

Research Article

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Resonating diversity: Weaving Catholic Relief Service Global Heartbeat into International Human Resource Management

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Abstract: This research paper investigates resonating diversity, weaving the Catholic Relief Service (CRS) global heartbeat into international human resource management (IHRM). Over the last several years, the issue of diversity has been used to determine the success and substantial benefits of the organizations, however, it depends on how it is managed. Furthermore, the major aim of diversity is to develop a certain culture in that people get a chance to collaborate and be allowed to use their talents and abilities. Therefore, this paper investigates the reasons, effects, and challenges of managing diversity in international human resource management in the CRS in Dar es Salaam, Tanzania. The qualitative approach was therefore employed. The data were obtained primarily through semi-structured interviews with 30 staff of CRS. Analysis was done through thematic analysis. Findings revealed that driving innovation, improving decision-making, increasing employee engagement, expanding equal talent pools, and creativity are reasons for diversity in CRS. The papers also found that increased predictability when working in teams, access to the required talents, improved cultural awareness, and improved training and development are the effects of diversity in CRS. Besides, the paper found that language barriers, less trust, age barriers, and too many options are the challenges of diversity in CRS. The paper recommends CRS needs to tailor mechanisms to minimize the disadvantages that may come up due to the failure of accommodating various backgrounds; ideas, values, and working conditions.

Keywords – Diversity, Reasons, Effects, Challenges, Human Resource Management

1. INTRODUCTION

Globally, over the last several years, the issue of diversity has been used to determine the success and substantial benefits of the organizations, however, it depends on how it is managed (Matuska & Iminska, 2019). Furthermore, the major aim of diversity is to develop a certain culture that gives people a chance to collaborate and use their talents and abilities (Blazevic & Karimi, 2019). In this case, organizations get room for more diversity, captivating, and employing people with different characteristics to increase the potential for change in the context of a modern complex environment (Van Knippenberg & Schippers, 2017). In Europe, for example, resonating diversity is more influenced by a high number of immigrants from non-European countries, however, sometimes people move from one European Union (EU) country to another. As in 2020, there was 5.1% of the European population who were non-EU citizens. In this case, diverse groups of people have been employed in different organizations to perform different works (Bründermann, 2022). Besides, in a society that is largely becoming more globalized, specifically in developed

countries organizations investing in diversity among their employees and the corporate culture, seem to have a better chance of achieving success in their international human resource management (Blazevic & Karimi, 2019).

In addition, migration and immigration have been influencing a global shift in workforce structure. Therefore, this migration has also resulted in the composition of the workforce (Bazzi et al., 2017). Ilen et al. (2019) reports that in the United States of America, countries include diversity in their workforce, in that case, they make more efforts to ensure the availability of diversity all the time. For example, in order to emphasize diversity in the workforce, these countries have introduced a program known as Green Cards to enhance workforce diversity by considering skills and educational level as the criteria to be permitted to join in their countries. Canada's immigration program is very receptive to immigrants who meet their migration criteria. Moreover, in order for them to maintain the criterion of individuals' skill set, there is a program of "Visa Lottery" this program is implemented in a such way that the country can allow an applicant with a diverse background (Sifuna, 2021).

In Africa, like in other developed countries, the highest level of diversity management is believed to create changes that are necessary for enhancing employees' performance to the highest potential (Cho et al., 2017). However, in some nations, politics take up the importance of resonating diversity management and most dominates, there is a debate of diversity as the main issue in different nations (Healy & Oikelome, 2017). The reason is that there are some drawbacks ethnic individuals historically have been treated harshly which led to increased events for radical remedial action to provide solutions for radical grievances (Reiche et al., 2020). Actually, in most of the African countries diversity issues consider culture, social, or racism. For example, South Africa is the African country where there is a division of the workforce based on radical limitations over a long time. In that case, the situation has caused the individuals and organizations to take into practical the equal rights between two groups of white and black race (Jeruto, 2018).

In Tanzania, like in other developing countries, resonating diversity is one of the ongoing discussions today in many organizations including the Catholic Relief Service. Both public and private organizations take up to undergo diversification in the workforce considering demographic and cultural differences (Kabissi, 2014). Moreover, like in other countries, there are also factors for maximizing diversification in the workplace in Tanzania. It can be determined through factors like an increased number of immigrants, mergers or joint ventures with organizations, also the increased temporary contract workers, of course globalization is also concerned (Mwinami, 2014). Besides, among others, CRS seeks to create and maintain a workforce environment that promotes diversity for all colleagues, partners, donors, and program participants. Moreover, CSR includes diversity dimensions such as age, religion, race, ethnicity, tribe, language, ability, socioeconomic status, education, and others (Catholic Relief Services, 2021). Despite the decades of talking about diversity in Tanzania, and being practiced in some organizations including the Catholic Relief Services, there is still considerable debate and confusion over what actually constitutes diversity, particularly in the matter of international human resource management (Samwel, 2020). Therefore, it is from this background this study needs to investigate resonating diversity, weaving the Catholic Relief Service's global heartbeat into international human resource management.

Despite the reasons for diversity and its practice in organizations including in the CRS, there is still a gap left unfilled by a substantial number of research works that have been conducted on the topic of diversity. In fact, the link between diversity and management in particular international human resource management has not been developed (Samwel, 2020). However, it is really that Human Resource Managers are left with not enough skills to practice diversification and its ethics, of course the human resource managers are faced with difficulties to control diversity as a result diversity becomes an albatross on their neck. Besides, human resource managers in organization such as CRS have a hard way of understanding the reasons for effective diversity management, in fact, they face difficulties in practicing the exact leadership tasks to effectively and efficiently deal with all matters concerning diversity. In turn, employees do not feel that they belong to organization as their socio-cultural values are not appreciated by organizations (Block & Noumair, 2015). This is a reason the researcher is motivated to take up the present study to investigate resonating diversity, weaving CRS's global heartbeat into international human resource

management. The specific objective of this study is: To explore reasons for diversification for IHRM in CRS. To find out the effects of diversity. To examine challenges to manage diversity.

2. LITERATURE SURVEY

2.1. Meaning of diversity

Diversity is the concept of people with a specific culture sharing a common set of values and norms that define their behaviors. This shared behavior can indicate a sense of belonging among specific groups in comparison to another group (Pura, 2014). Another definition, provided by (Barak, 2005) expands diversity beyond ethnicity and gender to encompass differences in function, nationality, language ability, religion, lifestyle, and tenure within an organization. This study adopts the definition from (Barak, 2005) particularly focusing on the nationality of employees within the organization.

2.2. Meaning of resonating diversity

Resonating diversity can be defined as the action of building a culture of inclusion by emphasizing empathy, humility, advocacy, listening, authenticity, trust, professionalism, psychological safety, open-mindedness, awareness of bias, accountability, and respect (Naylor, 2021). Additionally, resonating diversity is also described as the ability to share personal stories concerning defining experiences to resonate with others. It gives room for unique individuals to belong, celebrate, and respect their differences (Schmidlkofer, 2021).

2.3. Meaning of International Human Resource Management

"IHRM, or International Human Resource Management, involves recruiting, training, developing programs, and compensating employees in international and global organizations. It encompasses all the practices involved in managing a global workforce. An international organization has subsidiaries outside the home country that rely on the operational expertise of the parent organization (Ashree, 2023). This definition from (Ashree, 2023) is employed to guide this study.

2.4. Theoretical review

Theories are concepts, ideas, or propositions that are used in explaining social phenomenon. In social sciences research, theories are built from research and vice versa (Oluwajenyo et al., 2022). This study employs the Organizational Transformation Theory that was developed by Cox and Blake in 1991. The theory explains diversity management, it describes the transformation from a traditional to a multicultural organization (Lauer, 2010). The theory identifies the major five components of organizational change in diversity management which include leadership, research and measurement, education, alignment of management, and follow-up.

In the theory, leadership is explained to start with the top management which stands for changes within the organization, that is, the top management is a designated structure for planning and coordinating. Furthermore, the commitment of top leaders is needed otherwise no changes will happen. In the case of research and measurements, the theory explains that it is necessary to analyze the existing diversity among employed individuals as changes can be determined through the availability of data. In that case, leaders should make communication about the obtained results in the organization to improve their commitment to promoting diversity. The theory also highlights education as a tool to share information concerning diversity. This means training on diversity is very essential to creating people's awareness and being skilled enough for diversity practice. In addition, awareness is necessary because it makes people know about diversity, however, it is a skill-building that makes people be active in responding to different issues happening in the workplace which results in the development of cultural competency. Follow-up activities are described as all things identified and linked to research and measurements. This considers the process of monitoring for change, making an evaluation of the findings, and institutional changes

in the organization. Therefore, the theory highlights that all mechanisms to control the issue of diversification in the organization can be done effectively when follow-up activities are involved.

In reflection of the current study, the organizational transformational theory is very important to be applied in this study because it provides a good link between diversity and human resource management which is the key point of the study. In fact, the theory highlights good points to consider in diversity management.

2.5. Empirical review

Reasons for diversity: Abidemi and Jansari (2018) conducted a study on managing cultural diversity in workplace. The study was done qualitatively through empirical findings. Thereafter, the authors found that, there are six justifications for undergoing diversity, these include enhanced understanding of employees to improve productivity, enhanced innovative and creative employees, making employees skilled, getting new employees and undergoing a retention, and a large talent pool. Besides, Mwinami (2014) in a study of assessment of the effect of workplace diversity on employment performance, adds that reasons for diversity include talent shortage, this is actually means, in the period of talent shortages organizations are attract, motivate and effectively involve valuable employees for competitive advantage. Another reason for diversity is a need for organization to hire employees who speak the dominant languages. It is important to note that accountability of service delivery is affected by diversity through languages, cultural diversity, norms, and belief.

Moreover, in their study, Aggarwal and Gupta (2021) argue that there is association factor between diversity workforce and organization's success. In fact, this view confirm that diversity workforce makes an organization to access a changing market due to existed diverse cultures of employees in the organization. As Mkoji & Sikalieh (2018) add that many factors are contributing to the increasing diversity in workforce. The factors may include rising numbers of immigrants, mergers or joint ventures with companies in other countries, the rising use of temporary and contract workers, and increasing globalization of business.

Effects of diversity: Volson (2020) conducted a study to investigate the influence of workforce diversity on performance. The study applied a qualitative approach for a deeper insights. Thereafter, the study came with outcomes of diversity of diversity. The positive outcomes include benefits like ability of organization to retain talents, making a lower turnover, the organization also becomes with ability to generate and create new ideas. In addition, the may get ability to find solutions for existed problems, and making right decisions, moreover in turn there will be improvement in performance. The author also stipulates that diversity leads to predictability when working in teams, it also results to a development of strong economy, and access to needed talents. Igbadume et al. (2019) did a study to investigate the effect of controlling or managing diversity in the organization. Inferential analysis in particular correlation and structural equation was applied. The authors found the statistically positive significant between diversity management and satisfaction of employees for performance. On the other side, poor communication fuels conflict and can be one of the biggest negative effects of diversity in the workplace, if a workplace has employees from different countries with different native languages, communication is especially difficult. However, a number of barriers or filters can prohibit clear meaningful communication between employees. It is imperative that organizations train employees on cultural awareness and tolerance of differences to encourage them to openly discuss their different viewpoints on things as opposed to avoiding interaction or getting into conflict.

Pitts (2019) examined the effects of diversity management on federal employees' perceptions of organizational performance. However, his study relied entirely on survey evidence and reported no evidence about levels of diversity in the federal agencies in which the federal employees were located. The author shows that diversity management can actually reduce the potential negative effects of increased levels of diversity and enhance the positive impacts of diversity, which is the goal of diversity management policies and practices. In addition, the effects of diversity in the workplace can include miscommunication, the creation of barriers, and dysfunctional adaptation behaviors. There are also positive effects of diversity which include building a sound knowledge base with in-house talent, which can make smoother integration of the organization into foreign cultures.

Challenges to manage diversity: Ryan (2019) critically analyzed the perceived diversity control to understand the benefits and challenges of diversity in the organization. The author applied a qualitative method to gather information and critically analyzing it. After analysis, the study found that the main challenge of diversity is caused by contradictory challenges. The study highlighted the contradictory challenges to include; prejudice, stereotyping, and discrimination. Moreover, this may lead to challenges like lack of involvement of other members in the organization, language barrier, age barrier, and gender barrier. The study found that humans do not change from their related state; they always remain with their own religion, cultural backgrounds, and others which may later cause problems in diversity practice. The workplace is often plagued by language barriers, misunderstandings, prejudice, and cultural misunderstandings.

Dagogo and Chika (2020) conducted a study on workforce diversity in particular emerging issues in contemporary reviews. In the result, the study found that diversity management in organizations has been not only a critical challenge but also an opportunity. In the case of challenges, the study found that diversity management is always being challenged by; a multicultural task environment, inter-functional coordination productivity, complexity, racial discrimination, high cost of diversity management, communication challenges, and gender equality management. Moreover, the study came up with a suggestion that it is very necessary for the organization to have a plan for enhancing diversity management, this should move together with allocating the availability of resources to all parts of the organization to engagement of multicultural for making organization to increase its performance.

2.6. Conceptual framework

The conceptual framework of this qualitative study has been drawn from different ideas obtained from empirical evidence. This conceptual framework highlights the resonating diversity management for international human resource management. Moreover, it has been designed to include; reasons for diversity, effects of diversity, and challenges to manage diversity. Besides, international human resource management has been also included in the middle part of the conceptual frame because it seems to be affected by reasons for diversity, effects of diversity, and challenges to managing diversity

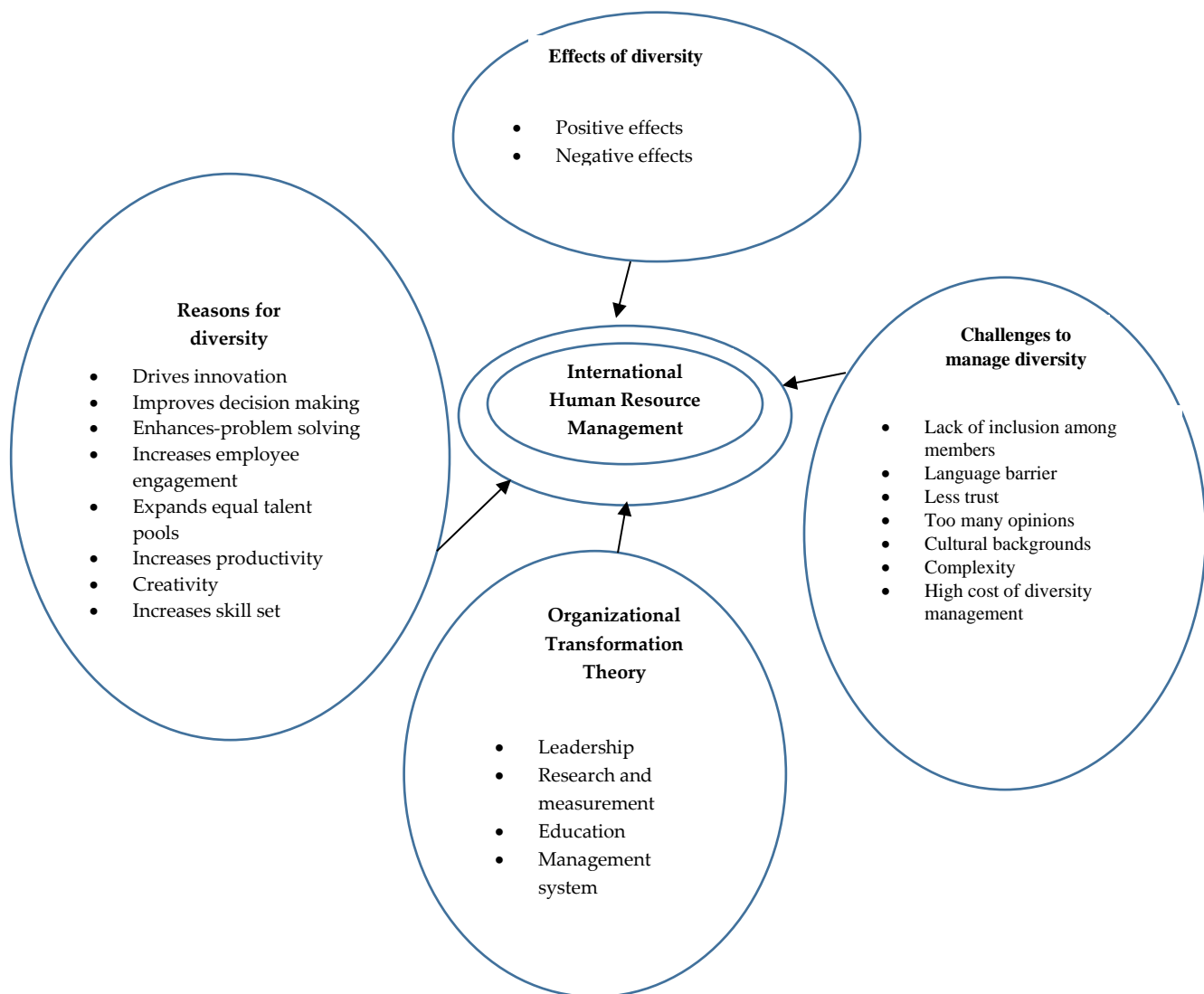


Figure 1: Conceptual framework

Source: Constructed by the Author

3. PROBLEM STATEMENT

Despite the reasons for diversity and its practice in organizations including in the Catholic Relief Services, there is still a gap left unfilled by a substantial number of research works that have been conducted on the topic of diversity. In fact, the link between diversity and management particularly international human resource management has not been developed (Samwel, 2020). However, it is really that Human Resource Managers are left with not enough skills of practicing diversification and its ethics, of course, human resource managers are faced with difficulties in controlling diversity as a result diversity becomes an albatross on their neck.

Besides, human resource managers in organizations such as CRS have it had to understand the reasons for effective diversity management, in fact, they face difficulties in practicing the exact leadership tasks to effectively and efficiently deal with all matters concerning diversity. In turn, employees do not feel that they belong to the organization as their socio-cultural values are not appreciated by their organizations (Block & Noumair, 2015).

Therefore, in reality, it is important to establish the link between diversity and international human resource management, that is why this study intends to investigate resonating diversity, weaving Catholic Relief Service's global heartbeat into international human resource management.

4. RESEARCH METHODOLOGY

4.1. Research design

Research design serves as the blueprint for achieving research objectives and addressing research questions (John, 2017). The main purpose of research design is to help the researcher organize their ideas in a way that ensures a smooth flow of the research. In this study, an exploratory research design was utilized because it focuses on evaluating the diverse aspects of international human resource management. Additionally, an exploratory research design allows for the exploration and description of phenomena through a qualitative approach to gain a comprehensive understanding of the underlying facts and causes of occurrence (Campbell & Stanley, 1963).

4.2. Research approach

In their publication, Cresswell and Plano (2011) outlined three primary research approaches: quantitative, qualitative, and mixed methods. For this study, the qualitative research approach was employed to explore resonating diversity. This approach was chosen to gather opinions and insights, as well as to directly collect primary information from the target group regarding resonating diversity in the context of integrating the Catholic Relief Service's global initiatives into international human resource management.

4.3. Study area

The CRS is an international organization operating in several countries, including Tanzania. The study was conducted in Dar es Salaam for research purposes, as this city is home to the main coordinating office of CRS in Tanzania.

4.4. Study population

The population of the study refers to the total number of things, people, or animals located in the area being studied (Majid, 2018). For this particular study, the target population included the Human Resource Department, Information Communication Technology (ICT), and Programs Department. According to the Human Resource Officer (2023), the CRS in Tanzania consists of a total of 50 employees.

4.5. Sample size

The recommended sample size of 30 employees was determined based on Morse's (2015) suggestion. According to Morse, a qualitative study with a well-grounded theory would typically require a sample size of 30 to 50 individuals, although this may vary depending on the specific topic and scope of the study.

4.6. Sampling strategy

The research used a purposive sampling technique to select participants who were primary informants from the Catholic Relief Services. This method does not require the study to be based on a theory or to have a specific number of participants. Instead, it allows the authors to determine what they need to learn and seek out people who are knowledgeable and willing to provide information (Benard, 2002). This technique was chosen because it involves identifying and selecting individuals or groups who are familiar with and well-informed about the phenomenon of interest (Cresswell & Plano, 2011).

4.7. Data collection

The study utilized semi-structured interviews to gather data from officials of Weaving Catholic Relief Services. Only open-ended questions were posed to elicit information about diversity management. Semi-structured interviews were selected because they enable candid data collection, avoid pressuring or inconveniencing respondents, and ensure that no valuable data is overlooked (Kallio et al., 2016).

4.8. Data analysis

In the analysis, the study employed a qualitative means of analysis known as thematic analysis. In short, thematic analysis is a technique used to identify, analyze, and make interpretation of patterns of meaning specifically known as “themes” with qualitative information (Braun & Clarke, 2016). Also, Scharp and Sanders (2019) defined thematic analysis as a qualitative method for identifying, analyzing, and reporting patterns within a data corpus. Unsurprisingly, such an approach is often favored by qualitative researchers Selvam and Collicut (2013). Researchers justify the use of thematic analysis. This is because thematic analysis is used in an important framework for questioning patterns within a topic's personal or social meaning and asking questions about its meaning. Researchers therefore read the recordings over and over again to understand the overall information (Braun & Clarke, 2016).

5. DATA ANALYSIS AND DISCUSSIONS

5.1. Socio-demographic characteristics

A total of 30 participants were reached during data collection. This response rate was deemed appropriate since any response rate above 70% is termed to be very good for analysis of the study (Mugenda, 2010). Furthermore, socio-demographic characteristics in this study considered; age, gender, education, department of working, and Nationality. Although this study was done qualitatively the findings concerning socio-demographic characteristics are presented descriptively by considering the frequencies and percent. In a total of 30 participants 11(36.7%) their ages ranged from 26-35 years this was the highest percent compared to those belonging to other groups of age. The findings of sex indicate that more than half 17(56.7%) of the participants were females. Moreover, on the matter of education level, the findings indicate that, in a total of 30 participants 16(53.3%) of them had degree education level, followed by 14(46.7%) masters. In the case of a department, more than half 19(63.3%) were from the programming department, followed by 6(20.0%) operations, and 5(16.7%) from finance and administration. Lastly, the nationality of the participants of this study is also shown to include: 12(40.0%) Tanzanians, followed by 8(26.7%) Americans, 6(20.0%) Spain, and 4(13.3%) Arabs (Table 1).

Table 1: Socio-demographic characteristics of respondents

Variable		Frequency (n=30)	Percent %
Age	26-35 years	11	36.7
	36-45 years	10	33.3
	Above 46	9	30.0
Sex	Male	13	43.3
	Female	17	56.7
Education level	Degree	16	53.3
	Masters	14	46.7
Marital status	Single	11	36.7
	Married	18	60.0
	Widow/widower	1	3.3
Department	Operations	6	20.0
	Finance	5	16.7
	Programming	19	63.3
Nationality	Tanzanians	12	40.0
	Arabs	4	13.3
	American	8	26.7
	Spain	6	20.0

Source: Field data (2024)

5.2. Reasons for diversity in CRS

5.2.1. Drives innovation and collaboration

Diversity has become an important component in many ways in CRS. It has been reported that diversity has led to successful business development projects that are unique and rare in Tanzania. This is due to the different perspectives, skills, and talents of employees of various backgrounds. A diverse workforce is very important for international human resource management because the organization is in a position to propel innovation and develop an engaging and supportive environment.

"Diversity creates an environment that encourages collaboration and innovation, as individuals from various backgrounds bring with them different skills, perspectives, and life experiences" (Participant 4).

Collaboration and innovation in CRS lead to diverse perspectives, fostering inclusive cultural development and unlocking the full potential of CRS teams for long-term success. Diversity within CRS brings forth multiple voices and new ideas for international human resource management within the organization.

"The organization values diverse perspectives, resulting in new ideas, services, and encouraging out-of-the-box thinking, all of which have a significant impact on international human resource management" (Participant 22).

The findings reveal that diversity is applied in CRS to create an environment for collaboration and innovation. In line with the results obtained by Nurminen (2023) organizations that employ a diverse workforce tend to have a high level of innovation and adaptability. On the other hand, the obtained findings are also supported by Dixon et al., (2020), who argue that a diverse workforce fosters innovation and creativity by promoting diverse ideas and perspectives.

5.2.2. Improves decision making

Furthermore, employees at CRS come from diverse nationalities, and there is an initiative to ensure that all employees are involved in the decision-making process when it is necessary.

This initiative, known as REDI (Respect, Equity, Diversity, and Inclusion), allows different voices to be heard, ensures that opinions are equally respected, and results in fair decisions (Participant 12).

The organization aims to make team-based decision-making, which involves diverse teams. These teams have been found to be more successful as they pay closer attention to details, provide new perspectives, and eliminate bias. This study suggests that diversity within CRS leads to the generation of unique ideas, crucial for International Human Resource Management (IHRM). These results indicate that organizations promote diversity in the workplace to achieve better decision-making, considering a range of perspectives and ideas before reaching a final decision. Additionally, Barak (2015) and Cho et al. (2017) have also reported similar results, showing that diversity in the workplace is an effective tool for improving the quality of decision-making in organizations.

In addition, contrary to the previous argument, the interviewees also mentioned that decision-making can be influenced by working with people from different cultures. Communication delays, especially when not speaking one's first language, can have a negative impact on IHRM performance.

"Having many different cultures brings new ideas and ways of working, but it can also slow down the decision-making process." (Participant 7)

Furthermore, because CRS's managers recognize the communication barriers when working with diverse cultures, they prioritize creating a supportive environment where everyone feels comfortable sharing their experiences and perspectives, particularly when making decisions. The organization implements various programs to ensure that its employees are capable of speaking more than one international language. Additionally, CRS's managers encourage the use of different languages in the workplace; individuals may use English, Spanish, Swahili, Arabic, and other languages.

5.2.3. Increasing employee engagement

Diversity fosters improved employee engagement and morale, as it makes employees feel valued and included in the workforce. This is beneficial for implementing International Human Resource Management (IHRM) as it fosters a sense of ownership. Additionally, CRS ensures employee engagement through the Engagement Survey Platform, which is conducted twice a year to gather feedback on various issues including diversity, the overall work environment, leadership, and management.

"The Engagement Survey Platform provides an opportunity for employees to share their feedback on diversity, inclusion, international issues, performance, and work settings, fostering a sense of commitment and value. Furthermore, CRS utilizes a 360-degree Anonymous survey as a complement to the Engagement Survey Platform, allowing for anonymous feedback to address any issues promptly and ensure a safe working environment" (Participant 10)

One of the reasons CRS focuses on diversity is to enhance employee engagement by implementing and recognizing reward programs for high-performing employees. Diverse cultures bring employees with varied experiences, contributing significantly to employee engagement. Another reason for diversity is to expedite the expansion of the talent pool by prioritizing diversity and inclusion. The organization's equal employment opportunity policy extends its recruitment globally, not limited to Tanzania. CRS aims to address the shortage of talented employees by internationally hiring individuals of diverse backgrounds, experiences, genders, ages, races, socio-economic levels, and educational backgrounds to build an inclusive and diverse workforce. CRS utilizes a talent acquisition system called TALEO-Recruiting Centre, which enables the acquisition of diverse talents globally.

"In CRS, there is a Recruitment system called TALEO-Recruiting Centre. It being an international talent acquisition system, it helps in the acquisition of diverse talents across the globe." (Participant 30)

Diversity management creates opportunities for appreciation and creativity, giving organizations an advantage in addressing a variety of challenges in international human resource management (IHRM). In other words, a diverse workplace helps human resource managers enhance creativity by considering a wide range of perspectives, defining problems better, generating more alternatives, and providing improved solutions. These findings align with Xiwen (2021) research, which suggests that diversity management is a valuable tool for developing employees' characteristics and values.

5.3. Effects of diversity on IHRM

5.3.1. Increase predictability when working in teams

The increased predictability when working in teams can be attributed to the effects of diversity in CRS. This is beneficial for the organization as it enables managers to effectively utilize International Human Resource Management (IHRM). When managers work with diverse teams, they are able to assign tasks based on each employee's strengths, without making assumptions about who is best suited for a task. It is the responsibility of managers to develop diverse teams that work well together, thereby increasing efficiency in IHRM. Additionally, diverse teams allow managers to create a working environment where everyone can contribute to the workforce regardless of race, gender, age, or culture.

These findings align with the results obtained by Von et al. (2017), which highlighted the use of diverse teams at Siemens to enhance employee morale and develop skills. HR managers can foster a team spirit that encourages the participation of individuals from diverse backgrounds, making IHRM a more inclusive and effective practice. Different individuals in teams bring unique education and experiences, which are valuable assets to IHRM. Furthermore, integrating employees of different races, generations, ethnicities, and cultural backgrounds is considered a smart approach for better international human resource management (Jishnu et al. 2021).

5.3.2. Access to required talent

On the other side, workforce diversity results in less restriction when hiring employees from different cultures. The managers always pay attention to a candidate's past experiences and education, rather than focusing on the demographic characteristics of the candidates.

"Working in diverse community simplifies works to our managers, they only pay attention to past experiences of the candidate rather than on socio-demographic characteristics during recruiting" (Participant 12).

The findings in this study contrast with Natter's (2019) concern that when creating a diverse organization, qualified employees may be overlooked, leading to the neglect of talented individuals. On the other hand, a study by Volson (2020) suggests that HR managers tend to prioritize hiring individuals who can contribute to a diverse workforce rather than focusing solely on talent and qualifications. However, this study found that less restriction when hiring employees from different cultures is actually beneficial for enhancing talented employees in the organization.

Contrary to the above findings, working with diverse teams not only provides access to good talent, but sometimes also leads to access to talents that can have a negative impact on International Human Resource Management (IHRM) in the organization. For example, in the CRS, there are talented employees who come from cultures that prioritize being respectful or polite. Additionally, there are employees who do not feel free to voice their opinions or ideas, even when asked to do so.

"Cultural influence prevents some employees in CRS from freely sharing their talents and expressing opinions or ideas, which affects the practice of IHRM" (Participant 27).

Moreover, access to required talent is impacted by communication issues, which can then have a negative impact on IHRM. The organization consists of people from different backgrounds, so although everyone may speak English, some may have different accents and slang that cause miscommunication, hindering their ability to share their talents.

5.3.3. Improved cultural awareness

It has been reported that the diversity within CRS has led to the presence of various cultures in the workplace, providing organization with the ability to address different challenges to gain a competitive advantage in the global market. However, CRS is influenced by the organization's culture, which is rooted in Catholic values.

“Despite the fact that CRS is bounded by the Catholic Teachings, it does not neglect culture and values on specific contexts, it realizes and values them which necessitates them to conduct thorough trainings to its staff on diversity, as well as conduct orientations when placed to a different country that they do not originate, while emphasizing them to understand and cope to their standards as per their culture and laws as the saying goes when in Rome do what Romans do” (Participant 9).

Furthermore, organizations with improved cultural awareness are often perceived as being better employers. Potential employees seek employers who are open-minded and accepting of all backgrounds, as well as treat their employees fairly, reflecting the practices within CRS, which contributes to its positive reputation. Enhancing cultural awareness also presents significant opportunities for personal growth. The organization's inclusive service provision attracts talented, ambitious, and globally-minded professionals who appreciate the opportunity for personal and professional development.

Having a diverse group of colleagues in CRS is viewed as professional enrichment, as employees are exposed to new skills and approaches to work and can establish an international network that can expand their careers in new directions. Therefore, for effective International Human Resource Management (IHRM) practices, managers need to consider the critical role of culture during the recruitment and selection process of international employees. This includes evaluating cultural fit, language proficiency, and cultural activities when hiring employees from different countries.

Additionally, cultural differences have influenced training and development programs within CRS. HR managers must plan for culturally relevant training, considering differences in learning styles and preferences. These findings align with the results obtained by Jeruto (2018), who found that diverse employees from various backgrounds bring different cultures and experiences that enable them to perceive issues differently and think with diverse perspectives to find solutions within the organization.

5.4. Challenges to manage diversity

5.4.1 Language barrier

Although it is undeniable that a diverse inclusive workforce leads to increased innovation, unique opinions and strategies for problem-solving in CRS, there is conflicts in mind that it is practiced under lack of inclusion among members. Moreover, some interviewees explained that, lack of inclusion among members happens due to communication barriers which are the obstacles managers face in practicing international human resource management.

“Lack of inclusion affects IHRM, it is caused by variations colloquialisms between American, British and Australian English, actually it causes misunderstandings among members” (Participant 22)

Moreover, Demsew (2019) argues that, language challenges happen when individuals are not speaking properly a certain language due to that language to be not their native or primary language. Furthermore, the obtained results concur with the findings obtained by Ekot (2017) who found that people who spoke different languages at diverse workplaces due to different geographical regions found communication problems, misunderstanding, and mistrust.

5.4.2. Less trust

Less trust causes some employees in CRS not to raise their voices when encountering problems. They are always not comfortable voicing their opinions, especially when they are new to the job, and this affects IHRM. That is, the situation forces managers to apply a lot of effort with solid leadership and communication skills to manage this kind

of diverse team. In line with a study by Ryan (2019) a diverse workforce may be disadvantaged by low trust, overall stress, and communication difficulties. In addition, Nurminen (2023) argues that it is an environment that can promote trust, openness, and respect among individuals, everyone should have a psychologically safe environment to increase trust with managers.

5.4.3. Less trust

Furthermore, people from different generations, ages, and nationalities have their own style of communicating. However, all ages are included and put in the same vehicle of working place, there is a different generation cohort namely Baby Boomers born between (1946-1964), Millennials born between (1981-1996) and Gen Z born between (1997-2012). The three cohorts have different characteristics, whereas in CRS Millennials and Gen Z get along well compared to Gen Z and baby boomers. Baby boomers are more familiar with traditional hierarchical structures and clear chains of command. They expect respect for seniority and experience from other employees around whereas Gen Z always seeks collaboration and inclusivity in decision-making processes also, they appreciate a flat organizational structure where their ideas can be heard and valued hence collaboration between these two generations is a struggle as said by one of the participant.

“This age gap is witnessed due to CRS retain practices whereas, in some technical positions they retain staff past retirement age, hence CRS have employees of age 60 to 70 still working with CRS, this age group is so reserved and calm compared to Gen Z. These two generations pose a challenge when working together as baby boomers perceive Gen Z as a generation with no respect and less reserved.” (Participants 10).

5.4.4. Too many opinions

Employees of different backgrounds and experiences have different ways of approaching the same scenario and putting forth their ideas. Employees make sure that they extremely value the organization by being creative and innovative who always come out with new ideas for the organization. However, sometimes due to their excessive number of opinions, the managers fail to reach a consensus.

“Too many innovative solutions to problems compromises the ability of managers to stick to tight deadlines”
(Participant 6)

Additionally, the study confirmed that, when managers receive too many opinions on problems, they are being compromised, therefore, they sometimes decide to elect a committee of high-performing executives who are required to hear every opinion and make final decisions for themselves, although this approach leads the organization reaching to good decision but it affects the process of IHRM because it leads to consuming of time and fund.

6. RESEARCH IMPLICATIONS

The study opens windows on the resonating diversity in international human resource management. The obtained primary data could be subjected to qualitative analysis improvements by other scholars in human resource management and social sciences. The obtained findings and this study in general are for the benefit of all organizations that work with employees from different cultural backgrounds. The study also touches on collaboration, talent, and innovation as parts of international human resource management.

7. CONTRIBUTIONS TO SCIENTIFIC COMMUNITY AND FUTURE RESEARCH

The study uses primary data with a thematic analysis on resonating diversity for international human resource management. This stands as a scientific basis to fill knowledge gaps in the diversity practices in organizations. It also improves the number of literature on the issue of diversity and international human resource management. It also improves the knowledge of individuals, and non-government organizations that work with people from different nationalities.

8. CONCLUSION

The study suggests that CRS promotes diversity for several reasons that are essential for enhancing international human resource management. These reasons include driving innovation, improving decision-making, increasing employee engagement, expanding talent pools, and fostering creativity. In addition, the study indicates that CRS-driven diversity results in various effects, such as increased predictability in teamwork, access to necessary talent, improved cultural awareness, and enhanced training and development. Finally, the study acknowledges that while CRS promotes diversity for valid reasons and yields positive effects, it can face certain challenges in diversity management that subsequently impact international human resource management. These challenges encompass language barriers, lack of trust, age disparities, and an overwhelming array of options.

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