Summmary of the doctoral dissertation titled:

The concept of diversity and diversity management in organization based on the example of publicly listed companies

The issue of diversity and diversity management in organizations is gaining importance in the dynamically changing world, encompassing both its theoretical and practical dimensions. In the literature on the subject, key factors driving the growing interest in these topics include socio-cultural issues such as aging populations, changes in the traditional family model, women entering so-called stereotypically male professions, the increasing significance of minority groups and emancipation movements, and greater diversity in organizational work environments. Diversity and diversity management challenges in organizations not only have an operational aspect but also a strategic one, influencing organizational culture as well as innovation and efficiency.

The focus of this dissertation is to explore the state of literature and research on diversity and diversity management, describe the theoretical concepts of diversity and diveristy management, and explain the methods of implementing diversity management concepts in organizational environment. The objectives are focused on presenting theoretical concepts of diversity and diversity management, analyzing and describing the methods of implementing these concepts within organizations. This includes a deeper understanding of the essence, specificity, challenges, and opportunities associated with diversity management in modern organizations, specifically in publicly listed companies. The foundation for developing the diversity management concept is based on the model proposed by Roselli Ricco and Marco Guerci, known as the integrated diversity management model. This model is built on three main principles: integrating diversity, defining diversity as a resource, and ensuring equal opportunities including preventing discrimination. The criteria for selecting this model are grounded in theoretical foundations, consolidation of various diversity dimensions, and a sustainable approach to diversity management, along with the model's practical application and relevance to the context of publicly listed companies.

To achieve the objectives of this dissertation, comprehensive research and analysis were conducted, including a review and analysis of literature on diversity and diversity mana-

gement from the perspectives of sociology, management sciences, law, economics, and psychology. The research design and execution were carried out with both scientific and practical aims. Theoretical and methodological triangulation, as well as data triangulation, were applied. The main research question posed was: What is the essence of diversity management in organizations, and what are the methods and outcomes of implementing diversity management concepts? Additional specific problems and hypotheses, along with research assumptions, were formulated. The qualitative research included document analysis of selected organizations, in-depth individual interviews (semi-structured), and a focus group interview. The integrated diversity management model served as the basis for the research framework. The key research categories included: the concept of diversity, the origins of diversity management implementation, the definition of diversity management, motives for implementing diversity management, areas of diversity management implementation, methods and tools for managing diversity, the benefits of diversity management, as well as barriers and challenges to its implementation.

The structure of the dissertation consists of six chapters, in addition to the introduction and conclusion, with three chapters being theoretical and methodological (from the first to the third), and the remaining three empirical and analytical (from the fourth to the sixth). An annex and bibliography were prepared as well. Chapter one focuses on the theoretical foundations of diversity and diversity management in organizations, drawing from key disciplines such as sociology, management sciences, law, and psychology, on which the conceptual and theoretical foundations of diversity and diversity management are built. Chapter two presents an overview and analysis of international and national research on diversity and diversity management from the perspective of these disciplines, aiming to structure and identify research potential for further exploration, as well as highlight the value of research in this area. Chapter three presents the research concept, including theoretical foundations, research assumptions, the research subject, definitions of key concepts and research categories, and methodological issues. This chapter also discusses the research objectives (scientific and practical), research problems, assumptions and hypotheses, categories, variables and indicators, data sources, research methods, samples selection, and data analysis principles. Chapter four, which opens the empirical-analytical part, describes the results of document analysis of selected organizations, including business strategies, corporate social responsibility or sustainable development strategies, diversity management and human rights policies, codes of conduct, and integrated reports. Chapter five concerns the concept of diversity and diversity management based on analysis from individual interviews conducted with the expert group responsible for diversity,

equality, and inclusion in the organization. Chapter six presents the results of the group interview phase of the research, with respondents holding specialist positions (e.g., in IT, sales, customer service). The chapter also emphasizes the significance of the professional characteristics of the respondents, which influenced the research results. Across the three chapters, excerpts from documents and quotations from respondents were used to exemplify the issues discussed.

Based on the results of the research and analysis, most of the research objectives were achieved. The conducted activities provided answers to the research questions and positively verified the hypotheses, leading to key conclusions in both substantive and methodological dimensions. The conclusions show that, first, organizations have a broad understanding of the concept of diversity in all its available dimensions (individual and group identity). Second, the approach to implementing diversity management is holistic, programmed, and integrated into the overall functioning of the organization at the strategic level (vision and mission), tactical level (e.g., policies and programs), and operational level (specific initiatives, projects, actions). Third, diversity management is identified as offering benefits related to human resources and building organizational value and competitive advantage. The real and potential risks were primarily associated with the external context in which organizations operate (e.g. homogeneity of society), low level of tolerance or acceptance, and widespread resistance to change and diversity itself.