarded an ‘Employer of Choice for Women’ citation for years between 2002 and 2006. EOWA voted A Bank as employer of choice for women 2006. According to data collected by EOWA, 39% of total employees are female employees, and 19% of management is females, 24% of professional are women, and 5% of equity partners are women. In the interview with EOWA, A Bank has explained their initiatives and workplace programs instigated to achieve equal opportunity in the organisation. EOWA is a statutory authority located within the portfolio of the Australian Commonwealth Department of Families, Housing, Community Services and Indigenous Affairs (FaHCSIA). Its role is to assist organizations in achieving equal opportunities for women (<http://www.gsjbw.com/>).

A Bank believes that, to manage diversity well, they have to manage people well. Therefore they focus on key people processes such as recruiting, training, career development, compensation, promotions, talent mapping, succession planning, and other key retention strategies. In addition, they focus on the engagement and commitment of their leaders to diversity and inclusion. In combining the above two aspects, they attempt to ensure that their selection and assessment is free from bias; continuously review working environments and behaviours. Specifically, they need to affect cultural change, integrate diversity and inclusion into business strategy, integrate diversity and inclusion into their client outcomes and participate in a diverse range of communities and societies.

With regards to their Talent and Diversity strategy, A Bank has four key priorities :(EOWA organizational profile 2006. http://www.eowa.gov.au/Case_Studies/_docs/2006%20Case%20Studies/GSJBW%20Case_Study_EOWA.pdf)

Priority 1: Engagement and Accountability of Leaders

A Talent and Diversity Council members are expected to be responsible for key areas of A Bank. Also, managers are trained to develop the business case for diversity of style, thinking and profile. Performance management is designed to include the diversity competency (see Appendix I).

Priority 2: Reflect to Clients and the Community

Promote diversity via linking diversity to client activities in term of revenue and business generation, even design strategy in targeting senior women clients. Also, A Bank will document a demonstrable track record in achieving a diversity outcome.

Priority 3: Increase the number of senior women

In this respect, A Bank adopts strategies to increase female applicants and interview

rates as well as female candidates at senior level. In addition, providing interview opportunities to ensure that women's high potential is valued, therefore increasing the representation of women and promotes talent and innovation. For example, members of the Management Committee will mentor high-potential women and increase visibility of women at client events and key projects of presentations. Furthermore, return rates from maternity leave, and take-up rates of flexible work practices, will be rigidly monitored and examined to ensure that the female retention rate is in line with the general corporate retention rate.

Priority 4: Exploit Cross-Functional and Wellness and Activities

Diverse participants will be invited in cross-functional dinners and wellness activities will also support diversity objectives.

4.4 Diversity Committee

In A Bank, a managing director is responsible for leading diversity initiatives. In 1990, A Bank established the firm-wide diversity committee (FDC) to promote an inclusive work environment supporting a diverse workforce. The FDC is led by Chairman and CEO. The committee is comprised of members (including 20 executives) of the firm's management committee and other senior leaders, and they meet on a quarterly basis. Aside from the headquarter committee, A Bank has also established particular regional diversity committees in the America, Europe and Asia (From the web page of A Bank).

FDC established and set goals and objectives that were consistent with management's priorities. Each year, FDC worked with the Office of Global Leadership and Diversity (GLD) in order to create specific, measurable and actionable initiatives that are align with the firm's overall business principles and vision for diversity. From the strategic view, the office of global leadership and diversity seeks to create real change to affect cultural transformation, advance leadership and management skills and integrate

diversity considerations into key business and people processes.

With regards to diversity management implementation, A Bank developed and implemented various formal systems to accomplish four main targets (leadership commitment, education and training, communication and involvement, and accountability). At divisional level, each division and region head should present a diversity plan for their targeted population to the FDC. The plan should show annual diversity priorities, summary of evaluation on their own performance with the impact of diversity initiatives and recommend new diversity efforts (in the form of a range of indicators) for the next year and respective populations. Then, Diversity indicators will be used in the compensation process which holds the firm's CEO accountable to shareholders. In addition, career development committees (CDC) in each division and regional level meets with chairman and CEO to discuss the implementation plan. Senior management is responsible for providing reports to the board of directors annually for the firm's diversity initiatives (From the web page of A Bank).

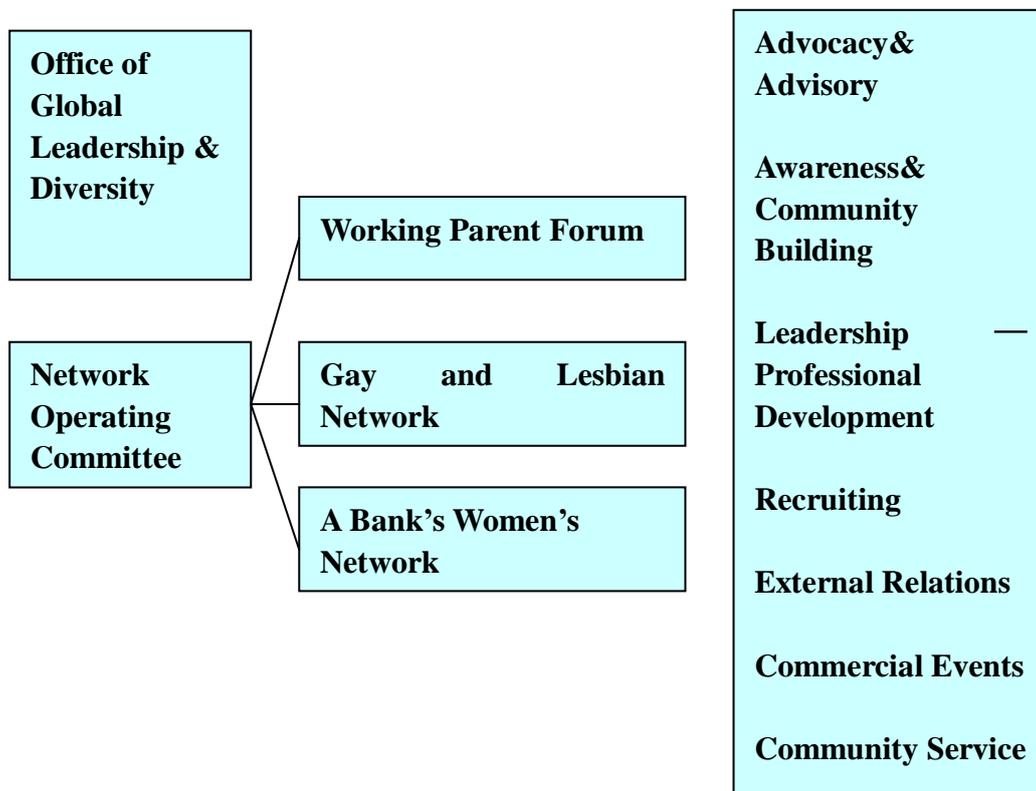
Diversity implementation is not just the job of FDC and needs to work with other committees, such as career development committees (CDCs). Under the leadership of each division, CDCs need to review diversity initiatives in making career development decisions for people at all professional levels. Here, divisional management should lead FDC and CDCs to identify successors, mentor relationship, stretch assignments, mobility opportunities and potential for individuals' career advancement.

With the help of diversity partners, the office of global leadership created the internal communications group to ensure that diversity messages (e.g. women development into senior leadership announcement) are communicated throughout the firm effectively via Diversity website and GLD newsletters. The Diversity site is comprised of a home page

that includes highlighted articles from each region and sections across the Americas, Europe and Asia. The site also provides accessible and direct links to affinity network homepages globally. GLD newsletters inform employees about current diversity initiatives, events, best practice and accomplishments across the firm.

Except the cooperation with LGBT (Lesbian, Gay, Bisexual and Transgender) Network (See Figure 4.4.1), A Bank also has partner programs with women and minority associations, such as participation at minority job fairs, and actively seeks referrals from other employees, etc. In addition, A Bank is committed to searching for outstanding individuals, especially women and students from ethnic minorities and those with disabilities. through work with INROADS, Sponsors for Educational Opportunity, and the Jackie Robinson Foundation, The Forte Foundation and others.

Figure 4.4.1 Lesbian, Gay, Bisexual and Transgender Network at A Bank



(Source: <http://www2.goldmansachs.com>)

4.5 Initiatives designed to support women in the workplace

A Bank's managing director (via the web page of A Bank) expressed that they began to realize the importance of women in bringing profit to A Bank. In 2001, women accounted for 7% of A Bank's partner class and this figure doubled in 2007 worldwide. In addition, women only take 14% of total managing positions in the U.S. in 2001, but this percentage has grown to 19% in 2007. A Bank's efforts won them public recognition such as The Catalyst Award. This award is designed to honour innovative approaches to address the recruitment, development, and advancement of all managerial women in any colour. For being honoured, A Bank successfully met seven rigorous criteria such as senior leadership support, accountability communication, measurable results, etc (Julie Nugent 2007, research director and chair of the Catalyst Award Evaluation Committee).

Although women are paid more attention in diversity management implementation, women need to show sufficient skills in order to be promoted for any positions within the company, especially management positions. These skills include leading, managing, coaching and building the right relationships. In addition to the above objective requirements, women need to be lead to know where they are and how they should grow to acquire necessary skills to be promoted. Therefore, women employees need direct, honest, constructive and caring feedback (Helen Lerner 2007, founder of Womenworking.com). It is quite important to ensure women obtain honest feedback in designing diversity initiatives.

4.6 Disability Initiatives at A Bank

A Bank provides a range of services to a diverse global client base that includes corporations, institutional investors, governments and individuals (<http://www.gsjbw.com/>). A Bank has proved to gain profit from the contributions of its diverse workforce. A Bank has four employee networks: Gay and Lesbian network, Asian Professional Network, firm-wide Black Network, and Disability in Action Taskforce. The work undertaken by the Gay and Lesbian network won the company honor as seventh in the 2005 UK top 100 employers, which is voted by Stonewall. The Asian Professional Network and the firm-wide Black Network have successfully hosted many activities that are specially designed for potential ethnic minority recruits. The Disability in Action Taskforce at A Bank is supported by a CEO-appointed Disability Champion and some fifty committed staff volunteers. This network includes high profile events, a workshop on disability for recruiters and the showcasing of the latest e-accessibility software for the work place in order to make information for the disabled accessible, communicated, award and therefore to ensure recruit and retain employees without disability discrimination ([www.stop-discrimination](http://www.stop-discrimination.com), 2008).

4.7 Role of Diversity in Culture of Meritocracy

A Bank's office of Global Leadership and Diversity (GLD) plays a strategic role in helping to reinforce their culture of meritocracy by integrating diversity and inclusion into key business and people processes. Diversity management aims at addressing the differences that may be experienced by everyone at A Bank. Diversity content mainly includes the following (<http://www.gsjbw.com/>)

- Rigorous recruiting, retention and promotion initiatives
- Specialized career development programs and strategies
- Dedicated training and awareness programs on diversity and leadership
- Support of and partnership with affinity networks
- Tactical diversity workforce planning and analysis

A Bank stated the following notes from their employees: 'I think our business is on a trajectory of ever-increasing globalization. Preparing for that future means having people who reflect a broader range of diversity. And when you consider that this firm includes more than 147 different citizenships, I think we are well on our way.'

4.8 Gender Gap Remains High

According to an inquiry into pay differences between men and women in the Square Mile launched by the Equality and Human Rights Commission (EHRC) on 21 June 2009, six banks including A Bank, Bank of America/Merrill Lynch, Barclays, Citi, Credit Suisse and UBS, were asked to submit responses and the results showed a huge pay difference between men and women within the financial sector. Men working in full time jobs are paid nearly 40% more than their female counterparts. Compared to casual staff, this difference is even higher, as much as 50%. In 2007-2008, 10% of men earned more than £29,400 in the finance arena, whereas 70 of women earned less than

£29,500. In the UK, the full-time gap between men and women is estimated to be around 17%.

4.9 Conclusions

Obviously A Bank is quite concerned with managing diversity and their efforts showed their commitment to embed global diversity across all levels of their organisation. They are ranked at the second place of the top 100 companies that have successfully implemented diversity management, as voted by the public. This huge achievement brands them as best practice company in diversity management. However, the road is still long as many issues have not been entirely resolved, such as the gender inequality found in the survey of six banks. It is not a business issue, but a global issue. The development of diversity management needs efforts from policy makers, economics development, business innovation and individual awareness.

Chapter 5: Discussion

5.1 Introduction

This chapter focuses on the findings and analysis of the research. These findings and the analysis raised is based on the results of this research so far, and through generalizing some ideas from the literature and background studies which have arisen from the secondary research. Besides this, some respondents of the interviews also put forward some problems and suggestions regarding this research.

The main expected findings surround how difficult it is for A Bank to manage diversity; however, there were also some other emergent findings and these were the basis for getting the final results. The main findings include: Firstly, the current situation of diversity management implementation; secondly, factors that affected the development of the diversity management; thirdly, the issues that A Bank faces when operating in the diversity management. Finally, the most occurred reasons that lead to failed to diversity management will be discussed.

5.2 Current Situation of Diversity Management Implementation

In the past decades, companies and employers have changed from just managing to avoid lawsuits to realizing that proper diversity management can be leverage to the advantage of an organisation. With the development of a complex framework of antidiscrimination legislation in the United States, big companies, especially A Bank, try to leverage the differences among their global employees to recruit and retain the top talent regardless of difference, not just follow the non-discrimination requirements mandated by law. ‘Concerning the fact of increasing immigration and demographic shifts, increasing diversity has become top priority of big companies around the world.’ (Participants No. 2)

Aside from antidiscrimination legislation and demographic shift, the phenomenon of globalization has increased the complexity to workforce management. In the USA, the Hispanic population is increasing and is expected to reach 60 million, which is nearly 18% of the US population by 2020. A study regarding workforce 2020 by Hudson Institute forecasted that the number of White Non-Hispanics percentage to total U.S. workforce will continue to decline. With the increasing number of Hispanic workers, the changing demographics force U.S. firms to re-examine workforce diversity in order to react to a changing external environment.

It indicates a potential demographic change in the whole clients market. However, less than 100 of the top 1,000 corporations have no Hispanic and Latino officers. Even worse, some industries such as insurance and telecommunications have few or no Hispanic and Latino employees in the top management positions. There is no one that deeply understands their potential client bases, and it is difficult to believe that such a firm can reach the specific demographic segment through their own experiences, or because of a special affinity towards the segment (Gallinal, Sevin and Kelner, 2009).

Nowadays, America and Europe, as well as global companies have to face the diversity issues. Diversity issues are now human resources professionals' main agenda, especially with regards to whether developing and retaining a cadre of leaders, or merely trying to comply with local workforce laws and regulations.

More and more companies treat diversity as a business imperative that is necessary to implement in order to gain recognition. Some rating agencies and private equity funds even started to pay attention to company diversity ratio as an indicator when examining a firm's performance. Gallinal, Sevin and Kelner (2009) recommended that companies need to create a stimulating environment for collaborative efforts and teamwork in today's global and 'flat' world. Diversity is definitely beneficial to organizations that are realistic.

There are differences between developed and developing nations regarding understanding of diversity. In developed countries, civil and political rights are treated as fundamental rights and are of primary importance; while in developing countries, they perceive economic and social rights (e.g. food, shelter and education) as top priorities. Consequently, a challenge to develop a common understanding of diversity faces A Bank and how it applies at the local level. From my analysis of the web site, global organization framework has to match local needs via dialogue with employees in local areas. Business units are located in different locations which may have different problems regarding diversity management. For example, gender issue is very popular globally. Quite differently, disability issue is major concern for units operating in developed countries rather than developing countries.

According to the State of Diversity in the Fortune 100 (Virtcom Consulting Analytics, 2008), research showed the highest levels of diverse representation on their corporate boards. High diverse representation boards have reached as high as 40% or greater diverse board's seats, including African Americans, Asian, Hispanics, and women (here, a diversity board seat is one that is occupied by a woman or minority board member, or both). This research is designed to prove whether board diversity is a way of driving shareowner value and return on investment. According to "Women on Boards in Europe" Catalyst 2008, women hold 17% of corporate board positions on average in the US. The United States lead most European countries quite handily but not all.

5.3 Factors that Affect the Development of Diversity Management

According to this research, there are many factors that influence the development of diversity management. The premier one is the global demographic change and it is

the first driver of demand for respecting inclusiveness. It has already been discussed that diversity can boost the A Bank performance, enhancing company reputation in respecting human rights.

The second factor is that of legal compliance requirements. Initially laws prohibiting discrimination and harassment were established in the U.S. and then this phenomenon spread to Europe and some other countries. Even in Asian countries, more and more women are highly educated and participate in many high levels within A Bank, as show in the table below:

	Number of Female Employees	Percentage of Female Employees	Percentage of High Level Female Employees (Above Managers)
2000	2138	10.32%	3.5%
2001	3011	13.46%	4.31%
2002	3984	14.27%	5.2%
2003	4653	15.5%	5.43%
2004	5028	17.96%	6.68%
2005	5834	18.3%	6.46%
2006	6417	20.58%	7%
2007	7658	21.46%	8.1%
2008	8712	24.79%	10.03%

(A Bank annual report 2000—2008, <http://www2.goldmansachs.com/>)

Third is the diversity climate that may directly affect between job involvement and labour turnover, which are quite important to A Bank performance. ‘The cost of high turnover is a big issue facing A Bank’ (Participants No. 3). Combined previous study and our interview with diversity professions gender and ethnic background may affect promotion and career development and therefore lead to less job satisfaction, less organizational commitment and job involvement.

Finally, corporate social responsibility (CSR) is an important global concern and large companies have to follow this trend and build up the image of being socially responsible in order to win over customers trust. The increasing pressure to promote corporate social responsibility comes from nongovernmental organizations and pursuing rights for women, minorities, and people with disabilities is part of their efforts nowadays.

In the USA, diversity always refers to compliance with EEO and affirmative action regulations. Global diversity has to ensure that a company abides by local equality laws and hiring requirements. A Bank has to combine compliance functions and the global diversity due to different stages of legal development regarding diversity issues. The following main issues are the most important perspectives perceived by diversity professions according to our interviews.

Social cultures are quite different among countries. For example, 'The term 'diversity' in the U.S. means 'inclusion' and people from different countries talk about the same thing but in different languages, this rule also applies to 'diversity' topic' (Participants No. 5). Therefore, the diversity message has to be designed by different situations in order to help bridge the cultural gap. Legislation difference on diversity leads to different understanding and demands on this topic. 'People from legally developed countries are more likely to protect their own rights than people from legally less developed countries. Resistance may exist from people who did not realize the importance of diversity issues' (Participant No. 4).

Local partners play important roles in assisting to implement a successful global diversity program. There are a number of different business cases for doing the global diversity program. Some companies hire diversity professionals (such as a Diversity Officer) to give recommendations to various levels in the A Bank. Professionals' experience and capabilities are crucial to the success of diversity management implementation. According to their web site, A Bank works with diversity councils at

the global, regional, local and business unit levels. Diversity council serves as an advisory body to help senior leadership understand the complexities associated with diversity success. Council's involvement in human resource activities may be a visible sign to show A Bank's commitment to the public. Also the cooperation may raise business reputation as the council will frequently sponsor events that revolve around diversity issues. A Bank creates a cross-functional team composed from various parts of the organisation in order to work on diversity-related tasks. 'Here communication among teams developed in every country is critical as they are the main channel to communicate difference and provide plans to implement diversity initiatives effectively to local needs. This method saves timing and cost of inviting external experts to understand and design programs. No matter which models as discussed above are applied, local partners have to provide advice to make global diversity initiatives local' (Participant No. 1).

Concerning diversity strategy implementation, an action plan should be set up from different levels. At an individual level, resistance to A Bank's goals has to be considered. Training is suggested to the most often used method for encouraging desirable behaviours. In addition to training, best practice companies also use other methods such as performance management, career development and mentoring. At team level, multicultural work teams have to work together to develop skills in conflict management, cross-cultural communications, listening and processing complex information. These skills enable teams to work together efficiently and effectively, and therefore achieve desirable creativity and innovation. Most importantly, support and involvement from leadership may help to manage diversity on the right track.

In light of the above, a diversified leadership team that revolves around the leading person is needed to deal with all possible situations. As Dr Adizes (1988) pointed out, no one person can be a leader in all situations. Leadership works when the demands of the situation match the style of the person leading. Concerning globalization phenomena as well as the increasing complexity of business environmental change, no

situation calls for only for one style of leadership. A diversified leadership is believed to communicate effectively and decide differently. Overall leadership has to change as organisation changes. In addition, mutual trust and respect are critical for a diversified leadership team when managing diversity. Mutual trust refers faith and common interest in the long run and mutual trust comes from beliefs that they can learn from each other's differences. Mutual trust and respect are critical when solving conflict when difference arises.

Turning diversity initiatives into global programs is one problem highlighted during the interviews. In the USA and European countries, some misunderstanding of diversity still remains; sometimes people simply assume that diversity initiatives are only designed for women and minorities, and therefore global programs are confronted by resistance due to misunderstanding of diversity initiatives especially among all employees. However, diversity initiatives are already expected to become an effective tool to facing the challenges of globalization, for example, providing solution to conflict of culture in multicultural teams. Specifically, representation of women and minorities is one of the most common measurements used in diversity in the USA. However, it is not lawful to collect data on the race or ethnicity of employees in some European countries.

5.4 Issues that A Bank Faces When Managing Diversity

'Global diversity is still a relatively new concept for most companies, but for multinational, interest is rapidly growing' (MacGillivray and Golden 2007, p.38) This conclusion is based on two surveys of about 100 diversity professional in Fortune 500 companies by ORC in 2003 and 2005 separately. In 2003, fewer than 10% cited global diversity as firm's interest or responsibility focus, however, almost 25% of those companies view that global diversity was a priority for them.

Combining diversity literatures and dialogue with human resource professionals from A Bank interviews, we found A Bank has already treated diversity as a global initiative, has developed a global business case and have extended some programs globally. From most actions related to diversity, a dedicated group of global diversity staff under leadership of Diversity Officer are built up to provide assistance worldwide.

From the interview data, it was found that, in A Bank, good global diversity practices are usually branded with diversity initiatives and programs in effect outside the headquarter country, diversity resources accessible to non-headquarter country business, dedicated global diversity staff and global business cases. A better practice is often associated with cooperation with global diversity council, business case tailored for each region, global conferences and events, as well as diversity issues integrated into external reporting on Corporate Social Responsibility. Best practices are branded with the following aspects: firstly, diversity programs should be adapted for each region; except diversity officer appointed in each country or region, company-hosted regional conferences and events as well as cooperation with the diversity council, top leadership support is very critical. More importantly, global diversity competencies should be defined, websites should be made accessible to employees all around the world, and headquarter country policy is improved by learning gained from exploring and implementing global initiatives.

To summarize this sector, there are several problems with diversity management that need to be addressed. Firstly, diversity members feel loyal only to the same background groups rather than to the team or the organisation; secondly, organisation members can find that it is difficult to work together due to different values; thirdly, conflict among organisation members with diverse backgrounds still remains; fourthly, diverse members may not understand each other and this can lead to instances of miscommunication; fifthly, networks may be built without the involvement of people from different backgrounds. In addition, group cohesion is difficult to develop, especially within a short period of time.

Organizations are facing a new trend that is emerging under the combined pressure of rapid technological change, globalization, an aging workforce and demands for skills and education. Due to the limitation of the talent pool, leveraging workplace diversity is recognized as a vital strategic resource for creating competitive advantage. Corporate strategic include measures designed to systematically raise the proportion of female executives.

With regards to diversity management, Gallinal, Sevin and Kelner (2009) all agree with the importance of diversity as an integral part of international company strategy. As international company's representatives, they emphasized that they deliberately target specific populations that are underrepresented on the management team when deciding executive appointments.

In dealing with above discussed problems, Thomas (2005) suggested that organisations must establish fair and equitable organisational policies and practices. Knouse (1999) reminded that an organisation has to allocate sufficient time to building group development via steps. A diverse group has to go through a stage of conflict where they try to iron out their differences. As discussed in the section of literature review, Waston et al. (1993) found that groups with similar members were more effective than groups with diverse members at the beginning. Evidently group members need to understand each other and build trust to fully exploit the benefits of diverse workforce. Furthermore, Knouse (1999) and Ahronson and Cameron (2007) suggest that the solution to the group cohesion problem is to change focus from social or interpersonal cohesion to task cohesion. Ahronson and Cameron (2007) confirmed that task cohesion does improve group task performance. To achieve task cohesion purpose, group members should be trained to understand that their individual diverse attributes can lead to team task performance. Slater (2008) suggested that such training should include communications in a diverse environment, conflict resolution and team building. Knouse et al. (1999) also suggested that task-oriented team leadership should be built

especially in accountability and sharing feedback on how to improve. In addition, they suggest that common team language can be used as a means of bringing diverse members together.

Except the above discussions, Slater et al. (2008) recommended establishing the right climate for diversity, where differences are valued and therefore all organizational members can contribute. Factors that affect diversity environment include visible support from top executives, the accountability of line managers in performance evaluations and financial incentives as motivation. Furthermore, mentoring plays an important role to enhance networking via giving performance feedback and therefore helping to design the proper training and motivation for group members.

5.5 Conclusion

According to analysis from both the primary and secondary data, diversity cannot work in all situations as the A Bank context is quite important. As Richard (2000) concluded, diversity can enhance innovation by producing more information and knowledge resources if innovativeness is valued in the A Bank climate. In contrast, if the organizational environment is stable and unchanging where group members rarely communicate and process is simple and routine, the possibility of promoting diversity seems limited. As Knouse et al. (2008) concluded, contextual factors determine whether diversity produces a competitive edge and they include the type of strategy, the complexity of the environment, task requirements, time frame, and relations with customers.

It is very important to determine the cost of diversity techniques. With regard to the cost of initiatives, this will involve diversity training, partnering with local community groups, sponsoring diversity events and so on. Also, organisations need to calculate the return on diversity. This calculation involves the cost of diversity (e.g.

budgeted and actual cost of diversity initiatives), and indicators of effectiveness of diversity (e.g. financial performance indicators return on equity and total return to shareholders, Catalyst 2004). According to the annual reports from A Bank, in the last five years, the company spent averagely over \$10 million each year.

Chapter 6: Conclusion

6.1 Summary of dissertation

This dissertation was divided into five chapters and each was connected closely. All the issues that were discussed in each chapter contributed towards the main research

question—to explore the best practice, challenge and difficulty for A Bank operating in diversity management.

In the first chapter, the introduction, there was a general overview on diversity of this study and the purpose and benefits of managing diversity. In addition, the researcher also stated the reason that this topic and the research objectives and questions were chosen and decided upon. A brief chapter plan was provided and the content discussed by the dissertation was highlighted to the reader.

In chapter 2, the literature review, theories of diversity management were discussed. A Bank provided a context further analysis and applications. The effective model for diversity management theories were mainly used for explaining the important components of implementing diversity management. In addition to study the theories, this section also addressed the factors influencing the environment of diversity management.

Chapter 3 stated the research methodology of this dissertation. It was the most important part of this thesis as it explained how the research was undertaken and highlighted why this research is reliable and accurate.

Chapter 4 discussed the case context of A Bank and gained the answer to research question two-- To deeper understand the current situation of diversity management in the developed countries. A Bank is a publicly recognized company that supports diversity development. Its global operation enabled A Bank to be at the front line of continuously designing and perfecting their diversity management programs.

Chapter 5 explored the findings from the interviews and from the A Bank's website, and showed data that the researcher was going to use to discuss A Bank's diversity management in the next chapter. The main findings were that the best practice, challenge and difficulties for A Bank in managing diversity concerned the international

investors.

An additional finding was that, although A Bank is supporting and implementing diversity programs, it can benefit by promoting creativity and innovation. However, there is still a long way to go. There is no definite answer as to whether they can succeed, as they have to deal with lots of difficulties. Even though there were some successful cases, it is difficult to say whether they will still be a success in the long-run.

6.2 Limitations

There were several limitations to this research:

Firstly, we must consider the limitations of the interview format. That is because, although we interviewed several people to gain a deeper insight into the subject, several people's opinions cannot be taken to stand for all people's ideas, thoughts, feelings and beliefs. Secondly, we must consider the limitations of the case study. The case study of A Bank cannot indicate all of diversity related issues. However, it supports some ideas and could be an instance for other companies that are considering diversity management to use for future reference. Finally, because of timing issues, there may be more difficulties that need further analysis and study. This thesis has just discussed some of the difficulties.

6.3 Recommendation for future research

Turning diversity initiatives into global programs is not an easy thing to accomplish. In the USA and European countries, some misunderstanding of diversity still remains; sometimes people simply think that diversity initiatives are only designed for women and minorities, and therefore global programs are confronted by resistance due to this misunderstanding of diversity initiatives, especially among all employees. However,

diversity initiatives are already expected to become an effective tool to face the challenges of globalization.

In their summary of successful diversity management implementation, Korn/Ferry International (The world largest senior-level job consulting web site <http://www.ekornferry.com/>) gave the following recommendation: firstly, companies should invest to become the 'employer of choice' in order to reduce huge corporate turnover costs; secondly, companies should make efforts to extend diversity initiatives into every level of an organization; finally, companies should create an integrated approach to diversity and therefore can derive tremendous competitive advantage and innovation. From the study, A Bank is trying to operate the organization just like the recommendation above.

6.4 Conclusion

Following the study, as a part of Human Resources Management, diversity management is very important to every organization; it helps employers to explain the difficulties that they find in the management progress, it helps to improve the environment of work, and helps the efficiencies of employees. In light of the findings it seems that diversity management is quite difficult to operationalize, there are always some employees who are not concerned or see its importance. On the other hand, through the interviews, the study found that A Bank is concerned with diversity management in practice.

There are still lots of issues which need to be further discussed, such as how A Bank deals with global diversity problems, and how to improve the accountability of diversity initiatives to stakeholders, thereby providing a more theoretical and practical point for A Bank to consider when managing diversity.

Appendix I: Goldman Sachs International City Fellowship

Key Competences

Competency Level: 1=Basic level of performance expected at junior ranks

2-4=Increasing levels of competency and sophistication of behaviours needed for success at more senior levels

N/A= Not Applicable at this level

Competency (The appropriate competency levels are noted with an X in the right-hand columns)

1 2 3 4

N/A

- **Client Focus**

Building and sustaining internal and external client relationships

- **Professional Behaviour**

Demonstrating full understanding of professional, ethical and legal standards

- **Teamwork**

Cooperating and collaborating with colleagues to achieve shared Objectives

- **Business & Financial Focus**

Focusing on business success, profitability and proper management of financial resources

- **Communication and Impact**

Conveying information with clarity, accuracy and credibility

- **Developing Self**

Creating and pursuing individual development plan and expansion of knowledge and skills

- **Drive & Commitment**

Demonstrating determination and enthusiasm for imitating and delivering results

- **Innovation**

Generating new ideas and creative approaches which move the business forward

1 2 3 4

N/A

- **Integrating Diversity**

Promoting an inclusive culture while integrating opinions and insights from all individuals

- **Judgment & Decision Making**

Using information to make balanced judgments while evaluating risks of alternative options

- **Leadership**

Motivating and inspiring others by providing a vision of shared Objectives

- **Managing and Developing People**

Supporting and encouraging others in their personal and Professional development

- **Planning and Organising**

Developing and monitoring clear action plans with strong organisational skills

- **Problem Analysis**

Identifying and examining problems and generating options and solutions

- **Quality and Continuous Improvement**

Striving to enhance processes and procedures to improve quality and efficiency

- **Resilience and Stress Management**

Maintaining resilience and performance in stressful, dynamic and flexible circumstances

- **Technical/Special Knowledge**

Maintaining and applying job-specific skills and knowledge to achieve individual objectives

- **Strategic Perspective & Global Awareness**

Demonstrating broad-based view of business issues and activities

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