Diversity Management versus cultural Diversity Assistance in Spain. Special focus on the Andalusian Region
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ABSTRACT

After two decades of focusing on diversity assistance and care of immigrant populations in Spain, what has been developed in a framework of providing services to immigrants (health, education, social services, etc), some new improvements, still at their beginnings, are found in the area of Diversity Management (DM) within organizations. Curiously, most publications and public policies in Spain on “Gestión de la Diversidad” (DM) referred to cultural diversity assistance, care, or attention of immigrants, and not to Diversity Management inside public and private organizations. This paper first present, as framework, how DM has been mostly understood in Spain in the last two decades, to focus, secondly, on some experiences on Diversity Management in different organizations in the Andalusian Region, as result of the DIVERSE Project. Diversity Improvement as a Viable Enrichment Resource for Society and Economy. Grant Agreement No. HOME/2012/EIFX/CA/CFP/4248* 30-CE-0586564/00-20.

KEYWORDS
Diversity Management in organizations, cultural diversity, Immigration, Andalusia, Spain

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DIVERSITY MANAGEMENT VERSUS CULTURAL DIVERSITY ASSISTANCE IN SPAIN. SPECIAL FOCUS ON THE ANDALUSIAN REGION
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INTRODUCTION

Diversity Management refers to a wide concept, not exclusively applied to migration studies. Several and very different studies have tackled this topic focusing on different approaches as, for instance, gender, age, socioeconomic status, physical abilities, sexual orientation, religious or political beliefs, and also race, ethnicity, or immigrants populations, etc. Diversity Management finds in the frame of different kinds of organizations, from universities to schools, hospitals, and other types of national and international companies. Some authors argue that diversity management is rooted in events that took place in the 1950s, 60s, and 70s (as social protests, civil rights, or liberation movements) (Brazzel, 2003). Others go back to the past, as Katrini, Atabay and Gunay (2008) and find traces of diversity management in the Ottoman Empire, while in Contemporary times it is agreed that diversity management was disseminated in the United States in mid-eighties (Chinchilla and Cruz, 2011, Brazzel, 2003), in a frame where also important demographic and economic changes were taking place. In the nineties, the diversity management field has consolidated (Brazzel, 2003). Develops of such concept in Europe are placed in the late 1990s (Kamp, Hagedorn-Rasmusen, 2004).

Definitions of diversity management normally involve ideas as the recognition and valorization of individuals trying to produce acceptance of individual differences (sometimes connected to our cultural background and family origin) and respect. The workplace diversity or managing diversity in organizations areas were developed linked to private companies addressing different profits of managing diversity, especially those connected to productivity or “the multicultural advantage” (Greenberg, 2004). With the passing of time, other public or non-business organizations received this influence and began to pay more attention to this topic, but with a different approach, more directed to achieve a better inclusion and equity of diverse populations.

In the case of this paper, it particularly focuses on diversity management when this applies to administrate immigration in the receiving societies. On the other side, the introduction of concepts as “super-diversity” in the intellectual debate (Vertovec, 2007) underlines the importance of not reducing the idea of diversity to culture or ethnicity as in global societies there are multiple axes of differentiation that continuously interplay. Some of the factors cited by this author were: country of origin, ethnicity, language[s], religious tradition, regional and local identities, cultural values and practices, migration channel, legal status, migrants’ human capital, access to employment, locality, transnationalism, responses by local authorities or services providers and local residents (Vertovec, 2007). Diversity within public and private organizations could come from different origins. For this reason, this work wonders about the practices and experiences that public administrations, third sector, and companies in Andalusia develop in
order to manage their staff with a focus on recognizing and respecting difference or diversity, especially if third country nationals (TCNs) compose it.

**DIVERSITY MANAGEMENT: NATIONAL AND INTERNATIONAL CONCEPTUALIZATIONS, DEBATES, AND EXPERIENCES**

Diversity is any dimension that can be used to differentiate groups and people from one another. These dimensions can be visible or invisible and include gender, ethnicity, race, language, sexual orientation, age, educational background, and physical ability/disability. Although diversity always has important implications for organizations, such differences are neither intrinsically positive, nor negative. Instead, the impact of diversity on group dynamics and productivity varies significantly depending on how well such diversity is managed (Giovannini, 2004:22).

Giovannini’s quote give us a good idea of how diversity management is understood when main role is given to the decisions and actions of organizations. Other authors address the importance of legal obligations for organizations concerning diversity, and underline the necessity of acquiring some kind of social conscience (Crawford, 2002). In fact, lack of awareness of diversity has been addressed as a barrier to surpass in this area of research, and in this context ideas and experiences of promoting cultural sensitivity, or promoting equity in order to achieve a better social inclusion emerge and develop. Kamp and Hagedorn-Rasmusen (2004), for instance, wonder if the new concept of diversity management introduced and developed in Europe by the late 1990s would have an important role of influencing organizations for promoting actions in favor of underprivileged groups.

Though especially from the nineties research on the area of study of “diversity management” or “managing diversity” has increased, this has not been a topic of priority interest for the moment in the scientific literature, compared to other areas of research regarding migration studies. It also happens in the case of Spain and particularly of the Andalusian research. Some of the areas of interest have been those that connect diversity to education (educational diversity management, higher education students and diversity and similar), to religion and cultural pluralism, to language, or to health care services or cross-cultural or transcultural care, services or treatments. Cultural, religious, linguistic, or educational diversity emerged as specific focus of interest.

On the other side, some works try to rethink and evaluate classical models for integration of immigrants (assimilation, multiculturalism, etc) as strategies for diversity management in connection to assimilation, multiculturalism or interculturalism (Moghaddam, 1993, Rodríguez-García, 2010).

A wider set of works are focused on labor relations after the recruitment, and some interesting studies exploring the links between managing workplace diversity and employee job satisfaction (Buckingham, 2010), productivity and effectiveness (Crawford, 2002) are introduced. Not by chance managing workplace diversity or heterogeneity use to be a task for human resource

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2 TCNs as defined by the European Union, “as not member of the Union.” See in Eurofund (2007): “Third country nationals”. In http://www.eurofound.europa.eu/areas/industrialrelations/definition/definitions/thirdcountrynationals.htm.
departments, or more recently incorporates in corporate social responsibility areas (Kamp and Hagedorn-Rasmussen, 2004). In addition, some authors refer to the opportunities to exploit heterogeneity at workplace for increasing long-term organizational effectiveness (Crawford, 2002). Kamp and Hagedorn-Rasmussen (2004) also suggests the role of context and strong institutions in influencing diversity management, what reminds us the recent relevance in the European Funds of Diversity Management in order to promote investigations and actions (Eurofund, 2013a). The following quote is very explicit in that sense:

Valuing diversity is a core principle of Eurofound and one of the pillars of the European Union. Building a more inclusive EU is considered an essential element of achieving the Union’s 10-year strategic goal of sustained economic growth, more and better jobs, and greater social cohesion. In its previous programs, Eurofound has undertaken work on combating discrimination, on the basis of gender, age, race and disability, both in and outside the workplace. In its ongoing work, the Foundation plans to focus on the identification of policies and concrete experiences aimed at: managing diversity from the perspective of competitiveness and productivity, and the improvement of working conditions for all workers: increasing social integration and, in particular, improving access to good quality employment, by promoting non-discrimination.

European policies turned to Diversity Management in the context of the Europe 2020 strategy (European Commission, 2014). Diversity management here become an important feature of ‘inclusive growth’, understanding by it ‘the inclusion in employment of workers who are marginalized or excluded from the labor market, for one or more of their characteristics which are not related to their suitability for work’. This EU’s growth strategy was designed for overcoming the crisis, and encourage diversity management at the workplace as the conscious set of policies and practices developed in order to value heterogeneity of the workforce as an instrument that can help to increase productivity and competitiveness. This strategy conceives diversity as an asset for companies (Eurofund, 2013a, 2013b; European Commission, 2014).

Spanish experience on diversity management versus assistance, and care to diversity

To a better understanding of the bibliography concerning diversity management in Spain it is important to delimit what we want to say by it, in comparison to other classical terms as policies or models for integration of immigrants (traditionally discussing on strategies, tools, etc., to promote such integration in receiving societies). Nevertheless, if we refer to that authors or investigations that explicitly name diversity management or managing diversity as a topic connected to immigration, these terms are of relative recent arrival to the Spanish literature. Somehow, the historical experience of Spain as emigration country could help us to understand the relatively late introduction of these terms, compared to other countries.

After around three decades of focusing on diversity assistance and care of immigrants populations in Spain, what was developed in a framework of providing public services to immigrants (education, health, social services, etc.), some new developments, still at their beginnings, are found in the area of Diversity Management. Curiously, most publications and public policies in Spain on “Gestión de la Diversidad” referred to cultural diversity assistance, care, or attention to immigrants, and not to Diversity Management inside public and private organizations. In the concrete case of diversity management in public or private organizations in which our Diverse Project is framed, this has not neither been a topic of priority in Spain as
we previously advanced. Nevertheless, though diversity management inside organizations is not very widespread (Marcos and Prieto, 2010), some works that conceptually introduce this idea are found, especially already in the XXI century. In the following paragraphs, we refer to some of them, first paying attention to those that introduce the diversity management term in a global sense, and afterwards focusing on specific areas of interest. Most of them published in the last fifteen years.

When Spanish writings explicitly refer to the ‘diversity management’ term they tend to include ideas or experiences regarding philosophical approaches to citizenship, theoretical models, political ideas or public policies for the integration of immigrants that begin to be conceived in the frame of diversity management. Different voices are heard discussing on the assimilationist and multiculturalist former models on managing immigration and cultural plurality, contrasted with more recent ones as the interculturalist (Torres, 2004; Cebolla, 2010). Classical models of integration of immigrants now reconceive as diversity management. On the other side, some authors link the interculturalist model with diversity management, but also within the same framework that try to reconcile cultural diversity, social cohesion, political equality, and social justice (Rodríguez-García, 2010).

This somehow connects with different regulations on Immigration in Spain (not all of them cited here). This country has managed the integration of immigrants and diversity in the last decades in terms on policies and intervention programs, such as those programs published by the Spanish government with the title of Strategic Programs of Citizenship and Integration in Spain (Secretaría de Estado para la Inmigración y la Emigración, 2007, 2011). Programs greatly inspired in the Common Basic Principles for Immigrant Integration Policy in the European Union (The Council of the European Union and the Representatives of the Governments of the Member States, 2004).

This type of institutional response to diversity of inhabitants settled in recent policies of immigration through Programs of Citizenship and for the Integration of Immigrants that structure the intervention on this area, and that are conceived, under the European Union influence, more every day as diversity management and approached to the philosophy of interculturalism. Beside the Andalusian experience, that is the case, for instance, of the Basque Country in Spain (Blanco, 2008), Madrid (Prada, 2008), or Huesca, in this case as example at local level management (Eito, 2011), etc.

Diversity Management in the Andalusia Region

In the case of the Andalusian region, in which the Diverse Project in Spain is framed, the work for the integration of immigrants began some years before with an intensive impulse of the left-oriented political party PSOE governing the region during the last decades and including today. An important First Integral Program for the Immigration in Andalusia was inaugurated in 2001 (remember that at that time the Foreigners Rate was only of 2.2%, Instituto Nacional de Estadística, 2014), and was applied in the period 2001-2004, and it was supported by a very important budget that showed the important political interest of the regional government. One

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3 Planes Estratégicos de Ciudadanía e Integración en España.
of the Governing Principles of the Integral Programs for Immigration was looking for Interculturalilty. Moreover, this governing principle stayed in the Second Integral Program, and it is included in the current draft of the Third Integral Program published in February 2014, now under discussion (Consejería de Justicia e Interior, 2014). Important changes in Laws and Regulations, including the Birth and consolidation of Integral Programs for Immigration with important funding (Consejería de Gobernación, 2002, 2007) accompany the increase of immigrants in Spain and Andalusia.

Concerning the common Governing Principles of the First and Second Integral Programs, and apart from Interculturality, other principles were normalization (immigrants are incorporated to health, education, labor and other services in equality conditions to natives), Normalization, Interculturality, Participation, Socialization, Decentralization, Coordination and Equity. One of the newest things in the last draft of the Integral Program for Immigration is an orientation towards plurality and diversity, also included and reinforced in the Andalusian Statute of Autonomy, that was updated in 2007⁴ (from the original in 1981 where emigration was prevalent). In this revision, already the Preamble of the Statute describes immigration as one important reality that conformed Andalusia in present and current times (it cites human crossbreeding).

In addition, the word interculturality appears in the Statute arguing that social practices caused by cultural plurality define historically the region, and their wealth. Andalusia considered as border region that has facilitated dialog between North and South, Mediterranean and Atlantic. It must be also said that already in the First Integral Program for Immigration (2001) was implicitly included the Respect to Diversity with the introduction of Interculturality. Competences on integration, diversity management and cultural pluralism are included in the new set of competences of the Consejería de Justicia e Interior (2012), now in charge of the Migratory Policies Coordination in Andalusia.

**DIVERSITY MANAGEMENT IN PUBLIC AND PRIVATE SECTORS**

At the same time that global approaches to diversity management develop in Spain, other specific ones, concerning concrete areas or parts of society as work, education, health, etc. are also established. The same occur regarding concrete sectors of society, emerging gender, or generational approaches. Diversity management in organizations, as focus of the Diverse Project, is differently oriented if we expose the tradition of public or private ones. Regarding private organizations, we found a recent interest on diversity management that centers on cultural diversity management, but also, depending on the organization, on managing other possible diversities concerning gender, age, or disabilities.

Chinchilla and Cruz (2011:10) describe diversity management as a planned and voluntary strategy in the firms, not only a reaction to a new legal frame, whose destiny is to manage demographic diversity at workplace providing competitive advantages and internal unity in the organization. Different works centered at the workplace argue that the mere fact of having a diverse staff does not guarantee the success of the firm, but a proper way of managing that

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⁴ Ley Orgánica 2/2007, de 19 de marzo, de reforma del Estatuto de Autonomía para Andalucía.
Diversity management policies tend to be linked in firms to Human Resources or CSR strategies and departments (Marcos and Prieto, 2010; Fernández and Camelo, 2013; Torres and Borrajo, 2012). Based on the Indra case study, Torres and Borrajo (2012) show some other advantages of diversity management. It can improve the position of the firm in the market, make easier the learning in the organization and the multilateralism needed for international relationships, gain distinction through the values incorporated to the firm, find new talents and open the collaboration with research centers and universities. DM becomes important for companies in order to assure competitiveness in a new more globalized context (Marco and Prieto, 2010).

Other relevant areas for DM in Spain are gender and disabilities. In the case of gender, some actions use to be framed in gender equity measures, incorporating Equity Programs (Marcos and Prieto, 2010), that try to advance in the way of working against classical inequalities and discrimination within firms, very evident in important positions (Jimeno and Redondo, 2008; Castaño, De Fuentes, Laffarga, 2009). Some of the strong points of Gender Equity Programs in firms that are mandatory in Spain from 2007 are that diversity is a profitable asset for companies that develop diversity management and non-discriminatory measures, as explained with regard to the Hewlett-Packard and Repsol Ypf cases (Santa, 2007). These programs allow the companies to incorporate people with different points of view and this help to the making-decision process, to the competitiveness, the capacity to retain talent, the identification with clients and the compromise of employees (Santa, 2007).

Similar ideas also incorporated in the case of disabilities at the workplace, due to the importance of the organizational environment for the success. An inclusive policy and culture within firms is important to recognize the contribution of this collective or persons to the results of the firm, connected this to corporate social responsibility and diversity management (Riaño, 2010).

In the public sphere, we find diversity management experiences, for instance, in the case of the education, social services, and health sectors. In these cases, nevertheless, more than a focus on how to manage diversity incorporated in the staff of public organizations, we found an important accent on attention to diversity in schools, high schools, or universities, in hospitals or other health centers, social services or other institutions. Some of the topics of interest in these areas where how to manage diverse students, intercultural education, quality of education, education policies and practices for integration and cohesion, attention to diversity and educational special needs (Valls, Torrego, and Siles, 2011). With regard to the area of social policies and social intervention, some works have incorporated the idea of diversity management concerning good intercultural practices or in relation to intercultural projects (Vázquez, Fernández, Fernández, Vaz and León, 2008). Nevertheless, all of these are studies that though incorporate the modern term of ‘diversity management’, focus on the attention or care of public, users, or clients. They do not pay attention to the diverse staff in organizations, what suppose an important difference in the way bibliography in Spain has considered the “diversity management” term when it is applied to manage people of diverse origin in public or private organizations. Something similar happens with regard to other experiences in the health system. There looking for respecting diversity (and especially religious diversity) are even guides for
managing diversity, but only in the direction of providing services: respecting the religious freedom, treatments or foods in hospitals, religious attendance in health centers, etc. (Observatorio del Pluralismo religioso en España, 2011; Caracuel, 2007; Garcia-Romedal, Forteza, and Griera, 2007; Rodríguez-García and San Román, 2007; Direcció General d’Afers Religiosos. Departament de Salut, 2005).

On the other side, cultural diversity management links several times to religious or linguistic diversity, topics that are of great interest in migratory studies and strongly connected to identities issues. These aspects of diversity have normally tackled in different areas, as those above exposed (health, education, or social services). Nevertheless, some works in Spain put attention to the connection between religious diversity, cohesion, public attention, and cultural differences management (López, 2009; Álvarez, 1998; Durán, 2011). Regarding linguistic diversity, a great interest has been the consideration of attention to diversity in schools or education (Díaz, 2006; Ortiz, 2006), especially in newcomers.

OBJECTIVES, METHODS AND TECHNIQUES OF RESEARCH

This paper, framed on international and national experiences of diversity management, has as main goal to know if there is diversity management in organizations in the Andalusian region (Spain). Linked to it our purpose is to collect significant cases in which this type of management is applied. We also wanted to describe its characteristics based in several case studies in terms of evolution, philosophy, type of practices and experiences, internal rules and procedures inside organizations conducting to DM, benefits and limitations, and challenges for the future, with aim of promoting diversity management in order to achieve a better inclusion of TCNs in public and private organizations.

1. Design of the research and target universe

This research wanted to answer several questions concerning public and private organizations and the way they are confronting the management of diversity in their staff, specifically derived from the presence of Third Country Nationals. Based on the complexity of the object of study, this research followed a mixed method approximation, taking advantage of the combination and triangulation of data and sources of information (Beltrán, 2000; Brewer and Hunter, 1989; Bryman, 1995). In this section, we describe the pluralist methodological design of the research, based mainly in the elaboration of case studies (combining techniques as interviews and the use of secondary sources). The study of diversity management practices and experiences in Andalusian organizations benefitted of the global methodological patterns of the European comparative Diverse Project in which this study is included, and also was enriched by the technical adaptation made at regional level in order to achieve our research goals in this concrete Spanish context.

2. Design of case studies: primary interviews and secondary sources

Case studies in this research have mainly descriptive, exploratory and illustrative goals, more than explicative ones base on previous theories concerning DM in organizations. To accomplish this research also multiple and comparative case studies were designed (Castro, 2010).

Case study is a method questioned by many authors of the quantitative tradition for lack of reliability and validity (Martinez, 2006; Coller, 2000). Nevertheless, using many sources and techniques to get information, case studies obtained detailed evidence. This is a very common method in the fields of management and business administration, because it generates a very useful information for making business decisions (Castro, 2010). As a methodological strategy, case studies propose to understand some social phenomena and their dynamics and specificities in each context. The idea is to approach to the heterogeneity and variations on existing phenomenon, which makes it very useful in the study of diversity management in organizations, to be able to tackle several cases of different spectrum to collect experiences.

One of the arguments for the case study to criticism of quantitativists in relation to difficulties in the generalization of results is that it is a method that seeks only an “analytical generalization” (represent or generalize a theory) so that the results can be useful for understanding other cases similar from a theoretical point of view (Martinez, 2006; Castro, 2010.) In this sense, it is not probability samples drawn from a population, but theories that can be transferred, based on theoretical sampling. This is why is talked of transferability instead of generalizability (Martinez, 2006). As Torres and Borrajo (2012) point to the study of diversity management, the case study is especially relevant because it illustrates how different companies consider internal and external variables affecting the adoption of alternatives that may be of value to be extrapolated to similar situations in other companies or organizations.

Moreover, the principles of validity and reliability, compared to what one might think, are also applicable to the case study (Yin, 1994), suggesting some strategies to achieve better information. To use multiple sources of information and triangulation to check whether a relationship exists between the different information obtained, establishing a chain of evidence, establishing patterns of behavior and how the phenomenon, temporal analysis or review by key informants (different types of validity), or using protocols to study case studies (reliability) are some of these strategies.

As we describe in the following paragraphs, in this research we tried to assure the observance of these requisites. The research implemented ten case studies of diversity management in organizations in the Andalusian region. By organization, we understood public and private ones, as for instance firms, NGOs or third sector and public administrations. Each case study is composed of three in depth-interviews (1-2 hours) to different people ascribed to each organization. In order to get diversified discourses we normally interviewed three people that were working at different levels inside de organization. One of them with directive responsibilities, other used to be a worker whose specialty was diversity management (or human resources, or corporate social responsibility, depending on how this task was organized in the firm, NGO or public organization), and a third interview was conducted to a TCN worker, as required for the Diverse Project.
Apart from this primary information (recorded and transcribed), we completed the case collecting secondary information that was delivered by the organization through fieldwork (internal reports, pamphlets, etc.), but also got other information through webpages, and several documents as statistics that were found about the case. Finally, we also did several interviews to other experts on migratory issues in the region in order to get a general approach of how diversity management was taking place.

Fieldwork was conducted with the help of a guide for a qualitative interview including questions about the human resources practices in the organization (values, recruitment, personnel motivation, methods for personnel insertion, remuneration and incentives, training, etc.); diversity management practices and initiatives; practices aimed at recognizing and valorizing diversity; impacts of diversity management practices and initiatives, etc. The leaders of the Diverse Project first designed the open guide (Catholic University of the Sacred Heart), was approved by the partners, and in the case of the Andalusian region, and it was translated into Spanish and adapted to the Spanish context (University of Huelva).

3. Criteria for the selection of the sample and basic description of cases finally selected

Not every organization in the region was a potential case to study. Three prerequisites were necessary. The first one was having TCNs contracted as staff of the organization, the second to have the headquarters or offices in Andalusia. The third was to have experience implementing some kind of diversity management practices, what was one of the main obstacles found in order to select the cases for interviews in the region. By this reason, previous to the selection of a case, we asked for it to different experts on the region, did informal contacts, revised the case through the webpage, and through other methods as the record included in the ‘Charter de la Diversidad’ in Spain (http://www.fundaciondiversidad.org/). Once selected a case, we finally invited them to participate. We must say that even in some cases selected because several experts recommended it or because they were included in the Charter, when we contacted them, they told us that they in fact were not developing diversity management practices.

Diversity of our sample was achieved in terms of type of organizations (public, private; profit, and non-profit), the dimension of business (international, European, national or regional), sectors of activity, type of activity (seasonal, non-seasonal), size, markets, place of offices, and other traits.
### Chart 1. Case studies

<table>
<thead>
<tr>
<th>Type of organization (profit, public or non-profit)</th>
<th>Sector of activity</th>
<th>Location of interviews</th>
<th>The organization has offices in</th>
<th>Global Markets. Products or services offered basically at level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Abengoa Profit</td>
<td>Energy and Environment</td>
<td>Sevilla (Headquarters)</td>
<td>Several countries</td>
<td>International</td>
</tr>
<tr>
<td>Agromartin Profit</td>
<td>Agriculture. Strawberries</td>
<td>Lepe - Huelva (Headquarters)</td>
<td>Lepe (Huelva)</td>
<td>European</td>
</tr>
<tr>
<td>Atlantic Blue Profit</td>
<td>Agriculture. Blueberries</td>
<td>Almonte - Huelva (Headquarters)</td>
<td>Almonte (Huelva)</td>
<td>European</td>
</tr>
<tr>
<td>Cortefiel Profit</td>
<td>Clothes shops</td>
<td>Sevilla and Huelva (Andalusian Headquarters and Provincial Office)</td>
<td>Several countries</td>
<td>International</td>
</tr>
<tr>
<td>Cruz Roja Non-profit (NGO)</td>
<td>Social and Health Intervention</td>
<td>Huelva (Provincial Office) (*)</td>
<td>Several countries</td>
<td>International</td>
</tr>
<tr>
<td>Leroy Merlin Profit</td>
<td>Shop for selling products and services of Do-It-Yourself sector.</td>
<td>Huelva Shop</td>
<td>Several countries</td>
<td>International</td>
</tr>
<tr>
<td>Monteconquero Profit</td>
<td>Hotel Industry</td>
<td>Huelva Hotel</td>
<td>Andalusia Region</td>
<td>Local</td>
</tr>
<tr>
<td>The JRC Institute for Prospective Technological Studies (JRC-IPTS) Public Administration</td>
<td>Technological and Socio-economic Research and advice</td>
<td>Sevilla (Headquarters of the Institute. Global belonging to the UE)</td>
<td>European Union</td>
<td>European</td>
</tr>
</tbody>
</table>

(*) We did one of the interviews to an Andalusian responsible of the organization in a provincial office.
DIVERSITY MANAGEMENT: PHILOSOPHY, EXPERIENCES, AND PRACTICES IN THE ANDALUSIAN REGION

1. Models of person, paradigms and approaches of DM

As Chinchilla and Cruz (2010) argue, there are different aspects concerning persons (i.e., employees) that can be managed by a firm (e.g. competences), but not others. In addition, there are different models of people and paradigms that lie under the way a company manage their staff, argument that applies in our case to other types of organizations. The importance of this is that these models and paradigms influence diversity management. Practices of DM differ depending on the management paradigm. If the organization consider their staff as ‘machines’ that look for incentives to produce results and effectiveness, or only are worried for their workers to follow the law it follows a mechanism approach. Other paradigm has the conception of a person (worker) as a living organism with sensitivity and feelings that need a nice environment to work (psychosocial). The last one think on their staff as unique persons, with freedom and intrinsic dignity, where diversity is a source of richness and learning (anthropological), and unity and dignity of persons is a priority for the organization.

At the same time, following the reasons by which people act, if the motivations are extrinsic, we will find workers focused on satisfying material needs (money, prizes, fame...), if intrinsic, motivations will be based more on learning, achievement, challenge, pleasure, or satisfaction based on the task. If reasons are transcendent, it emerges the priority of be involved in a shared mission, that supposes to be conscious of the impacts of our actions in others, be of useful to others, to solve their problems or needs, see people in an integral way (not only as workers) (Chinchilla and Cruz, 2010).

The discourses of interviewees in our case studies were positioning somehow around these models and paradigms. On the other side, the way the organization conceived their staff, and the values inside the organization, were sometimes consonant and other times dissonant with regard to the values, expectations and motivations of the same workers. At designing case studies including interviews conducted from the directive positions until the workers, the triangulation of discourses allowed the emergence of sometimes-contrasting results.

Globally, analyzing our case studies, we found that normally there is in the studied organizations a simultaneous focus on productivity and effectiveness, to produce a healthy environment for working, and also a recognition and valuation of diversity. At the same time, we found a widespread discourse on the enrichment of diversity for the organization, the importance of providing equal opportunities (for people of different origin, gender, etc.) and an equal and respectful treatment of workers.

Nevertheless, different nuances and approaches are in the discourses of interviewee or in secondary sources. For instance, organizations where scientific or technical Talent is important did not distinguish among workers of different nationalities. It means that once a worker is hired (national or foreigner), he or she follows the same path and rules of everybody, and the integration is reported to be easy. Though an organization as Abengoa underline Talent, it is also very important in other of our case studies: The JRC Institute for Prospective Technological
Studies (JRCS-IPTS), though the discourses and frame in this case is more lined up to the European Commission.

In the case of NGOs included as case studies (Cruz Roja, CEPAIM, and Codenaf), all of them showed a coherence between the internal philosophy and values with regard to Universal Human Rights and their practices of diversity management inside the organization. The common idea was that we give care and support to national or/and foreigners respecting Diversity. To manage the staff inside the organization the same principles that we apply to our users or targeted populations are considered. Nevertheless, sometimes diversity management inside the organization is implicit more than explicitly recognized and organized in specific rules, which such name.

This does not exclude the presence of specific actions (we will refer to them afterward) for the welcome and helping the integration of foreign workers. But in the case of these organizations, the common language for working (English), and the majority of people from different origin, and highly qualified in the organization is joined to the offering of the same treatment, support and services to workers without a distinction of nationality or country of origin. Internal organization of work is the same for everybody. This does not exclude that differences of nationality or country of origin (Visas, language support, etc.) can affect the concrete management for supporting and helping workers. In the case of other organizations, more than Talent or very high qualifications, the discourse of enrichment of diversity and equal treatment focus on the idea of competences. No distinctions between workers is made if they are good saleswoman or salesmen, and also have personal competences as being good team-workers, friendly and close to clients, comradeship and not provoking conflict (i.e. Leroy Merlin and Cortefiel).

Other organizations that were interviewee use to contract third country nationals overall for low skilled positions, as house cleaner in the hotel industry or for the harvest. It is was the case of the Monteconquero Hotel and of Agromartin and Atlantic Blue companies, both in the agriculture sector, that bring through Circular Migration hundreds of women for picking-up strawberries and blue-berries (respectively). In these cases, low-skilled workers fill a niche that nationals perceived as inferior. Productivity is also very important for these companies and achieving a good work environment is key for this. Diversity is respected in this frame. If workers are well considered and treated, they will produce more and will be more and better integrated in the company.

2. Diversity Management practices in the Andalusian region: key axes of differentiation

We selected all these organizations (Chart 1) as case studies as they had implemented some kind of DM in the Andalusian Region. However, practices and experiences are different. We found that some of them explicitly define a policy or philosophy for DM inside the organization; meanwhile others incorporate these practices implicitly. At the same time, some firms manage diversity in different moments, i.e., from the entry of the worker in the company until their integration, meanwhile others only apply these techniques in punctual moments. In addition, DM is also found regarding different areas (human resources policies, communication, etc.), but
also in some cases DM is more restricted, producing important differences and practices in daily life of firms.

Contrasted the practices of DM with other traits of the organization, we found that DM emerged more frequently depending on factors as the size of the company or the degree of internalization of the organization. Then our case studies of numerous staff, with international or European dimension, with several offices in the world and a common language for working (English) were inclined to give more importance to DM in different areas and processes of the organization. At the same time, an important trajectory towards the defense of Human Rights in some NGOs connected well with DM experiences. The more implicated an organization was found to be with DM inside their organization, a bigger tendency to advertise and to give public visibility to these practices (as something to be proud of). When DM is the rule, and the organization has incorporated it in its roots, it is present in Internal Regulations, Programs, Quality measures and test for the assessment of different develops concerning the staff, certifications, etc.

Nevertheless, some organizations more than a specific focus on the concrete words “DM,” tend to express the same ideas and do similar practices through no discrimination, equal treatment, etc.

3. Organizational Areas in which Diversity Management, Recognition, and Valuing Diversity is applied

Diversity Management is found in different areas of organizations as policies of human resources (or in the frame of Corporate Social Responsibility), communication practices, integration of workers processes, work environment or formation. Global principles and values in which lie organizations, as for instance, equality in terms of equal opportunities, and equal treatment or equality in diversity, are defended, promoted and concreted in a different way in the studied cases.

3.1. Human resources policies and practices

With regard to human resources policies, respect to cultural diversity is achieved through different measures as, for instance, the way in which the selection of workers process is carried out. Most of cases where DM principles were found use to employ new workers through an open and competitive process where potential workers are selected considering their competences, skills, and knowledge associated to the position to be covered. This way of access was reported through the interviews by the staff and by directives, and was found in all of our case studies.

We found differences between our cases in details as if the organization disseminated the offer locally, nationally or internationally. How was the process structured in terms of looking for candidates, receiving Vitas, doing personal interviews or group dynamics supposed other difference, or if the process included or not an online search of candidates, etc. However, the main issue is that giving importance to a selection by competences, skills, and knowledge of workers supposed better opportunities for third country nationals or foreigners to achieve a job.
Some specific experiences for the access to the job were interesting in the way our organizations selected the personnel:

- **Hotel Monteconquero**, after following a course in an NGO, TCNs were derived to do practical work as house cleaner in the hotel, and the firm selected workers among the students. Here the specificity is the participation of a third partner involved in DM practices sending students to the company for practical formation. In addition, they have into account other candidates that come from sending CVs.

- Similar situation was found with **Cortefiel**, that apart from CV received or the classical ways of search for candidates, also received pre-selected candidates from a third partner that gave formation for that position to students that do practical work, in a for Competences-based recruitment where country of origin per se was no important. Even in the case of some shops, the expertise in several languages of TCNs was a benefit (i.e. Costa del Sol, or touristic cities in Andalusia as Seville or Granada).

- **Agromartin and Atlantic Blue** followed patterns of Circular Migration for not skilled workers. Here the participation of the State was important to authorize Visas, and is characteristic that the selection process happens in the country of origin. In this case, the recruitment process is only possible with regard to those countries where Visa is going to be allowed. The selection combines with the selection of nationals. Other organizations as Abengoa, The JRC Institute for Prospective Technological Studies (JRC-IPTS), Fundación CEPAIM, Codenaf, Cruz Roja or Leroy Merlin also follow an open and competitive recruitment process (by competences or specific profiles). Some of them also have in consideration among the candidates that some of them were doing volunteer work or did some practical work as students in the organization.

In the case of promotion of workers inside the organization, it depends on several factors. Important traits to distinguish among the opportunities that firms offer to workers are the size of the staff, the volume of business, or the character of the organization in terms of internationality. These factors join to the capacity of the organization to produce more or less opportunities for workers. What we found in our case studies is that more than country of origin or nationality, the way these factors combine is very important. Several examples illustrate this idea very well. One situation is that some low positions in the firm, joined to persons with very low qualifications (or no-qualifications) present serious difficulties to promote. This happened in the case of ‘maids’ in the **Hotel Monteconquero**. Other type of case is regarding a position of maintenance in the **Leroy Merlin** shop for selling products and services of Do-It-Yourself in Huelva. Here the TCN worker had a better qualification, but he was already working at the top possible level of that position in the shop in Huelva (responsible for the maintenance). In this case, the design of some kind of career-pathway is difficult unless the person could aspire to an improvement changing of shop in the group, recycling and changing of position or changing of company. Apart from some positions in some organizations that are in a roof from where the promotion is not possible, promotion is possible for TCNs and foreigners (and of course for nationals) in our organizations, and it is normally dependent on the productivity and formation of the worker. For instance, it is key to be a good salesperson and to have other competences to achieve a position of some responsibility (Leroy Merlin or Cortefiel). A picker can achieve the position of ‘manijero’\(^6\) in the fields, especially if native language, knowledge of the style of

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\(^6\) Foreperson is a person in charge of a team of workers in the agriculture.
working in the company and competence at distinguishing different varieties of fruits is achieved (Agromartín, Atlantic Blue). In the case of bigger size of companies and international dimensions, very qualified staff and promotion are considered. In addition, country of origin is not important, but the productivity (Abengoa).

In other cases, there are other peculiarities. For instance, for TCNs in The JRC Institute for Prospective Technological Studies (JRC-IPTS), institution belonging to the European Commission, there is a roof because extra-community personnel cannot achieve some high positions, and to achieve some positions, special permissions have to be requested (Visas, and authorization – ‘derogación’- giving explanations of the need of such contracts).

In the case of NGOs, we found that nationality and country of origin was not an impediment to promote if there are positions to offer. When promotion is not possible (overall that staff linked to projects that have a fixed end as dependent of public funding), other strategies are sometimes established, as keeping a position as technical staff in case a new project is approved –some priority if previously did a good job in the firm- (Fundación CEPAIM, Codenaf, Cruz Roja).

We also found other strategies as, for instance, that when promotion is impossible, as the worker is already in his or her possible roof, other advantages as flexibility, conciliation work-family or formation are offered to promote a better integration in the organization. At the same time, as time passed, workers achieve more expertise in the position what is reported an advantage that can compensate the no-possibilities for promotion in some positions. Expertise produces a feeling of controlling the job and greater comfort.

Summarizing, qualifications of workers, size, internationalization of company, sector of the company, and the membership of the company to a connected group where promotion is possible among branches—as offers emerge in the group and there are common database or other legal restrictions affect to the opportunities for promotion that a company can offer to TCN. In this way, a big company with several possibilities of business, and offices widespread by the world can be very attractive for a profile of workers looking and doing efforts (formation, mobility, etc.) to achieve a better position in the future. In that cases, country of origin was not relevant, but motivation and productivity of workers. In other cases, due to legal limitations (i.e. getting a permanent Visa or acquiring Citizenship) or to economic crisis in this moment, organizations close or reduce promotion in some cases. Moreover, this happened in our less internationalized cases.

3.2. Work environment and integration in the organization

Different practices and experiences along the working time in the firm try to achieve the better work environment in the organization. The aim is double. On the one hand the organization tries to achieve a good integration of the staff (by humanistic and ethical reasons), and in the other

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7 Cortefiel, Springfield, Pedro del Hierro, etc.
side, the organizations try to avoid internal conflicts and to promote a good atmosphere for working, what are key factors to achieve productivity.

One of the common strategies is the establishment of some kind of Welcome Day, more or less structured, in which the workers begin to know the organization, their mates, and their internal rules and procedures. Some organizations have established a real protocol (even written), and others do that in a no so-formal way. The JRC Institute for Prospective Technological Studies (JRC-IPTS), for instance, has a protocol concerning what a worker need to know in his/her first day, week, or month. Sometimes these protocols are a complete guide of matters regarding the way the organization internally work, important instructions with regard to quality, etc. In some cases, companies have to follow very rigid protocols to achieve certifications, and even adapt their way of working to follow the requisites of quality of clients. In several cases, when foreign workers that do not dominate the language receive specific instructions, or cultural differences exist, intercultural mediators or people that do that function intervene to approach organization and TCNs staff. For instance, one of the first explanations that receive workers in Atlantic Blue concern the way workers have to dress to pick up blueberries. Mediators in this company explain to hundreds of Morocco woman that by cultural reasons use to dress with sequins, that they cannot dress jeweler neither sequins or similar things as they pick up a product that is prepared for immediate consumption, and hygiene and security conditions must be followed. As the majority of women do not speak Spanish, and others even are not able to read Arab, they receive the instructions in Arab (written and spoken). So Welcome Days use to have a multifunctional role: as labor socialization of newcomers, and as a way to fix important procedures from the beginning, to know norms for living together, know new people, etc.

Several interesting experiences exist regarding strategies to promote integration and wellbeing inside the organization. Agromartín introduce us an interesting case of how they at the same time fight against nostalgia and achieve a better work environment and happiness in workers that have also effects on productivity. The story began when one day the employer saw a very sad worker in the fields and asked her to know what happened. It was her birthday. She told him that it was going to be the first time she passed her birthday out of home. Then he bought a birthday’s cake for her and her mates, and at the following day, he observed that everybody was picking up strawberries with happiness. After this experience, they celebrate birthdays of all workers in the plantation. As there are more than a thousand TCN workers, they organized parties in the same week for several workers, and there is a mixed by country of origin commission of workers that received money and decide what to buy and what to do to prepare the parties that are celebrated in a big Jaima installed in the plantation. Workers very well value this and other similar practices. In this company is also facilitated to Muslim people the possibility of praying, and there is a special room for it, where men and women can pray in different places.

Other common and well-valued practices that can made up for the absence of possibilities for promotion in a company are the flexibility of schedule and the facilities for the conciliation between work and family or leisure. This flexibility makes also easy the possibility of praying during the working day and it is very important for Muslim people (Fundación CEPAIM, etc.). A wide and flexible time frame is also established as an strategy to conciliate different cultural habits as praying, eating at one hour or other, necessities for caring the family, etc. (The JRC
Institute for Prospective Technological Studies. Moreover, sometimes teleworking is possible (Codenaf).

Other common practice for making easier the integration of TCNs in the organizations is the celebration of intercultural parties, where everybody can enjoy and chat in a relaxed atmosphere, explaining aspects of their culture and sharing foods, typical dishes, etc. (Fundacion CEPAIM). Coexistences are well valued by workers as they allow to better know other countries (without travelling, they say!), and strengthen ties between workers, producing a better work environment and productivity. One interesting practice to know and respect other cultures in Europe is carried out in the JRC Institute for Prospective Technological Studies in Seville. There, during the six months of the European Union official Presidency, people from the country presiding the EU organize activities and parties to make publish some of their cultural elements, foods, hobbies, etc. People attend to those activities in a free basis. In other companies, parties where everybody can attend independently of nationality or country of origin take place at the finalization of a period of work, or when workers are going to return to their country of origin (Agromartín, Atlantic Blue) or go to other places. Sometimes workers who freely organize the party invite the employers.

Finally, companies use to develop several of these or other practices to facilitate the integration in the firm. This normally happens through the combination of two type of motivations: humanitarian reasons and improvement of productivity. In addition, achieving integration, use to join to a bigger identification with the organization.

3.3. Formation, continuing education and refreshing courses

Employers use to contract workers if they already have achieved a particular level of knowledge, skills, and competences. However, formation after the recruitment is a common practice in the majority of our cases. Different types of formation are given and at different moments, for instance: offered in the Welcome Day (including the formation in some companies of online courses) and the formation due to the renovation of products, tasks, and services. They are common continuous formation, refreshing courses, or meetings with the aim of formation. Reasons for formation have to be, for instance, with security and quality assurance, the introduction of new products in the Fashion or other sectors, hygiene for working with foods, handling of foods, rules of the company and updating, protocols, etc. (Abengoa, Leroy Merlin, Cortefiel, Fundación CEPAIM, Hotel Monteconquero, etc.). There are no distinctions between TCNs and others. Companies use to accredit these courses, of variable duration, to workers independently of the country of origin (Cruz Roja), though sometimes it is in a continuous basis without accreditations. Formation follow an on line or face-to-face pattern.

Companies plan some courses (for instance, language courses for newcomers or for people who want or need to acquire a higher level of knowledge in The JRC Institute for Prospective Technological Studies). In addition, several companies have a system for the workers to make proposals of courses that can enrich their formation and can be useful for working (Fundación CEPAIM, The JRC Institute for Prospective Technological Studies, etc.). Sometimes their proposals concern language courses, others are related to social abilities, or technical issues, etc. Workers as describe some organizations: 'We are always receiving formation!' This happens with
companies that use to be innovating, introducing new products and services or even refreshing internal rules and procedures in a very frequent basis.

Though we did not find differences regarding the formation offered to TCNs and non-TCNs, there are important divergences in relation to the formation offered to directives or people in other positions. To receive specialized formation due to the position in the firm was more important than country of origin.

POSITIVE AND NEGATIVE CONTRIBUTIONS OF DIVERSITY MANAGEMENT

Organizations included in our study bet on diversity management policies. The discourse sometimes was very similar to that referred in population to the global advantages of Immigration (Gualda, 2011; Cea and Valles, 2010; Observatorio Permanente Andaluz de las Migraciones (2011) and the word ‘enrichment of diversity’ appeared in all the cases. Organizations perceive diversity positively, as an enrichment. Diversity suppose not only an enrichment, but also a necessity for the organization for several reasons: because the companies want to select the better Talents, or the workers that better fit to the company interests or have better competences for covering the offered positions. To achieve these aims country of origin is not very relevant (Abengoa, Fundación CEPAIM, The JRC Institute for Prospective Technological Studies, Leroy Merlin, Cadena, Hotel Monteconquero, Cortefiel, and Cruz Roja). In other cases, TCNs are a real necessity as some labor niches have difficulties to find workers for doing particular tasks as collection (Atlantic Blue, Agromartín).

Diversity produces a real intellectual richness inside the firm when the staff is very diverse, enhancing mutual respect, and understanding. Learning improves at staff and company level. Moreover, very importantly, with the help of international workers companies increase forecasts, an even can open new business in other countries or get international projects that can be important in crisis time (Abengoa, Codenaf).

Other important reason to maintain diversity management policies is the public image transmitted by the organization if TCNs are included in the staff. Giving equal opportunities to access to an organization and showing diversity in their staff are understood by some public or clients as giving an image of fashionable and modernity, and this attract people to shops as Cortefiel, that want to sell 'new' and 'real life' products. If society is diverse, it also has to happen inside the shops (salespeople).

Sometimes TCNs that are bilingual or speak several languages also give a benefit to the firm, and even they can have better opportunities to be recruited by employers than monolingual nationals can. This aspect is fundamental for organizations with an international projection or with international users or clients. This criteria or being able to manage several language use to be important for our case studies. Though working in Spain, English is the work language for some companies (Abengoa, The JRC Institute for Prospective Technological Studies). Managing English and other languages is very useful at attending users or clients (as reported by Cruz Roja, Fundación CEPAIM, Codenaf, Leroy Merlin, Cortefiel, etc). Without Spanish it would be impossible to work in shops (Leroy Merlin and Cortefiel), and it is very difficult to work in other
organizations. More than a limitation by belonging to a Third Country, linguistic competences are important.

Other important advantage reported by the interviewee Directive staff was that, in the company experience, TCNs and foreigners were very motivated and productive in their job, and did a bigger effort to be good workers. They attributed these positive attitudes at working to the necessity of working and sending money to their families (Agromartín, Atlantic Blue), to the interest of being contracted again after the finalization of the contract, or even promoted. Other reasons were the interest of doing exciting and important tasks at a company.

With regard to negative contributions, they were the exception in our case studies, as our organizations defended the virtues of a diverse staff, and for this reason and their practices we selected them in our study. Nevertheless, they speak about some internal changes in the organizations to adapt to this staff, or little inversions to promote their integration, but in a frame of more benefits than damages. Curiously, in this crisis time, they were especially worried about by the reaction of population in villages or cities: rejection by hiring foreigners and not nationals. On the other side, in some cases they reported little internal conflicts or problems in the adaptation process that already solved normally introducing internal rules of behavior.

**DISCUSSION, CONCLUSIONS, AND FUTURE**

We studied different organizations that work in Andalusia. During the fieldwork, we found some difficulties to find organizations to be selected as good case studies in Andalusia as representative of diversity management practices for Third Country Nationals staff. This difficulty in the fieldwork reflects one of the main results of our research: Diversity Management is at their beginnings in the Andalusian Region, which in contrast has a long history in attending and providing services to immigrants and diversity. Very few organizations in the region develop systematic practices of DM inside their organizations with TCNs as target groups. Several experts contacted in the process of fieldwork also shared this idea. We did not find public administrations or institutions in the region as examples of explicit diversity management inside the administration. Nevertheless some public administrations, NGOs and companies develop DM practices, but in an implicit way as advocates of principles that support diversity management. In addition, some experts recommended us some organizations, or we found some of them as signer of the Charter of Diversity. When we contacted some of them, we discovered that they did not always hired TCNs or had not incorporated diversity management practices inside their organizations. We did not find small and medium-sized businesses applying diversity management principles. We found diversity management inside organizations in big organizations, with offices in different countries or offices at national level and/ or selling products and offering services at international level.

In any case, as we have reported, there are clear evidences that several organizations in Andalusia apply diversity management obtaining benefits for it. We also found different approaches to apply Diversity Management in Andalusian organizations. One of them is applying diversity management without explicitly have designed specific policies on this, but some organizations apply broad principles concerning equal treatment, respect and no discrimination,
and in consequence they do some kind of DM (Cruz Roja). This happens to different type of organizations including the public sector. Other organizations explicitly design DM policies and practices, and two type of cases are relevant: those that focus on cultural differences based on different countries of origin of their TCNs staff, and those that focus on diversity in a broader sense, concerning not only ethnicity or countries of origin. In addition, important differences are found concerning some approaches: based on “talents” that produce a big business for the organization, and on “diverse people” that have to be treated by ethical reason without discrimination, and from who everybody benefit learning how to live together in harmony.

Big organizations or organizations oriented towards international markets or internationally widespread develop some DM management practices sometimes linked to laws on equal opportunities and corporate social responsibility issues, but other as the result of a real necessity or interest of employers. Other times diversity management is somehow a logic result of working with clients that demand them some quality requirements that affect to personnel resources management. Sometimes it is difficult to delimit if diversity management emerge due to law requirements of by a real surety but once it is settled and employers notice the benefits, discourses are for it. Even observing how diversity management develop in local delegations of bigger organizations, one can assure that it is possible to implement it in any organization (we refer here to the Cartaya Delegation of the Fundación CEPAIM, with less than 20 workers). In any case, organizations have not ‘rosy lens’ here, as a common aspect that we found is that benefits appear when TCNs workers are productive (good researchers, good salespeople, etc.). If workers were not somehow productive they were not promoted, if workers did not develop properly their job (competently), they were not renewed their contracts.

Other interesting learning resulted of our case studies is that diversity management in a different manner depending on factors as level of qualification of workers and orientation of the organization (national, international). As well, there are differences depending on if the organization manages cultural diversity or diversity in a broad sense, including gender and other distinctions.

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