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**THE IMPACT OF WORKFORCE DIVERSITY ON ENTERPRISE
COMPETITIVENESS (CASE STUDY OF POLAND)**

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**ВПЛИВ РІЗНОМАНІТНОСТІ РОБОЧОЇ СИЛИ НА
КОНКУРЕНТОСПРОМОЖНІСТЬ ПІДПРИЄМСТВ
(НА ПРИКЛАДІ ПОЛЬЩІ)**

Millions of people from all over the world are currently deciding to leave their countries to work abroad for many personal reasons, Poland appears to be one of the best destinations for thousands of them due to its stable situation and affordable standard of living. Looking at the fact that the country (Poland) is currently filled with talent from diverse backgrounds, it is clear that if diversity in the workplace is managed properly, a competitive advantage is likely to be created and maintained for organisations established in Poland, as diversity is believed to foster creativity and lead to innovation.

However, the complex nature of 'diversity' and 'competitive advantage' makes life a little difficult for modern organisations. Diversity in the workplace has

become a recurring issue in the debate in business and organisational management circles, as its growing importance requires companies to adopt or adapt strategies to address the challenges currently posed by diversity in the workplace. Organisations therefore need to focus on diversity because it can provide greater productivity and competitive advantage. It is important to highlight the different forms of diversity and the potential challenges that each creates in the workplace.

In light of the above arguments and previous research findings, this paper presents the relationship between workforce diversity and sustainable competitive advantage in modern organisations, highlights the benefits and challenges of workforce diversity, describes how workforce diversity contributes to sustainable competitive advantage of a company, analyses the level of workforce diversity management in foreign companies established in Poland, and the challenges of diversity management in Poland.

The study showed that workforce diversity helps to create a competitive advantage when the organisation strives to create an inclusive environment where employees feel valued and appreciated, work towards a common goal and feel supported, which leads to increased productivity, employee commitment and innovation. Based on the findings of the study, the authors recommend that companies around the world expand their hiring base and educate employees about the benefits of diversity.

Мільйони людей з усього світу сьогодні вирішують залишити свої країни та виїхати на роботу за кордон з багатьох особистих причин. Польща є одним із найкращих напрямків для тисяч із них завдяки своїй стабільній ситуації та доступному рівню життя. Дивлячись на те, що ця країна приймає таланти різного походження, стає очевидним, що при

правильному управлінні різноманітністю на робочому місці, швидше за все, буде створено та буде підтримуватись конкурентна перевага для підприємств, створених у Польщі, оскільки вважається, що різноманітність сприяє творчості та веде до інновацій. Однак, складна природа понять "різноманітність" та "конкурентна перевага" ускладнює функціонування сучасних організацій. Різноманітність на робочому місці стала постійним питанням у дебатах у ділових колах та колах, пов'язаних з організацією управління. Оскільки зростаюча значущість різноманітності вимагає від компаній відповідної адаптації до змін в організаційному просторі задля вирішення проблем, що виникають під час реалізації означеного процесу. Через це, організаціям необхідно зосередитися на різноманітті, оскільки це надає можливості забезпечити більш високу продуктивність та конкурентні переваги для них. У світлі вищевикладених аргументів, у статті досліджено взаємозв'язок між розмаїттям робочої сили та конкурентоспроможністю компанії, виділено переваги та проблеми різноманітності робочої сили, описано, як останнє сприяє створенню стійкої конкурентної переваги, проаналізовано рівень різноманітності робочої сили в іноземних компаніях та заснованих у Польщі, а також проблеми управління різноманітністю у Польщі. Дослідження показало, що різноманітність робочої сили допомагає створити конкурентну перевагу, коли організація прагне створити середовище інклюзивності, де співробітники відчують, що їх цінують та працюють над спільною метою, відчують підтримку, що призводить до підвищення прихильності працівників, продуктивності та інновацій. На основі результатів дослідження, автори рекомендують компаніям в усьому світі розширити базу найму робочої сили та інформаційної підтримки переваги різноманіття серед співробітників компанії.

Keywords: *diversity, workforce diversity, sustainable competitive advantage, human capital, innovation, diversity management, конкурентоспроможність підприємств.*

Ключові слова: *різноманітність, різноманітність робочої сили, стійка конкурентна перевага, людський капітал, інновації, управління різноманітністю, competitiveness of the enterprise.*

Problem statement. The concepts of workforce diversity and competitive advantage are becoming increasingly important to organizations as companies look for the best people from the global talent pool to be and stay competitive or dive into the blue ocean on the one hand. On the other hand, people no longer want to live and work in a closed marketplace. Socio-economic, geopolitical, technological and environmental factors have significantly changed the diversity of the world's population over the years, changing the composition of modern societies and affecting the way people interact, work or get along with each other. Furthermore, many companies are now doing more and more business internationally, country borders and workforce movements are changing, creating a need for companies to conquer a large market and build a great reputation, leading to increased profitability and opportunity. Diversity in the workplace has therefore become an important issue for companies. It's no longer just a matter of fairness or good public relations. It is now a 'business imperative' because a well-known diversified organization is better able to attract a wider range of skilled employees and increase corporate attractiveness.

On the other hand, many employees now prefer to learn from colleagues whose work styles and attitudes are different from their own, because a diverse workforce increases familiarity with different types of people. In addition, the

attractiveness of global markets creates two types of opportunities for employees: opportunities for advancement and employee development. As companies increasingly operate internationally, many organizations need to diversify their workforce to remain competitive. The benefits of a diversified workforce go beyond political correctness. Clearly, bringing together people with different backgrounds and perspectives leads to better decision-making, innovation and greater engagement in the workplace. Consequently, it improves a company's reputation and makes it easier to attract the best talent.

Organizations that emphasize diversity and inclusion therefore report higher employee engagement, lower employee turnover and higher profits. A set of new ideas and innovations should ultimately create a company's competitive advantage or help it dive into the Bleu Ocean. In today's world, competitive advantage is critical to business success. Without it, companies will struggle to survive.

Analysis of recent research and publications. In recent years, many researchers have studied different aspects of workforce diversity in different organizations and other fields. Priscilla Dike [1] has explored different ways of dealing with diversity in the workplace and also provided management with the necessary guidance for effective diversity management in small and large international companies to show the reader how to create effective diversity in the workplace by applying different diversity management tools. The researcher wanted to find out to what extent workplace diversity contributes to organizational success. Based on the information gathered and the responses given by various companies to the interview questions, the author noticed the inability of some managers to effectively manage diversity due to the nature of the company and its operations, the lack of sufficient knowledge among some managers on how to effectively manage the workforce, and the lack of open communication between

managers and employees. The tools managers use to communicate with their employees and, finally, the employee resource groups created by large companies to guide employees are not sufficient to address diversity management.

Ankita Saxena [2] critically analyzed workforce diversity and its impact on organizational performance. After studying the literature and various academic papers, the researcher concluded that workforce diversity is a strength for any organization, but people still hold their views related to caste, religion, etc. and therefore consider diversity as a problem, but if managed properly, it can increase productivity.

The main purpose of an organization is to make profits and increase productivity. Undoubtedly, almost all authors argue that hiring a diversified workforce is the most important thing in today's scenario, but managing such a diversified workforce is a big challenge for management [1;3;4;5] Hiring a diversified workforce will certainly lead to increased productivity, but can turn into a disaster if not managed properly because not only management but also employees experience some problems such as language problem (which is acceptable and not driven by employees' thoughts), clash of views, difference in perception, which is directly related to human behavior that ultimately affects the productivity of any organization.

Helen Eboh Cletus, Nor Asiah Mahmood, et al [6] reviewed and highlighted the critical issues affecting the concept of diversity in the workplace in contemporary organizations around the world.

As a result, the authors have identified, explored and highlighted different perspectives and challenges of diversity in the workplace. This is based on the premise that today's firms, companies or organizations must adapt in order to compete effectively and succeed in the face of increasing diversity and today's global business climate. According to the findings, diversity promotes critical

thinking and problem-solving skills, employee growth and development, bringing together different strengths, corporate attractiveness, innovative ideas and skills in the workplace.

However, a number of factors currently contribute to these benefits, including but not limited to the following. First, people's gender and lifestyles, ethnic and cultural differences, physical or mental disabilities, workplace communication and generational gaps can lead to problems in the workplace. As a result, people in these groups face hostility, disrespect and discrimination from other colleagues. These behaviors are reported to lead to an uncomfortable atmosphere and low productivity in the workplace. In addition, these problems can undermine morale, cause confusion, affect teamwork and reduce the attractiveness of the organization. Consequently, today's organizations need to address the causes of these problems in order to reap the long-term benefits of diversity.

According to the Oxford English Dictionary, diversity means "to be diverse, different, different from others, diverse". Litwin [7] describes diversity as having six primary dimensions (age, ethnicity, gender, physical characteristics/abilities, race and sexual orientation) and eight variable dimensions (education, geographical location, income, marital status, military experience, parental status, religious beliefs and work experience). They differ in the degree of visibility.

The primary attributes are more visible, while the secondary attributes are less visible or even invisible, especially those more related to psychology and work. McGrath et al. [8] see diversity as a cluster of attributes which include demographic (e.g., race, gender, age, etc.), task-related knowledge and abilities; values, beliefs and attitudes; personality, cognitive and behavioral styles; and status in the organization.

At the same time, questions remain open regarding the relationship between workforce diversity and enterprise competitiveness, the advantages and

disadvantages of diversity in the workplace, the level of diversity management in a real case study, the processing of the findings and the development of appropriate proposals for enterprises.

Task definition. In the light of the above arguments and previous research results, this paper presents the relationship between workforce diversity and sustainable competitive advantage in modern organizations, highlights the benefits and challenges of workforce diversity, describes how workforce diversity contributes to sustainable competitive advantage of the company, analyses the level of workforce diversity management in foreign companies established in Poland and the challenges of diversity management in Poland. The main purpose of this paper is to explain the relationship between workforce diversity and competitive advantage in an organization.

Research results. The concept of diversity management has its origins in business management and reflects the heterogeneity of the workforce and recognizes ways to take advantage of it for the benefit of all participants and the success of the business. Nowadays, organizations are openly embracing diversity management as part of their human resource strategies. Stotz and Wedel [9] state that diversity management is the planning and execution of organizational schemes and procedures aimed at managing people in order to maximize the prospective benefits of social diversity in the work environment and reduce its prospective disadvantages. Diversity management not only values the individual characteristics of employees, but also emphasizes respect for all stakeholders. Worman [10] points out that in the workplace, people differ in their sensitivity, aspirations and motivation; consequently, they respond differently to bosses' incentives to guide their activities. She grouped the components of diversity into three categories: social diversity (age, ethics, gender, etc.); value diversity (emotional differences in personality and attitude) and information diversity (education, length of service in

the organization). The European Commission [11] notes that diversity is an integrated expression based on the identification of all types of differences.



Figure 1. Workforce diversity management

Source: developed by the authors

Diversity management is closely related to competitive advantage as one of the most important factors influencing the success of organizations [12]. Competitive advantage is defined as the ability and capability that an organization has in all its elements, through which it can produce something of value that competitors cannot imitate or offer better [13]. In other words, it is the result when an organization can do some aspects of its work better than its competitors, or when it can do work in a way that competitors cannot duplicate [14]. (F. Narin & D. Olivastro, 1998).

In this study, competitive advantage is simply defined as a superior capability or resource that enables an organization to outperform everyone else in

some area. Possessing competitive advantage can help an organization develop the means and methods to respond to market challenges as well as the ability to meet customer needs, leading to the organization's sustained success. An organization with competitive advantage uses empowerment strategies and focuses on owning the factors of successful production, fundamental capabilities and knowledge of the external environment, in addition to building integration, which facilitates the expansion of the value chain, enabling it to achieve survival and continuity [15]. Developing a competitive advantage means that a company's brand name (products and services) is somehow recognized in the marketplace as the best. The advantage of this is the potential that a brand name adds to a company's marketing efforts. Consumers will be interested in hearing about a company's new product because they recognize it as an industry leader. As a company's reputation as an industry leader grows, other companies show interest in creating valuable partnerships that can improve the position of both companies in the market. Competitive advantage also forces developers and suppliers to come to your company and express interest in doing business with you. This increases the possibility of selecting quality suppliers who can help you improve your position in the market. When a company establishes a competitive advantage for its services or support, it can easily dictate its own prices in the marketplace. A reputation as an industry leader creates demand in markets where the company does not currently offer products or services. It is important to plan for the company's growth and monitor other opportunities to find new markets in which the company can thrive.

Gaining, retaining or maintaining competitive advantage comes from a set of circumstances or conditions that put the company in a better position than its competitors. It arises from many aspects other than the simple product and service. However, here we will talk about the two sources of competitive advantage which

were identified as the most important in the current study: human capital and innovation.

Human capital plays a key role in solving the problems facing the organization and in developing appropriate solutions that lead to solutions to the challenges the organization faces [16]. Human capital in the form of a highly skilled workforce can be a source of competitive advantage, especially if employees do not learn their skills from competitors. It is therefore believed to be the driver of most competitive advantage. If a firm's workforce is better able to innovate, create or produce, it is more likely to achieve competitive advantage. Many studies have shown that human capital through employee engagement can be a source of competitive advantage. One study in the labor-intensive hospitality industry found that "highly satisfied, motivated, committed and fully engaged" employees secured higher market share than their competitors. Employee engagement was particularly important during the Coronavirus pandemic (COVID-19) as many companies closed physical offices and opted for remote working. By finding ways to effectively engage the team in a virtual environment, a company can make its employees feel supported and empowered from a distance. While human capital is critical to competitive advantage, not all organizations have the resources they need to succeed. The extent to which human capital is useful in creating true competitive advantage is determined by its value, rarity and imitation [17] (G. Huber, 1984).

The value of human capital is the extent to which people are capable of producing work that supports an organization's strategy for competing in the marketplace [18] (S. Thomke & A. Nimgade, 1998). Although organizations often put technology at the center of their discussions about the future of work, it is human capital that represents the greatest value to organizations now and in the future because people, as assets, are always valued. This distinguishes them from

physical assets, which operate with limited maximum performance and tend to depreciate over time. The rarity of human capital can be explained as the extent to which the skills and talents of an organization's people are unique in the industry. The imitability of human capital is the extent to which the skills and talents of an organization's people can be copied by other organizations [19] (Nadler, D., & Tushman, M. 1989). Thus, competitors can copy a company's products, but they can never copy its employees (although they can sometimes poach them). Usually most of a company's competitive advantage is safely hidden in the tacit knowledge of its employees. The point here is that the company has organized management systems, processes, structures and a culture to capitalize on resources and capabilities. Human resources and team leaders are trained in how to use data to hire, promote, manage and improve employee performance.

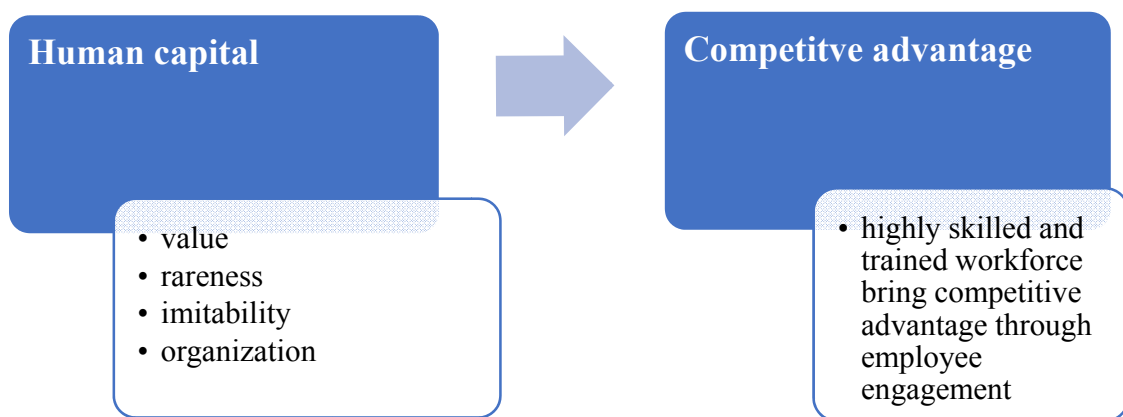


Figure 2. Human capital as a source of competitive advantage

Source: developed by the authors

The concept of innovation here refers to many aspects such as products, intellectual property and technology. Product design can sometimes give a competitive advantage even though competitors usually copy it easily. Fortunately, intellectual property laws can protect an organization's rights to product, technology and process design. Thus, to gain a competitive advantage over

competitors, a company must differentiate its products and services from those of its competitors. This may include: better customer service, faster or cheaper delivery, location, color and aesthetics, source of goods and so on and so forth. Technology also plays a key role in creating a competitive advantage for an organization, especially in these times of great technological advancement. However, to create a competitive advantage through technological innovation, a company needs to create a culture that is open to the effective adoption of new technology. One study on the implementation of electronic data interchange (EDI) in the automotive industry notes that the company has gained the following benefits: "cost savings, time savings, increased efficiency, improved communication, reduced errors and delays. Consequently, customer satisfaction and productivity levels have increased dramatically." Because firms operate in a competitive environment, the accepted way to deal with competition is to adopt strategies to strengthen the organization in the marketplace. How a firm models its strategies to meet the challenges and how it seizes opportunities will or will not lead to competitive advantage. However, Barney [20] (2001) believes that a company must take into account available sources that can be the difference in building and sustaining an advantage. Thus, competitive advantage is achieved when an organization effectively implements a strategy or innovation that can create value for the market [21] (Bharadwaj et al., 1993). Thus, innovation can be a major mechanism for a firm to achieve competitive advantage over other competitors. According to Hall [22] (1980), the source of differentiated competitive advantage is achieved through price reductions, the use of promotional tools and product innovation.

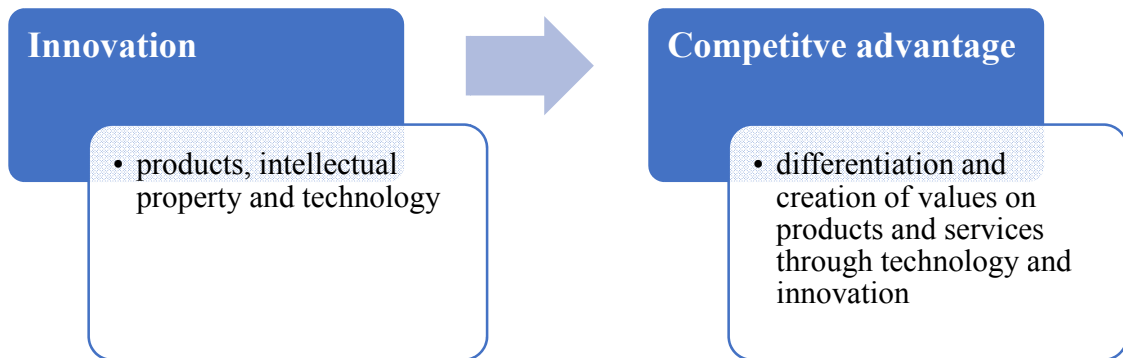


Figure 3. Innovation as source of competitive advantage

Source: developed by the authors

Obviously, there are some benefits and challenges to managing a diverse workforce that management must be aware of to guide the organization's decision-making process (Figure 4).

Benefits of workforce diversity			Challenges of workforce diversity		
Attract wider talent pool and retain the best talent	Creativity and more innovation	New perspectives for employees and professional growth	Communication issues	Integration issues	Policies implementation issues

Figure 4. Benefits and challenge of workforce diversity

Source: developed by the authors

Benefits include:

- attracting a broader pool of talent and retaining the best talent. Any company that can demonstrate that its business invests in creating a multicultural and inclusive environment can easily make the right impression on talented candidates. Employees are no longer just looking for jobs that pay well, they are

looking for organizations where they feel respected and valued for their unique contributions. It is for this reason that a company that focuses on diversity and inclusion is more likely to attract a broader range of candidates who are looking for a progressive place to work. It fosters mutual respect among colleagues who value the diverse culture, perspectives and experiences of their team members. An inclusive, cross-cultural environment can go a long way toward fostering long-term connections between colleagues and teams in the organization;

- creativity and more innovation. Obviously, a diverse workforce inspires creativity and leads to innovation; as more diverse ideas are offered, the chances of finding an acceptable response increase.

- new employee perspectives and professional growth. A culturally diverse workplace will certainly attract more talented, ambitious and global professionals who will appreciate the opportunity for personal and professional growth.

At the same time, creating a diverse workforce not only benefits the company. Implementing diversity in the workplace can sometimes create some challenges for some organizations:

- communication problems. When implementing diversity in the workplace, it's important to create an open and inclusive work environment so that all team members feel a need to contribute and communicate, as ineffective communication can directly reduce productivity and team cohesion. Perceptual, cultural and language barriers must also be overcome for diversity programs to be successful, to avoid confusion, lack of teamwork and low morale;

- integration issues-it is important to encourage integration between teams so that colleagues from different countries (countries, regions, races, or sexual orientations) do not work in isolation and limit knowledge transfer;

- implementation of diversity policies through an appropriate team capable of moving diversity initiatives from the design phase to the implementation phase.

Diversity management as a business strategy is a relatively recent phenomenon in Poland, but it is becoming an increasingly important global employment trend for many Polish organizations as research proves that the potential of diverse human resources is enormous and its proper use can lead a company to market success.

First of all, it is important to highlight the issue related to the analysis of the extent of implementation of diversity management strategies in Poland, because many Polish companies, including signatories of the Diversity Charter, do not publish much information about diversity management. The reason is that many large companies in Poland are often foreign-owned companies which take ready-made solutions and data from parent companies.

Another issue concerned the dimensions of diversity adopted by Polish organizations, as for most of them the most frequently mentioned dimensions of diversity were age, race and gender.

Diversity includes more than just race or gender. Scholars give it different definitions. A suitable description proposed by Daya (2014) presents diversity as representing all forms of visible and invisible differences, including race, gender, ethnicity, disability, sexual orientation, education, class, rank, age, etc. It is also important to note that not all companies in Poland have signed the Diversity Charter. As of April 2021, there are only 308 companies in Poland that have signed the Diversity Charter, and surprisingly, none of the 5 companies described in Chapter 4 have signed it. Given the analysis based solely on existing data and additional research, it is clear that the implementation of a diversity management strategy in Polish companies is rare and rather superficial. But it is clear that most large companies implement diversity management, according to observations and little information posted on their web portals, as well as feedback from the survey.

Consequently, in order to touch the reality of a diverse workforce in Poland, a survey was adopted for this study, which was conducted mainly online so that people from different backgrounds could be reached. More than 100 people from different backgrounds, mostly young foreigners working in Poland, took part in the survey.

1) Race. 48 of 101 participants described themselves as white, 35 as black, 9 as Hispanic or Latino, and 9 as Asian;

2) Gender. 51 of the 101 participants identified themselves as male, 42 as female, 4 as other and 4 did not want to say;

3) Sexual orientation. 58 of the 101 participants identified themselves as heterosexual or straight, 19 as bisexual, 5 as gay, 6 as lesbian, 5 as other and 8 did not want to say.

4) Religion. 39 of the 101 participants described themselves as Catholic, 13 as Protestant, 1 as Jewish, 7 as Muslim, 14 as Christian, 10 as other and 22 as not practicing any religion.

5) Age. 89 of the 101 participants were under the age of 35 and 13 were between the ages of 35 and 60.

6) Disability. 32 of the 101 participants lived with a disability and 69 said they did not.

Current research has observed that a clear advantage of a diverse workplace is that it allows employees and employers to consider the experiences and perspectives of different people. As several studies have noted, a diverse workforce, different perspectives and experiences usually lead to better business decisions. Each new perspective represents a new way of solving a problem.

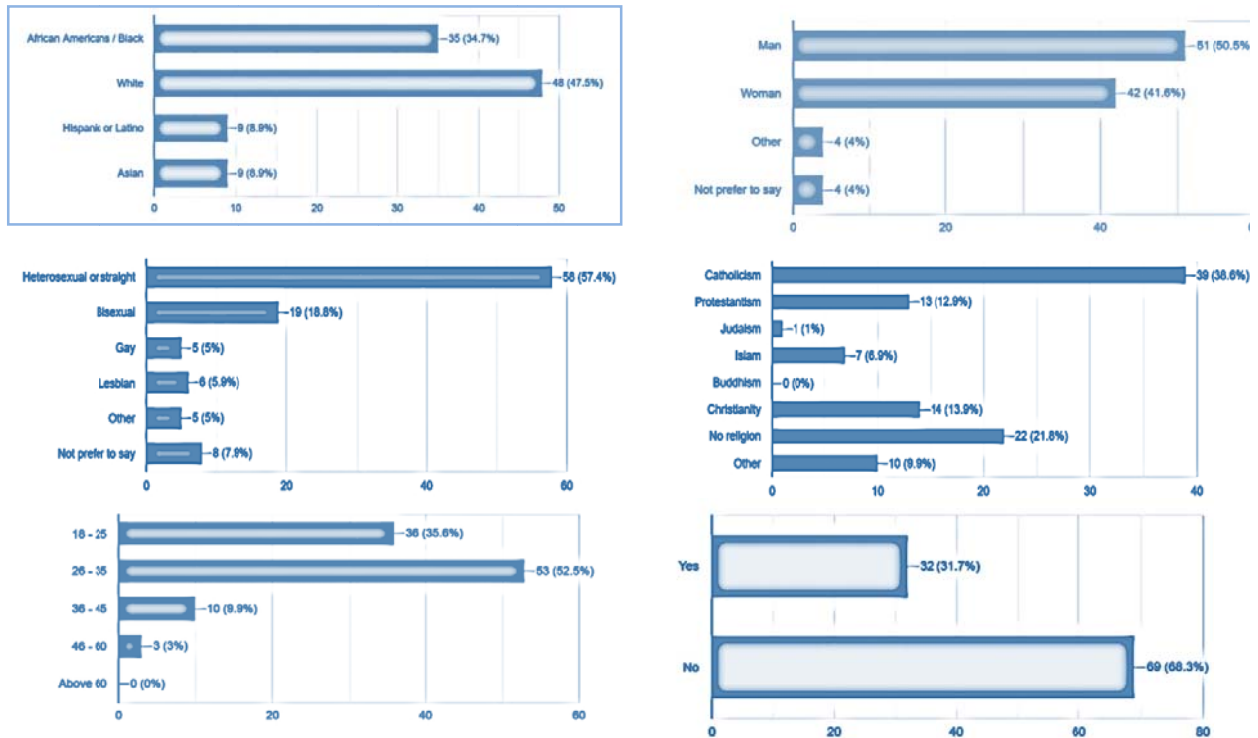


Figure 5. Results of an online survey of workforce diversity in Poland

Source: compiled by the authors based on data [11]

Referring to the results of an online survey, as well as information collected on the official websites of some companies, most participants and key managers concluded that diversity in the workplace is likely to create and maintain a competitive advantage if managed well, as it fosters creativity and leads to innovation in the organization.

In Poland, society is relatively homogeneous in terms of culture, race and religion. Race, age and gender are the main elements that are recognized most readily. These factors are the most frequent cause of discrimination in Polish enterprises.

Obviously, when an organization has a diverse workforce, communication between team members can be a challenge. For many foreigners working in Poland, Polish and even English are not their native language. This means that team members may not communicate effectively and may have difficulty

understanding each other because of the language barrier. Failure to fully understand instructions can lead to significant reductions in productivity and teamwork. To solve this problem, some Polish organizations try to hire as many bilingual employees as possible.

Conclusions and Discussion

Nowadays, working with diversity is becoming more and more important than ever before. Diversity in the workplace is undoubtedly one of the most discussed topics in the business community. For organizations, it goes beyond any kind of political correctness. It's about business survival by building a great reputation for a company that attracts talent from all walks of life.

As for employees, a well-diversified workplace is likely to attract them because they feel that such a work environment will definitely boost their morale and generate a desire to be more efficient and work more productively.

The aim of this study is to explain the relationship between workforce diversity and competitive advantage of the organization by identifying the benefits and challenges of workforce diversity and analyzing the level of workforce diversity management in foreign companies established in Poland as well as the challenges of diversity management in Poland.

Based on the information gathered and the answers to the interview questions, the study showed that in a diverse workplace the competitive advantage is realized not only by recognizing diversity, but also by creating an environment of inclusion, where employees feel valued and appreciated, working towards a common goal, feeling supported, which leads to increased productivity, employee commitment and innovation.

The benefits of diversity are numerous, as it attracts a wider pool of talent and retains the best people. Job seekers indicated that diversity is an important

criterion for them when evaluating companies and job offers. Diversity also inspires creativity and leads to innovation. Employees from different backgrounds offer a variety of solutions to achieve a common goal. As more diverse ideas are offered, the chances of finding an acceptable answer increase. It also opens up new perspectives for employees and promotes professional growth, as interacting with people from different cultures can be such an enriching experience that allows employees to learn about different perspectives and traditions around the world.

Managing a diverse workforce certainly poses potential challenges that need to be addressed accordingly. First of all, when introducing diversity into the workplace, it is very important to create an open and inclusive work environment so that all team members feel the need to contribute and communicate in order to overcome some communication barriers. In addition, there will always be a category of employees who will not easily accept the fact that the social and cultural composition of their workplace is changing, thus creating some integration challenges. Last but not least, developing a diversity programmer is one thing and implementing it is another. Implementing diversity policies in the workplace can sometimes be a major challenge for many companies.

When analyzing the extent to which diversity management strategies have been implemented in Poland, it was found that many Polish companies, including signatories of the Diversity Charter, do not publish much information about diversity management. Most of them do not have significant information on this issue on their websites. The reason is that most of them are often foreign-owned companies which adopt ready-made solutions and data from parent companies.

Thus, it is obvious that the implementation of diversity management strategy in Polish companies is rare and rather superficial. But there is an opinion that most of the big companies are implementing diversity management, judging by the information on their web portals and the feedback received during the survey.

After a critical review of the literature and various academic papers related to diversity management, as well as the information gathered and responses to the interview questions, the research clearly showed that creating a well-diversified workforce is not only important for anti-discrimination compliance, but can also benefit the organization in creating and maintaining a competitive advantage. Diversifying the workforce can be challenging, as described in previous chapters, but given the various benefits that can accrue to both employees and the organization as a whole, implementing a diversity policy across the company should be a priority.

As a result, the recommendation for organizations as a whole is to broaden the hiring base and educate employees about the benefits of diversity. Emphasizing to employees how diversity benefits the company and how it ultimately benefits every employee is the best way to promote diversity and inclusion in the workplace.

For Polish organizations, the Diversity Charter creates such incredible tools and guidance for companies, government agencies and non-profit organizations to manage diversity in the workplace. This study suggests that the charter should be signed and strictly implemented.

In the future, the search for ways to promote diversity in the workplace should continue in order to develop a sustainable competitive advantage for the company in the global marketplace. Directions for future research will focus on ways to promote diversity and inclusion in the workplace and explore its impact on the sustainable development of companies.

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