Gender Diversity Management in Multinational Corporations in Developing Countries:

The Case of Kingdom of Saudi Arabia

Thesis submitted for the degree of Doctor of Philosophy by

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الناس عبيد لما عرفوا وأعداء لما جهلوا.

People are slaves to what they knew and enemies to what they don't know.

<u>*Abu Hamid al-Ghazali*</u>

PhD Abstract

While much has been written on gender diversity management approaches of multinational corporations, relatively little research-oriented efforts have been done and reported on gender diversity that addresses individual concerns, especially in developing countries. There is, therefore, a gap in the body of knowledge about how individuals feel about the GDM practices of MNC subsidiaries operating in different cultures and countries.

In this thesis, it is argued that since GDM practices and approaches can be influenced by many factors that relate to cultural, national, psychological, individual, and organisational, it is highly unlikely that MNC's GDM practices should be identical in both the home (developed) and the host (developing) countries. Hence, this study thoroughly investigates, the critical factors that are related to the practice of MNC gender diversity management in developing countries and their impact on MNC subsidiaries and their employees in host countries.

The study takes a qualitative approach of studying the issue by interviewing participants from two selected multinational organisations in Saudi Arabia. Based on the findings, it is reported that existing diversity practices in the two organisations is faced with a number of concerns based on individual perception, experience and challenges of diversity. Therefore, this study develops and applies a psychological management framework, based on the concept of Psychological Capital, to address deeply embedded as well as core individual concerns of employees within the atmosphere of diversity management. The framework, at the same time, is believed to address some of the major concerns of gender diversity management that organisations have, in the successful implementation of their gender diversity management.

Acknowledgement

This thesis has become a reality with the constant support and help of many individuals. I would like to extend my sincere to all of them.

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Dedication

To my sons

Mohammed and Khalled

For their love and patience. The hope I saw in their eyes

.made me stronger and kept me on going

Declaration

This thesis gives an account of the research undertaken by Nouf Abdulaziz I Almagoushi. Some of the material displayed herein has already been published:

Journal Papers *Under Review*

[J1] Almagoushi, N. N. 2018. ' The role of psychological Capital in Gender Diversity Management practises in Multinational Firms operating in developing countries' , Equality, Diversity and Inclusion An International Journal.

Conference Papers *Published/Accepted for Publication*

[C1] Almagoushi, N. N. 2017. 'The Employee Positive psychological Capital effects on Gender Diversity management', 2nd International Conference on Business and Social Sciences, Cambridge, UK.

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Chapter 1: Introduction and Background

1.1. Introduction

Workforce diversity is a reality that can hardly be avoided, especially because of the far-reaching integration of economies, the drive towards greater inclusion, and the increasing importance of diversified skills and knowledge for business performance in modern organisations (Bedi, Lakra and Gupta, 2014; Mollel, Mulongo and Maket, 2015). Multinational Corporations (MNCs), have increasingly acknowledged that a more diverse workforce potentially increases organisational effectiveness and that creating a diverse system would enhance workforce morale and facilitate greater access to new marketplace segments (Ely and Thomas, 2001; Teicher and Spearitt, 1996; Leonard and Levine, 2006).

Despite its importance, it is argued that diversity management is complex and can be costly to an organisation and unless there are clear incentives or pressure to adopt diversity management, some organisations may find no reason to adopt it and just pretend to accept it (Kochan et al, 2003). It is also argued that despite the deep-seated differences among organisational employees in relation to gender, race, creed, ethnic and other seemingly invisible characteristics, diversity management practices in the workplace have been mostly focused on racial differences and characteristics (Kochan et al. 2003).

For instance, Syed and Ozbilgin (2009) consider that existing diversity management strategies remains isolated from what they refer to as 'multi-level factors' that play a part in individual differences in the workplace. Syed (2008a) also points out that most dominant diversity management approaches have emerged from Anglo-Western countries, therefore, if they are to work in non-Western cultures, they must be tailored according to the socio-cultural context and characteristics of each country's workforce.

This thesis focuses on the challenges of current organisational diversity management practices, theories and policies. It centres attention on workplace gender diversity management in the global subsidiaries of multinational organisations operating in different cultural contexts. The thesis introduces the concept of Psychological Capital, a branch of positive psychology into the field and practice of gender diversity management based on the understanding that current practices often ignores the individual needs and concerns of employees, which in effect undermines the efforts of diversity management practitioners. This chapter introduces the empirical study presented in this thesis. The chapter is divided in to the following sections.

The first section provides the background of the research area. The second section provides an overview of about the importance of the study. The third section identifies the gap in the literature on GDM practices in MNC subsidiaries in developing countries through a discussion of the problem statement. The fourth section presents the aim and objectives of the present study. The fifth section reports the research questions that will be answered in this study. The sixth section presents the structure of this empirical thesis and finally, the seventh section provides a summary of the key issues discussed.

1.2. Background to the Research Area

Managing diversity is one of the latest human resources management (HRM) and business approaches that address both the internal and external issues related to diversity of the workforce in organisations by recognising that individuals differ from one another in several ways (Shen, et al., 2009; Kreitz, 2007).

Consequently, diversity of workforce have been divided into four broad categories: (a) personality characteristics (e.g. ability or disability, traits, skills), (b) internal (e.g. gender, age, ethnicity, language, race, sexual orientation), (c) external characteristics (culture, education, nationality, geographic location, marital status, personality, parental status, religion, and socio-economic status) and (d) organisational characteristics (e.g. department, position, union or non-union) (Kenely, 2000; Perry, 1997; Kossek, Lobel and Brown, 2005; Kreitz, 2007; Mazur, 2010). Therefore, human resource managers must adopt a multi-dimensional approach to managing diversity and implementing diversity management practices at the workplace (Podsiadlowski, et al., 2013).

This suggests that organisations must find a way to make diversity work for them by applying the principle of social justice through inclusion on one hand and reaping the potential benefits of diversity for their business operations (Alcazar et al., 2013). Therefore, diversity should not be understood as representing only visible elements such as gender and ethnicity but also encompassing less visible attributes such as specialised knowledge, abilities and skills – some of which might be directly tied at least in part to individuals' demographic characteristics (Harrison and Klein, 2007).

The concept of diversity management (DM) was originally developed in the United States of America (USA) (Sinclair, 2000; Syed, 2008, 2009), in the aftermath of the enactment of the Title VII of the Civil Rights Act in 1964 that stipulated equal treatment and opportunity across race, colour, sex, age, national origin, pregnancy and disability and opportunity (Edelman, Fuller, & Mara-Drita, 2001; Nishii and Özbilgin, 2007).

However, application of the US-centric DM approach is difficult if not impossible in many countries due to deep seated differences that include national culture, history, colonial legacy, socioeconomic conditions, religious factors, national legislation and demographic factors (Jones, Pringle and Shepherd, 2000; Syed, 2008) including gender characteristics which is the central theme of this thesis. The academic literature points to the evidence that while MNCs are highly internationalised, their human resource management (HRM) practices including the Global Diversity Management GDM practices at the international level tend to be mainly explained by the country of origin effect (Harzing and Sorge, 2003 cited by Thite, Wilkinson and Shah, 2012).

However, despite the present era of globalisation and widening of the world economy, importing GDM practices by MNC subsidiaries from home countries such as the USA do not fit into other national contexts mainly in developing countries such as the kingdom of Saudi Arabia KSA due to cultural, geographic, social, religious, and language barriers (Nishii and Özbilgin, 2007). Consequently, DM practitioners working in MNC subsidiaries operating in developing countries may face challenges in implementing their corporate GDM practices, which are based on the diversity principles and practices of their home countries that are mainly western nations. For example, most Western companies claim that one of their primary objectives is accelerating the development and movement of female talent into roles of increasing responsibility and influence (Thite, Wilkinson and Shah, 2012).

Some US companies have developed a strategic framework to guide their global employees, comprised of three critical focus areas: retention of existing female talent, recruitment and placement of qualified female candidates into key roles in the organisation, and enabling culture, where appropriate systems were in place to support these initiatives. While these practices can easily be applied in the US context, it is hard to know what happens when these companies transfer their gender diversity perspectives to different national contexts that are known for strict gender segregation.

Moreover, it is unclear how female employees perceive and experience these cultural and organisational differences. If one accepts the notion that MNC subsidiaries are extensions of their home cultures (e.g., Morgan, 2001) and that new employees have to learn and accept existing norms and values (Schein, 1968), then it can be assumed that female employees may be in contexts where strong culture will be "contaminated" by the culture of the MNC they work for (Dan Caprar, 2011).

In the background described above, the present study empirically identifies the country specific factors and practices that largely affect GDM practices in MNC subsidiaries in the context of developing countries such as the KSA, where there is clear and rigid division based on gender (Nishii and Özbilgin, 2007), which makes a stronger case for investigating the research subject as also justified in the following section.

1.3. Importance of the Study

The importance of this study includes an investigation into the Global Gender Diversity Management practices of MNC subsidiaries operating in developing countries, using Saudi Arabia as case study. The choice of Saudi Arabia has been informed by the complexity and concerns surrounding female participation and exclusion from organisational relevance. Known as a conservative Islamic country where females are often restricted and relegated to family life, Saudi Arabia, despite such notion attracts a lot of Multinational organisations who are believed to conform to local labour laws and cultural values.

It is important, therefore, to focus on the Saudi context not only because of its uniqueness as a conservative culture, but because such context can enhance understanding of how MNCs cope with the pressure of home and host country culture, which is an important HR concerns. The study of this issue is also important because talent acquisition and retention have become increasingly difficult due to 'globalisation', therefore, it is imperative to study the application of appropriate diversity management policies and practices (Evans 2012; Jonsen et al. 2013), especially to understand how it might affect MNCs adaptation and survival when they operate outside their home country.

Moreover, evidence about the effects of diversity management practices of foreign MNCs on individual outcomes in contexts where cultural influences are deeply embedded into both national and organisational systems is scarce (Wagana & Nzulwa 2016; Mehmet and Solakoglu, 2016). Therefore, understanding GDM policies and practices in MNC subsidiaries is cardinal and could have enormous practical implications especially from the individual perspective.

In addition, this study could be useful for understanding psychological management approaches that can be introduced to the management of diversity in MNC's, towards deriving better results and outcomes.

The present study also provides valuable contributions to diversity management based on the debate surrounding the need to develop a justice and fairness focused framework rather than an approach that is focused on the business outcomes of gender diversity (Shobitha & Sudarsan, 2014; Abraham, Thybusch, Pieritz, and Hermann, 2014; Onday, 2016). While serving as an exploratory study on GDM practices, the present study also provides in-depth insights about working women's coping strategies against gender inequality in MNC subsidiaries in developing countries. Accordingly, investigating the problems associated with gender diversity would be compelling to gain better insights into the subject.

1.4. Problem Statement

While it could be said that much has been written on gender diversity globally, relatively little research-oriented publications have been done and reported on individual perspectives concerning gender diversity management. This is a problem considering that recent effort towards improving diversity both in theory and practice are designed based on the same framework of corporate focused diversity management approaches that has failed individuals and made things complicated (Zanoni et al, 2010).

Dobbin and Kalev (2016), in their Harvard Business Review article buttress this view based on the argument that "companies are basically doubling down on the same approaches they've used since the 1960s which often make things worse, not better". Similarly, in the Parker (2016) report commissioned by the UK government, it was argued that the gender diversity effort in many organisations is so obviously 'pro forma' that it makes a mockery of the very concept. The author goes further to suggest that gender diversity in the modern workplace has become merely a politically correct cause to adopt, like the concept of corporate social responsibility. Making gender diversity a matter of political correctness, however, undermines the extent to which it can be implemented with sincerity of purpose and the sustainability of its outcome.

This is especially true for organisation-initiated gender diversity approaches such as equal opportunity, quotas and targets including and work-life balance programs, which depend on the commitment of executives for successful implementation and perpetuation. This is a problem as Dobbin and Kalev (2016) argues because such approaches are based on a 'classic command-and-control' method that boils down on 'expected behaviours and to dos and don'ts' from employees. "this approach, as the authors argue, flies in the face of nearly everything we know about how to make changes and get the best out of people".

Since a lot seems to depend on company executives' attitudes and commitment levels to gender diversity, it may be suggested that too much emphasis needs not be placed on

standardised approaches. There is also a concern in the body of knowledge about the GDM practices of MNC subsidiaries operating in different cultures and countries (Walters 2013; Besic & Hirt, 2016; Alhejji and Garavan, 2016). This is especially based on the reality that most MNCs often transfer their gender diversity practices from their home country to their subsidiaries in host countries. Several studies in the literature (e.g. Besic & Hirt, 2016; Onday, 2016) support the notion that the 'country of origin effect is significant so much that it explains the HR policies of many multinational firms. As Caprar (2011) suggests, this can lead into the problem of conflicted employees and may result in issues such as unconscious bias, micro iniquities, lack of fairness among different groups and the lack of inclusion in local subsidiaries (Alhejji and Garavan, 2016).

Since the acceptability and success of gender diversity management practices and approaches can be influenced by local factors in MNCs subsidiaries (Koonce 2001), it is highly unlikely that identical MNCs global and gender management approaches in both the home and the host countries will provide desired results for gender diversity management in host countries (D'Netto et al, 2014). Hence, there is a need to thoroughly investigate, understand and identify the critical factors that are related to MNC gender diversity management and their impact on MNC subsidiaries and employees in host countries.

1.5. Aim and Objectives

Based on the foregoing background, this research seeks to address areas that borders on concerns related to diversity management suffering from limited applicability within organisations that operate across different national cultures or geographic contexts. It also focuses on addressing the problems of employee difference across diverse cultural environments, and the concern that diversity management hardly takes into cognisance, individual differences that shape the diverse workplace, but rather, simply focuses on group level diversity management.

There is also the need to understand how approaches to diversity management in MNCs are largely informed by country of origin effects, and what this implies for how employees in these MNC subsidiaries are able to cope with the pressure presented from the home country culture and the MNC culture. The aim of the study is to:

Investigate gender diversity management practices of MNC subsidiaries operating in developing countries and how such practices affect individual employees.

The above aim is achieved through the following research objectives:

- **Objective 1:** To critically examine the GDM approaches of MNCs, with a particular focus on their subsidiaries in host countries.
- **Objective 2:** To investigate individual perceptions of current GDM practices in MNC subsidiaries
- **Objective 3:** To identity the issues and challenges of individuals in gender diversity management practices in MNC subsidiaries
- **Objective 4:** To design and propose an individually fit psychological intervention framework towards a best practice gender diversity management approach in MNCs.

  Objective 5: To evaluate the model based on its novel contribution towards individual concerns of gender diversity management in MNCs.

1.6. Research Questions

Based on the importance of the study, including the research problems, the thesis addresses the following questions.

1. To what extent are MNCs able to transfer their global GDM practices to their subsidiaries in developing countries?

2. What are employee's perception, challenges and issues regarding gender diversity management in MNC subsidiaries situated in developing countries?

3. What roles can positive psychology play in addressing current challenges among individuals in gender diverse work environments.

1.7 Thesis Structure

This thesis consists of seven chapters, each focusing on different aspect of the research process. The methodology adopted was based on Phillips and Pugh (1994) four elements namely: (background theory, focal theory, data theory and novel theory). As demonstrated so far in Chapter 1 & 2, background theory assesses the field of research and discusses the research area including the problems of the research. Focal theory focuses on theoretical choice and the appropriate design of a conceptual framework that addresses current concerns. This aspect was executed in Chapters 3 of this thesis based on the conceptual framework and methodological discussions presented. Data theory identifies epistemological debates concerning a research subject including the issue of choice and methodology.

Chapter 4 addresses this point through the research methodology and the discussion and justification of the research process. Lastly, novel theory (the fourth element), provides an alignment of the importance of this thesis with the development of the subject being research. Chapter 7 addresses this are by outlining the contributions of the study to the main objectives, while discussing the main contributions of the research.

- **Chapter One: Introduction**

This chapter sets out clear background to the thesis and the problems that the research seeks to address. It starts by providing clear contextual background to issues of workplace diversity management in MNCs and the current concerns that are related to cultural pressures that MNCs face and individual employee fears and perspectives concerning diversity management. The chapter also provides clear definition to the objectives of the thesis including the issues as well as the importance of the study and the problem that the whole thesis seeks to address.

- **Chapter Two: Literature Review**

This chapter covers the current debates and concerns that are related to gender diversity management. First, empirical perspectives are examined in relation to workplace diversity management practices and the concerns that are related to it. The chapter examines different theories of gender diversity management and identifies their challenges in practice. Among the theories examined are global gender diversity management and their implementation in MNCs.

Discussions are presented in relation to organisational diversity management policies and practices including the challenges. Diversity management was also discussed at the individual level through critical review of how individual perspectives and concerns of organisational diversity. Finality, the chapter discusses relevant literature that are related to gender diversity management, its importance, concerns and practices in MNCs.

- **Chapter Three: Conceptual Framework**

In this chapter a conceptual framework, based on Psychological Capital, PsyCap is presented and discussed. The adoption of PsyCap was based on the view that current diversity management theories limit diversity management results, because they do not focus on individual concerns. The proposed framework, therefore, focuses on the addressing the

concerns and perspectives of individuals about organisational gender diversity management practices.

- **Chapter Four: Research Methodology**

Given the nature of the present study and several factors surrounding workplace diversity management contexts, as has been established and discussed in the foregoing sections, this chapter presents a discussion of the research methods and approaches employed. The qualitative inductive approach and the interpretative research philosophy were the preferred techniques chosen for the study and the choice were justified accordingly. The researcher also uses the case study strategy by explaining different cases that are involved.

Qualitative data was collected through semi-structured interviews with participants selected from MNC subsidiaries operating in Saudi Arabia. Adopting the case study approach, the data analysis approach was explained using the thematic analysis. The NVivo software has been utilised for undertaking qualitative data analysis including creating data driven codes, sub themes and themes contained in the interviews data.

- **Chapter Five: Case Study: Findings and Analysis**

This chapter presents the outcomes of the research findings based on the primary and secondary data utilised. First, a background was established about the cultural context that the research in undertake, in this case Saudi Arabia. A background into MNCs operations and their diversity management practices were also presented. Next, background to companies that have been utilised as case study, as organisation One and Two are presented. The interview findings are thereafter, presented based on the thematic analysis method employed.

The findings section was followed by a critical analysis of the findings in relation to the conceptual framework, by identifying and discussing the frustrations and concerns of individuals about diversity management. The PsyCap framework, was in this chapter, again reviewed in relation to the data findings. The outcomes and implications of the research are discussed, based on the context of Saudi Arabian individual employees.

- **Chapter Six: Discussion and Validation of the Frameworks**

This chapter links the conceptual framework and findings to evaluate and discuss the applicability of the developed framework to the concerns of individuals working in KSA

MNC subsidiaries. The chapter, therefore, focuses on how PsyCap can address the individual concerns and perceptions concerning diversity management in the case study organisations.

- **Chapter Seven: Conclusion**

This chapter summaries and evaluates the overall outcome of the thesis and considers its implications for MNCs operation in Saudi Arabia. Limitations to the study including suggestions for future research are also presented. The following table provides a key summary of the structure of the thesis in accordance to how they have been organised and approached.
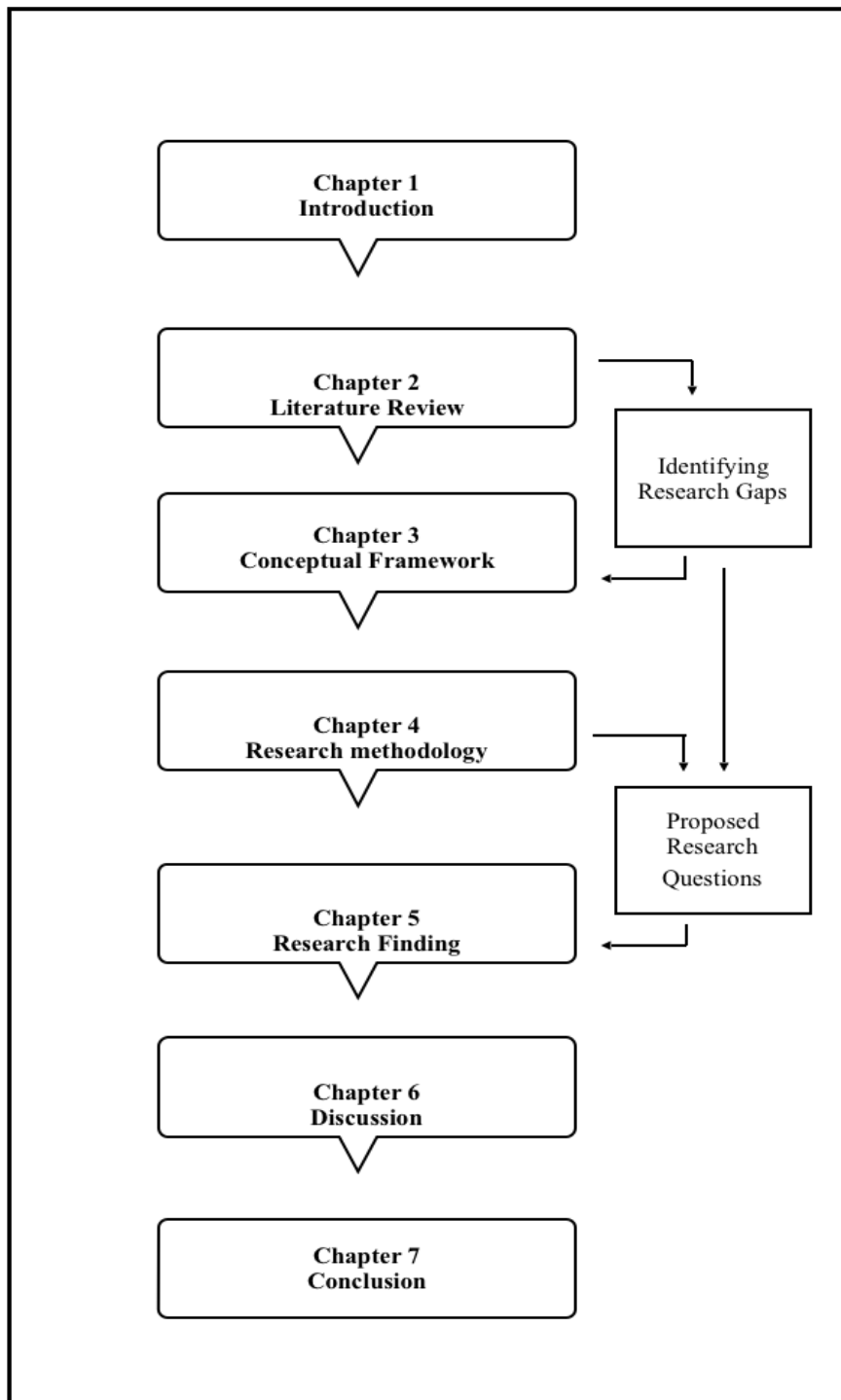
Table 1.1: Thesis outline

1.8 Summary

Based on the background information, research problems and objectives that have been clearly presented and discussed in this chapter, it can be surmised that workplace diversity requires attention especially with concern to their outcomes for individual employees. This means that the ideal theory and practice should seek to address the concerns and challenges faced by individuals in the workplace.

Such practice must consider the success of gender diversity from the outcomes, performance, views and perspectives of individual employees. This chapter has established that while existing theories are focused on diversity management at the global and organisational levels and some indeed on individual diversity concerns, most have seemingly ignored the outcomes of diversity management practices on the individual employee.

It is understood that the problems and concerns of individuals regarding gender diversity management practices have started to come to light due to the rising nature of globalisation and MNC expansion into the World. Such instance can be found, in their expansion into the Middle East over the last decade on account of rapid economic liberalisation of countries in that region. As the next chapter presents, it would be necessary to understand the nature of current diversity management theories and practices and understudy their limitations in multinational organisations' subsidiaries.

Understanding derived from such discourse would be useful for developing a conceptual solution towards an individual, culture sensitive and responsive diversity theory that can guide practice. The next chapter starts by reviewing extant literature from the perspective of workplace diversity management at the global, organisational and diversity management at the individual levels.

Chapter 2. Literature Review

2.1 Introduction

This chapter presents a critical review of existing empirical research and theoretical literature relating to gender diversity management (GDM). The literature review presented in the chapter leads to setting the context for the current empirical study and establishes the basis for the contributions that will arise from the current study. The present chapter begins by exploring diversity management in the workplace (2.2), which is followed by a review of global diversity management (2.3), for understanding current approaches to diversity management.

Under the global diversity management section, discourses include a review of the literature concerning diversity at the organisational, national and individual levels. Subsequently, the chapter presents a critical review of the literature on gender diversity (2.4), by examining HRM approaches to gender diversity engagement, which includes outcomes and challenges of gender diversity management. Thereafter, the chapter presents gender diversity management approaches in multinational corporations (MNCs) and issues of GDM in MNCs (2.5).

Finally, a summary of the chapter is presented. Overall, critical reviewing of the literature presented in the chapter helps in identifying the key gender diversity practices, challenges and limitations, with the focus on MNCs and demonstrates the rationale and considerations for gender diversity in MNCs.

2.2 Diversity Management at the Workplace

The term diversity management has been defined in various ways in the literature. For example, Egan and Bendick (2003: 701) defined diversity management as "the range of initiatives that capitalise on the personal diversity in workforce of an organisation. For Hanappi-Egger (2012), diversity management is a reaction to the diverse requirements and needs of members of an organisation. In addition, diversity management has been defined as "*enabling every member of [the] work force to perform to his or her potential*" (Olsen and Martins, 2012). Cox (1993, p, 11) explained DM as "*planning and implementing organisational systems and practices to manage people so that the potential advantages of diversity are maximised while its potential disadvantages are minimised*" (cited by Olsen and Martins, 2012).

Therefore, diversity management for some scholars involves doing a little more than the deliberate effort to ensure proportional or fair representation of different demographic and social groups within the organisation while for others diversity management means overcoming cultural prejudices and instilling new values within the organisation (Chang et al., 2011, p.13; Williams & O'Reilly, 1998; Kandola and Fullerton, 1998, p. 7-8; (Harzing and Sorge, 2003; Redman & Wilkinson, 2013). The above explanations suggest that diversity management encompasses deliberate efforts of an organisation towards ensuring equitable representation of individuals based on their distinct socio-demographic backgrounds, vanquishing prejudices and inculcating and encouraging organisational values based on equality.

Contrarily, the literature also report that diversity management discourse emerged not by choice or because most organisations care about equitable representation of their diverse workforce, but as a result of legislative pressure to conform to legal employment policies that emerged in the 1960s (Cox, 2001; Klarsfield, 2009). Edelman et al. (2001) emphasise that interest in diversity management increased out of the effort of organisations to protect themselves against litigation and to demonstrate compliance with the laws of equal employment opportunity (EEO) and affirmative action (AA). EEO and AA were enforced through legislation and diversity started internally to improve the climate of inclusiveness that conforms to legislative requirements (Chang et al., 2011). However, the lack of EEO legislations and its enforcement weaknesses in places like developing countries was an indication that companies might have no obligation to maintain equal opportunity (Cox, 2001).

Some scholars argue that equal opportunities were emotive and had no moral standing that compelled organisations to eliminate inequality and discrimination (Ely and Thomas, 2001). Partly to address some of its challenges, diversity management emerged as an internal organisational mechanism that seeks to create the atmosphere to recognise and promote cultural pluralism and all forms of difference within the organisation (Cox, 2001; Edelman, Fuller, & Mara-Drita, 2001; Klarsfield, 2010).

2.2.1 The Importance of Organisational Diversity Management

Regardless of how diversity is conceptualised, there is a common point of view in the literature that workforce diversity is a reality, which cannot be ignored in the present age of globalisation and competition. Hence, organisations should focus on workers' / employee's attributes that are the less visible such as knowledge, abilities and skills (Alcázar *et al.,* 2013) and their unique capabilities and experiences (Garib, 2013) rather than focusing on their very visible socio-demographic characteristics such as gender, ethnicity, disability and age (Harrison and Klein, 2007).

Workforce diversity is, therefore, important for an organisation from both the inclusiveness perspective and the performance perspective (Joshi and Roh, 2009; Willian and O'Reilly, 1998). In addition, diversity management in organisations is imperative from the social justice perspective because discrimination is illegal and morally wrong (Ely and Thomas, 2001). Moreover, from the organisational efficiency perspective, diversity of workforce enhances workforce morale, facilitates greater access to new marketplace segments and enhances productivity (Ely and Thomas, 2001; Teicher and Spearitt, 1996; Leonard and Levine, 2006).

Thus, organisational diversity management could include a range of initiatives that capitalise on diversity in the workforce and represent a strategic approach to doing business and meeting organisational goals such as productivity and profit-making (Egan and Bendick, 2003, p. 701). While helping to meet the needs of employees, diversity management can also be a way of achieving the goals and objectives of organisations. Derven (2014) reports that diversity management can be undertaken by organisations for the purpose of reflecting their customer base. The author reinforces the idea that diversity initiatives can help organisations to foster an inclusive climate and innovation by promoting the cross-pollination of ideas while helping to generate insights into that which might otherwise not occur.

In the same vein, diversity authors (e.g. Mannix and Neale, 2005, Horwitz, 2005; Kochan et al. 2003) present the argument that, the heterogeneity of teams that emerge from diverse workforce can create value and positive impact on business units due to the unique resources that each member bring. For Storey (1995), the deployment of a diverse workforce can lead to competitive advantage. Shen et al. (2009) further argued that diversity management can actually foster organisational creativity, flexibility and attract talents while seeking to retain them at the same time.

According to Cox and Blake (1991), diversity management can reduce turnover, absenteeism and help to attract best candidates as the labour market shrinks. In inclusive environments, as Holvino and Ferdman (2004) argues, not just members of a dominant group are fairly valued and treated, individuals of all backgrounds are included in decision making. Research has also indicated that managing diversity can provide positive employee outcomes such as job satisfaction and performance (Pitts, 2009; Choi and Rainey, 2010).

As further noted by Clifton and Harter (2003), by managing diversity, organisations undercut conflicts that is capable of putting it at the mercy of the demographic composition of its workforce. In line with the strengths-based approach, the authors also argue that diversity management can be used by organisations to foster a conducive climate of diversity that reinforces the inclusion and self-affirmation of its employees. It is against such backdrop that Davidson and James (2006) argues that as opposed to tense and discord that can often arise from a diverse workforce, diversity management programs can nurture the employee to foster and build lasting and resilient relationships.

From the above views, the different reasons why organisations adopt diversity management as well as the importance of organisational diversity for both the employee and the employer can be understood, however, it has also been argued that diversity management does not always deliver on its promises. Kaiser et al. (2013) argues that diversity management simply seeks to promote the positive image of companies and therefore remains a public relations effort. Studies have also shown that the existence of diversity management can create an 'illusion of fairness' among work groups despite the evidence of discrimination (Castilla and Bernard, 2010).

Some scholars critique diversity management on the basis that it does not deliver what it promises. Cox (2001), argued that diversity management merely plays with the surface and hardly touch on deeply embedded structural issues such as socio-cognitive organisational issues and discrimination which cannot be seen on the surface.

Similarly, Kersten (2000) critique of diversity is based on three different accounts. 1) Diversity provides too little or no solution to important social concerns. 2) Diversity does not acknowledge the institutional and structural forms of racism. 3) The identity politics that surrounds gender and racial differences are reduced to one. If diversity is to be truly achieved, its internally driven approach towards improving equality requires a better approach. In the view of Noon (2007), diversity management as a concept marginalises the importance of equality and significance of ethnicity in the workplace. Several diversity scholars among them Syed and Kumar (2009) have raised concerns about the practical outcomes and theoretical rationale of current approaches to diversity. The authors argue that despite its rhetoric, diversity management suffers from a narrow capitalistic emphasis on the benefit case because it has been unable to show outcomes of equity for the employee.

It is argued that despite the promises of diversity management in the workplace, historically disadvantaged groups such as ethnic minorities and women have continued to remain disadvantaged, therefore, the effect of diversity remains questionable (Junankar, Paul and Yasmeen, 2004; Bendick, 1995; EOC, 2007). For instance, the perceived underrepresentation of women and their participation in leadership positions in many multinational corporations has been argued to remain one of the challenges of workforce diversity (Catalyst, 2013).

Also, against the oft reported benefits of diversity on various performance outcomes by many scholars (see; Nishii, 2013; Syed, 2009), some contrary views have established that diversity management linkage with performance is complex (Pelled, Eisenhardt and Xin, 1999; Kochan et al. 2003). From a positive organisational behaviour perspective, Seligman and Csikszentmihalyi (2000) observed that scholars have been preoccupied with what is wrong in organisational affaires and how to remedy the problem, therefore, recommends a shift towards a balanced based perspective of improving understanding and building positive qualities among individuals who are at the centre of diversity practices.

Ironically, diversity management initiatives can spark resentment and skepticism on the part of non-minority groups who sometimes claim that they are over looked (Plaut et al. 2007). Verkuyten (2005) argues that non-minority identity groups can find diversity management strategies threatening, up to the point of resisting it. The backlash that diversity management thus receive can manifest in everyday organisational problems such as avoidance of difference, discrimination, biased language and silence regarding inequities (Thomas & Plaut, 2008).

Similarly, diversity management programs if not managed properly can trigger group-based processing among non-minorities that can exacerbate existing prejudices (James et al. 2001). Given the above concerns, challenges remain for diversity management in the workplace not only in terms of the benefits it is often perceived to provide, such as performance and positive organisational outcomes. But also, in achieving a balanced based model of diversity that improves understanding and help address other deep level concerns among employees. In the following sections, concepts and theories of *diversity management* are discussed in order to understand existing solutions to some of the attendant issues of current diversity management in the workplace. The discussion about diversity is divided into categories of national, organisational and individual diversity management.

2.3. Diversity Management at the National Level

National diversity takes place at the country level and is also referred to as extra organisational diversity (Pringle et al. 2006) and macro diversity which includes social-political, demography and cultural arrangements (Richard and Johnson, 2001). National diversity explains how different social groups are positioned within the local context and explains the socio-cultural and political influences that shapes work environments (Cox and Blake, 1991).

Diversity management at the national level is largely influenced by the local culture or sub-national cultures (Olsen and Martins, 2012). In Australia for instance, multi-ethnic diversity largely accounts for the diversity management efforts given the ethnically heterogeneous structure of the Australian labor force (D'Netto and Sohal, 1999). In such context therefore, applying the traditional or global diversity management approach might fail. In the UK, diversity efforts are centred on racial as well as demographic diversity (Department for Business Innovation and Skills, 2013).

Diversity management efforts in India are centred on gender inclusion, hierarchical task orientation and child labour reflecting the diversity issues that takes place within the Indian national and sub-cultural context (Palmke, 2007). For instance, age is considered first in many Indian culture and industries and tasks are accordingly allocated by age. In response to eliminating such conditions, diversity management in India have been largely focused on ensuring that females, youths and more qualified work force are assimilated into the work place and that promotion is based on performance rather than on age or cultural hierarchy (Palmke, 2007).

What the difference of approach taken to manage diversity in different contexts imply is that diversity management at the national level can be subject to cultural and contextual conditions and these factors are capable to pull and push workplace initiatives and is able to determine the success and failure of diversity management (Cox, 2001). Hofstede (2001) states that managers are influenced by the cultural values they bring to the organisation and not just the work that needs to be done, therefore cultural factors play an important role in the successful implementation of diversity management.

National culture also determines the extent to which differences would be recognised or ignored at the organisational level particularly due to demographic or cross-cultural variability that may exist within the different groups of the organisation (Cox, 2001). Socio cultural legacy and social norms may also determine the extent to which people will act with bias and prejudice at the organisational level (Cox, 2001).

In addition, the legal environment in which a country exists may influence the recognition of differences and attitude towards discrimination (Jackson and Schuler, 2003). The implementation of people policies in US organisations for example, were largely influenced by employment laws which prohibit discrimination of all kinds (Edelman and Suchman 1997). As further noted by Mavin and Gerling (2000), policies and practices regarding diversity management can be largely influenced by the organisation's interest groups such as stakeholder's, labour unions, customers, agencies and partners. Since all these factors are elements of the larger culture of society, national culture is an important concept in understanding how diversity management policies and strategies are formed and the factors that may shape its outcomes.

Following Hofstede work on National Culture, numerous scholars have established that national culture does play an important role in forming managerial traits and characteristics that make or break organisations (Perkins, 1993). Current views regarding organisational diversity is reviewed in the next section, especially concerning how national culture influences diversity management practices within organisations.

2.4. Diversity Management at the Organisational Level

Organisational climate is a manifestation of the internal culture that reflects procedures, practices, policies and strategies as well as reward, perception and support (Gelfand et al. 2007; Nishii, 2013). A positive Climate of Diversity (CFD) is likely to exhibit less tendency for discrimination. Nishii and Raver (2003) defined a climate of diversity CFD as "the shared perceptions of the policies, practices and procedures that implicitly and explicitly communicate the extent to which fostering and maintaining diversity and eliminating discrimination is a priority in the organisation by employee".

In positive climates of diversity, employees tend to have lower negative perception about the organisation Nishi and Raver 2003; Nishii, 2013). The CFD means that both perception and reality of the work environment concerning diversity management matters for employees (Nishi and Raver 2003; Nishii, 2013). Organisational climate also defines the personality of the organisation and its shared values, patterns, beliefs and expectations which often manifests in different ways in the organisation (Nishii and Raver, 2003).

While most organisations have attempted to eliminate discrimination from their typical recruitment and selection policies through HR diversity management practices, they have stopped short of embedding subtle forms of diversity management practices into the organisation's basic assumptions, values and climate (Jayne and Dipboye, 2004; Gelfand et al 2007). Most organisations have attempted to involve a diverse workforce through their HR inclusion policies, however leaders hold stereotypes of which employees are considered best and employees whose behaviours are consistent with such stereotypes (Gelfand et al, 2007).

Such norms and behavioural tendencies may not exist at the surface level but at the cultural core of the organisation, such as values, assumptions and beliefs of the organisation. Examples of assumptions that may be held by leaders include looking for fluency in English at meetings, self-confidence, speech patterns, etc (Jayne and Dipboye, 2004). Mischel (1976) theory of 'strong culture' explains the tendencies for managers and leaders to want to require members of an organisation to behave in certain ways or through an agreed upon standard that can be punished if behaviours are considered to deviate from defined patterns.

The author argued that at an extreme, strong cultures can pressure non-traditional employees to conform to the norms of the dominant group and thus may result into bias because the approach to diversity is devalued. Weak cultures in contrast allows multiple form of behaviours that may be deemed appropriate thus allowing for greater variability in employees behaviour (Mischel, 1976).

Cox (1993) furthered the argument by suggesting that employees in a weak culture may tend to invoke their own identities in determining their behaviour which may result in employees ignoring the priorities of the organisation for their own prejudice and desires. This means that in both strong and weak cultures, organisational climate can be an antecedent to discrimination and prejudice. HR based views of diversity management proposes ways of effective diversity management in the organisation using formalised criteria, for example through the diversity office of global firms. Reskin and McBrier (2000) argued that diversity office seeks to lead the direction of diversity management practices of the organisation by representing both the interest of employees and the senior management.

Despite some advantage that the diversity office brings to strengthening the implementation of diversity management policies of the organisation at the local organisational level, a number of studies reports some level of reluctance among DM managers to implement diversity principles and measures that can eliminate discrimination (Martin and Woldring, 2001) and implementation presents much of a problem (De Cieri and Kramar 2003).

A key problem that is often associated with diversity management office is that many managers adopt diversity management policies blindly without appropriate measurement of the diversity problems that exists within the core existence of the organisation (Stuber, 2007). While acknowledging some important roles that diversity offices play in fostering effective diversity management, sometimes DM offices also compete with resources, power and authority and a DM office does not necessarily provide the guarantee of effective diversity management (Gilbert et al. 2000; Ozbilgin, 2005).

Ely and Thomas (2001) proposed a "discrimination-and-fairness" diversity perspective based on the prevention of discrimination and emphasises fairness among diverse employees. Other diversity management programs have been proposed in the literature as ways of addressing the problems of diversity management in the context of MNCs however as most programs tend to focus on assimilation and integration constructs (e.g. identity blind and identity conscious practices) which draw on differences (Olsen and Martin, 2012), these strategies fail to address deeply embedded diversity problems within the organisation.

Such as prejudice (Stahl et al. 2010) often require members of a non-dominant group to conform to the dominant culture while collective commitment may be required in most cases to adapt both non-dominant and members of a dominant culture before allowing members to retain their sub group identities (Olsen and Martin, 2012). Nishii (2013) developed a framework for diversity management to include inclusion, along with assimilation and integration strategies. The model is based on three framework which can provide strong organisational inclusion.

Namely: *foundation for fairness in employment practices, organisational culture of inclusion and inclusion through participation*. The first dimension captures the extent to which the organisation ensures fairness in their HR policies and practices. In order to create a truly inclusive workplace, organisations must design and implement HR policies without bias. The second dimension explains the degree to which organisational basic assumptions, values and beliefs are inclusive of all employees. A culture of inclusion is one that is inclusive to the sensitive needs of non-traditional employees by helping employees to balance their work and personal lives. The third dimension is inclusion through participation which explains the extent to which the organisation leverages and maximises the diverse knowledge and experience of its diverse workforce.

This would involve formal and informal participation. Formal participation is the form of involvement in key decision-making processes while informal participation is the involvement in day to day decision making in the organisation i.e. brainstorming, feedback, etc. In her study of 100 departments of a biomedical firm, Nishii (2013) provided a more streamlined inclusion concept which goes beyond policies and practices. Her streamlined version consists of two concepts of interpersonal integration of diverse employees and an inclusion in decision making.

Although, both Nishii's framework on inclusion (2013) provides some level of insight into the importance of climate of inclusion. It is not clear if deeper level diversity characteristics and differences such as culture or socio-cognitive features within the organisation can be captured by the climate of inclusion particularly as the model is based on surface level diversity practices whose socially constructed nature complicates their detection through deductive methodological approaches (Cramton & Hinds, 2014; Leung, et al., 2011).

Hofstede (1983) identified how cultural diversity can be fostered within organisations by managers identifying how to bring cultural add to the organisation through the inclusion of diverse workforce, he proposed a method of incorporating more culturally aware approaches to selection and a shift away from classical selection. Elin & Togelius (2010) identifies the employment of women and minority as the two pressing diversity management problems faced by global firms.

However, organisational diversity management approaches preclude the management of individual differences that are beyond surface level or group characteristics that organisational DM practices often seek to address. Kirby and Harter (2003) notes that approaches found in organisational diversity management strategies provide overly simplistic descriptions based on the assumption that diversity can be managed through the adoption of "a linear 'do-this first-and-then-do-that', 'quick-fix' approach" imposed by institutional structures (p. 4). It is therefore important to consider how individual level diversity management practices helps in addressing such concerns.

2.5. Diversity Management at the Individual Level

Diversity scholars have long argued that the recognition of personality and deep level differences among individuals remains a challenge for diversity management practice at several levels (Kirby and Harter, 2003). In the early work of Joplin and Daus' (1997), it is argued that challenges to diversity management practices include the lack of recognition of individual factors that shape differences such as empathy, tokenistic practice, change, complexities, differences of opinions and different behaviours. Addressing diversity management issues, therefore, will require shifting away from the one size fit all approach that characterises existing diversity management initiatives and concepts. The authors particularly point out that standardised diversity management practices such as diversity individual training is partly responsible for the successful implementation of diversity management in the workplace. Ozbilgin (2005) reinforce that individual workers attitudes towards diversity management practices should have impact on the choice of design and method of diversity management.

Some authors, e.g. (Tinsley, 1998) have argued that individual learning is key to the success of diversity management. It is argued that learning can help to address the disagreements that might be caused by cultural and other differences. Contrary to such view of learning advantages to managing deep level individual diversity differences, Lorbiecki (2001) presents the argument that without addressing the power imbalances in organisations, a learning approach is rather too simplistic. Sensitivity to individual needs and differences in terms of emotion, cognitive differences and resilience becomes particularly heightened at moments of change (Lorbiecki, 2001). Despite the simplicity of change, it is likely to remain messy and complex and capable of exacerbating diversity differences. Unfortunately, most diversity management initiatives often fail to address these differences and issues that change circumstances might be capable of increasing.

From the social identity theory perspective, individual's perception of diversity management outcomes may be different based on their personalities and social belongings. Tajfel (1982) and Ashforth and Mael (1989) argued that a person has two identities, one is the personal component of derived from their idiosyncratic characteristics such as physical, intellectual and personality traits. The social component is derived from salient commonalities based on group memberships, class, sex, and nationality.

Social categories include groups such as gender, gay, religion and ethnicity. Why social categorisation is relevant to the diversity discussion in the present research context is that the theory explains some of the deep level individual dissimilarities that frustrates diversity management initiatives while allowing us to focus on one specific social group category, in the present case gender, in order to understand how diversity management at such social group level contributes to the diversity management effectiveness debate. Although, scholars have argued that social categorisations do not often fit a sense of who they are, for example given the rise of inter-ethnic marriage, social identification based on ethnic might be complex to understand social category effects on individuals. It is indicated in previous research that some individuals may find themselves excluded from social groups which can exacerbate individual differences (Cox, 1993).

Morrison and Glinow (1990) argued that one of the often-reported problems faced by minorities and women in organisational settings is their limited access to important social networks. Based on these discussions, it would be important to examine diversity management at the MNC Cross national level for many reasons and how much the diversity culture recognise individuals and their concerns or needs.

One of the important reasons why such discussion should be held is that it can help in understanding diversity complexities at the global level and how much the complexities and approaches pay attention to individual concerns within the atmosphere of diversity management. For example, by examining gender diversity management practices at the global level, we can begin to understand individual issues and differences underpinned by the pressure between the host and home culture of MNCs. Such an understanding will contribute to current knowledge of deep level diversity management challenges among MNCs.

2.6. Global Diversity Management

Global diversity management emerged as a responsive diversity management approach. It seeks to address the issues of workplace diversity management that occurs as a result of the perceived misfit of domestic diversity management practices at the cross national and international level (Syed and Ozbilgin, 2009). Global diversity management is therefore defined as the planning, coordination and implementation of a set of management policies, initiatives, strategies, values, beliefs and ways of work in an organisation with international and global operation (Ozbilgin and Tatali, 2008; Stumpf et al. 1994).

While diversity management concerns the recognition of individual differences that exists in the organisation, global diversity management is about building a deeply embedded culture in the organisation that exceeds such differences.The goal of global diversity management is to understand and consider the legal, political and social factors across countries and to demonstrate that western centric diversity management programs are inappropriate for different countries (Stumpf et al. 1994; Nishii and Ozbilgin. 2007); although, the central question remains how to manage smooth and effective interactions among global units and employees and develop cross cultural competence (Cooke and Saini, 2010). While much has been done regarding the single notion diversity management, global diversity management is still an emerging area. However, attempts by scholars towards finding a proper framework of global diversity is discussed in the following section.

2.6.1 Global Diversity Management Frameworks

Regardless of how global diversity is conceptualised, there is a common point of view in the literature that MNCs must find a way to incorporate diverse workforces both for purposes of inclusion and for enhancing performance. Therefore, this is the main foundation of the varying frameworks of global diversity management as it is widely used in international human resources management theory and practice.

Cox (1993) presents a diversity paradigm that include a monolithic and multicultural/ pluralistic organisational diversity. Monolithic diversity deals with homogeneity by focusing on a homogeneous workforce, while multicultural and pluralistic diversity management are characterised by a culture that values and promotes cultural difference based on variances among all members of the organisation rather than through the process of acculturation (Cox, 1993). The monolithic method intersects mostly with American ideals of assimilation, meritocracy, equality and individualism (Plaut, 2002). The approach does not take cognisance of group difference or identities (Hogg & Terry, 2000; Cox, 2001).

Rather, organisations that employ this approach place more emphasis on using diversity to achieve the overarching goals or objectives of the organisation. Such approach increases common affiliation to the organisation and decreases the salience of individual differences (Chatman and Flynn, 2001). The approach is often perceived as less favourable by minority group members who think it is less inclusive while highly preferred by members of the dominant group. Problems are likely to ensue within organisations that ignore racial differences particularly for members from minority groups within a global organisation (Chrobot-Mason & Thomas, 2002).

Even where the organisation is well meaning, it is argued that this approach to diversity may alienate members of minority groups and can foster the culture of racism or discrimination to occur. On a positive note, the approach is likely to help organisations retain talented employees as employees may remain loyal once their identification with the organisation grows as a whole (e.g., Dutton, Dukerich, & Harquail, 1994). The Multicultural approach to diversity management explicitly recognise difference as a source of strength (Cox, 1993). It employs various programs and initiatives that take cognisance of different identities such as gender, ethnicity and race (Plaut & Markus, 2007).

For instance, organisations using these approaches would regularly organise programs such as diversity days and luncheons where delicacy from all representative employees are served, mentoring programs and a range of other multiracial initiatives are also part of this approach to diversity management. Some organisations organise diversity training and compel all employees to attend for the purpose of fostering cultural understanding and awareness among employees that are from dominant groups (Paluck, 2006). One of the challenges of this approach is that diversity management initiatives often fades away and sometimes fall short of their goals, as they can be met by resistance or unable to persuade non-minorities to comply (Thomas and Plaut, 2008). Such problem can be particularly more pronounced in global organisations where individual difference exists in larger measures.

Egan and Bendick (2003) proposed a multi-domestic approach to diversity management which can be applied at country and regional level of diversity programs with only a general guidance from the headquarters. Although, the authors acknowledge that this approach may not be the best, the model as they argue will rely on local staff within local, political and cultural contexts to define diversity management for global organisations at the local level.

The authors further suggest that the best approach is one that emerge through a consideration of organisational structure and strategic objectives as well as the different demographic environments in which it operates. Another popular framework of global diversity management is the *process model,* (see figure 2.1) which frames diversity based on its consequences, correlates and antecedents (Nishii and Ozbilgin 2007).

The model outlines a number of conditions that makes it conducive for organisations to set up and manage a range of global diversity management activities at different levels of the organisation. The model is termed process, because it illustrates how diversity can be managed overtime with inputs, activities and outputs. A factor that is considered central to the success of diversity management as the model suggests is leadership because leadership can determine a range of other interventions necessary to make diversity thrive (Nishii and Ozbilgin 2007).

For instance, strong transformational outcomes can be achieved if the leadership is strong, leading to cultural change programs, including development programs that can support diversity management practices. The model suggests that there must be clear leadership in diversity related concerns, which means therefore that at different subsidiary level of global firms, diversity leadership must be clearly identified. Concerns with the process model is that it might have limited applicability to global firms because it thrives best in conditions where there are less complicated demands from institutional actors such as trade unions, associations, and so on (Özbilgin & Tatli, 2011). From research evidence, (e.g. Özbilgin & Tatli, 2011) it can be inferred that the different interests that affect the diversity climate can lead to the failure of diversity interventions, the leadership strength, nonetheless.
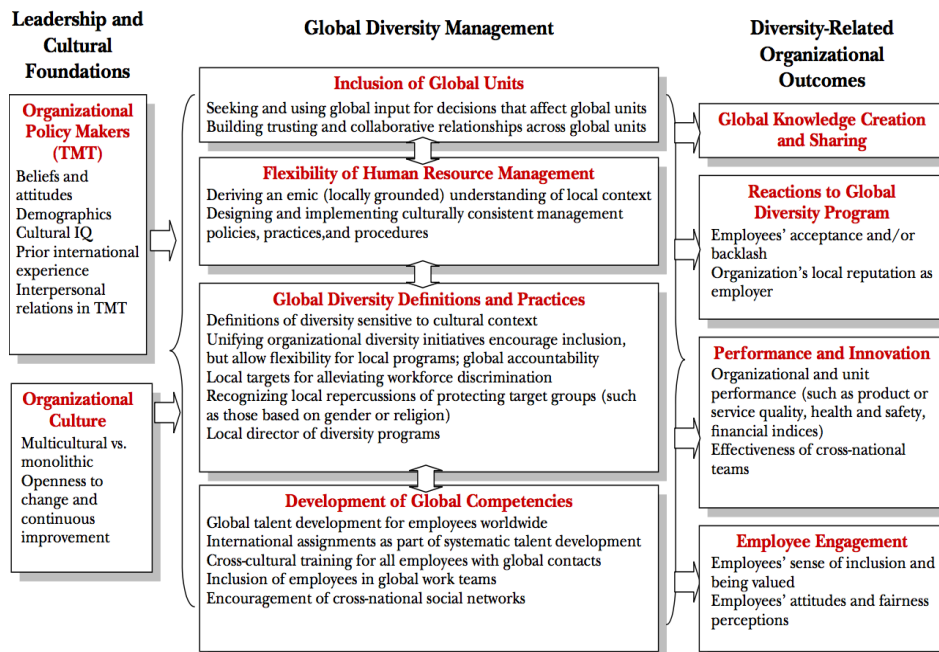
Figure: 2.1: The Process Model

Source: Nishii and Özbilgin, 2007, p. 1887.

Since global organisations operate in multi institutional environments where a range of actors, such as, regulation, unions, cultural agents and individual home country pressure exists, the process model is likely to be faced with challenges in its implementation (Jonsen and Ozbilgin 2014). The contextual model of GDM (See figur2 2.2), suggests that activities gain shape through a set of influences at the global, national, sectoral, organisational, and individual levels over time and place (Özbilgin & Tatli, 2008). The contextual model has emerged as a response to studies of GDM from North America that implicitly assumed it would be possible to formulate GDM approaches based on the North American context alone. Migration of the GDM formulations to new territories outside North America suggest that in fact contextual influences such as history and human geography account for variations in practices and outcomes (Dameron & Joffre, 2007; Nishii & Özbilgin, 2007; Sippola & Smale, 2007).

Recent evidence (Özbilgin & Tatli, 2011) suggests that divergence of interests and stakes that shape the diversity climate can influence the success and failure of diversity interventions, therefore, global diversity managers need to understand key influences on their diversity activities. These influences may exist at multiple levels, ranging from global to individual. There is also a general tendency in GDM research to ignore the complex influence that layered context can have on how and whether GDM activities are given meaning and provided with resources and leadership support. In contrast, there is an increasing recognition of the significance of international, national, and organisational contexts in the GDM literature. For example, Joshi and Roh (2009) explain that contextual influences are important in researching GDM and other management and workplace issues (Farndale et al. 2015).
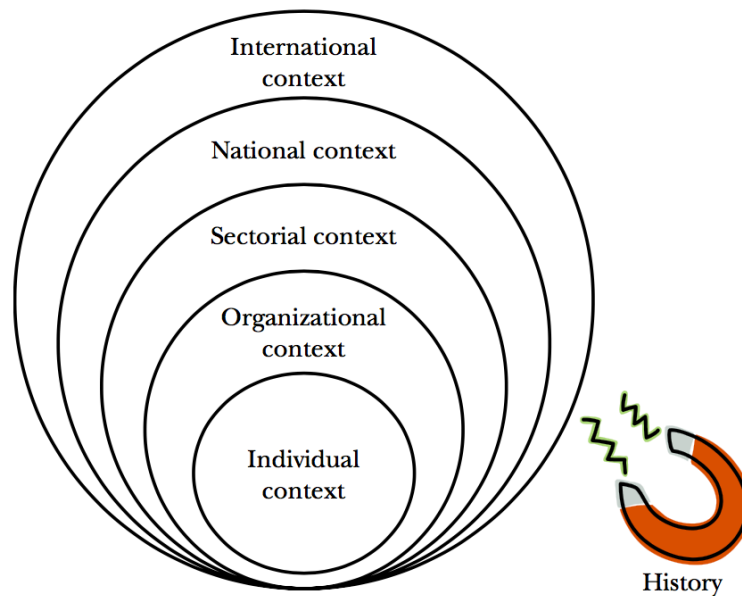
Figures 2.2: Contextual Model of Global Diversity Management

Source: Adapted from Özbilgin and Tatli, 2008, p. 28.

The main utility of the contextual model is that it allows practitioners to map out the key influences across different levels. Consequently, an understanding of key stakeholders can help with in-company discussions of why and how GDM is framed and practiced in different ways across different layers of social and economic life. However, the main utility of the contextual approach can also become its key weakness, because the relationship between the context and GDM may be envisioned as unidirectional, as the context may be considered to influence GDM activities (Jonsen and Ozbilgin, 2014).

The impact of GDM practices on the context of the organisation often remains unexplored. Indeed, GDM practices can change the context as much as the context can influence GDM strategies. DeLancey (2013) presents a framework that helps MNCs to manage the multicultural workplace through the linking of HRM policies to employee perception (See figure 2.3). This framework links areas of employee perception to HR activities to the MNC thus bring a new dimension into the management of organisational diversity.
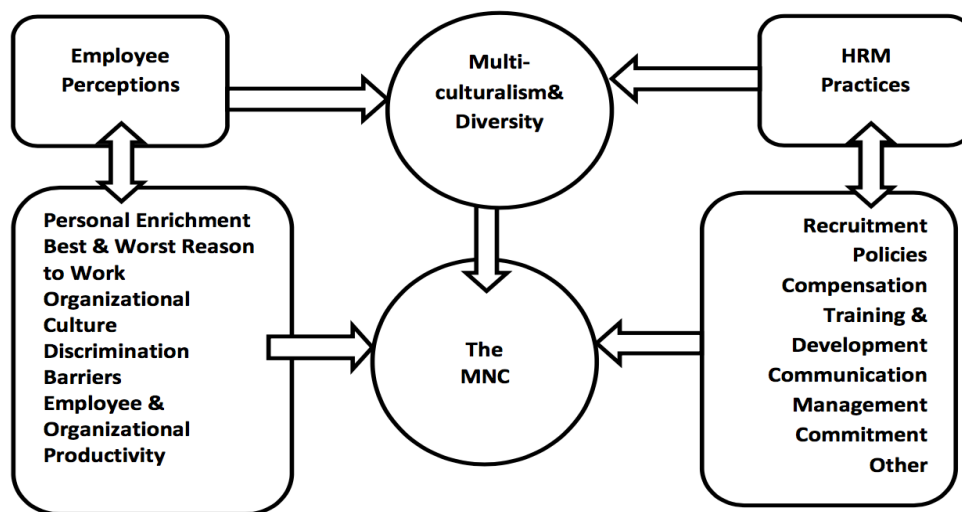
Figures 2.3: An Employee Perception Model for MNCs

Source: Adapted from DeLancey. 2013

The framework is based on the idea that if employees perceive policies negatively, their attitudes may change and affect their productivity and satisfaction with the organisation (DeLancey. 2013). The author argued that managers of MNCs need to adopt a proactive approach to addressing multiculturalism and diversity. Employee perceptions can translate into positive outcomes when managers consider them as part their diversity management efforts (DeLancey. 2013). As can be seen from some of the discussed models, global diversity management directly attempts to address the diversity management issues in global firms through the incorporation of different levels of factors. However, it appears that the approaches predominantly focus on the why's, who's and the how's that questions the link between organisations and diversity management (Nishii and Ozbilgin 2007).

For instance, Ozbilgin (2005) study of global diversity management in Japanese car manufacturing firms mainly focused on the key actors that inform global diversity management and the key influences in the adoption and diffusion. Part of the limitation of the study as Ozbilgin himself acknowledged is the little or no consideration given to complex cultural factors that pull and push diversity management practices. Although, some global diversity management models that are context sensitive have attempted to take cultural factors that shape diversity management practices into consideration. Such context as Joshi and Roh (2009; p. 12) suggests, is a "multilevel construct that encompasses innumerable specific elements". Syed (2008a) for instance argued that most dominant diversity management approaches have emerged from Anglo-Western countries and therefore, if they are to work in non-Western cultures, they must be tailored according to the local socio-cultural context and characteristics of each country's workforce. In most cases, as Jones, Pringle and Shepard (2000) adds, most of these Anglo-Western diversity management approaches are often faced with the problem of local non-compatibility.

This means that global diversity management may suffer from limited applicability within organisations' that operate across different national cultures or geographic contexts. Consequently, for MNCs for example, diversity management may hardly address (1) the problems of employees across diverse cultural environments (2) diversity management hardly takes into cognisance, individual differences that shape the diverse workplace, rather it focuses predominantly on group level diversity management. (3), approaches to diversity management in MNCs are largely informed by country of origin effects, therefore, diversity management practices are shaped not by the diversity differences and needs of employees at local country levels, but rather by the imposition of the host country's HR diversity culture.

The next section provides a review of the current literature on diversity management frameworks and approaches at the national level. Before the next section, the table below summarises some of the above-mentioned approaches in this section.

Frameworks	Method	Positive outcomes	Issues
Monolithic approach **Cox (1993)**	Monolithic diversity deals with heterogeneity by focusing on a homogeneous workforce. It does not therefore take cognisance of group differences or identities.	Rewards qualifications and individual accomplishments over organised cohesive diversity management practices. Therefore, tend to generate better results that solves individual differences rather than group differences.	Can be perceived as less favourable by minority group members who think it is less inclusive while highly preferred by members of the dominant group. Thus, can exacerbate the problem that it seeks to solve.
The Multiracial approach **Cox (1993)**	Takes cognisance of different identities such as gender, ethnicity and race.	Places emphasises on the benefits of a diverse workforce and explicitly recognises employee difference as a source of strength.	Can be met by resistance or unable to persuade non-minorities to comply. Therefore, leaves some members of the organisation unhappy and concerned.
Multi-domestic Approach **Egan and Bendick (2003)**	Rely on local staff and the local, political and cultural context to define diversity management for global organisations at the local level.	Fosters cultural understanding and awareness among employees that are from dominant and minority groups.	As more attention is given to members of the minority groups. Multiracial diversity can spark resentment and skepticism on the part of non-minority groups who sometimes claim that they are over looked yet hold major stake in diversity issues.
Process Model of GDM **Nishii and Ozbilgin, (2007)**	Frames diversity based on its consequences, correlates and antecedents. Also outlines several conditions that makes it conducive for organisations to set up and manage a range of GDM activities at different levels of the organisation.	Can generate transformational outcomes, with strong leadership leading to strong diversity initiatives	Has limited applicability because it thrives best in conditions where there are less complicated demands from institutional actors such as trade unions, associations, and so on. Whereas, most diversity environments have multifactorial institutional pull factors.
Contextual Model **Özbilgin & Tatli (2008)**	Digresses from the logic of universal human resource best practice and instead focuses on contextual factors of diversity management as a realistic way forward.	Takes into account the structural, cultural and contextual issues shaping the workforce.	Other factors that shape diversity beyond contexts may be ignored. It may also be envisioned as unidirectional, as the context may be considered to influence the GDM activities.
DM in MNCs framework **Delancey (2013)**	Seeks to link areas of employees' perceptions to HR activities of the MNC.	Makes diversity managers recognise the importance of individual level perception and the role of employees' view of HRM policies of employees and possibly to manage issues that arise accordingly.	Perception does not always lead to effective diversity management practices or results. Depending on the resources of the firm involved, there may also be issue at the translation and implementation of employees' perception into cogent practices.

Table 2.1: Summary of Global Diversity Management Frameworks.

2.6.2 Issues of Extant Framework and Approaches

The review of different diversity management perspectives at the global, national, organisational and individual levels reveal that existing diversity management approaches are based on constructs that essentially addresses the problems of differences at surface levels. For instance, despite the reality that cultural factors play an important role in the successful implementation of diversity management, as reported by Hofstede (2001). Most diversity approaches and frameworks as those presented in the foregoing sections have been predicated upon responsive actions towards managing cultural differences that each individual brings to the workplace, rather than proactive actions that recognises such differences from the outset.

These practices are fraught with several problems for the successful implementation and practices of diversity management as summarised below.

1), most diversity management practices merely measure surface level discrimination characteristics that occurs at the surface stages, thus, fails to recognise or address the deep-seated problems that diversity often brings to global firms. For instance, most of the reviewed approaches are not capable of identifying and managing prejudice or emotional/cognitive issues which are often deeply held among individuals. This is because most deliberate HR policies fails to recognise deep level factors that pull and push individual response to diversity management at the national, organisational and individual levels; such as perception, gender, physical condition, religion, lifestyle and mental cognition (De Circi and Kramer, 2003). In addition, workforce at the organisational is said to include organisational and socio-cognitive diversity that adds to group dynamism, which makes diversity management even difficult to manage.

Socio cognitive diversity includes differences that has to do with values, beliefs, values thinking pattern and characteristics such as personality (Shin and Park, 2013). Brickson (2000) refer to the two groups as organisational and identity groups. It remains unclear therefore, how existing diversity management practices addresses problems of deep level differences that frustrates the success of diversity.

2). Another important observation about extant theoretical approaches is that as numerous scholars (e.g. Cramton & Hinds, 2014; Leung, et al., 2011) have pointed out, their socially constructed nature, based on quantitative reasoning complicates a nuanced understanding of meanings ascribed to deep level diversity characteristics.

This means that there are possible implications for diversity management to be more complex than quantitative approaches, which are predominantly taken by scholars to diversity management have generated. Therefore, current understanding generated under this ambit of research, may inhibit the strength of existing solutions. It should therefore be emphasised that the emotional, behavioural and psychological aspects of diversity management practices, particularly in relation to individual outcomes are complex areas that the current frameworks have left unexplored.

3). Few theoretical models have proposed ways of managing diversity problems in specifically complex contexts, such as gender complex societies. Such limitations have also contributed to limited understanding of individual level differences within social groups and how diversity management approaches recognise such differences. As many diversity scholars have proposed, combining different diversity categories together, as most of the reviewed approaches have demonstrated, potentially masks the real impact of each on organisational outcomes (Herring, 2009; Smith, DiTomaso, Farris, & Cordero, 2001; Zenger & Lawrence, 1989).

Therefore, gender diversity is, specifically chosen based on the view that it is better to treat each demographic diversity variable as a distinct theoretical construct and based on the rationale that such as approach can lead to better identification of social-cognitive group differences that affects the success of diversity management implementation.

2.7. Gender Diversity Management

Gender diversity has during the last few decades received increased attention in the discourse of organisational diversity partly on account of concerns that traditional approaches to diversity management does not attend to issues of social group particularities such as gender differences (Ali, Kulik, Metz, 2011). The term gender diversity management refers to "managing a gender-balanced workforce, where both men and women are represented in equal proportion to reflect their representation in the society" (Seraj, Tsouroufli and Branine, 2015, p. 47).

Definition of gender diversity	Key Themes	References
The degree of heterogeneity of a group with respect to genders of group members.	Diversity management must go beyond the treatment of different genders as same.	Pelled, Eisenhard and Xin, 1999 cited by Zhou, Zhang. and Sung, 2013
The proportional representation of men and women in an organisation.	Diversity management must have as one of its underlying themes, the equal representation of men and women.	Ali, Metz and Kulik, 2014; Pearl-Martinez and Stephens, 2016).
The presence (or inclusion) of women on corporate boards of directors.	The success of diversity management should be measured and underlined by how much equal and effective representation there is between males and females.	Dutta and Bose, 2006; Wagana and Nzulwa, 2016; Solakoğlu, and Demir, 2016).

Table 2.2: Gender diversity management definition.

The representation of the sexes, especially females, within the labour market and in organisational job roles have been a widely researched phenomenon for a long time. Much of the earlier research focused on the seeming disparity in gender representation because males were perceived to be overrepresented in many key occupations and job positions (Williams and O'Reilly, 1998). The other issue that previous research on gender diversity covered included the idea that women suffer pay discrimination as well as stereotyping and isolation (Shore *et al*. 2009). However, recently, the focus of research in the domain of gender diversity has expanded to include the extent to which organisations give women the opportunity to hold top management and leadership positions, as well as the degree to which both sexes participate together in teams within organisations (Allen *et al*., 2008; Abraham, Thybusch, Pieritz and Hermann, 2014).

Lundin (2013) suggested that the increased focus on gender diversity can also be attributed to a general increase in women's labour force participation due to several reasons such as greater access to education and employment opportunities, favourable anti-discrimination laws, greater consciousness of women's rights, and reduced economic dependence on men than in the past.

This point is particularly noteworthy in countries where females' access to education are limited to a few disciplines, which reduced their chances of having the necessary qualifications to participate in more and diverse occupational fields in the labour market (Alhejji and Garavan, 2016; Hamdan, 2005). Therefore, there is a perception that by being increasingly educated or even more educated than their male counterparts, it is more likely that females might demand occupational inclusion and aspire to higher career levels than was the case before (Karsten, 2006).

It is also suggested that increase in the cost of living across board partly contributed to the growing focus on gender diversity, as more women have now joined the labour force in order to support their families (Quast, 2011; Sidani and Harris, 2015). Another reason why gender diversity has now received greater attention than ever before, as World Economic Forum (2014) points out, is the rise of the service sector and decline in manufacturing, which has resulted in a shift from skills and capabilities based on physical strength to those based more on mental ability, where males and females are more evenly matched (Dunlop, 2009).

This section of the chapter has generated insights into the rationale behind gender diversity and the increasing attention paid to it in organisations. From the conceptualisation of gender diversity, the section has briefly shown that gender diversity management promises to push the diversity management discourse one step further by recognising some of the deep level differences that exists among gender groups. Whether gender diversity management truly provide positive outcomes for the recognition of difference and whether it addresses other deep level differences among individuals remains the issue to understand, hence the outcomes of gender diversity management particularly in relation to multinational organisations is discussed in the next section.

2.8. Gender Diversity Management Approaches in MNCs

Different perspectives on the GDM approaches and practices adopted by organisations have will be discussed in this section. Diversity management has become deeply rooted in the HRM agenda of most multinational corporations and it is hardly surprising considering the highly diversified labour force and operating environments that MNCs must work within, in the pursuit of international business opportunities (Sippola and Smale, 2007; Konrad and Linnehan, 1995; McKay et al., 2007).

MNCs have increasingly realised the need to re-evaluate their Human Resources Management (HRM) policies to reflect the changes in the globally diverse and multicultural societies in which they seek to operate. They recognise that by embracing these changes they add value and enhance their appreciation for other cultures (Pfeffer, 1994. Shaw, Dineen, Fang, & Vellella, 2009; Tsui, Pearce, Porter, & Hite, 1995; Koshy, 2010). Consequently, a broad repertoire of programs has been developed as part of their corporate diversity management practices. These include targeted recruitment, and diversity training programs, and the setting of numerical goals for increasing the number of underrepresented groups (Bielby, Krysan, & Herring, 2013).

Human resource policies are developed to encourage and motivate employees towards increasing their output and performance. Employees that may perceive of these programs and policies in a negative way may have their productivity affected as a consequence. DeLancey (2013) argued employees' perspectives of organisational policies and implementation are essential for success. HRM approaches can also influence the perceptions, behaviours, and social interactions of dissimilar members in diverse work environments, (e.g., Irizarry, 2013).

Ferner *et al*. (2005) pointed out that the transfer of policies and practices by MNCs to the different environments in which they conduct operations is one of the defining issues in global business and this presents the challenge of maintaining a certain level of consistency in HRM practices across different environments. This presents a dilemma for MNCs because they must contend with considerably different sets of human resources and cultures in different environments in which they operate. To contend with this dilemma, MNCs often have to devise strategies to manage their global workforce and integrate policies in their respective host countries (Farley, Hoenig & Yang. 2004). The different human resource approaches and strategies employed by MNCs are discussed in the following sections.

2.8.1. Ethnocentric Approach

The ethnocentric approach is one that prioritises integration and uniformity, specifically in terms of transferring host country best practices to foreign subsidiaries (Gaur, Delios, Singh, (2005). When MNCs use this approach, there is very little responsiveness locally, which allows the headquarters to maximise control (Harzing, 2001b). When using this strategy, decision making is typically hierarchical; thus, allowing the headquarters to make all key decisions relating to HRM policies and practices. The goal of this strategy is to maintain control and ensure a degree of consistency globally (Lazarova & Tarique, 2005).

What this means from the diversity management perspective is that MNCs that adopt an ethnocentric approach are more likely to prefer some level of standardisation in their GDM practices, based on the understanding of gender diversity prevalent in the company's country of origin. Based on the extent to which cultural dimensions are different between the home and the host country, scholars have used the notion of cultural distance to discuss the kind of challenges that ethnocentric approaches to diversity might be faced with (Gong, 2003 p. 729).

Some diversity management scholars (e.g. Egan and Bendick, 2003) have reported that MNCs using ethnocentric approach to staffing often get negative results for their subsidiaries due to the method's blindness to national cultural differences. As a result of limitations of the ethnocentric approach to managing staff, MNCs also consider using other approaches such as polycentric and regio-centric as discussed in the following sections. This means that ethnocentric approaches to managing diversity management, and particularly gender-based diversity may be yield limited results.

2.8.2. Polycentric Approach

The polycentric approach, as Ngo et al. (1998) have explained, involves MNCs adapting fully to local contexts in areas relating to HRM practices including GDM and providing full support for processes employed by local firms based on the requirements and environmental realities of the host country. When using this strategy, MNCs consider each of their subsidiaries as a kind of distinct entity, which is managed by individuals familiar with the local context. In implementing this strategy, HRM practices such as gender diversity are designed based on the consideration of both the contextual socio-economic, political and cultural similarities and the differences between the headquarters and local subsidiaries (Gong, 2003).

This implies that when applied to GDM, MNCs would have to ascertain the local views and cultures regarding women and men working together, the social and career opportunities culturally and legally allowed for women and men, as well as other elements that influence notions of gender equality and inclusion in the workplace. This perspective suggests that when MNCs adopt this approach, they may have to de-emphasise aspects of their organisational culture and diversity practices that are incompatible with local values and norms (Harvey & Novecevic, 2004).

Based on the above views, the positive benefits that polycentric methods provide may be faced with challenges, such as integration and negative perception from subsidiary employees. Regarding gender, mixing HRM policies from home country may also pose a challenge for the HQ, because managers at the HQ may not be aware of where to stop when seeking to mix host country influence with local factors.

2.8.3. Geocentric Approach

The geocentric approach aims to balance the preceding two approaches by fusing local adaptation with the perceived best practice initiatives from the MNC's headquarters with the ultimate goal of producing better business performance. Since this strategy is seemingly a middle ground between the ethnocentric and polycentric approaches, it offers local subsidiaries and the MNC headquarters a common foundation for stability in the sense that subsidiaries can make their own decisions specific to their local environment while at the same time integrating certain best practices and demands of the headquarters in response to competitive pressures (Brock and Siscovick, 2007).

As such, a GDM strategy based on a geocentric approach may require blending the core diversity values of the headquarters with local preferences in line with a thorough evaluation by the local subsidiaries of what arrangement might work best (Gilbert et al. 2000; Ozbilgin, 2005). For instance, if a particular MNC is committed to having qualified females at every management cadre, this commitment to inclusion may be adapted in a local context, by creating different gendered workspaces in order to comply with local cultural norms that forbid unrelated women and men from interacting closely.

This example loosely reflects the reality that, for most MNCs, the regional transfer of all aspects of HRM, including diversity management, is almost compulsory not only for purposes of congruence but also to maintain a default contingency plan for managing employees across different operational environments (Morley and Collings, 2004). This does not stop the necessity of ensuring cultural fit, which as Eddy *et al*. (2006) have suggested, is key to developing local talent and maintaining stability in local operations in the different locations in which MNCs do business worldwide.

Again, as established in one of the preceding sections of the chapter, one of the major challenges of the geocentric approach is that while it acknowledges some important roles that diversity offices play in fostering effective diversity management, sometimes DM offices also compete with resources, power and authority and a DM office does not necessarily provide the guarantee of effective diversity management (Gilbert et al. 2000; Ozbilgin, 2005).

Such reality might underpin the gap that exists between the individual employee's perception and the impact of diversity management on their difference and organisational diversity management approaches. Although, the geocentric approach might indicate cross cultural suitability, since different employees are expected to have similar culture, however, the approach does not seek to solve the deep level individual differences related to performance and commitment that exists between the male and female employee.

2.8.4. Affirmative Action Relating to Women

For Kovach et al. (2004), one way that multinational corporations have attempted to manage gender diversity is through affirmative action relating to women. This strategy aims to create a level playing field for women's access to management positions with the national and international operations of the organisation and it is achieved in practice by instituting a policy of favourable treatment of women even where it may have the effect of temporarily discriminating against men. Beyond social justice considerations, an affirmative action strategy is also used to satisfy legal requirements and remedy perceived exclusion and lopsidedness in the gender balance of corporate positions.

However, Kovach et al/ (2004) do not provide any details of the specific ways by which an affirmative action strategy is implemented within an organisation's gender management agenda. It is also not clear whether this is achieved through quota allocations to women. If this is the case, a question also arises as to whether considerations of merit and performance outcomes are factored into such an arrangement, more so as most MNCs seem to place great priority on gaining competitive advantage and organisational effectiveness through the resources at their disposal (Andresen et al. 2006; Choy, 2007).

As such, a GDM approach based on affirmative action may interfere with the performance goals of the organisation in cases where suitably qualified and talented females are in short supply for some job roles or positions. Critiques of affirmative action argues that it devalues the accomplishment of people who are favoured because of their social grouping rather than their qualification (Jones, 2000). It is also argued that affirmative action is a concept that replaces wrongs for new wrongs, that impedes reconciliation while undermining minorities and encouraging certain groups and individuals to consider themselves as disadvantaged when they are not (Toobin, 2012).

Affirmative action has also been criticised for being counterproductive (American civil rights movement, 2012; Toobin, 2012). Questions therefore remain whether affirmative action approaches are effective for managing a diverse workforce, particularly in relation to gender. In such regard, scholars like Toobin (2012) have established that affirmative action approaches may require contextual practice in order to measure its suitability and fit to diverse work environments.

2.8.5. Equal Opportunities

Perotin *et al*. (2003) suggested that another diversity management approach used by MNCs involves the deliberate effort to ensure equal opportunities for important job positions. They contended that equal opportunity activities are used as part of the strategy to address workplace discrimination by eliminating procedural and structural barriers that prevent women from taking advantage of career opportunities with regard to jobs, promotions, personal development and compensation (Perotin *et al*. (2003).

Perotin *et al*. (2003) further pointed out that the equal opportunities strategy is integral to the gender diversity management of most leading MNCs in the world because it is not only consistent with their corporate values but also allows them to select the best talents available regardless of their gender. Although Perotin *et al*. (2003) did not provide any indication of the extent to which an equal opportunities policy is codified into the HRM practices of MNCs in their worldwide operations; there is a sense in which this strategy goes beyond the obligation to encourage social justice or the imperative of compliance with anti-discrimination laws in different markets.

It may also be seen as a way of opening up diverse labour pools to take advantage of the best talent available as a way to increase competitive advantage particularly in situations where lopsided gender representation may create talent shortage (Jayne and Dipboye, 2004). Since equal opportunities are similar to affirmative action in implementation, the same arguments as those presented against affirmative action can also hold true for equal opportunities. Based on the literature, it can be argued that diversity management provides better benefits than equal opportunities because of the flexibility in approach to recognising difference in organisations.

2.8.6. Quotas and Targets

Closely related to the equal opportunities approach is a more gender diversity focused approach involving quotas and targets, which are among the most commonly used gender diversity initiatives in MNCs (ENEI, 2015). Quotas are affirmative action policies that aim to increase diversity and equality of opportunity by correcting the perceived underrepresentation of specific demographic groups within the organisation (CIPD, 2015b). Organisations often use quotas based on both ethical and business considerations because they seek to avoid marginalisation or systemic disadvantages to any minority groups on account of their underrepresentation.

This often goes hand in hand with targets, which timeframes for achieving a certain percentage of inclusion for demographic groups is deemed to be underrepresented (ENEI, 2015). Even though quotas and targets are often a matter of regulatory requirement, which may be mandatory in some countries, many large corporations go a step further to integrate quotas and targets as part of their overall gender diversity strategy (CIPD, 2015). Kogut *et al.* (2014) explained that mandating quotas for greater female inclusion and representation in management positions could be an effective strategy to break structural inequalities existing within corporations.

They argued that setting quotas essentially compels executives within an organisation to work towards the desired outcome of a fairer gender balance. Beyond that, a more far reaching implication of using quotas as a GDM approach, as noted by Birley (2015), is that it potentially promotes the achievement of a 'critical mass' of female employees, which in turn facilitates a breaking down of previously deep-rooted power structures that perpetuated male dominance of organisational management positions. This perspective is persuasive because it points towards the potential gains of putting mandatory measures in place to help women build up enough representation within the organisational workforce to challenge existing male-dominated power structures; thus, increasing the chances of successfully institutionalising gender diversity.

However, the quota and target approach to gender diversity seems to overlook many issues that undermine its effectiveness in multinational corporations. For example, quotas and targets not only do create resentment among those who do not directly benefit, those who do benefit (in this case women) have to constantly deal with the question of whether they got jobs or positions on merit and whether they are truly qualified for such positions (Birley, 2015). There is also a degree of 'tokenism' in the way that quotas are used to recruit women into certain positions merely in response to external pressures for greater female representation (Kogut *et al*, 2014). These factors therefore could undermine the usefulness of a quota or target-based approach to promoting gender diversity on a sustainable long-term basis.

2.8.7. Mentorship

Another gender diversity strategy widely used in MNCs and other business organisations is mentorship, which involves selecting a more experienced and senior member of the organisation to provide a younger employee with advice, support and guidance (Ragins, 2007). Mentorship is an attractive GDM option because of the crucial role that mentors can play in helping female employees manage their careers in male dominated organisational environments (Ogden *et al*, 2006).

Linehan and Scullion (2008) have explained that mentoring is particularly important for female protégés within organisations because women generally find it more difficult to build social capital in organisational contexts where there are fewer women for example in senior management. Since they belong to the same diversity group, it is also easier for female mentors and their protégés to relate to one another concerning shared challenges they face as women in the organisational environment. When used as a gender diversity strategy in multinational corporations, mentoring pairings can be organised either formally or informally with the same goals of promoting greater inclusion, fostering a sense of belongingness, improving the rate of retention for female employees and generally assisting women to overcome the so-called glass ceiling and advance their careers (Blake-Beard, 2001; Hewlett, 2013).

Mentors and protégés connect based on shared interests, considering the unique sociocultural contexts for seeking greater participation of women not only in terms of career opportunities but also in corporate management and leadership especially. In this regard, a gender diversity strategy that includes mentoring potentially enables protégés to network, build social capital, adapt to organisational culture, or even achieve the empowerment needed to drive change in the organisational culture where necessary (Linehan and Scullion, 2008). If there are not enough females in the top management or leadership positions in MNCs, it is doubtful that there will be enough female mentors to achieve meaningful results in terms of driving gender diversity. This suggests that mentoring is perhaps more useful as a supplementary gender diversity approach and does not appear enough to facilitate substantial gender diversity penetration on its own.

2.8.8. Advocacy / Sponsorship

A current GDM approach that promises to address the limitations of mentorship is advocacy, which is also referred as 'sponsorship' in the diversity literature. Hewlett (2013) explained that although advocates or sponsors are like mentors in the sense that they establish personal relationships with younger and less experienced employees, advocates are different because their level of involvement in their protégés' careers are much deeper than what would ordinarily be the case with mentors. A gender diversity approach based on advocacy or sponsorship entails a hands-on approach, which empowers sponsors to play strategic roles in connecting their protégés to crucial networks within and outside the organisation and to assist them in pursing professional opportunities (Barsh and Yee, 2012).

The main component of advocacy / sponsorship is the sponsor's ability to provide career-related support to their protégés including direct opportunities for human capital enhancement and connections with influential individuals who have the capacity to assist their career progression (Foust-Cummings *et al*., 2011). Sponsors go beyond merely providing emotional support to advocating for their protégés' career advancement. A key factor that makes the advocacy / sponsorship approach a particularly useful gender diversity strategy is that men can serve as advocates and sponsors, considering the limited number of women available to act as mentors to younger women in many societies where MNCs operate (Foust-Cummings *et al*., 2011). Therefore, it seems that a gender diversity approach built on an initiative of advocacy / sponsorship must contain measures to ensure equitable sponsorship of both men and women employees to achieve the desired diversity results.

2.8.9. Employee Diversity Networks or Resource Groups

In recent years, employee diversity networks or resource groups have also received some attention as a promising diversity management initiative for various dimensions of diversity including gender, ethnicity, religion, and disability. Employee diversity networks are voluntary, organisation-supported, employee-led groups that serve as a resource for members and the organisation by promoting a diverse and inclusive workplace in line with organisational goals, objectives, values and business practices (Douglas, 2008). Employee diversity networks also seek to promote increased employee engagement and the development of future business leaders; thus, leveraging their resources to support the personal and professional development of members (Scully, 2009).

The main value of employee diversity networks or resource groups as a gender diversity promotion tool lies in the fact that it is employee-driven (Douglas, 2008); thus, employees can exploit their strength in numbers and shared purpose to stimulate organisation-wide support for inclusion and diversity in the workforce. However, the extent to which diversity networks or resource groups can have significant impact on an organisation's gender diversity efforts may depend on the level of institutional support provided by the organisation, the numerical strength and activeness of members, as well as their capacity to carry along non-members within the organisation (Hewlett, 2013). The above implies that the success of diversity networks and resource groups, does not simply rest with management, the role of employee's may also be important for achieving successful outcomes.

Approach	Method	Issues
Ethnocentric approach	The headquarters of MNCs maximise control by transferring GDM practices from host country.	May be yield limited results due to cultural differences between home and host country.
Polycentric approach	MNCs fully adapt to local contexts in transferring GDM practices while providing full support for processes by the host country.	National or legal boundaries impose limitations to diversity culture that an MNC might wish to promote.
Geocentric approach	Fuses local adaptation with the perceived best practice initiatives from the MNC's headquarters.	Often ignores the deep level individual differences that exists within national cultures.
Affirmative action relating to women	Achieved in practice by instituting a policy of favourable treatment of underrepresented population such as women.	May interfere with the performance goals of the organisation in cases where suitably qualified and talented employee are in short supply for some job roles or positions.
Equal opportunities	It is used as part of the strategy to address workplace discrimination by eliminating procedural and structural barriers that prevent women from taking advantage of career opportunities with regard to jobs, promotions, personal development and compensation.	Since equal opportunities are similar to affirmative action in implementation, the same arguments as those presented against affirmative action can also hold true for equal opportunities.
Quotas and targets	Quotas also relate to and are part of affirmative action policies that aim to increase diversity and equality of opportunity by correcting the perceived underrepresentation of specific demographic groups within the organisation.	Quotas and targets not only do create resentment among those who do not directly benefit, those who do benefit (in this case women) have to constantly deal with the question of whether they got jobs or positions on merit and whether they are truly qualified for such position.
Mentorship	Mentorship entails the selection of a more experienced and senior member of the organisation to provide a younger employee with advice, support and guidance.	Is more useful as a supplementary gender diversity approach and does not appear to be enough to facilitate substantial gender diversity penetration on its own.
Advocacy / sponsorship	Advocacy and sponsorship is about establishing personal relationships with younger and less experienced employees, empowering sponsors to play strategic roles in connecting their protégés to crucial networks within and outside the organisation and to assist them in pursing professional opportunities.	Excludes female employees from networking opportunities, important organisational projects, and other avenues for career advancement. This means that advocacy may be a counterproductive process.
Employee diversity networks or resource groups	Employee diversity networks are voluntary, organisation-supported, employee-led groups that serve as a resource for members and the organisation by promoting a diverse and inclusive workplace in line with organisational goals, objectives, values and business practices.	The extent to which diversity networks or resource groups can have significant impact on an organisation's gender diversity efforts may depend on the level of institutional support provided by the organisation, the numerical strength and activeness of members, as well as their capacity to carry along non-members within the organisation.

Table 2.3: Summary of HR Approaches in MNCs

2.9. Issues and Challenges of Gender Diversity Management in MNCs.

Despite the numerous benefits that gender diversity management has been touted to have, (e.g. creativity and innovation, diverse market insights, broader repertoire of skills that enable superior performance and problem solving (Choi and Rainey, 2010; Ely & Thomas, 2001; Cox, 1993; Pelled, Eisenhardt,& Xin, 1999; Alhejji and Garavan, 2016) some scholars are concerned that it might not necessarily provide positive outcomes (Cady & Valentine, 1999; Stewart & Johnson, 2009; Khadem, 2016b), as such, a number of issues remain unresolved and present challenges for gender diversity initiatives.

- **Differences in Leadership & Organisational Styles Between Males and Females**

Similarly, differences in leadership styles typically displayed by men and women have been identified as a key challenge for gender diversity within organisations, especially at the senior management levels. While men are deemed to be more transactional and autocratic in their leadership style, women are typically believed or at least expected to be more transformational and collaborative (Abraham et al, 2014). Another obstacle to gender diversity and women's career progression has been found to be definitions or perceptions of leadership in organisations based on masculine attributes and behaviours (Terjesen, Aguilera, & Lorenz, (2015).

When women display leadership styles that are different from the 'masculine ideal' deeply embedded into the organisational culture, they may be perceived as ineffective leaders; hence, might be deemed not suitable for consideration as potential successors (Followell, 2014). Thus, the lack of diversity in organisational leadership styles could create a unique challenge for women and gender diversity, especially when it is believed that women's preferred leadership or communication styles do not fit the prevailing ideal of senior management in the organisation.

- **Stereotypical Cultural Expectations & Assumptions About Women**

Khadem (2016) argued that one of such barriers was the gender expectations enforced within a society, particularly in terms of stereotyped gender attributes and roles. While men are stereotypically deemed to possess attributes such as assertiveness and competitiveness, women are commonly associated with attributes such as kindness and helpfulness. Females are also often expected to behave in a 'feminine' way, and being feminine, as Srivastava & Sherman (2015) suggests, is deemed to involve delicate, nurturing and somewhat passive behaviour. These stereotypes create certain cultural expectations for males and females with regard to their behaviours and every aspect of their life including career paths and opportunities.

Such concerns have been mentioned by Geert Hofstede (1991), dimension of culture and the notion of masculinity vs femininity which deals with the distribution of emotional roles across genders. According to Hofstede, societies with masculine tendencies tend to segregate roles based on gender and males tend to be more dominant through their assertiveness, ambition for power, competitiveness and materialism while women show more concerns to relationships and the quality of life. In feminine cultures, gender roles are more fluid as both genders have the same values of caring and modesty (Hofstede, 1991). It is suggested that in societies with high degree of masculinity, there would be diversity differences which may be difficult to close or implement as people may not accept the change of roles easily (Pieters, 2014).

On one hand, these cultural expectations reflect on how women are represented in certain industries or occupations, which may seem to be either compatible or incompatible with feminine attributes. On the other hand, such cultural expectations based on stereotypes may also affect perceptions of how far women can rise in their careers such as in terms of holding senior positions in comparison to men (Seierstad, 2016). Such perception may be capable of breaching the psychological contract that exists between the employee and the management over time. Psychological contract is defined by Rousseau (1995) as a set of beliefs held by an individual based on accepted promises against those made by another. When a female employee joins a workplace, she does so in the hope that she will be able to move up the career ladder by availing herself of opportunities in the workplace where she has the qualification and capability.

Such expectations are especially formed based on established organisational principles or promises to provide a climate of inclusion and career advancement for everyone. Failure to attain such expectation of advancing her career based the limited potential for growth as a result of institutional 'glass ceiling' can be perceived as a breach of her psychological contract which can consequently affect the motivation and commitment of the female to her workplace.

- **Performance Review Bias.**

Another important challenge affecting gender diversity in multinational organisations is the seeming performance review bias against females in the workplace. Snyder (2014) found significant differences in the feedback given to women and men in organisational performance reviews based on deeply entrenched gender stereotypes about the attributes and personality features associated with both genders (Gould, Kulik & Sardeshmukh, 2018). According to Davis (2014), critical feedback for men typically suggested the need to develop additional skills while critical feedback for women often included not only suggestions for skills improvement but also criticisms of their attitudes and perceived 'abrasiveness'. Devillard Devillard, Sancier -Sultan, and Werner (2014) explained that women often face the double bind of being perceived as aggressive or 'abrasive' if they express their views in a firm or assertive manner even though this trait is deemed positive for men in organisational leadership roles.

Silverman (2015) noted that the differences in the way women and men are appraised arise out of 'unconscious bias' that encompasses hidden beliefs about the capabilities of women, which can influence key decisions in the workplace. This problem has major consequences for gender diversity in organisations because it may hinder GDM initiatives by undermining efforts to promote equality and eliminate gender-based restrictions or barriers throughout the organisational hierarchy. At the same time, it may hinder the behaviours, responses and performance of female employees by affecting their levels of commitment to the organisation (Jones, 2000).

In the transactional model of stress theory (Lazarus, 2001), particular environmental demands such as balancing work with family can be a threat to well-being. Kravitz (2013) argues that employee attitudes and behaviours generated by a diverse gender environment may include decreased communication, a lack of cohesion and cooperation, and increased conflict among the workforce. These negative responses may lead to lower citizenship behaviour (Schneid *et al*, 2015). Findings by the World Economic Forum (2014), have found that women often suffer the consequences of gender stereotyping when they work in teams with men, hindering team performance and overall organisational functioning.

Ali, Metz and Kulik (2014) have assessed the impact of work- family related programs on the relationship between gender diversity and performance and reported that such programs can be effective for improving productivity and for managing gender performance. What this tells us is that specific gender diversity management programs can be useful for managing some of the emotional and psychological distress that gender diversity management practices can generate.

- **Culture Pull and Push**

Evidence in the literature supports the view that international implementation of diversity management in MNCs is fundamentally challenging because of the cultural differences that may affect workplace interactions among employees. As Lauring (2013) found in his study of international diversity management ideals and responses, even though MNCs may have time-tested and proven effective GDM practices used in their headquarters and other Western societies in which they operate, such practices may prove less effective due to the extensive societal and cultural dissimilarities in different contexts.

This presents a dilemma for MNCs because they must contend with considerably different sets of human resources and cultures in different environments in which they operate. To contend with this dilemma, MNCs often have to devise strategies to manage their global workforce and integrate policies in their respective host countries (Chung et al.'s 2011; Farley, Hoenig & Yang. 2004).

Much of the challenges faced by MNCs in implementing global diversity management practices in their different host environments can be evaluated based on the duality perspective, which centres on the problem of duality between MNCs global integration and local responsiveness. Hunt et al. (2017) researched this problem and found that the importance attributed to socio-procedural factors by corporate actors typically inform the practical management of these dual forces. Research also indicate that although MNCs may often face local resistance to their global diversity management and human resources initiatives, such resistance is not only due to cultural differences but also attributable to what is described as socio-procedural factors such as HR expertise, co-involvement in decision processes, social ties and trustworthy relationships within the MNCs (Ferner *et al*. 2005; Hunt et al.'s 2017).

Similarly, previous research by Evans et al, (2012) have established that in dealing with the problem of duality in MNCs' diversity management, any effort to respond to dual cultural pressures should not be conceived in terms of an 'either-or' mutually exclusive choice but instead should be based on the recognition that such duality can be reconciled and balanced in a dynamic manner. It is hardly in doubt that successfully managing the dual forces of global integration and local responsiveness in MNCs is a challenging task. Scholars such as McDonnell, Lavelle & Gunnigle (2014). and Edwards et al. (2007) have identified two main difficulties MNCs face in managing this duality and both of which have to do with the very nature of MNCs.

The first difficulty, according to Geppert et al. (2006), is that MNCs typically contend with multiple layers and dimensions of institutional contexts including the trans-national level, the trans-organisational level, and the national level comprising the respective home country and host countries. These multiple layers present institutional forces that exert what McDonnell, Lavelle & Gunnigle (2014) described as 'isomorphic pulls' on MNCs in the attempt to force them into following specific sets of institutionalised practices. What this means is that the extent to which an MNC is embedded in a given layer of institutional environment may largely influence its capacity to balance the dual forces. The second difficulty, according to Edwards et al. (2007), is based on the idea that MNCs represent a kind of contested social space where a variety of actors with diverse power resources come together to pursue their individual interests.

This struggle among diverse actors with competing interests create contextual complexities that make it necessary to better understand the perceptions and actions of key actors with regard to socio-procedural factors mentioned by Chung et al. (2017), which are said to be influential in managing the dual pressures faced by MNCs. In effect, the problems faced by MNCs with regard to dual cultural pressures is important because it facilitates understanding of how they manage the challenge of designing and implementing gender diversity practices in their host countries.

For instance, for many MNCs, transferring their organisational culture and best practice to subsidiaries in different host countries also creates the problem of 'conflicted employees' as pointed out by Caprar (2011, p.624). This means that local employees may be torn between doing things based on their cultural orientations and assimilating into the organisational culture imported by the MNCs from their home country. For example, if local employees are used to working in same gender teams in the workplace, a cultural conflict may arise if an MNC chooses to impose a culture of gender diversity by encouraging mixed gender teams to perform organisational tasks. According to Caprar (2011), if this problem of conflicted employees is not well addressed, it may result in job dissatisfaction, low morale and high turnover.

Where such conflicted employees stay with the company, their contributions may be limited, and they may spread opinions, behaviours and attitudes that are unhelpful to the organisation. What this argument imply is that any diversity management approach that seeks to 'convert' local employees to fit the MNC's organisational culture may create problems that affect stability of operations, performance, and market success.

- **Lack of Attention towards Men in Diversity Management**

Based on the literature so far, it appears that a large section of the gender diversity literature ignores the substantial role that men can play in facilitating gender diversity within organisations. The extent to which MNCs transfer their global diversity management practices to developing countries, arguably depends on the response of the male-dominated workforce and the local society, just as men largely have a say in determining whether females will be allowed to adopt attributes associated with Western culture as part of efforts to implement diversity practices (Flood and Howson, 2015).

Therefore, it is difficult to imagine how much progress can be achieved with regard to gender diversity goals without the active participation or support of men in the whole process of gender diversity. A number of scholars have suggested that engaging men in the GDM process is essential for making headway because men's support is a weighty cultural factor that affects women's inclusion in the workforce and reaching at senior management positions (Devillard Devillard, Sancier-Sultan, and Werner, 2014; Flood and Howson, 2015).

Factors	Issues
Differences in Leadership Styles Between Males and Females	Leadership attributes in organisations are still based on masculine attributes and behaviours, therefore, reflective of imposition of preferred leadership style on women (Terjesen, Aguilera, & Lorenz, (2015).
Stereotypical Cultural Expectations & Assumptions About Women	In many MNCs there are cultural expectations concerning how women are represented, which may seem to be or incompatible with feminine attributes (Seierstad, 2016).
Performance Review Bias.	There are significant differences in the feedback given to women and men in organisational performance reviews based on deeply entrenched gender stereotypes about the attributes and personality features associated with both genders (Carol, Kulik & Sardeshmukh, 2018).
Cultural Pull and Push	MNCs typically contend with multiple layers and dimensions of institutional contexts including trans-national, trans-organisational and national pressures comprising the respective home country and host countries. These multiple layers present institutional forces that influence the capacity of MNCs to balance the cultural push and pull between their host county and home country (McDonnell, Lavelle & Gunnigle (2014).
Lack of Attention towards Men in Diversity Management	A large section of the gender diversity literature ignores the substantial role that men can play in facilitating gender diversity within organisations. Yet, the extent to which gender diversity management practices can be successful arguably depends on the response of the male-dominated workforce. (Flood and Howson, 2015).

Table 2.4: Summary of GDM issues

2.10. Summary

The present literature review chapter addressed the most relevant theoretical and research insights relating to gender diversity management in MNCs in line with the aim of the present study. In addition to reviewing the current conceptualisations of workplace diversity and GDM, crucial discourses related to current issues and challenges in gender diversity and the significance of psychological factors were critically reviewed in this chapter. Consistent with a key objective of this dissertation, this chapter reviewed the most common gender diversity approaches and practices in MNCs to expose the practical measures and initiatives that have been used by many MNCs in the effort to promote greater gender inclusion and diversity. To ensure a more in-depth understanding of how the GDM process unfolds in MNCs, this chapter also critically explored the problems of GDM within MNCs. To remind the reader, the problems are again summarised in the following table.

Considering all the issues discussed, the gender diversity management literature can be improved significantly if individual psychological factors hindering the implementation of current practices can be addressed. The psychological management literature suggests that violation of employee's emotional and affective needs can make individuals feel that the organisation has failed them (Schalk et al. 2001; Deery, et al. 2006; Chen and Hamilton, 2015). In the context of diversity for example, a male employee may perceive of bias if they think that the organisation is not delivering its promises of fostering an equal opportunity and instead favour women (Robinson, Kraatz & Rousseau, 1994).

With very few exceptions, there is scarcity of research in the diversity management literature where external variables, such as psychological constructs, outside the HRM discipline have been used as a moderating factor to test other outcomes than moderators within HRM diversity constructs. This particularly suggests why there is little application of psychological factors towards addressing organisational diversity issues.

In view of the discussions presented so far, it can be inferred that the following gaps exists between the research literature and the diversity management widely practiced today. (1), the diversity management literature is lacking in approaches to managing issues that emerge from diversity management implementation, such as negative perceptions, resistance and psychological effects on individuals. (2), there is need to understand the challenges of diversity management at the individual level relating to deep level factors. (3), perhaps one of the most notable challenges of MNCs has to do with the transferability of their global gender diversity practices to overseas subsidiaries. Such problem produces the conflicted employee, who is often dissatisfied about their job and have low morale.

These gaps indicate that merely having GDM programs or approaches in place does not mean that MNCs have successfully addressed the problems of gender diversity. In addition, the question of what works for successful GDM in organisations is not conclusively answered by suggesting a preference for one gender diversity initiative or the other. Instead, a broader look at the support structures, psychological issues, organisational culture and implementation framework may offer a more realistic way to achieve good practice of GDM.

Chapter 3: Conceptual Framework

3.1. Introduction

The previous chapter has provided compelling evidence that suggests that while current diversity management practices and approaches have addressed diversity issues at the global, national and organisational levels, they barely address deep level diversity issues that takes place at the individual level. This chapter addresses such concerns through the design of a new framework of gender diversity management that recognise deep level issues that takes place within the workplace and at the individual level such as emotion, stress and psychology.

Accordingly, an approach of diversity management that combines variables from the psychological management literature and human resources is proposed for resolving some of diversity management's complex issues that has been discussed in chapter 2, especially those that are related gender differences and their attendant cognitive issues.

It is predicted that such an approach to addressing gender diversity problems will offer new solution and understanding of how employee focused organisational diversity management practices can be designed towards meeting the specific needs of individuals and genders in MNCs. The proposed framework draws from constructs of Psychological Capital as well as current HR management approaches to diversity. Different variables of each constructs are explained while the importance towards diversity management of each variables are discussed in this chapter.

3.2. Theoretical Development

Gender diversity initiatives often fail for many reasons such as organisations do not pay enough attention to individual needs and concerns (Roberson *et al*., 2003; Prieto *et al*., 2009). Therefore, conducting a needs assessment that recognises individual deep level characteristics can help the organisation to discover gaps between individual perceptions and HRM practices (recruitment, selection, training, diversity management). This can consequently facilitate a targeting of organisational resources to those areas where there a lopsided gender balance and ensures that female employees are empowered where it matters most and, in a manner, that is truly beneficial to their professional development and ability to contribute to the organisation.

Dahm *et al*. (2009) suggested that for GDM to be successful, it is important to devise a needs assessment instrument that consistently examines the diversity climate of an organisation. This instrument will make it possible to assess the existing climate for gender diversity and inclusion within the organisation; thus, allowing managers to develop and implement customised programmes and initiatives to improve the organisation's GDM system where necessary.

From the researcher's perspective, such a needs assessment instrument can also help the organisation discover and plug other sources of possible bias and negative stereotypes and identify areas where the organisational culture may be inconsistent or incompatible with gender diversity goals. When the goal is to encourage greater support for inclusion throughout MNCs' organisational workforce in male-dominated cultures and societies, best practice for GDM should include a strategy for carrying everyone along and which recognises cultural, psychological, emotional and cognitive differences among individuals. Research findings, as demonstrated in the preceding chapter has indicated that top-down, organisation driven and enforced diversity initiatives are seldom effective (Brock and Siscovick, 2007; Kim *et al*., 2015).

Because such enforced initiatives are often affected by cultural issues and implementation concerns that encourages resistance by organisational members who have strong culture-based views about gender roles and relations and any attempt by the MNCs to enforce gender diversity through rigid practices can have counterproductive effects by affecting commitment and cohesion in the workplace.

Therefore, there is a need to consider a best practice to design and implement a diversity management framework that would make incremental progress gradually spreading awareness and promoting attitudinal change throughout the organisation about the individual, group and organisational benefits of gender diversity while remaining particularly sensitive to prevailing emotional and psychological factors.

Establishing channels for two-directional communication within the organisation is particularly crucial to avoid breaches in psychological contract. This argument suggests that employees should be allowed to make input in the decision-making process as opposed to management handing down decisions relating to diversity practices without consulting the employees or seeking their opinions. Therefore, unless diversity frameworks are designed based on sensitivity and understanding towards deep level psychological and emotional issues that exists in the workplace, any attempt to obtain positive results from diversity practices is likely to meet resistance in local subsidiaries (Nishii and Ozbilgin, 2007).

Based on the evaluation of evidence from the literature and the identified gaps in existing research, a suggested conceptual framework for achieving successful GDM is one that should be based on two pillars i.e. the need to institute a framework for managing employee perception and inevitable psychological issues such as breaches within the workplace and HR diversity management practices. In reference to complex change issues that has affected many organisations during the past few decades, scholars across the management discipline have been inspired by imaginations of instilling positive psychological theories into human conditions in the workplace (Donaldson, Dollwet, & Rao, 2015).

In reference to complex change issues that has affected many organisations during the past few decades and some of the issues highlighted in Chapter 2, scholars across the management discipline have been inspired by imaginations of instilling positive psychological theories into human conditions in the workplace (Donaldson, Dollwet, & Rao, 2015). Consequently, a significant strand of the management literature in the 1990s were heavily focused on positive psychology and their relevance to various organisational factors and outcomes (Donaldson et al., 2011).

Seligman and Csikszentmihalyi (2000) were among the first management scholars to observe that social sciences have been preoccupied with deficit-based perspectives where scholars are

primarily concerned with what goes wrong in human affairs and how to remedy them. The authors consequently proposed a balanced based perspective that is about improving understandings of how to install positive qualities in individuals (Seligman & Csikszentmihalyi, 2000, p. 5).

Through such balanced perspective, it is hoped that optimal functioning derived from psychological management would point to "new ways to address some of the most pressing issues facing today's societies" and employees in organisations. Pedrotti & Edwards (2010), have recommended the use of positive psychology towards addressing social issues because its application shifts away from a portrayal of disenfranchised groups as victims, instead positive psychological approaches harnesses their strengths and resilience.

Positive psychology is organised around three pillars of positive experiences and state of wellbeing, positive state of individuals and positive enabling institutions. In the context of diversity, for instance, not only will such an approach consider individuals as change agents and an important component of designing change (Chen and Hamilton, 2015). It will ensure that individuals are in reasonable psychological position to understand and accept issues that may affect diversity management success from the employee perspective, while at the same time, ensure that the organisation provides a positive climate that promotes diversity.

From the positive psychological management perspective, failure to link these three key components, may lead to designing and implementing diversity management programs that are not useful to the organisations and employees. Curtis and Reddy, (2015) argues that developing an intervention through a positive lens can help in the development of solutions that encourage flourishing and optimal functioning, and as a byproduct, it may also simultaneously ameliorate problems.

Since positive psychological management is an emerging branch of the management discipline, a few concepts have emerged to support the view that positive psychology can shift away traditional focus on pathology. A more popular framework, which has especially gained popularity in the change management literature is *Psychological Capital*, also called PsyCap, which informs the conceptual framework employed by in study.

PsyCap has been argued to have many potential benefits when applied to organisational contexts. For instance, it enables individuals to position themselves positively in relation to resources (Kaveri and Sharma, 2012), enhances ability to solve problems among individuals in the workplace (Luthans, Youssef, & Rawski, 2011), reduces the potential for resource drains (Cheung, Tang, & Tang, 2011), provides positive influence across time and context and exhibits a favourable view of oneself. PsyCap also acts as an antecedent to many positive individual outcomes such as task effort, persistence, problem- solving, and self-control (Bandura, 1986; Gist & Mitchell, 1992; Avey, Wernsing, & Mhatre, 2011).

Curtis and Reddy (2015) suggests that PsyCap should buffer against the effects of stress and facilitate work engagement. The contributions of this study, therefore, is to use PsyCap and its positive psychological approaches as an important aspect of an individual focused gender diversity management framework, as proposed in this chapter to not necessarily focus on the problems reported in the implementation of current gender diversity management approach, but essentially, to address them.

3.3. Framework for Gender Diversity Management in MNCs

The framework, as depicted in the figure below is composed of three major constructs that are central to creating a supportive climate of gender diversity management in MNCs. Elements of the framework include employee perception, PsyCap and HR practices.
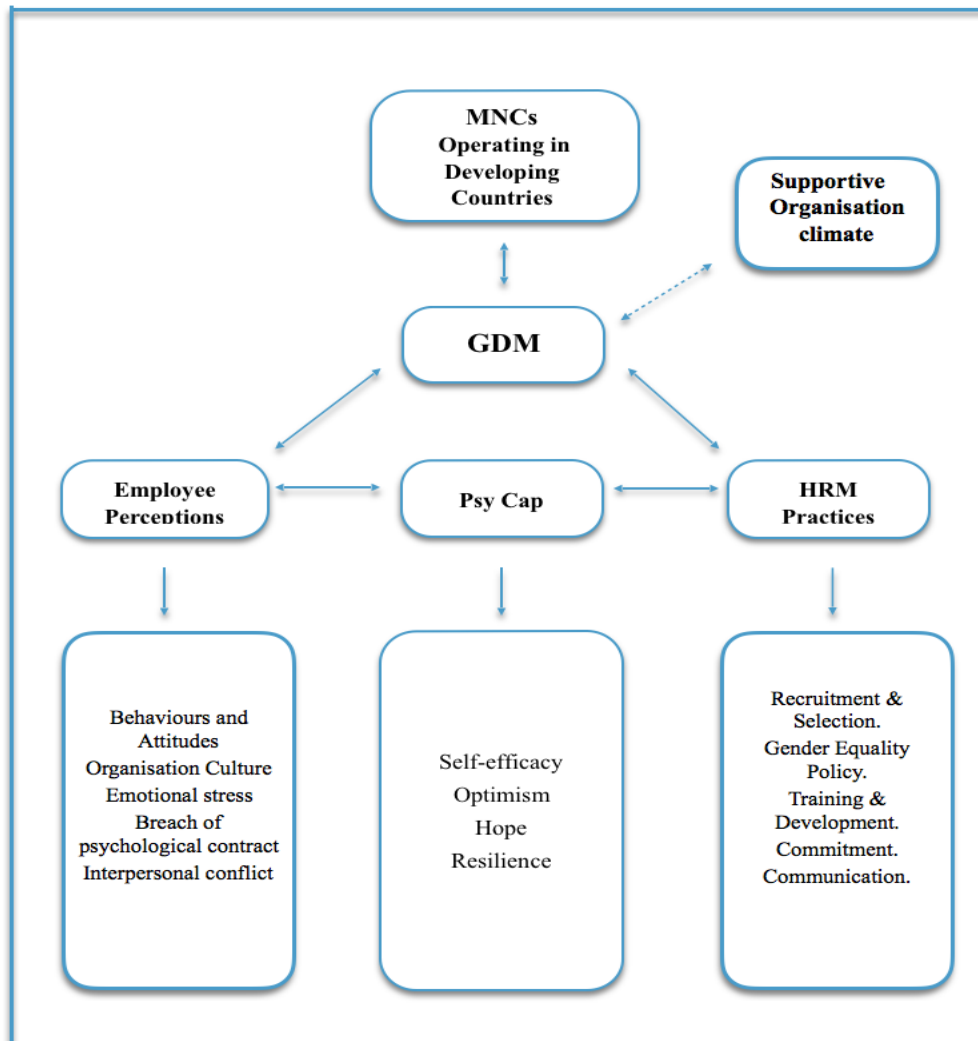
Figure 3.1: Gender Diversity Management Framework.

3.4 PsyCap

Psychological Capital is one of the often-cited models of psychological management as a concept for reinforcing Positive Organisational Behaviour. PsyCap focuses on developing, measuring and management of people's strengths and psychological core meanings rather than their weaknesses (Luthans et al. 2008). PsyCap is proposed based on the rationale that existing diversity management strategies in MNCs, as highlighted in the literature discussion, does not pay full attention to individual core values and concerns, while it hardly promotes a supportive climate that promotes positive diversity outcomes.

PsyCap can be useful for addressing such concerns because of its ability to promote confidence among employees and help them to strive to succeed at challenging tasks. Based on previous work in the positive organisational psychology such as change management and organisational citizenship behaviour, PsyCap provides the inclination to employees to redirect their action towards goals of succeeding and the tendency to display resilience in the face of adversity (Luthans et al. 2008). PsyCap is proposed as the construct to reinforce positive outcomes and counteract negative encounters and experiences of employees within the climate of diversity.

It is predicted that optimal functioning derived from the application of PyCap to gender diversity management implementation can provide solution to a range of issues and challenges faced by employees. It is hoped that such an approach to addressing diversity management problems offers a new scope and lens through which employee focused organisational diversity management policies can be developed. The proposed model follows previous work (e.g. Ferris et al. 1998; Rhoades, Eisenberger, & Armeli, 2001) who have established that HR systems perform at their optimum when there are supportive values reinforced throughout the organisation. Previous scholars (e.g. Renn & Vandenberg, 1995) have also established in their findings that positive psychology can play a mediating role between organisational climate and individual performance.

PsyCap is proposed as a mediator between employee perception issues and HR practices. Luthans et al (2008) proposed that in order for a variable that is outside of the individual to affect the performance of employees, there has to be an important mediating variable that is specific to individuals. The model also follows Luthans et al. (2008) idea that "perceptions of a supportive climate may create the positive conditions necessary for employees to flourish". PsyCap consists of four elements which are described below:

- **Hope***:*

Hope as an element of PsyCap emerged from the Hope theory and the work of the psychologist Snyder et al. (1996). Hope is defined as a "positive motivational state that is based on an interactively derived sense of successful (1) agency (goal directed energy) and (2) pathways (planning to meet goals)".

The agency component motivates towards the accomplishment of a specific task or goal (Snyder et al., 1996). Thus, hope includes the motivation or goal-directed energy to succeed at a given task in a specific context, thus, has been said to have positive correlation with performance and job satisfaction as well as motivation to cope with events that generate stress (Adams, 2003).

- **Self-Efficacy:**

Self-efficacy has been credited as being the idea of (Bandura, 1997) following the author's definition of the concept as the idea of individuals having the confidence to achieve and to identify the pathway to confidence in his or her own abilities and to attain desired results. The idea centres around individual's belief in the strength of their own actions to produce desired results (Maddux, 2000). Self-efficacy is also described as a useful concept for reinforcing positive behaviours in people and of getting rid of unhealthy behaviours. When people are self-confident, they will be able to attain their own goals (Stajkovic et al. 2015).

- **Optimism*:***

Optimism is defined as the expectation or intention to expect best possible outcomes. It instils hope and provides the kind of assurance for individuals and is capable of reducing stress. Optimism is also capable of reducing hopelessness and depression (Snyder, 2000). It has been reported that employees that are optimistic tend to have job satisfaction than pessimist do (Seligman et al. 1986). Yousef and Luthans (2007) finds optimism to be related to performance. Gillham et al (2001) also found that an optimistic attribution style also has linkage with higher levels of well-being, sense of accomplishment and motivation.

- **Resilience:**

Resilience is defined as the tendency to recover from depressing events or adversity while also allowing people to recover from depressing situations and to look forward with optimism (Masten and Reed, 2002). Resilience can reduce complexities and affect people's orientation towards stressful situations (Luthans et al, 2002, p. 702). The introduction of PsyCap to the MNC diversity environment as is proposed in the current framework is based on the assumption assumes that the complex cultural forces and individual challenges at work in MNC diversity management climates can be addressed through the elements of PsyCap. Such assumptions are also predicated upon the believe that employee turnover cynicism, stress, anxiety and negative attitude towards diversity management can be addressed.

Therefore, possible outcomes of deviance can be reduced, while organisational citizenship behaviours that promotes consistency, cooperation, coordination and positive outcomes can be achieved. The following sections describes some of the specific challenges, issues and perceptions of employees derived from the literature review, which the proposed PsyCap framework seeks to address.

Employee perception explains the complex issues that are often encountered by individuals in the workplace. DeLancey (2013), confirms that if an employee perceives negatively of organisational practices, their attitudes may change, and productivity may be affected consequently. Variables under the employee perception construct, as depicted in the framework, are some of the key challenges that employees face in the workplace that are believed to affect the success of diversity programs. Employee perception also play a key role in gender diversity management because it influences individual workplace behaviour and performance (Langton & Robbins, 2006).

The PsyCap variable, on the other hand, is proposed as a core construct that MNCs can adopt in order to achieve a positive gender diversity management climate. With the inclusion of PsyCap into the climate of diversity management, it is predicted that employee's perception of support can help them to overlook or address problems that may arise from negative perception and that resides at deeper individual levels. PsyCap is a psychological management construct that has been proven to instill positive behaviour into employees (Luthans, Vogelgesang, Lester, 2006). Luthans (2004) conceptualised four important factors as constituting the key elements of PsyCap. These elements consist of hope, optimism, self-efficiency and resilience.

A number of scholars (e.g. Luthans, 2004; Wyk, 2013) proposed that if the elements of psychological capital are applied to organisations, they will provide added values, which can lead to feeling of citizenship among employees. The elements have been shown either to have a significant positive relation to outcomes or to reduce negative effects (Luthans et al 2005; 2007a). Similarly, the HR variable has been included in the framework as it represents the programs that management can put in place for coordinating policies and practices that addresses day to day concerns regarding diversity management. The adoption of HR policies as a way of managing diversity cannot be excluded from any MNC activity, it is therefore, considered to be of high importance.

The framework is predicated upon the acceptance and commitment of MNC to understand the challenges of current practices and implement a supportive organisational climate of gender diversity. Individual variables and their importance for the proposed gender diversity management approach are discussed as follows. The next section introduces employee perception, its antecedents and applicability towards gender diversity issues in an MNC context.

3.5. Employee Perception

Research has shown that gender groups have different perceptions of what diversity is and what it can do for them (Irizarry, 2013). Accordingly, the proposed framework consists of five variables under employee perception, which are outcomes of employee perception and concerns based on findings from the literature. The key proposition is that paying attention to these issues in the design of a diversity framework, can improve gender diversity management implementation in MNCs.

3. 5.1. Behaviours and attitudes.

Research shows that if an employee perceives negatively of organisational policies, their attitudes may change, and their productivity may be affected. Consequently, in a gender diversity context, the lack of balance between different genders within an organisation has been discussed in chapter two, as having consequence for different perception between both genders in the organisation.

The importance of behaviours and attitudes as a variable under the employee perception construct is to ensure that diversity managers can implement policies that will balance the differences in the behaviours and attitudes of males and females effectively through the PsyCap variables. Following previous studies (e.g. Sippola and Smale, 2007), that if employees have positive experience of organisational policies and practices, their behaviours and attitudes are likely to be positive.

It is predicted that in an MNC diversity context, hope, can reinforce positive behaviours that can motivate individual genders and support them to overlook negative experiences in the organisation. Similarly, positive behaviours that contributes to the diversity climate can be reinforced by optimism, another PsyCap variable, which Schneider (2001) has argued can improve leniency for the past, appreciation for the present, and opportunity seeing for the future. Lastly, in situations of uncertainty, resiliency becomes a coping skill that enables individuals to withstand negative situations and overcome obstacles (Çetin and Basim, 2011), it is a variable that can also reinforce positive employee behaviours and attitudes. With such positive outcomes, it is predicted that employees will be open and receptive towards human resource practices.

3. 5.2 Organisational Culture

Culture is defined as "a collective programming of the mind" (Hofstede, 2001) and as a set of shared values, assumptions and beliefs that are learnt through membership in a group that influence the attitudes and behaviours of group members (Straub et al, 2002). This definition imply that culture is shaped or acquired through the socialisation process and exists at different levels (Ghemawat and Reiche, 2011). Culture fundamentally influences relational behaviour and group identification (Morris & Gelfand, 2004). What this means is that culture is a collective programming of people that resides within a certain environment can determine people's perception and responses towards diversity management.

Since MNC's operate in more than one culture, this means that their employees may be faced with pressure from the host and home country culture of the organisation, which can consequently determine work outcomes and employee perception of diversity. The pressure imposed by culture, therefore, calls for a gender diversity management approach that is culturally sensitive and that balances the pressure faced by the employee between the MNC's host and home country.

It is proposed therefore, that a successful gender diversity management program is one that manages the pressure imposed by culture on different genders. Based on the idea of Bandura (1997) of the importance of PsyCap in a cross-cultural work environment, the author proposed that high levels of efficacy, for example, can improve the willingness of expatriates to learn new ways of thinking and behaving in a different culture. In addition, cross cultural efficacy has been found to contribute to provide positive motivation for employees in understanding and adapting to a new environment (Earley & Ang, 2003).

Similarly, it has been established that employees with high cross-cultural hope are likely to pursue and achieve goals related to working with people from different cultures and can think of many ways around challenging cross-cultural interactions (Bandura, 1997). It is predicted consequently, that cross cultural hope will contribute positively to the climate of diversity by fostering the interaction between males and females. Research also points out that since the major underlying challenge affecting cross cultural interaction is rooted in its novelty, resilience can help people adapt to novel situations (Masten & Reed, 2002).

Furthermore, in managing uncertainty and complex situations, it has been found that optimism is a positive PsyCap factor that can make employees more likely to attribute failed cross-cultural interactions to external events and seek new ways of fostering positive interactions subsequently. Thus, optimism is a valuable psychological resource for employees to remain motivated during cross cultural interactions, which are frequently characterised by ambiguities and obstacles (Risberg, 1997).

By including these PsyCap variable into the design of organisational diversity management, HR programs and policies are likely to be more successful as employees would be more open, receptive and inclined towards working according to HR goals and objectives.

3. 5.3 Emotional Stress

An important dimension of the factors that is included in the proposed framework is emotional stress affecting gender diversity. The context for this issue is located within the biological and social expectation that the female gender is responsible for not only having children but also for raising their children and overseeing their family life especially in cultural societies. In this sense, the responsibilities associated with motherhood may sometimes interfere with the professional responsibilities associated with women's job positions or labour force participation (Stuart, 2006); thus, reinforcing concerns about gender diversity and its implications for productivity.

Since women often find it unavoidable to change or reduce their working hours after childbirth to create time to fulfil their motherhood obligations, it is clear that childbearing and parenting responsibilities in general have greater implications for women's careers than is the case for men. This creates a problem for gender diversity managers who have to find ways to mitigate the effects of these disruptions caused by biological and social factors and at the same time maintaining a framework for greater gender inclusion across board. In addition, it also puts women in a disadvantaged position regarding gender diversity and can be a source of stress.

Studies are beginning to emerge supporting the belief that variables of PsyCap provides the right intervention that can address employee stress.The hope variable for example, can reinforce positive emotions and relief individuals of stressful situations. There is also compelling evidence from hope research in other contexts (e.g., clinical psychology and athletics) suggesting that hope may provide individuals a positive resource for stressful work situations. Workplace hope training efforts are just beginning to emerge (e.g., see Luthans, Avey, et al., 2006; Luthans, Avey et al., 2008; Luthans, Youssef, et al., 2007).

Self-efficacy has also been found to be helpful as it can be a positive resource for managing workplace stress that affect employee performance. The idea of self-efficacy surrounds belief that individuals have confidence in the strength of their own actions to produce desired results (Maddux, 2000). It is predicted that in a diversity context, self-efficacy factors will reduce individual reliance on others and reduce the emotional stressors and individuals will rely more on their own thoughts and abilities. Optimism, as a PsyCap variable can also play a role in promoting successful gender diversity.

With the inclusion of optimism into the climate of diversity, employees, going through work stress which might be related to diversity issues such as female pressure; either emotionally or psychologically can reduce such stress by approaching problems in positive manners than enabled them to reduce stress and negative perception. For example, as employees deal with stressors on the job, they need to be sensitive in distinguishing facts from perception and allow themselves the benefit of the doubt for misfortunes that were beyond their control.

Finally, as stress is increasingly understood to contribute to employee turnover, it is predicted that the inclusion of resilience may be a key factor in determining how individuals can cope in gender diverse work environments, especially in MNCs. Resilience, indeed, can support positive emotions and psychology among genders that may be disadvantaged in the workplace, thus, predicted to be an important variable in reinforcing positive work outcomes.

3. 5.4. Breach of Psychological Contract

Psychological contracts are widely held beliefs that are informed based on information available to individuals within an organisation about the goals and motives of the organisation (Bose & Agarwal, 2003). This means that wrong perception about the motive and environment of an organisation can lead to the breach of psychological contract fulfilment (Bose & Agarwal, 2003). By establishing pathways towards reinforcing hope, employees, this can be helpful towards achieving positive employee perception, which can consequently improve the climate of psychology.

The presence of hope can also be helpful in reducing negative perceptions that lead to concerns of breach of psychological contract. On the other hand, the self-efficacy variable of PsyCap can address behavioural and attitude problems by helping to reinforce positive behaviours in people and getting rid of unhealthy ones. When people are self confident, they will be able to attain their own goals (Stajkovic et al. 2015). Self confidence can be a strength for individuals driving their own actions (Maddux, 2000), therefore, it can be instrumental to reducing negative events and perceptions in the organisation. Similarly, as a dimension of PsyCap, Optimism is also capable of reducing hopelessness and depression that lead to the perception of breach of psychological contract (Snyder, 2000).

Lastly, the PsyCap dimension of resiliency can improve the climate of diversity by enabling individuals to withstand negative situations and overcome obstacles (Çetin and Basim, 2011). When MNC employees are faced with psychological and emotional challenges at work due to complex workplace situations, resiliency can enable them to steer through the adversities and overcome obstacles. By including the discussed four dimensions of PsyCap in the proposed framework, gender diversity outcomes can be improved as concerns that lead to psychological gap and breach can be monitored and managed effectively.

3. 5.5. Interpersonal Conflicts

In complex and diverse work environments, scholars agree that conflicts which occur within teams can be a drawback for organisations (Andersson and Pearson, 1999). Workplace conflicts have been referred to by some scholars as incivility, a mild, but prevalent form of interpersonal deviance that violates workplace norms thereby creating an atmosphere of disrespect (Andersson & Pearson, 1999).

Diversity can be a cause of interpersonal conflict due to differences between the two different genders. It has been reported that interpersonal conflicts can be counterproductive to creativity and work outputs (Avey, Luthans, and Youssef, 2010). The PsyCap dimensions can address interpersonal conflicts by instilling positive energy and strengthening relationships among employees. Previous scholars (e.g. Zhang, 2011) have proven that PsyCap can contribute to the interplay between individuals' strengths and group dynamics, which in effect can foster employees' well-being and performance. The hope dimension, for instance, can restore a positive psychological experience and improve work engagement by reducing feelings of resentment, vulnerability and uncontrollability.

Employees who are self-confident are also likely to demonstrate less incivility as they are emotionally stable and able to navigate through work challenges with confidence and belief. Similarly, when employees are optimistic, research has found that they tend to have higher levels of cooperative attitude, commitment, collaboration and productivity (Avey et al. 2009). On the other hand, resilient individuals have better ability to adapt to complex workplace challenges and changes (Tugade and Fredrickson, 2004).

3.6. HRM Practices

Human resources are a set of distinctive activities and processes that are related to planning, maintaining and managing the human capital activities of an organisation (Lado & Wilson, 1994). Such practices encompass a gamut of functions within an organisation which includes recruitment and selection, training and development, performance management and compensation (Boselie et al. 2005).

HRM practices are usually adopted as part of diversity management systems in MNC's and such practices employed by MNC's include strong emphasis on AA and EEO in making diversity happen. Adopting the best practices of HR has been described as 'high performance work systems' (Berg 1999), or 'high commitment' HRM (Guest 2001a, 2001b), which can contribute positively to the management of diversity. The use of HRM as a diversity management strategy is justified on the basis that the formation of a diversity culture requires significant commitment from the top. Formation of HR strategies should include the formalisation of HR practices in written policies for hiring and firing and addressing issues of equal opportunity (Reskin and McBrier, 2000).

The lack of attention to documented policies and practices that tracks and monitors as well as keep records can undermine the strength of diversity management. In Australia for instance, studies have reported how diversity success have been vastly undermined by the failure of HR to take account of their employee's ethnic background (ACIB, 2000). Given its importance in the overall success of diversity management, HRM practices are included in the proposed framework of gender diversity management based on its strength in supporting other variables in the framework. For instance, having policies for managing unfairness and setting the right framework for managing and monitoring diversity concerns can support the diversity management process.

3.6.1 Recruitment and Selection

As the first point of call in employment relationship between an MNC and an employee, adopting recruitment and selection best practices can support the success of diversity management by leading management towards taking the right policies and decisions concerning the hiring of high caliber of people as well as ensuring balance and fairness. Paying attention to diversity management at the recruitment and selection level can be helpful towards underrepresented groups such as women, racial and ethnic minorities into higher levels of management. A number of MNCs have mandated diversity management policies to be included in recruitment and selection policies and procedures. Consequently, these organisations have benefited tremendously through their ability to harness the creative capacity of their people to improve the climate of diversity and to flourish (DIMIA, 2002; Ted, 2005).

Recruitment and selection policies nonetheless, it has been argued that these policies stop short of embedding subtle forms of diversity management practices into the organisation's basic assumptions, values and climate (Jayne and Dipboye, 2004; Gelfand et al 2007). For instance, leaders are said to hold stereotypes of which employees are considered best and employees whose behaviours are consistent with such stereotypes (Gelfand et al, 2007). Studies have also reported wide discrimination in the recruitment and selection processes of organisations, e.g. wide discrimination have been found in UK private and public organisations (Equal Opportunities Review, 1995).

The role of recruitment and selection in managing diversity can be undermined as subordinates are likely to promote or provide high rating for employees with whom they have the same cultural background and experience. For instance, according to the US Department of Labor, 2003, in the US whites are said to hold around 89% of managerial positions while comprising only 75% of the population. It is predicted that including the dimensions of PsyCap into the recruitment and selection process can be helpful towards attracting candidates whose emotional state are positive as well as drive the recruitment of psychological fit candidates into the organisation. Recruiting employees whose emotional and psychological states are in sync with the internal climate of an organisation can be helpful towards driving results that are likely to lead into psychologically healthy employees in the long term. In the event of change for example, an emotionally positive employee will be likely to react better to new coping mechanisms introduced by the organisation to improve the situation, which can therefore, make diversity goals easy to achieve.

3.6.2 Gender Equality Policy

While the attention of gender diversity has been mostly focused on the female gender as the underprivileged workforce group, it seems that in most cases men tend to be ignored in the discourse and policy made towards diversity, therefore, central to the proposed framework is the belief that an equality approach towards the management of diversity should recognise men as well as women.

Scholars have identified the phenomenon of a 'zero-sum mentality', which refers to men's belief that any gains or concessions for women through gender diversity initiatives mean losses for men (Catalyst, 2010). Devillard and her colleagues (2014) found that men were generally less convinced that women can function as effectively as men in organisational leadership roles. This female biased perception is clearly a major stumbling block to GDM because men who already occupy dominant positions in most business organisations would need to have a more positive and supportive outlook about gender diversity for it to take root.

A key reason for the slow response or indifference of men to gender diversity initiatives is that gender equality and diversity has been treated merely as a woman's burden for too long (Flood and Howson, 2015). To address this problem, organisations seeking to minimise gender disparities among their labour force would have to promote behavioural changes in both women and men (Prime and Moss-Racusin, 2009). They also need to enlist men and women to work collaboratively as gender diversity allies in collectively changing the organisational structures and norms that sustain gender gaps.

This argument supposes that organisations seeking to encourage men to become greater gender diversity advocates may need to consider shifting away from a win or lose orientation to one that recognises the benefits that every member of the organisation can gain from gender diversity and equality. The literature shows that successfully engaging men to support gender diversity involves key elements such as appealing to men's sense of fairness and addressing the critical question of what men stand to gain from gender diversity (Catalyst, 2010; Haller - Jorden and Stuber, 2012; Government Equalities Office, 2014).

The need for gender diversity to appeal to men's sense of fairness is based on the significant difference that it can make when men come to believe that ensuring greater diversity and gender balance is simply a matter of fairness and social justice. Therefore, even a little rise in men's feeling that gender diversity is a matter of fair play triples men's likelihood to actively support organisational initiatives in that regard (Catalyst, 2010). By taking the PsyCap dimensions into consideration in designing and formulating equal opportunity policies, the climate of diversity can be improved as both men and women can build the necessary understanding, resilience, strengths and patience to tolerate one another.

Consequently, the imbalanced perception of the opposite gender can be improved. It is proposed that PsyCap will be particularly helpful towards answering the question of 'what is in it for men?', and 'why men should be made to realise that they have something to gain by supporting gender diversity?' (Haller-Jorden and Stuber, 2012).

3.6.3 Training and Development

There is ample evidence to suggest that training and development are receiving considerable attention from MNC management based on the view that it can give employees a fair chance to get ahead of everyone (Maxwell, Blair and McDougall, 2001). Increasing attention towards training and development has been often justified on the basis that the learning and education derived from it can be partly responsible for the successful implementation of diversity management in the workplace. This is based on the belief that individual learning is key to the success of diversity management.

It is also argued that learning can help to address the disagreements that might be exacerbated by cultural and other differences (Tinsley, 1998). Evaluating the challenges to gender diversity in a holistic manner shows that problems in actualising or strengthening gender diversity in organisations are not always caused by factors external to employees themselves. In some cases, key challenges are, at least in part, self-imposed mainly arising from women's educational or career choices, as well as the lack of clear direction or skills and training.

For instance, it has been noted that challenges may arise from women's early choices in education with regard to subjects studied. A report by the OECD (2012) found that girls were significantly underrepresented in academic disciplines such as engineering, mathematics, science and technology, which are in greater demand in many multinational corporations and the international labour market in general. In addition, there is observed preference of many females for studying humanities, which clearly influences the types of occupations or positions they pursue (Followell, 2014).

By including training into the proposed model, the capacity to bridge skills and competency gap among under skilled groups in the workforce can be enhanced. Hence, employee resilience, hope and resilience can be improved. Since training and development can be sometimes seen as extra burden by employees (Paluck, 2006), instilling the dimensions of PsyCap into the organisational system can be helpful for designing and implementing appropriate training programs and at the same time ensuring that training programs generate the right results that are fit for diversity management objectives.

3.6.4 Commitment

Commitment is when an employee consistently dedicates themselves to the course of an organisation to benefit the organisational goals through their fullest discretionary efforts and support. Committed employees have a sense of attachment by investing and attaching themselves towards their organisation (De Cieri & Kramar, 2003, p. 63). Studies have shown that committed employees are more inclined to stay when they have strong commitment to their organisation despite any problem presented by diversity (Clarke, 2001). The formation and success of a culture of diversity requires a significant commitment from both the leadership and employees, which means that the organisation must try to get the commitment of its diverse employees and therefore, must implement systems that will boost the commitment and performance of employees (Cox, 2001).

It has also been argued that the perception of employees regarding work-setting significantly affects job behaviours and attitudes particularly in the context of today' diverse workforce environment which necessitates requisite organisation to support fair HR policies and equal representation of employees to attain state of job satisfaction and involvement in an organisation (McKay et al., 2008). This means that attaining diversity goals would require an MNC to have measures to manage and promote commitment from its employees. This variable has been included in the proposed framework as most studies of PsyCap agree that including PsyCap dimensions into organisational systems can engender commitment among employees and improve results. A number of studies have reported that PsyCap can improve job satisfaction, employee engagement and commitment (Luthans, et al., 2008).

3.6.5 Communication

Effective communication plays an important role in HR diversity; hence, it is argued that communication can improve diversity results and performance. Regardless of the diversity goals, commitment can help in many ways to understand the terms and conditions as well as promote the commitment and loyalty. Establishing appropriate channels for communication within the organisation can be crucial for avoiding breaches in psychological contract.

This argument suggests that employees should be allowed to make input in the decision-making process as opposed to management handing down decisions relating to diversity practices without consulting the employees or seeking their opinions (Dahm et al. 2009). The appropriate communication towards achieving diversity goals will ensure that every diverse group within the organisation are recognised in the method used to communicate. This variable has been included in the proposed framework based on the belief that communication can improve diversity. At the same time, PsyCap dimensions can help to improve communication practices that are central to making gender diversity thrive. For instance, self-confidence, hope and optimism which fosters openness among employees can be helpful for improving inter-gender communication, which can therefore contribute positively to gender diversity.

3.6.6 Summary

This chapter has explained and justified the inclusion of all dimensions into the proposed gender diversity management fit framework. Again, it is important to state that some variables of the framework have been adapted from existing diversity management models, which therefore means that the framework does not exclude existing approaches of diversity management, but rather canvasses for a new approach that takes components of psychological management into consideration.

Through the components of PsyCap that has been proposed, it is predicted that in complex diversity management situations which often results in negative employee perception, psychology can provide coping skills that employees need in order to get on with their job while remaining satisfies and high performing. The proposed model can also be considered helpful as it focuses and address individual questions and issues affecting overall diversity management practices.

Chapter 4: Research Methodology

4.1 Introduction

This chapter describes the research design and methodological process involved in the development of this study. The empirical research is concerned with the subject of gender diversity management and is focused on subjective exploration of individuals' experiences of gender diversity in the working environment of multinational corporations in the context of Kingdom of Saudi Arabia. In the given background, this study investigates how social actors react, are affected by and make sense of their experiences and their environment, which requires application of a research design that facilitates systematic and subjective study of individuals' experiences and perspectives (Denzin and Lincoln, 2005).

Using the qualitative approach, the research adopts a holistic, person-centred perspective. In this study, application of qualitative methodology is appropriate because it facilitates systematic and subjective exploration of life experiences and situations in order to give them the meaning (Burns and Grove, 2003). The emphasis on subjectivity is particularly important because the qualitative approach opposes the feasibility of total objectivity when investigating a phenomenon related to human experiences (Barbour, 2007). Accordingly, this chapter presents and critically discusses the methodological framework with strong justifications for the methodological choices made by the researcher for this empirical investigation of GDM in MNCs operating in the KSA. The chapter is divided in the following sections. Section one introduces the present study. Section two describes the interpretivist research philosophy, which will be used in undertaking this study.

Section three gives justification for using the qualitative approach for this study. Section four reports the research strategy, which includes the choice and justification for the multiple case study design that will be used for undertaking the present research study. Section five reports data collection methods including semi-structured interviews. Section six describes purposive and snowball sampling techniques. Section seven reports the sample size used in this study. Section eight reports data analysis techniques that will be used in this study. Section nine considers the issue of trustworthiness in qualitative research. Section ten reports ethical issues. Section eleven provides summary of this chapter.

4.2 Research Approach

Since the present study seeks to investigate GDM in multinationals operating in Saudi Arabia, there is a need to pay attention to the social reality and the cultural context of the country and how it shapes perceptions or attitudes towards gender diversity. It is doubtful that this kind of investigation can be effectively carried out using a research approaches, that assume that there is an objective reality that exists independently of individuals' opinions or perspectives (Lee and Baskerville, 2003). The idea that human experiences can be aggregated into multiple subjectivities for constructing social reality means that the reality as we know it is dynamic and complex (Neuman, 2012).

The literature makes us understand that there are two predominant approaches to managing and conducting researches. i.e. positivist and interpretivist paradigms. While positivism seeks to explain human behaviour using the same principles and procedures adopted by the natural sciences, the aim of interpretivism is to understand human behaviour and therein lays the key difference between both research philosophies (Bryman, 2008; Newman, 2014, p. 121).

4.2.1 Research Philosophy

Interpretivism as a research philosophy is widely employed in qualitative research mainly because it assumes that reality is shaped by the subjective meaning of individuals' experiences and this assumption is the basis of qualitative inquiry (Lee and Baskerville, 2003). The interpretivist perspective upholds the idea that social reality must be seen as something that is subjectively constructed and interpreted by human beings through their thoughts and actions rather than something that already exists objectively, as suggested by the positivists (Denscombe, 2014, p. 2).

Scholars with an interpretivist worldview believe that it is more important to understand human experiences than to attempt to explain, predict or control them (Cohen, Manion and Morrison, 2011, pp. 17-18). Rather than seeking to imitate the positivist inclination of the natural sciences, the interpretivist perspective emphasises the pursuit of understanding, in the sense of reflectively reconstructing and interpreting the actions or opinions of others (Chowdhury, 2014).

The goal of research based on the interpretivist philosophy is to try to gain access to individuals' perceptions and experiences by listening to them and observing them (Silverman, 2006). Thus, in practice, interpretivism influences the process of collecting qualitative data, analysing the data, theorising from the data, and identifying findings that emerge in a case study (Silverman, 2006; Willis, 2007).

4.2.2 Selecting Interpretivism as the Research Philosophy

Interpretivism is a more suitable philosophy for the present study because it recognises that human behaviour and opinions are not only variable and unpredictable but also originate from multiple subjectivities (Bryman, 2016). This allows the researcher take cognisance of specific settings and circumstances relating to cultural context and individual experiences when investigating an issue such as GDM, especially because interpretivism does not strive for universal laws or generalisable theories.

Consequently, since interpretivism serves as the philosophical foundation for the present research process, the focus is on extracting 'meaning' by capturing and interpreting the subjective experiences of the research participants in order to address the research questions. When discussing the philosophical underpinnings of social science research, it is often necessary to take note of ontological considerations, which relate to how scholars perceive social entities and feed into the ways in which the researcher formulates research questions and carries out the research (Bryman, 2008).

In this regard, the two major categories of ontology in social research are objectivism and constructionism, which align well with positivism and interpretivism respectively as explained below. The objectivism views social phenomena as "external facts that are beyond our reach or influence" and the constructionism contends that social phenomena and their meanings are "constantly being accomplished or influenced by social actors" (Bryman, 2008: 18, 19). In keeping with the interpretivist perspective, the present study adopts the ontological position of constructionism to consider understandings of concepts such as gender, culture and workplace diversity as socially constructed.

Understandings of gender and gender roles are often shaped by the prevailing cultural norms, and culture itself is a social construct that is open to interpretation, adaptation or evolution as opposed to being fixed or objective (Silverman, 2006). In addition, at the level of the organisation, understanding of culture and perceptions of gender and diversity may differ from one organisation to another. The researcher has chosen the interpretivist approach, along with the constructionist ontology, as a natural choice because of its compatibility with qualitative inquiry and emphasis on the subjectivity of social reality. The other reasons for selecting the interpretivist approach for the present study include the interpretivist perspective that suggests that people's experiences are usually context bound, which means that they cannot be isolated from time, location and the human actor's mind (Treagust, Won and Duit, 2014).

In addition, under this approach, it is imperative to recognise that the values and interests of the researcher and participants are a central component of the research process (Silverman, 2006). Therefore, adoption of the interpretive approach is the most appropriate research philosophy for studying GDM in MNCs in the Saudi context because the researcher anticipates encountering a myriad of perspectives, understandings and views about the GDM that are shaped largely by values related to exposure, interests, cultural influences and motives of the participants. Recognising the multicultural and dynamic composition of MNCs workforces, different individuals within MNCs operating in Saudi Arabia may express different views reflecting their personal experiences of GDM in their respective organisations.

For instance, exploring the GDM from the perspective of Saudi employees with a cosmopolitan outlook working in MNCs may generate insights different from those obtained from male employees who might feel a strong sense of attachment with traditional values associated with conservative Islamic principles in the Saudi culture. Moreover, motives and interests relating to, for example, job positions or career progression may also influence opinions about GDM, especially as the Saudi culture and business environment already provides a context for engaging with issues related to gender diversity in workplaces. Bearing in mind that it is almost impossible to achieve complete neutrality or objectivity, these varied and complex dimensions would reflect the multiple subjectivities, which the interpretivist perspective envisages.

These possibilities therefore support the use of interpretive approach, which suggests that there is a greater opportunity of understanding individuals' perceptions of their own experiences, opinions or actions by placing them in their social contexts (Guba and Lincoln, 2005). Therefore, the researcher believes that using the interpretive approach for investigation of GDM in MNCs in the Saudi context would uncover a 'reality' that is socially constructed.

It is for the above stated reasons that interpretivism is considered as the most fitting research philosophy to guide the research process in the present empirical study.

4.3. Justification of Research Qualitative Approach

As has been stated in the previous chapter, the key research questions underpinning this study relate to how the gender diversity management practices of MNCs are affected by local Saudi culture and the business environment. The extent to which female employees in MNC subsidiaries adopt attributes associated with Western culture; and the extent to which we can rely on the assumptions that female employees of MNCs in Saudi Arabia are interchangeable with the host-country push factor and the home country pull effect.

These research questions are instructive in the sense that they provide an investigative framework that requires the researcher to be mindful of context, shades of meaning, and individual perspective. To effectively answer these research questions and achieve the aim and objectives of this study, it is necessary to analyse and understand the local Saudi culture and business environment, the nuances arising from differences in how this culture is perceived, and how these variables influence MNCs' gender management practices, female employees, and the rest of the host country population.

This means that the researcher must decide on the research approach that would best facilitate a comprehensive and meaningful evaluation of these issues in a way that captures all relevant angles by aggregating the opinions and insights of participants with experiential knowledge of gender diversity management within organisations in Saudi Arabia. Consequently, the two major options of research approach available to the researcher are the qualitative research approach and the quantitative research approach, and having considered the features, aims and relative merits of both approaches, it was clear that the qualitative method is most suitable for achieving the aim of this study.

The fundamental aim of the qualitative method as a form of social inquiry is to explore the way people interpret and make sense of their experiences within their social world. In investigating a social or human problem, it seeks to discover meaning as opposed to verifying truth or predicting outcomes (Myers and Avison 2002). The qualitative method takes an inductive approach that focuses on exploring people's perspectives, behaviour, and experiences from the inside-out, using rich narration and description (Flick, 2009). Since qualitative inquiry relies on an inductive approach, it follows an idiographic process that focuses on the individual case as opposed to general law-making (Burns and Grove, 2003).

In other words, qualitative research is more open and responsive to its subject, and is concerned with collecting and analysing non-numerical data relating to a smaller number of instances that are illuminating enough to facilitate depth as opposed to breadth in the investigation (Blaxter, et al, 1996: 61) In this way, the qualitative approach makes it possible for the researcher to gain deep understanding of the research context from the perspectives of participants, and use that understanding to develop a broader sense of what the key issues are.

The alternative approach in social research is the quantitative method, which is typically based on the positivist paradigm. Quantitative research involves the collection and analysis of numerical data for the purpose of testing objective theories by examining the relationship among variables (Creswell, 2009). Unlike qualitative inquiry which is associated with constructivism and assesses the relationship between theory and research from an inductive point of view, quantitative research is largely objectivist in ontology, and adopts a deductive approach in seeking to explain the relationship between theory and research (Bryman, 2008).

Using the quantitative method in the context of this study would mean that the researcher is interested in testing hypotheses or explaining and measuring attitudes and perceptions relating to gender diversity management in MNCs in Saudi Arabia. This may involve efforts to operationalise key concepts such as gender, diversity, culture, and a fusion of these concepts in order to measure correlations and predict the elements that may account for certain outcomes for gender diversity management with the Saudi culture and business environment.

It is doubtful that such an approach would be effective in generating meaningful and in-depth findings, since it may exclude a considerable amount of information, insights, and differentiated understandings that make for a more credible research outcome. Explaining why the qualitative method is preferred to the quantitative method for this topic requires a discussion of the relative advantages and/or disadvantages of the respective approaches for social research, particularly a study of this nature that sets out to investigate the meanings that human beings (MNC employees and local stakeholders) attach to a social problem (gender diversity).

Differences between the qualitative and quantitative approaches are present throughout the research process, ranging from type of data, to data collection, analysis or interpretation of findings, and scope of inquiry (Vanderstoep and Johnston, 2009). While qualitative inquiry relies on textual data and describes phenomena as a narrative, quantitative research relies on a numerical description of phenomena. In analysing data, qualitative research typically identifies themes and interprets participant responses, whereas quantitative research relies on descriptive and inferential statistics (Vanderstoep and Johnston, 2009).

Some of the main features of quantitative research are operational definition, replication, and hypothesis testing. This ostensibly gives it an advantage in terms of precision and control (through reliable and quantitative measurement). However, this approach has serious limitations in social research, especially because and complexity of human experience which makes it difficult to operationalise certain elements or control all the variables. Besides, its emphasis on quantification fails to take account of individuals' ability to uniquely interpret their experiences and construct their own meanings – often leading to possibly erroneous assumptions that facts are always true and always the same for all people all of the time.

Opponents of the qualitative approach often criticise its usually smaller sample size or research objects, lack of random sampling, and lack metric statistical analysis (Ritchie *et al*., 2013). Furthermore, indicators of 'good research' such as objectivity, reliability, validity and generalisability are seen as lacking in qualitative research, which critics of the qualitative approach consider as evidence of not being 'empirical' enough (Punch, 1998).

While this criticism may have some merit depending on the research context and objectives, it has been pointed out that the qualitative method has its own indicators of good research which, in the context of social research, arguably have more merit. These indicators include authenticity, subjectivity, neutrality and transferability all of which aim towards receiving valuable data (Bryman, 2007).

In general, qualitative scholars want those being studied to speak for themselves and to provide their own perspectives in words and/or actions. This makes qualitative research an interactive process in which the participants teach the researcher about their lives and experiences. In the present research context, participants in the study 'teach' the researcher about their unique experiences of gender diversity management from different perspectives.

Because of the close researcher involvement, the researcher is able to gain an insider's view of the field – making it possible to find issues (such as subtleties, nuances, and complexities) that might otherwise be missed by the quantitative method. Since the qualitative method recognises that events can only be adequately understood when they are seen in context (Hennink *et al*, 2011), using this method allows the researcher to immerse herself in the context or setting of Saudi Arabian culture and business environment to uncover any possible causal relationship with MNCs' gender diversity practices.

4.4 Research Strategy

The research strategy adopted for this study is the case study strategy, specifically a multiple case study. For purposes of clarity, (Yin, 2003) explained that the case study strategy involves investigating a contemporary phenomenon within its real-life context using a variety of data sources. This ensures that the phenomenon is not explored through only one lens, but rather through a variety of lenses which allows for multiple dimensions of the issue to be revealed and understood.
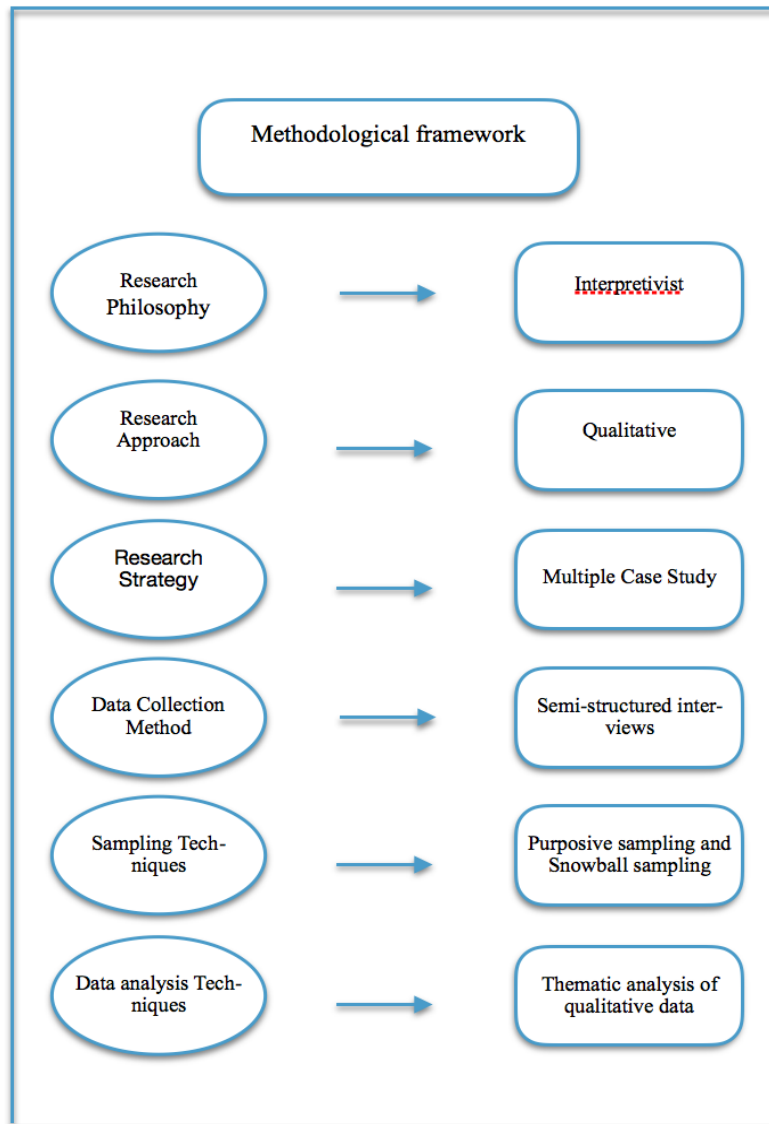
Figure 4.1 Methodological framework used in the study

This strategy is an effective way to explore or challenge existing theory relating to the subject being investigated in the research, as it opens up opportunities to engage with the issue directly within its natural setting (Saunders *et al.*, 2012). Many social scholars find the case study strategy particularly useful in studies that focus on practice-based issues where the actors' experiences as well as the context of action is crucial (Hancock and Algozzine, 2006).

In other words, the case study strategy is helpful when the researcher seeks to capture the knowledge of practitioners and document their experiences of practice. Yin (2003) suggests that scholars should consider the case study strategy when: (a) the study focuses on answering 'how' and 'why' questions; (b) when the behaviour of those involved in the research cannot be manipulated; (c) the researcher wants to cover contextual conditions that are deemed relevant to the issue being studied; and/or (d) the boundaries between the phenomenon and context are unclear.

Yin's (2003) suggestion is very relevant to the current research, as it illuminates the basis for adopting the case study research. For instance, the boundaries between the phenomenon (gender diversity management in MNCs) and context (Saudi local culture and business environment) are unclear, and it is important to cover the contextual conditions relevant to the question of how MNCs in Saudi Arabia address the issue of gender diversity management. It would be impossible for this researcher to have a true picture of MNCs' approach to gender diversity management and the attitudes or perceptions of MNC employees without considering the unique Saudi context within which the phenomenon plays out.

More specifically, a multiple case study design is employed in this study to effectively realise the benefits of the case study strategy. The multiple case study design enables the researcher to examine several cases – to analyse within each setting and across different settings – in order to uncover similarities and/or differences between the cases (Baxter and Jack, 2008). According to Yin (2003), when using the multiple case study strategy, the aim is to possibly replicate findings across cases, thereby making findings more robust and credible. This replication logic in multiple case studies is established either through literal replication (which refers to where cases are designed to validate each other) or theoretical replication (which refers to where cases seek to cover different theoretical conditions) (Yin, 2003). Taken together, the replication logic inherent in multiple case study allows the researcher use the cases to confirm or disconfirm conclusions drawn from each other.

For the present study, the multiple case study involves two MNCs operating in Saudi Arabia. A key advantage of using a multiple-case study design is that it will improve theory building. By comparing and contrasting two cases, the researcher is in a better position to establish the factors that shape gender diversity management practices in MNCs. This illuminates differences brought about by cultural influences and ensures that the evidence generated from the study is robust and reliable.

4.4.1 Choice of Case Study

The two MNCs used as case study originate from Netherlands and the United States of America. The choice of an American MNC is deliberate and strategic to achieving relevant research outcomes in line with the aim of this study. It has earlier been suggested that much of the gender diversity practices currently considered 'universal' or applicable internationally are rooted in the American sociocultural and demographic template. In other words, what is now regarded as the most widely recognised and accepted global best practices in gender diversity management originated from, or at least are largely typified by American corporations.

The American company selected for the case study is one of the organisations that often tout gender diversity management as one of their key HR priorities among their international subsidiaries. While the veracity of such claim and the extent to which it provides needed support for employees in their subsidiary operations would be explored in this study, the choice of another MNC from Netherlands makes it possible to contrast gender diversity practices and their varying global orientation and complexities. Undertaking such makes it possible to explore the nuances of global gender diversity, especially with respect to their western sources and how far this may address diversity concerns in MNCs in developing countries.

Therefore, since this study is essentially interested in investigating how MNCs' gender diversity management practices are affected by Saudi culture, it is best to use American MNCs that typify the current global stereotype and a Netherland company with its possible European influences. Furthermore, both American and Dutch MNCs have a greater presence and more extensive operations in Saudi Arabia. This makes the selected MNCs good choices for case study because it is more likely that they have enough experience in Saudi Arabia to be in a position to contextualise cultural differences and the implications of such differences for their gender diversity practices.

4.5 Empirical Research Methodology

It has been noted that one of the methods of doing and conducting research is to use the research wheel, which suggests that the conduct of a research is a cycle of orchestrated steps that is in no way linear, but recursive and repeated (Rudestam and Newton, 1992). This implies that a research must contain a set of rigorous, open ended set of practices that follows procedures of established frameworks.

At the basic level, this means that a research must have three basic structures, namely: (a) research design, (b) data collection, and (c) data analysis (Jankowicz, 2000). As found in the literature and based on the work of Janesick (2000), another approach can be informed by the following: "(a) warming-up and preparation, (b) stretching exercises, and (c) cooling-down".

In the rest of this thesis, the methodological framework employed is guided by the contextual necessity of what needs to be explored and how it should be explored as relates to gender diversity management.

4.5.1 Research Design

In qualitative enquiry such as the present one, the importance of contextualisation provides one of the main justifications for adopting the appropriate research process and methods (Atherton and Elsmore, 2007). Earlier studies have suggested that the context of research participants' lives and work usually affects their behaviour (Denzin and Lincoln, 2005); therefore, understanding of their context and culture helps in locating their perceptions and grasping the meanings they communicate (Holloway and Galvin, 2017, p.5). It is therefore imperative for scholars to immerse in the real world of the research participants, which can be done through observation and questioning and listening. (Holloway and Galvin, 2017, p. 108-109), and this is where the interview technique excels (Ritchie et al., 2013).

This means that the participants can use their own words to express what they consider meaningful and important, while leaving interpretation and analysis to the interviewer (often the researcher). Where the researcher feels that certain responses are unclear or not comprehensive enough, the interview technique provides the opportunity to seek clarifications or to engage the participant more deeply; thus, ensuring a better understanding of their ideas and perspectives (Schwandt 2005).

In addition, rapport-building potential inherent in the interactional dynamic of interviews is a valuable way for immersing in the world and context of participants (Morgan and Symon, 2004), which can lead to a better understanding of the meanings embedded in their responses (Partington, 2001). Moreover, the opportunity to use observation as an auxiliary evaluation method is a worthwhile benefit of the interview technique because recording what the researcher observes during the interview can provide additional information for overall assessment as the researcher experiences both the affective and cognitive aspects of participants' responses (Kvale, 1996). Another important benefit of interviews as a data collection instrument in qualitative research is its flexibility (Klenke, 2016, p. 10).

Although questions can be prepared ahead of time, interviews are adaptable to different individuals and circumstances (Lindlof and Taylor, 2011), and this makes it a highly effective tool for collecting differentiated and nuanced data from participants with diverse experiences and/or backgrounds (Ritchie and Lewis, 2003). Moreover, this flexibility also means that the researcher can utilise her interpersonal skills or knowledge to explore emergent ideas and themes that arise during the interview process, insofar as they are relevant to the research purpose and can enhance the richness of findings. In summary, interviews are an excellent instrument for data collection in qualitative research because they facilitate "depth, complexity, roundness, and nuance in data" (Mason, 2002: 65), which can contribute to the thoroughness and credibility of research findings.

4.5.2 Data Collection Method

In research studies, the central methodological considerations include the process and method(s) of collecting relevant data, the type of data and where such data can be obtained (Saunders, Lewis, and Thornhill, (2012). Data can be collected from either primary or secondary sources, depending on the phenomenon being investigated and the purpose of the research. However, many scholars find it imperative to combine both primary and secondary data in order to ensure a more comprehensive pool of information to effectively address the research questions (Farquhar, 2012, Schneckenberg, 2015).

The present study will use both the primary and the secondary data. The primary data will be collected in a field study by semi-structured interviews, explained below. The secondary data will be collected from a variety of existing data sources including academic journals, books, voluntary and independent sector reports, and other relevant academic and institutional publications focusing on GDM in general and in the Saudi context. The secondary data are mainly used to establish a strong heuristic foundation for the rest of the research because the opinions, arguments and insights offered by other scholars who have researched GDM in MNCs are essential for putting the key issues in their proper contexts.

4.5.2.1 Interviews

Interviews are widely used for collection of primary data in qualitative research (Denscombe, 2014, p. 201). The purpose of the qualitative interview technique is to contribute to a body of knowledge that is conceptual, theoretical and based on the meanings that interviewees attach to their life experiences with regard to the issue being studied (DiCicco-Bloom and Crabtree, 2006). Although qualitative interviews have been categorised in various ways in the research literature, many contemporary texts identify three major forms of interviews: structured interviews, unstructured interviews and semi-structured interviews (Denscombe, 2014, p. 186-187), which can be used to collect data for research.

Research studies that test a priori hypotheses usually use structured interviews with standardised research questions; however, research studies that strive for exploring the meaning and perceptions for gaining a deeper understanding and possibly generating hypotheses typically use semi-structured interviews using a set of predetermined open-ended questions but also use some questions that arise during the interviews (DiCicco-Bloom and Crabtree, 2006). However, interview formats suitable for qualitative research include semi-structured interviews and unstructured interviews (Farquhar, 2012). It is therefore important to highlight the distinction between both types of interview in order to justify the choice of semi-structured interviews for the present study.

Unstructured interviews involve a degree of freedom granted to research participants to express their views freely with minimal guidance or intervention by the researcher, and the researcher's role is to identify useful elements in the information provided by interviewees ((DiCicco-Bloom and Crabtree, 2006). In addition, unstructured interviews, often somewhat informal and conversational in style, have very little or no predetermined questions that make the data collection process open and adaptable to the interviewees' priorities (Kvale, 1996). The problem with unstructured interviews is that they may lead to a loss of focus or generate a substantial amount of data that is not relevant to the research questions and aim of the study and unstructured interviews involve some sort of guided conversation; hence, they are not truly unstructured (DiCicco-Bloom and Crabtree, 2006; Qu, and Dumay, 2011).

Thus, the most suitable qualitative interview technique for the present study is semi-structured interviews. Semi-structured interviews are mainly organised around a set of predetermined questions set by the researcher to guide the responses towards the key issues being addressed in the study (Bryman, 2016; p. 468-471). An added advantage of semi-structured format of interview technique is that it also allows other questions to emerge from the dialogue between the researcher and interviewees (Warren and Karner, 2005; DiCicco-Bloom and Crabtree, 2006).

This type of interview excels because it allows the researcher to probe in-depth into the issue being studied from the unique point of view of each research participant (Bryman and Bell, 2015). In semi-structured interviews, data can be collected from either individuals or groups of individuals; hence, semi-structured interviews are the most commonly used interview technique in qualitative research (Saunders et al., 2012), including the business and management studies (Qu, and Dumay, 2011; Bryman and Bell, 2015).

To get the most out of semi-structured interviews, it is worthwhile for the researcher to combine different questioning techniques (Silverman, 2006). For example, using open questions that permit participants to describe or define their experience of a situation, ask closed questions that allow the researcher obtain specific details or to confirm facts or opinions and raise probing questions that make it possible to explore responses in detail (Saunders et al., 2012); thus, the researcher is able to collect sufficiently comprehensive and multifaceted data.

Therefore, semi-structured interviews make it possible to obtain rich descriptions of phenomena from interviewees and to uncover latent but valuable information that enhances the overall quality of findings (Sinkovics, Penz, and Ghauri, 2008). Given that the researcher must deal with the task of interpreting and analysing interview data, it is necessary to create a full record of interviews shortly after they take place as this can help control bias and produce reliable data for analysis (Saunders et al., 2012).

4.5.2.2 Interviewing process

The researcher collects qualitative data through qualitative interviews, using a semi-structured interview protocol. Semi-structured interviews were conducted with a sample of 20 participants comprising 10 interviewees from each of the two -case study organisations. The typical duration of an interview was between 30 min and 60 min. The interviews were conducted in English language and Arabic language depending upon the choice of the interviewee. The date, time, place and place of interviews were selected taking in to consideration, the convenience, ease and safety of both the participant and the researcher (Seidman, 2013, p. 53). The following is a summary of the interview protocol that guided the research process and conduct.

Demographic information: this section collects information from participants about their gender, history of working in the company, marital status, educational qualification and their position in the company. The purpose of this section is to understand to how participant's background maybe linked to their working conditions and situation in the company.

Gender Diversity Management: the purpose of this section is to collect information from participants about their understandings of gender diversity practices in their organisations. This section also asks participants about their experiences and perceptions of the policies and approaches in their company concerning gender and what they think of it.

Challenges of Diversity Management: this section obtains information from participants about their concerns of the practice of diversity management in their organisations. Questions asked include what challenges their face and what policy or practice they would like changed.

Individual Psychology: this section obtains information from participants about the effects of diversity management on their respective mental and emotional senses. The section also asks about participant's perception of the weaknesses, strengths and coping strategies of current practice and what can be done towards improvement that can help to generate a more positive result and perception.

4.5.2.3 Sampling Techniques

In qualitative research, one of the main crises faced by scholars is the crisis of representation, which refers to the difficulty of accurately capturing lived experiences of participants (Denzin and Lincoln, 2005). The crisis of representation poses the question of whether qualitative scholars can utilise text to authentically represent the lived experiences of "Others" (Denzin and Loncoln, 2005: 21).

Confronting the crisis of representation involves several strategies such as asking clarifications and delving with the participants during the data collection process (Morrow, 2005), as well as fair representation of participants' realities by addressing sampling problems through determining the most appropriate sampling strategy and participant profile (Collins, 2010, p. 271-273). Thus, addressing the issue of crisis of representation could have significant implications for data collection and analysis, and consequently for the research outcomes. Therefore, use of the most appropriate sampling techniques in line with the research purpose is imperative. In this sense, the literature makes us understand that there are two broad sampling techniques, namely, probability and non probability methods.

While the probability sampling method, also known as random technique uses randomisation to ensure that every member of the population is equally selected, the non-probability method or the non-random technique is more reliant on the researcher's ability to select subjects and elements of the sampling. Although, the non-probability method is often criticised because of researcher's penchant for bias in selecting elements of a research. The technique, is however, more suited in contexts where elements of a research such as subjects has to be scrutinised and approved based on pre-selected criteria, such as in the present study.

In accordance with the above stated, the present research employs two forms of non-probability sampling method i.e. purposive and snowball sampling. The choice of non-probability sampling was also based on the reasoning that Qualitative research typically uses non-probability methods as such method's aim is not to produce a statistically representative sample or to draw statistical inferences (Ritchie *et al*, 2013). The present research employs two forms of the non-probability sampling method i.e. purposive sampling and snowball sampling. While there are other non-probability sampling methods such as quota and convenience sampling, the choice of purposive and snowball were based on the fact that both methods excel considering the pre-selected criteria to be applied in sampling decisions.

4.5.2.3.1 Purposive sampling

The purposive sampling technique is widely employed in qualitative inquiry, and when a purposive non-random sample is used, the number of participants selected is a less important consideration than the criteria used to select them (Saunders, 2012). This sampling technique groups research participants according to pre-set criteria relevant to the research questions and objectives (Onwuegbuzie and Leech, 2007).

When a researcher employs purposive sampling, individuals' characteristics are the main bases of selection and participants are often selected to reflect the sample population's diversity and breadth (Silverman, 2015, p. 60-61). According to Bryman (2008), purposive sampling entails a judgmental assessment of the sample population to help the researcher select participants based on how likely they are to possess the required experience or knowledge that will enable them to provide relevant and meaningful answers to the interview questions.

This means that the researcher must be clear about the selection criteria in order to identify the individuals who meet these criteria and who have what it takes to provide meaningful data for the research (Ritchie et al., 2013). The purposive sampling enables scholars select cases that are especially informative, which makes this sampling technique well suited to inquiries adopting the case study strategy (Neuman, 2000).

The criteria applied to the sample selection in this thesis accordingly include the following:

1-Whether participant is currently working in one of the selected MNCs

2-Works in a gender diverse environment

3- Participant has worked in the environment for 6 months or more

4- Have understanding of gender diversity issues within the workplace

5- Whether participant is female (some males participants were chosen).

By applying the above criteria, the researcher ensures that the obtained data are useful towards achieving a reliable outcome and the overarching aims and objectives of this study.

4.5.2.3.2 Snowball sampling

The snowball sampling will also be used as a supplementary method to purposive sampling in the present research (Alhejji, et al., 2016). The snowball sampling technique allows informants or research participants with whom the researcher has already made contact to recommend other potential participants based on their perceived knowledge or experience on the issue being researched (Bryman and Bell, 2015, p. 434-435). In this way, the researcher will be able to locate 'hidden populations' that may ordinarily not be easily accessible to the researcher (Denzin and Lincoln, 2005). As is the case with purposive sampling, when a researcher uses the snowball sampling technique, the aim is to select the most productive sample that can help answer the research questions (Marshall, 1996).

In situations where this productive sample may be scarce or limited in number, it is very useful to take advantage of the social and/or professional networks of individuals with experiential knowledge with whom contact has already been established (Biletzki & Matar, 2014). In the present study, snowball sampling will be particularly helpful for recruiting participants from selected MNCs based on referrals made by their colleagues and professional acquaintances, as reported in earlier similar studies (Forstenlechner and Mellahi, 2011; Alhejji, et al., 2016).

The decision to use snowball sampling as a supplementary technique in this study is to avoid its shortcoming such as sampling bias when only purposive convenience sampling techniques is used (Bryman, 2008). This is mainly because individuals who are acquainted with each other may possess similar attitudes, behaviours and perspectives, or may exert some influence on each other in relation to the research (Kirkley, 2016).

For instance, relying only on female employees working in MNCs might indicate results that tilt towards employees referring associates who share their beliefs regarding, for example, the perception and concerns of employees and the extent to which GDM practices should reflect a move towards greater inclusion. Besides, those individuals that are skipped during the process of snowballing may have considerably different characteristics, which suggest that the sample might not be sufficiently diverse, or some important dimensions of the issue might not be uncovered. This issue therefore makes the snowball sampling useful in the present study only as a supplement to the purposive sampling.

For both the purposive and snowball sampling strategies, it is essential for the researcher to develop a framework of the variables (selection criteria) that might influence the contributions of respective participants (Collis and Hussey, 2013, p. 132; Ritchie et al., 2013). In the present study, this will be based on the researcher's knowledge of the research area, derived partly from available literature and through the formulation of the research questions (Morse, 2004). Although gender and other demographic characteristics as well as job positions within the case study organisations will be important variables (Ritchie et al., 2013), the researcher will also stratify subjects based on their known / professed attitudes or beliefs towards the issue of gender diversity.

For instance, it is more likely that expatriate management staff in the MNCs will view the GDM from a global perspective mirroring their experiences from their home country and organisational culture. On the other hand, some female employees in the MNC could demonstrate an openly optimistic stance favouring GDM practices that seek to ensure greater balance in career opportunities. In addition, there would be potential participants who might demonstrate a strong inclination towards existing cultural influences relating to the conservative dimension of Saudi culture founded on strict Islamic principles.

These different attitudes and inclinations will be important bases for participant stratification in order to ensure a balanced, diverse and multifaceted sample for the present research using the purposive and snowballing methods. Therefore, the researcher believes that it would be beneficial for the present study to include study subjects (participants) who have specific experiences (critical case sample), subjects who possess special expertise or knowledge on the issue (key informant sample), outlier subjects (deviant sample), and a broad spectrum of subjects in general (maximum variation sample) (Marshall, 1996; (Aarseth, Rolstadas, and Andersen, 2013).

In addition, it is also important during interpreting the data to not only consider subjects who support emerging explanations but also those who disagree with such explanations (confirming and disconfirming samples) (Marshall, 1996; p. 532). This consideration will be crucial during the sampling process in the present study. When discussing sampling strategy especially in qualitative research, sample size is a key issue the most common criticisms of the qualitative approach is its relatively small sample sizes compared to those used in quantitative studies (Ritchie et al., 2013).

However, this is not necessarily a disadvantage if the goal of the research is to generate meaningful conclusions and facilitate comprehensive understanding. Therefore, for any qualitative inquiry a suitable sample size is one that adequately answers the research question(s) (Marshall, 1996; Bryman, 2016, p. 418.).

4.5.2.4 Sample size

In the present study, the researcher recruits a sample of 20 participants, comprising 11 participants from each of the two participating MNCs in Saudi Arabia; namely Organisation One & Two. This sample size (n=20) is has been reported in earlier studies (Forstenlechner and Mellahi, 2011) and this sample size is considered representative and holistic enough to produce reliable data needed to address the research questions (Mason, 2010; Fugard and Potts, 2015). In addition to the differentiation between organisations which enables comparisons to discover differences in gender diversity practices, the sample also reflects differences within organisations in terms of the profiles, attributes, and demographic features of participants drawn from within each organisation used in the multiple case studies.

Accordingly, while it is debatable whether a sample size of 20 is large enough to generate reliable and valid findings and conclusions for research using the multiple case study design, it must be restated that this study is more interested in discovering 'meaning' than in verifying truth or predicting outcomes (Myers and Avison, 2002). However, even smaller sample size has been reported in such as a sample size of 16 participants in a case study investigating gender equity in a British MNC subsidiary in Saudi Arabia (Alhejji, et al., 2016) and a sample size of 26 participants based at 26 MNCs in the UAE (Haak-Saheem, Festing and Darwish, 2017).

Thus, the selected sample size (n=20) is deemed sufficient for capturing and making sense of experiences narrated by the selected research subjects with regard to gender diversity management practices in Saudi Arabia, reported in earlier studies conducted in the Middle Eastern context (Forstenlechner and Mellahi, 2011).

4.5.3 Data analysis

The nature of data collected in this empirical study will be qualitative, which will be collected through semi-structured in-depth interviews (Forstenlechner and Mellahi, 2011; Alhejji, et al., 2016; Haak-Saheem, Festing and Darwish, 2017). This qualitative data will be analysed using the thematic analysis (Braun and Clark, 2006). The critical incident approach will also be used to identify and understand the critical issues from the participants' perspective (Coetzer, Redmond and Sharafizad, 2012; Gundry and Rousseau, 1994).

The data will be analysed using the NVivo 11 for windows qualitative data analysis Software. The process of data analysis using the thematic approach will include the different steps (Braun and Clarke, 2006; Baily, 2008). Braun and Clarke further suggests that the analytical framework of thematic analysis consists of a hierarchy of steps from the stage of data collection to making sense of it. This steps, as shown in Figure 4-2 starts from the process of data transcription and recording until it is formed into relevant and appropriate themes that are used to formulate part of the analysis of the research.
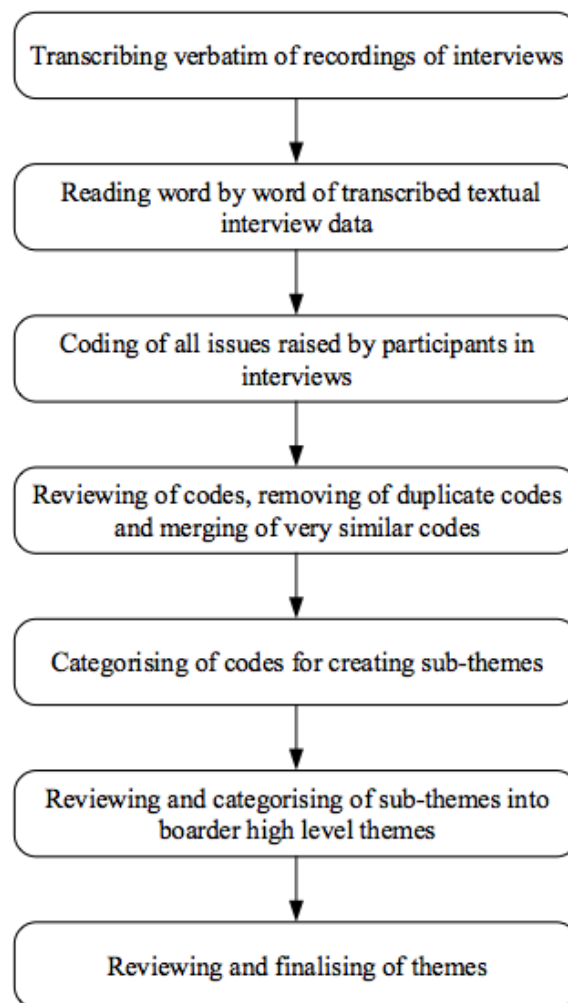
Figure 4.2: Process of qualitative data analysis using the thematic approach

Source: By researcher based on (Braun and Clarke, 2006; Baily, 2008).

4.6 Trustworthiness

In qualitative studies, the trustworthiness of the methodological processes starting from data collection through to data analysis using qualitative content analysis and reporting of the findings are important considerations (Elo et al., 2014), for ensuring the worthiness of the findings of the research (Lincolin and Guba, 1985). To achieve this, scholars have suggested different criteria; these include the credibility (confidence in the truth of the findings), dependability (consistency and repeatability of the findings), confirmability (neutrality of findings shaped by respondents rather than by the researcher), and transferability (potential for extrapolation or generalisation of the findings) (Lincolin and Guba, 1985).

These criteria i.e. credibility, transferability, dependability and confirmability ensure qualitative enquiry's internal validity, external validity, generalisability, reliability and objectivity respectively (Lincolin and Guba, 1985 cited by Shenton, 2004 and Loh, 2013), which must be established for ensuring the trustworthiness of a qualitative study (Sinkovics, Penz, and Ghauri, 2008). However, many qualitative scholars face difficulties in ensuring the trustworthiness of their study findings (de Casterle et al., 2012).

Therefore, scholars have developed frameworks and checklists that help in ensuring the trustworthiness of qualitative research studies (Shenton, 2004). For example, a checklist by Elo et al. (2014) helps in checking trustworthiness of an analysis covering three phases i.e. preparation phase (data collection methods, sampling strategy and unit of analysis), organisation phase (categorisation and abstraction, interpretation and representativeness) and reporting phase (the findings and the analysis process).

A formalised procedure for gathering, analysing and interpreting qualitative data collected by interviews through the use of computer assisted qualitative data analysis such as NVivo qualitative data analysis software for ensuring trustworthiness of interview data has also been suggested (Sinkovics, Penz, and Ghauri, 2008). In the present study, the researcher ensures trustworthiness by using the three step checklist produced by Elo et al. (2014) and the NVivo qualitative data analysis. Elo's criteria proposed is discussed in the following sections:

1- Preparation phase:

Data collection methods*:* The primary data will be collected in a field study using semi-structured interviews. Secondary data would be collected from a variety of existing data sources including academic journals, books, voluntary and independent sector reports and other relevant academic and institutional publications focusing on GDM in general and the Saudi context in particular.

Sampling strategy: Based on Elo's view that researchers should aim to adopt at least two sampling methods. In this research, the purposive and snowball sampling methods are utilised.

2- Organisation phase:

Categorisation and abstraction: It is proposed that the use of themes, sub-themes and codes can boost the accuracy, consistency and trustworthiness of qualitative results (Elo et al. 2014). In line with this, the thematic analysis framework that makes use of key themes, and sub-themes obtained from the data is used as the framework for sorting and constructing the analysis in Chapter 5.

3- Reporting phase:

It is proposed that the findings and the analysis process should be interpreted based on concepts and how they have been created (Elo et al. 2014). In line with this, the data analysis has been presented in line with the thematic ways in which they have been presented so that he analysis can be representative of the data results.

4.7 Ethical Considerations

Ethical challenges are inevitable in any research that involves humans as participants (British Psychological Society, 2010). This become even more important in qualitative research especially in terms of the interacting with participants, obtaining data from them and the role of the researcher in managing and using research data (Saunders et al, 2012). These challenges are heightened by the seeming lack of "clear standards" governing the activities of qualitative scholars (Flick, 2009: 51). In addition, from the interpretivist perspective, ethics may be regarded as subjective, which means that individuals may have different notions about what they deem to be ethical.

Therefore, constant negotiation with research participants is vital to maintain an ethical stance in qualitative research (Holloway and Wheeler 2002). Accordingly, key ethical considerations in qualitative research include informed consent, privacy and anonymity, confidentiality, the risk of harm to participants, sensitivity to participants' interests, consideration of intrusiveness and inappropriate behaviour, data ownership, reward and interpretation and the relationships and rapport between the researcher and participants (Lichtman, 2013, p. 53-56).

An equally important component of research ethics is integrity, which refers to honesty and probity in all activities comprising data collection and analysis (Watts, 2008). Integrity as an expression of ethical mindedness in qualitative research is characterised by wholeness, openness, and moral uprightness on the part of the researcher that rejects duplicity and deceit (Watts, 2008). This applies not only to the responsibility to ensure participants' wellbeing but also the obligation to avoid deliberate misrepresentation of the participants' views (Watts, 2008). In addition, where the issue under study is considered sensitive and capable of offending the sensibilities of certain segments of the public in such a way that may attract a backlash for participants, it is imperative that the researcher protects the participants' privacy, confidentiality, and anonymity (Marshall and Rossman, 1999).

In the context of present study, the researcher recognises that issues related to the role and rights of women in Saudi society are considered sensitive in certain respects, and where respondents choose to express views that seemingly differ from the convention; hence, the researcher will ensure anonymity and confidentiality of participants in storing, analysing and disseminating the collected data. In addition, the researcher will inform the participants that they can withdraw from the research at any time of the study. Therefore, an information sheet for participants will be provided to each participant prior to taking part in the study.

The participant information sheet will explicitly inform the participants and informants that this study of GDM practices in Saudi Arabia is entirely for academic purposes and is not driven by any commercial or other unstated motive. They will be duly informed that their views would form part of the overall narrative of experiences used to address the research questions, which will also be included in the participants' information sheet. Each participant will be asked to sign a written consent form prior to the interview and s/he will be given the option of opting out during any stage of the interview if s/he felt uncomfortable with the interview questions.

The researcher will also pledge to send transcribed interview data and a summary of research findings to the participants via email, to help them identify any misrepresentations and assure them of the openness of the research process. The researcher will provide express guarantees to the respondents that their participation in the study will not expose them and their respective organisations to any risk or harm. These measures will ensure in gaining the participants' trust and cooperation, and to make it evident to them that the entire research process is guided by a strict compliance with the ethical requirements for the research.

4.8 Summary

This chapter described the methodology that will be used for in this empirical study that will be undertaken by using the interpretive qualitative approach, which is imperative because it will help in understanding the nature and influence of critical factors such as social and cultural factors on GDM practices in MNCs. The overall research methodology framework used in the present study is illustrated in Figure 4-1. Adopting the multiple case study strategy, the researcher will approach two MNCs in Saudi Arabia for undertaking part in this study.

Thereafter, a non-random sample of about 20 participants from the two selected organisations will be recruited mainly using the purposive sampling based on a judgmental assessment of participants. The researcher will also use the snowball sampling for recruiting additional participants. The researcher will collect empirical data by semi-structured interviews with the recruited participants and the interviews will be held either at the premises of the participating organisations or at a place mutually suitable to the participants and the researcher.

Total duration of a typical interview will be between 30 min and 60 min, which could be shorten or extended by few minutes depending on how the interview goes on. The interviews will be audio tape recorded using the mobile phone and the recording will be transcribed verbatim. The collected qualitative data will be analysed using the thematic analysis. Prior to undertaking the study, ethical approval will be solicited from the researcher's university and the participating organisations. Taking part in the study will be voluntary and the collected data will be stored, analysed and reported anonymously and used only for academic purpose by the researcher.

Chapter 5: Case Analysis & Findings

5.1 Introduction

This chapter presents findings of the qualitative study, which involved semi-structured interviews with participants drawn from two multinational corporations (MNCs), currently operating in Saudi Arabia (KSA). In presenting the findings, the participating organisations are coded as organisation One and Organisation Two and the participants are numbered 1-20 for confidentiality and to avoid any identification.

This chapter is divided into different sections and findings of the data is presented using the thematic framework. The first section provides an introductory overview of the case study context i.e. Saudi Arabia, followed by an overview of Multinational firms and their operations in Saudi Arabia. Thereafter, the chapter contextualises the subject of gender diversity in the context of Saudi Arabia through a critical reflection of the national, cultural and legal contexts that impact institutional gender outcomes and decisions. Contextual background of the two participating organisations used as case study in the study are also examined through a discussion of their management and corporate services, including their specific gender diversity management practices. This chapter is concluded through presentation of data in form of thematic outcomes obtained from the data.

5.2 Background about Saudi Arabia.

Saudi Arabia, a kingdom with nearly 29 million population, is one of the largest countries in the Middle East, occupying 80% of its population. Around 60% of the population are under the age of 30 (OECD, 2015). Geographically, Saudi Arabia is the fifth largest in Asia and the second largest in the Arab World. Before the founding of the current kingdom by Ibn Saudi in 1932, it was made up of three regions called Najed, Hijaz, and Al Ahsa (Al Rashed, 2013). Saudi Arabia is often described as conservative, traditional and family oriented, and Islam is the predominant religion. There has been a rapid change from the country's nomadic tradition to a tourist and commodity-based country (Tripp, 2012). This change has presented rapid economic growth and private sector development particularly over the past 15 years (Syed, 2010).

The kingdom has since been under the rulership of absolute monarchy, governed by the Al Saud Royal Family. The official language is Arabic, and the country is considered by the World Bank as a high-income economy (Al Rasheed, 2013). Saudi often receives criticism about its imbalanced way of treating women and a pervasive gender inequality culture that occurs in the society. As a result, it is often argued that Saudi's female labour force population is one of the lowest in the World, a problem which also contributes to the unemployment situation in the country (OECD, 2015). Such social reality has also been argued to affect prospects and opportunities in Saudi Arabia, including the operation of foreign companies operating in the kingdom, such as MNCs. Such factor is an indication that cultural values will affect the leadership and management of companies in Saudi Arabia.

5.3 MNC's in Saudi Arabia.

There are over 250 multinational companies presently operating in Saudi Arabia and the numbers are likely to increase given the ongoing social and economic transformation that is taking place in the national economy (SAGIA in PwC, 2017). Hence, the Saudi Arabia economy benefits from foreign investments. As part of the economic transformation plan of the kingdom, which is enshrined in the vision 2030 programme, the Saudi Arabia General Investment Authority SAGIA, has set out new policies to streamline investor entrance into Saudi markets. In 2015, SAGIA announced that it would allow full foreign ownership of retail and wholesale businesses in the Kingdom, thereby removing the former 25 percent local ownership requirement.

This means that MNCs are no longer required to adopt local partners in many sectors and may control their own activities. They are allowed to transfer money from their enterprises outside of the country and can sponsor foreign employees. Minimum capital requirements to establish business entities range from zero to SR 30 million ($8 million) depending on the sector and the type of investment. Previous studies have pointed to dual pressures on MNCs for the need to conform to home country (push force) and host country (pull force) cultural environments in their strategies and practices (Farley, Hoenig, & Yang, 2004; Hillman & Wan, 2005). Given that debates about gender diversity in Saudi Arabia has only started of recent, little is known about how MNCs manage these pressures and more importantly about the struggles and challenges of MNCs resulting from their limitation to practice organisational gender diversity.

It is noted by Harzing and Sorge (2003) that although multinationals are highly internationalised, their organisational coordination and control practices at the international level tend to be explained by their country of origin. This means that diversity is often deeply embedded into the culture of multinational firms because of the belief that it creates a competitive edge and that it helps to cultivate talent and creativity (Cox, 2001). As noted by Cox and Blake (1991) companies that learn how to manage diversity acquire a competitive advantage over companies that do not know how to deal with diversity and diverse teams are known to produce higher levels of performance and better likelihood of producing breakthrough in innovations.

Yet in spite of the importance that multinationals often attach to gender diversity, the academic research has today yielded inconsistent results as to whether diversity pays. Scholars like Shore et al. (2009: p. 25) believe that "diversity is fraught with difficulties or that diversity is a double-edged sword with challenges accompanying the potential benefits".

The newness and complex nature of diversity management within the Saudi context calls for better understanding of the subject. Besides, very little studies exist on this important subject concerning gender management between the host countries and MNCs. Most gender management studies that exists are largely based on diversity constructs such as pay, women in top management and job allocation.

5.4 Gender Diversity in the KSA Context

Scholars have severally argued that the idea of diversity management as currently understood from the US-centric perspective does not seem to be grounded within the Middle East region including Saudi Arabia, and also lacks comprehensive academic research or policy support. (Syed, 2010; Al-Dajani, 2010). To understand gender diversity in the Saudi context, it is important to first evaluate issues related to gender inequality and the status of women under the Kingdom's unique culture and legal system largely influenced by conservative Islamic tenets. In this sense, it has been widely suggested in the literature that career opportunities available to women are limited by prevalent gender inequality perpetuated by longstanding conservative principles and paternalistic traditional values upon which Saudi society is based (Sechzer, 2004; Al-Alhareth *et al*. 2015).

Because of the unique blend of Islamic religion and culture that defines Saudi national life, and the strict guidelines it imposes on gender roles and interactions, many scholars have seemingly concluded that gender inequality is deeply entrenched in Saudi Arabia, which implies very little possibility of implementing the kind of gender diversity practices associated with Western organisations (Alsaleh, 2012). Ellis *et al*. (2014) suggest that while it may be true that women are considerably underrepresented in corporate boards throughout the Gulf Cooperation Council (GCC), things are beginning to change as companies in the region increasingly recognise the potential of female executives to enhance organisational effectiveness.

Citing a McKinsey research project findings, Ellis et al. (2014) argue that gender diversity is rapidly gaining a position on the corporate agenda in Saudi Arabia and other GCC states, not only because of the realisation that women can contribute to organisational effectiveness, but also because of evolving social attitudes in the region with regard to how women are perceived. While there is little evidence in Ellis et al.'s study to support the argument that social attitudes towards women are changing in Saudi Arabia, the authors' findings make a strong case to support the idea that more companies are realising that they can benefit from gender diversity.

Based on a previous McKinsey study that identified a number of leadership behaviours that correlate with organisational effectiveness (McKinsey, 2014), Ellis *et al*. found that female corporate leaders scored higher than their male counterparts in key leadership behaviours such as inspiration, effective communication, and people development.

Research evidence supporting these findings are still relatively little, but other studies have also noted a growing commitment in Saudi Arabia towards inclusion for women, especially in senior management positions where their talents and qualification would prove useful (Al-Dajani, 2010; Azhar, 2014). Indeed, there is also a recognition that, as a developing country particularly in the currently uncertain global economic environment, Saudi Arabia needs to make the best use of its human resources for both social and economic reasons, hence the need for greater gender diversity and inclusion (Azhar, 2014).

However, this appears to be largely a matter of rhetoric, as the literature on gender diversity in Saudi Arabia contains very little details about key issues such as the extent to which female employees particularly of MNCs are willing or allowed to adopt MNC home country practices which are associated with Western culture. However, it is important to mention that an emergent concept related to gender diversity management in Saudi Arabia is the government regulation called *Saudization* which is a legal process that is imposed on all foreign MNCs. Saudization was promulgated by the ministry of Labour in 2011 and requires all companies to fill up their workforce with Saudi nationals and females up to certain levels (Harrison-Mirfield, 2011).

Although gaps exist in the literature in this regard, it is an important issue because any notion of gender diversity in a transnational, cross-cultural context often implies either a conversion of employees' attitudes to fit the organisational culture towards gender inclusion, or an adaptation of the organisational culture to suit local sensibilities regarding gender roles and expectations (Caprar, 2011; Choy, 2007).

5.5 Participating Organisations

In this study, researcher collected data from employees of two subsidiaries of multinational corporations (MNCs) i.e. *Organisation One* and *Organisation Two* operating in the Kingdom of Saudi Arabia (Table 5.1). Before presenting the findings of the data analysis, it is imperative to introduce these two MNCs in the following sub-sections.

5.5.1 Case Organisation One Background

Organisation One is a US based global multinational company operating in the food and beverage sector (Table 5-1). It has six global divisions i.e. North America Beverages, Frito-Lay North America, Quaker Foods North America, Latin America, Europe Sub-Saharan Africa Asia and Middle East & North Africa (AMENA). The AMENA division of the company covers Saudi Arabia and other countries in the Arabian Gulf. In 1995, the company established its subsidiary in Saudi Arabia with its head office in Riyadh city the capital of the country (Table 4-1).

There are about 2500 employees working there in Saudi Arabia. There are no data on male and female employees in Saudi Arabia but according to a report by the company on gender parity there was only one female employee in Saudi Arabia in 2009 and the number of females increased to more than 140 in 2017 (Annual report 2017). Statistics about males and female representation in management roles in the company in Saudi Arabia are also not available.

5.5.2. Gender Diversity Management Practices in Organisation One

Organisation one is one of the MNCs that have consistently made open commitments through the demonstration of gender supportive practices and actions towards promoting equal workplace representation and ensuring that glass ceilings and other traditional barriers to women's work are lifted. One of the company's open statements confirms their action and commitment towards gender diversity. In an open statement, it was said that:

> Gender parity is a cornerstone of our robust diversity and engagement agenda as well as our culture. In fact, we leverage diversity and engagement as a competitive business advantage that fuels innovation, strengthens our reputation, and fosters engagement with employees and members of the communities in which we do business. We strive to improve the attraction, retention and advancement of global and diverse talent to ensure we sustain a high caliber pipeline. For us, having employees who reflect the full breadth of diversity of our consumers and shoppers enables us to continue to innovate and deliver the kinds of products that our consumers want.

Inherent in the statement is the company's belief and commitment towards ensuring that their gender diversity management practices also reflect their customer base as well as a representation of what a modern and committed organisation should be like in the 21ˢᵗ century. Such commitment encompasses a host of areas of gender diversity, career development, support, empowerment and equal opportunity. Although, it has been stated that more action is needed to improve workplace gender diversity at the Saudi level. Globally, the organisation prides itself as one of the leading equal opportunities employers because around 40% of their employees are women who also occupy leadership positions.

A representative of the company mentioned in one interview that;

"Getting the numbers is just one part. The second is to create the culture, and the third is to have role models in the company. When women see women in the management team, they aspire to be there,"

As also confirmed by another representative of the company, the diversity agenda is driven at the top.

"Anyone can provide policies but providing a culture which fosters and encourages women at work is difficult".

The company's approach towards gender diversity management as shown in the above statements is not only to achieve equal representation in number but essentially, to create an organisational culture based on the belief that a balanced climate is one that can help to continue to achieve the objectives of the organisation.

The company has set an agenda towards achieving 50% gender parity in management roles compared to 40 percent in 2017 and 100% pay equity for women in 2025 (Annual Report, 2017, p. 18-19). Table 5-1 below provides some additional information about the company in Saudi Arabia. The company has said that they recognise the need for gender parity in Saudi Arabia and while there are some challenges towards achieving balance, they will always invest their resources in their organisational policies such as Human Resources, retention and career development programs to provide opportunity for employment and growth for women.

5.5.3 Case Organisation Two Background

Organisation Two is a Dutch multinational company that provides auditing, accounting and taxation advisory services and its head office is located in Amstelveen, The Netherlands (5-1). The company operates in about 150 countries and territories and it has 197,263 employees comprising 53% males and 47% females in all its three operating regions i.e. American region, EMA (Europe, Middle East and Africa) region and Asia Pacific region.

They opened a subsidiary in Saudi Arabia in 1992 as a part of their EMA region network and set up their country head office in Riyadh. In addition, they have two branch offices in Jeddah and Al-Khobar cities in Saudi Arabia. The company's subsidiary has 823 employees in Saudi Arabia (Table 5-1).

There are no data on male and female employees in the company in Saudi Arabia. In addition, there is no female member on the nine-member executive committee of the company in Saudi Arabia. Nevertheless, Diversity and inclusion is one of the major corporate policy domains that they usually mention. Additional information about this company in Saudi Arabia in presented in (Table 5-1).

5.5.4. Gender Diversity Management Practices in Organisation Two

At Organisation two, gender diversity management has historically been a constituent of the organisation's global diversity and inclusion program, which is transferred to different country levels such as Saudi Arabia. However, more recently, there has been a gradual shift in approach towards gender diversity management being considered as a standalone practice. Such shifts have been particularly considered at regional and country levels, where gender complexity has proven to be capable of presenting more problems if not addressed holistically.

In addition to the promotion of underrepresented gender to achieve balance and equal opportunity, Organisation Two has several programs in place such as the GROW initiative which is a leadership development program designed to boost underrepresented women through the provision of training and other workplace mechanisms. The organisation's actions toward gender diversity according to a public statement is motivated by their client base and demands from clients of wanting the company's population to reflect the client's population and structure.

"We have a very demanding client base who are looking for fresh ideas, thinking and innovation. Clients are increasingly looking for us to mirror their own population and society at large and improving the diversity of our own workforce is critical." (Jegede, May 29, 2017).

Although the percentage of women working in the organisation has increased over the years and reached 21% in 2013-2014, the company has announced a target of filling their global leadership position with 40% of women while making gender equity as a top priority. The company has extended their global approach towards gender to Saudi Arabia by increasing appointing women as managers and senior partners.

It is recognised that the more women are given opportunity, is the more there are chances and opportunities for others to lift existing barriers and glass ceiling which is deeply embedded into the Saudi workplace culture.

Parent company		
Name	**Organisation One**	**Organisation Two**
Home country	USA	The Netherlands
Headquarter location	Purchase, NY.	Amstelveen
Sector	Consumer Staples	Financials services
Industry	Consumer Products	Specialty Finance
Sub-Industry / Services	Beverages (beverage, snack, and food) businesses	Auditing, accounting and taxation advisory services
Global Total Revenue	US$62.799 billion (2016)	US$26.40 billion (2017)
Total employees	264,000 (2016)[3]	197,263 (2017) [4]
Employee Gender	62% Male: 38% female (management roles)	53% male: 47% female[4]
Diversity and engagement policy	Yes	Yes
Subsidiary in Saudi Arabia		
Head Office location	Riyadh[7]	Riyadh[7]
Year Founded	1995[7]	1992[7]
Total employees / size	2500 (in KSA & UAE[7]	823[7]

Table 5.1: Organisations Information

5.6 Socio-demographic Characteristics of Participants

Total number of participants from organisation one was 8 (42%) while the remaining participants were from organisation two (n= 12, 58%).

The socio-demographic data of the participants collected showed that 3 out of four participants were females and the remaining participants were males (Figure 5-1).
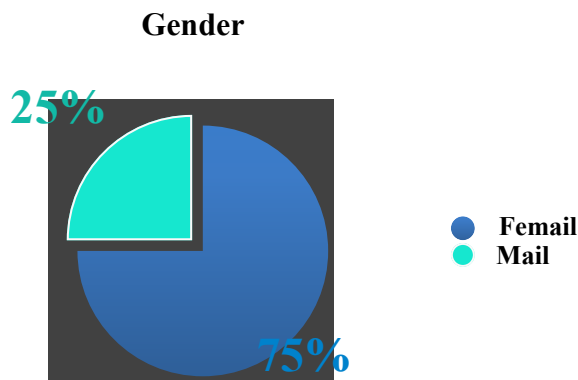
Gender

Figures 5.1: Gender of participants

The age of participants varied between 25 years and 41 years while the average age of participants was 32.15 (Standard deviation (SD) = ±4.4) years. The majority of participants (79%, n= 15) were 26-35 years old (Figure 5.2).
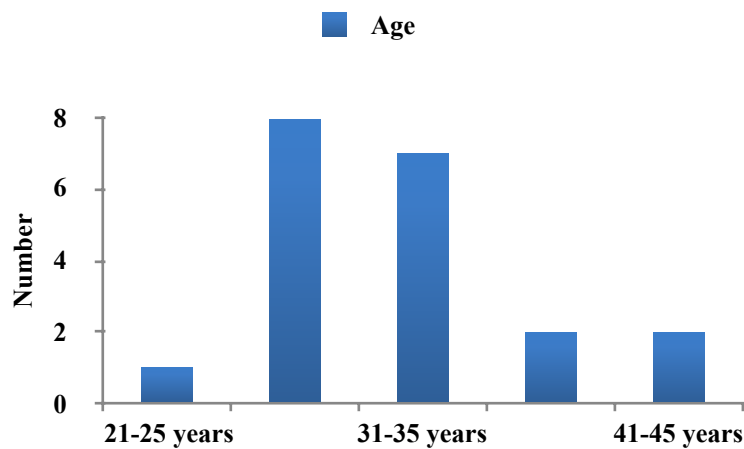
Figure 5.2: Age of participants

Data on the marital status of participants revealed that the majority of participants are married (n=10, 50%) followed by single (n=8, 40%) and divorced (n=1, 5%) (Figure 5.3). One participant did not provide data on the marital status.
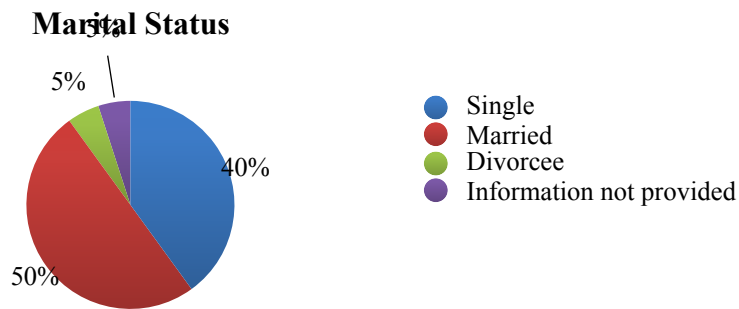
Figure 5.3: Marital status of participants

The highest educational level of the majority of participants was either a bachelor's degree (n=8, 42%) or a master's degree (n=8, 40%). The highest education also included a PhD degree (n=1, 5 %), diploma (n=2, 10%) and other qualification in IT and Finance (n=1, 5%) (Figure 5.4).
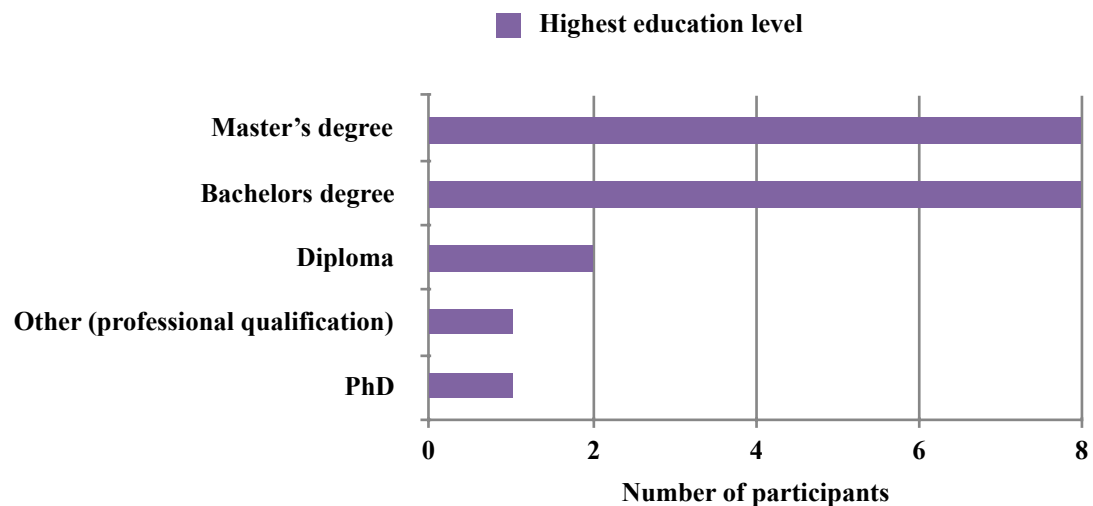
Figure 5.4: Highest education level

Participants were working at different positions in the participating organisations and the majority included managers (n=3, 15%) followed by admin support staff, operational support staff and IT support staff (n=2, 10%) each respectively (Table 5-2).

Participant No	Organisation	Gender	Position
1	One	F	Segmentation Manager
2	One	M	Head Of Branch Network And Delivery Channels
3	One	F	Admin support
4	One	M	Customer Loyalty Program Manager
5	One	F	Operational support
6	One	F	Distribution supervisor
7	One	M	Support officer
8	One	F	Admin staff in marketing
9	Two	F	Operations manager
10	Two	F	Financial Analyst
11	Two	F	Client relationship manager
12	Two	F	Supervisory assistant
13	Two	F	Risk Management Advisor
14	Two	F	Working with Director
15	Two	F	IT Support Officer
16	Two	F	PA to HR director
17	Two	M	IT support Officer
18	Two	M	Operational support
19	Two	F	Admin support
20	Two	F	Alumni Executive

Table 5.2: Current position of participants.

Participants' total duration of working for the present organisation was minimum 5 months and maximum 15 years while the average duration was 3.8 years (SD±3.3 year) (Figure 5.5). One participant did not provide information on this issue.
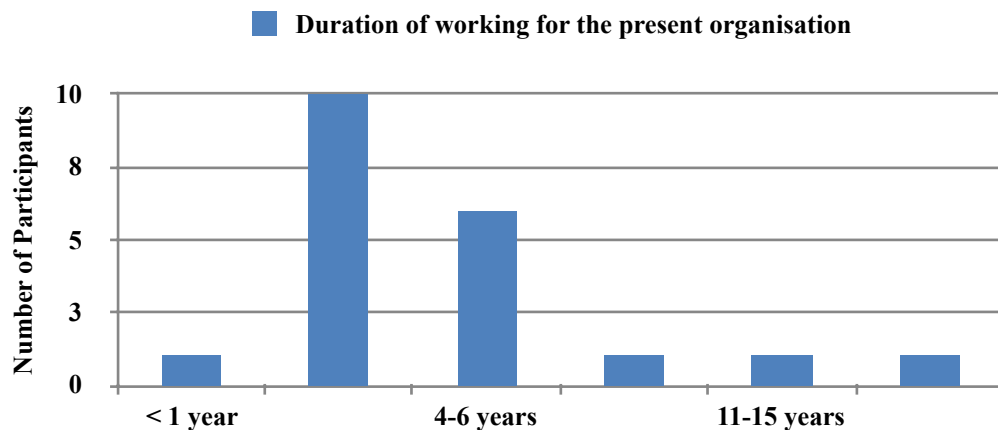
Figure 5.5: Duration of working in the present organisation

5.7 Thematic Analysis of Qualitative Data

In this section, the findings of the research interviews are presented using the thematic qualitative analysis method, which provides responses of employee's interviews at the two studied organisations. The section consists of three main themes (1), Human Resource Management Practices, (2), employee perceptions (3), Psy Cap.

5.7.1. Human Resource Management Practices

Findings related to HRM practices are divided into 5 sub themes which are based on participants responses about processes and approaches concerning Human Resource Management in their organisations. Figure 5.6 below shows the five key themes under Human Resource Management findings.
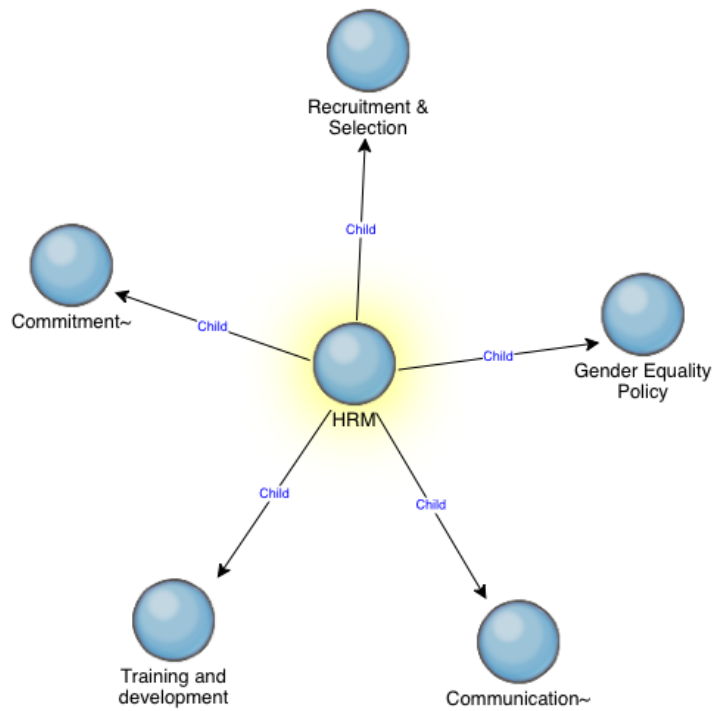
Figure 5.6: HRM Practices

Table 5:3 below provides further explanation of the themes and relevant quotes from participants and their organisations.

NO	HRM Practices	Organisation One	Organisation Two
1	**Recruitment & Selection**	• When I started working here there were a few females but now the number increased dramatically. Participant 3 • I think that they try to increase the recruitment of the females. Participant 4 • They are trying to give more chances to females than before. Plus, they are now increasing the number of females. For example, a lot of females joined last year. Participant 5	• We probably have more women working in the company than men globally. Participant 11 • The company wanted to promote more women and give them more opportunity. Participant 16 • They always tell us that as women we have higher chance during the recruitment process because they want to balance the number of women in the workplace. Participant 19

NO	HRM Practices	Organisation One	Organisation Two
2	**Gender Equality Policy**	• They would not assign a role of men to women and will not assign the role of women to men. That doesn't mean that they are biased in any sense, it just means that they ensure balance in how they treat both genders. Participant 6 • As far as I know, there is opportunity for everyone whether you are male or female. Participant 7 • It is very obvious that in this company there are many females as much as males, so I guess there is something like opportunity for everyone. Participant 8 • We also have a range of gender specific practices designed for women. Participant 2	• We are a promoter of equal opportunities and diversity, irrespective of what you label it. We value and implement all forms of diversity across the company, that is my point. Participant 10 • There is a place for women in the company. Participant 13 • The programs are attuned to females because they are the ones that are perceived to be at a disadvantaged position. Participant 20 • When I joined this company, it is like coming to work in women only company. Sometimes, I think they ignore me men or think we don't need no help. Participant 12
3	**Commitment**	• Always, I feel obliged to do my best and to deliver results because I know that my effort does not get wasted. Somehow, it pays to be committed. Participant 1	• I am very encouraged by the recognition given and the company has my allegiance. Participant 15 • I am always ready to make the company better than I met it because I am fully committed to the vision and objectives of our management. Participant 20
4	**Communication**	• Sometimes, I am not happy working with them (female colleagues) because they want to stay behind the curtain and not do face to face meeting. I understand the reason, but this makes my work difficult and I know many guys who have been frustrated by this. Participant 4 • In this company, we have many tools to collaborate with one another like our company systems called DP and others like Slack and Jira. These channels help us to share information and bridge gaps in communication, like you don't need to walk to another department to share information, maybe you are shy or something. These things really improve how everyone stay close and improve knowledge. Participant 2	• Working in a mixed environment makes me aware of the other gender and to take fresh breath from the usual tight corner they always put us in all Saudi workplace, which many of us have experienced in our professional lives. Participant 10 • We get on by working as team and complementing ourselves. Participant 15 • They always tell us that this is because they want more opportunity for us (women) so that we can grow to become managers and directors in years to come. Participant 19

NO	HRM Practices	Organisation One	Organisation Two
5	**Training and development**	• I can't say there is anything specific on how to deal with the other gender but generally there are training programs that helps to improve skills and capacity. Participant 5 • I finished a course last month and I will do another one in March, but this is for everyone and has nothing to do with diversity or anything like that. Participant 7	• We are given the opportunity to get training as females, in fact we are required to be trained each year twice at least, also this is for the men. Participant 9 • This is a matter of everyday learning and experience from how we deal with one another and support each other. We all know that males and females are different and so we always strive to tolerate one another, learn from each other mistakes, accept ourselves and grow from that experience. Participant 17

Table 5.3: HRM Practices

5.7.2. Analysing Human Resource Management Practices

Analysis of each sub themes contained in the table are discussed under this section as presented thus. The table below summarises the adopted definition of each theme.

Themes	Sub Themes	Définition
1. HRM Practices	1.1 Recruitment & Selection.	Recruitment and selection refer to the chain and sequence of activities pertaining to recruitment and selection of employable candidates from both genders.
	1.2 Gender Equality Policy.	The state of equal ease of access to resources and opportunities regardless of gender, including economic participation and decision-making; and the state of valuing different behaviours, aspirations and needs equally, regardless of gender.
	1.3 Training & Development.	Training and development are processes of education and continuous learning, which involves the development and alignment of employee skills and understanding towards a gender balanced and equitable workplace.
	1.4 Commitment.	Employee commitment refers to employee dedication towards their roles and how much they are committed to support their organisation
	1.5 Communication.	Refers to the flow of interaction among employees within the organisation and how the process of communication supports understanding between different genders and between employees and management.

Table 5.4: Adoption definition

- **Recruitment & Selection**

Based on the recruitment and selection practices and policies of participant's organisations, the findings indicated that both organisations recruitment and selection process reflects a drive towards gender balance, job fit and knowledge of company system. Participants from Organisations One and Two attest to their organisation's approach and focus on a local practice of candidate selection and a notable concentration on employing women. Such focus on women and local candidates points towards a polycentric approach to recruitment and selection. As pointed out in Chapter Two, polycentric approach of MNCs involve full adaptation to local contexts with support from the HQ in the area of human resource practices (Ngo et al. 1998). For organisation one particularly, local control in HR processes has been found to be part of the overarching HR strategy and an important aspect of driving growth and fostering inclusion, which is why it has been stated that:

> *"every individual count, so it follows that we believe we can make a difference for all women. That's why increasing the number of female employees and leaders is central to our Inclusion & Diversity strategy". Organisation Two*

In support of the locally oriented approach towards recruitment and selection of employees, participants attest to some relatively important attention given towards gender diversity in their HR practices. Participants at *Organisations one and two* revealed that;

The company want to promote more women and give them more opportunity. Participant 16. Organisation two.

> *They are trying to give more chances to females than before. Plus, they are now increasing the number of females. For example, a lot of females joined last year in the company. Participant 5. Organisation one.*

Open gender policies are enshrined into the global recruitment and selection policies and strategies of both organisations as demonstrated by participants in the responses shown above, this arguably stems from many factors such as the organisation's HR policies and gender diversity commitment of the organisations including the roles that local employment factors play.

It therefore, seems that both organisation's recruitment and selection policies are influenced by local factors in Saudi Arabia and the pressure stemming from organisation One and Two's commitments towards gender diversity. The argument confirms extant debates in the literature about the extent to which foreign affiliates act and behave as local firms versus the extent to which their practices resemble those of the parent corporation (Rosenzweig and Nohria, 1994: 229).

In Saudi Arabia, evidence shows that the national context and the institutional flows from it exerts enormous pressure on foreign companies' subsidiaries and coerce them to localise their HR practices (Alanani, 2014). In 2011 for instance, the Saudi government instituted a National scheme called the 'Saudization policy' to regulate employment practices in the country and to ensure that companies provide more opportunities for women (Harrison-Mirfield, 2011).

Since most MNC subsidiaries are unable to opt out of the policy, it is not surprising why there is similarity in MNC attention towards gender diversity in the recruitment and selection practices of organisations one and two as indicated in the participant's responses. This implies that the gender diversity management policies and practices of the two organisations, while it may be somehow influenced by the company's policies and approaches of MNCs is also to a very large extent shaped by local factors.

Polycentric approach, when applied to complex gender situations might mean adopting a diversity management policy that simply attends to the broader environment without attention to the core organisational and individual factors that shape subsidiaries. It can be argued that this would especially raise questions for the climate of diversity as Nishii (2013) points out, which means that issues of knowledge integration and transfer may arise from the different cultures of the home and the host country (Pope, Reynolds & Mueller, 2004). These raises concern as to whether local employees will not be torn between the pressures of the two cultures (Caprar, 2011).

- **Gender Equality Policy**

 In a conservative cultural context like Saudi Arabia, disparity in career and employment opportunities between men and women have been well documented based on the presence of a host of factors such as a culture of segregation, gender stereotypes and sociocultural beliefs which affect perceptions and attitudes of local employees (Alanani, 2014). Sociocultural factors for instance, potentially plays a major role in shaping subsidiaries design and the implementation of practices that balance competing obligations in the areas of inclusion, equal opportunities and employee skill utilization (Harzing & Sorge 2003).

This idea serves as the foundation for asking participants about their organisation's approach towards gender equality. Some participant's from organisation's One and Two, indicate that as employees, they have a feeling of balance and justice in the way that gender concerns are navigated and managed in their workplaces. The participants revealed that given the socio-cultural contexts of Saudi Arabia and the kingdom's conservative view on gender issues, their organisations score well because attention is paid towards promoting opportunity among all employees, especially for the female gender.

Some participants also indicate that their organisations' equal opportunity policies do not necessarily seek to enforce equal representation, but to provide opportunity to females by giving them a place, voice and support in the organisation since females have been traditionally excluded from the workplace. Such idea of promoting opportunity for females in particular are not only found at the recruitment and selection stages but also in the organisation's culture and behaviour towards women empowerment, inclusion and skill utilisation.

According to Respondent 8 from Organisation One;

> It is obvious that in this company there are many females as much as males, so I guess there is something like opportunity for everyone. Participant 8 Organisation One.

Participant 9 from Organisation One add that;

> We also have a range of gender specific practices designed for women. Participant 2 Organisation One.

Respondent 10 from organisation two also mentioned that:

> We are a promoter of equal opportunities and diversity, irrespective of what you label it. We value and implement all forms of diversity across the company.

Although, female participant's at Organisations One and Two, as those quoted above view their organisation's approach towards supporting and providing opportunity for women as acts of promoting equal opportunities, at the heart of the debate is also the concern that men may not see the increasing attention and organisational policy direction towards women as fair and equal. Researcher's often refer to men's belief that any gains or concessions for women through gender diversity initiatives mean losses for men (Catalyst, 2010).

While it is understood that females are the underrepresented gender in both organisations given the historical focus of organisations on males, there are indications from few participants think that females seem to take the predominant attention.

> When I joined this company, it is like coming to work in women only company. Sometimes, I think they ignore me men or think we don't need no help. Participant 12 Organisation Two.

It is well documented in the literature that such view, which is often held by men in most organisations where attention is being shifted towards women in the name of gender equality often create feelings of bias among male employees (Devillard Devillard, Sancier-Sultan, and Werner (2014)). Even though, male employees are aware that females have for long been alienated from the workplace due to the conservative nature of Saudi Arabia and it is only of recent that the narrative has changed due to policy support and regulatory changes enforced by the government, men are still likely to be jittery and have feelings of being alienated for their women counterpart.

As the result indicate and scholars have argued, gender diversity initiatives tend to be treated merely as a woman's burden, hence, causing indifference among men (Prime and Moss-Racusin, 2009). A number of scholars have suggested that engaging men in the gender diversity management process is essential for making headway because men's support is a weighty cultural factor that affects women's inclusion in the workforce and reaching senior management positions (Devillard Devillard, Sancier-Sultan, and Werner, 2014; Flood and Howson, 2015; Haller-Jorden and Stuber, 2012).

- **Training and development**

There is a view that organisational learning through training and development can address disagreements and concerns that may be caused by differences in an MNC subsidiary (Armstrong, 2014). Training and development can also improve gender diversity by ensuring that labour supply is balance between both genders and is not lopsided as is a given in most labour markets.

Based on its importance, it was deduced from participants that training and development are widely practiced and are useful towards improving individual knowledge as well as commitment and learning. According to few respondents although, there are no identifiable or specific programs regarding gender or diversity training, however, in general, their organisation's commitment towards diversity is reflected in the everyday cooperation, struggles and understanding between each gender and also stems from their organisation's wider training programs that promotes skills and individual capacity. In some participant's words;

> I can't say there is anything specific on how to deal with the other gender but generally there are training programs that helps to improve skills and capacity. Participant 5 Organisational One.

Participant 9 from Organisation Two also confirmed the lack of specificity towards training but the appreciation of its importance as a general organisational HR practice.

> This is a matter of everyday learning and experience from how we deal with one another and support each other. We all know that males and females are different and so we always strive to tolerate one another, learn from each other mistakes, accept ourselves and grow from that experience.

There is no evidence of training and development specifically in regard to gender diversity however, there is also minimal evidence of drive towards preparing women for leadership position. There is evidence from the literature that much less women are represented in STEM departments i.e. Science, Technology, Engineering and Mathematics, at large organisations, which are sometimes in greater demand giving the increasing digitisation of most MNCs (OECD (2012).

The lack of specific training efforts towards promoting balance in these areas and other areas where women need to catch up with men suggests that training and development towards promoting gender diversity may be rhetorical, because it does not focus on the most important matter of empowering women to have requite skills and knowledge as men in the workplace. Followell (2014), reinforces the ideas that training, and development are instrumental for balancing skill deficit among diverse groups, especially for the under-skilled women, therefore, can be useful for achieving diversity. Although, evidence gathered from the interview suggests that participants are sometimes sponsored for courses such as learning and education programs, such programs often exclude employees who need them the most and often do not address diversity concerns or areas where employees can develop skills needs for growth and development.

The findings have indicated that the HR approaches and gender diversity management practices of the two organisations are similar, as reflected in the responses of respondents from the two organisation, in which similar views were expressed. This is hardly surprising given that the similarity can be explained by the polycentric nature of both organisations, which is based on the structure of local coordination of human resource approaches. Although, it seems that the polycentric approach, while it allows diversity management practices in Saudi Arabia to be fully designed based on the needs of local employees and Saudi culture, is conflicted by the MNCs approach of sometimes dictating best practice from HQ.

For example, both companies have gender equality policies, which merely reflects a command and control approach of gender diversity, given that the priority in both MNCs, as reflected in participant's views is the need for fairness and balance in order to improve the perception and experience of diversity.

- **Commitment**

Employee commitment is key to achieving engagement, which is an important human resource factor in achieving inclusion and diversity (McKay et al., 2008). The literature indicates that low commitment from employees can lead to low performance and motivation, which can hinder the success of diversity.

Regarding the commitment of participants towards their organisation, it was deduced from the responses gathered that participants have positive experiences towards their organisation and especially the diversity management, therefore, tend to have a sense of attachment to their organisations. Participant 1 view from Organisation One expressed that;

> Always, I feel obliged to do my best and to deliver results because I know that my effort does not get wasted. Somehow, it pays to be committed.

Participant 15 from Organisation Two similarly confirms that:

> I am very encouraged by the recognition given and the company has my allegiance.

The feeling of importance and the sense of opportunity that the participants receive and perceive as a result of their organisation's policy contributes to her feeling of belonging to the organisation, which consequently contribute to commitment feeling to the organisation. To reinforce such argument, McKay et al. (2008) emphasise the idea that the perception of employees regarding work-setting significantly affects their behaviours and attitudes especially in the context of diversity, where job satisfaction requires a sense of commitment.

- **Communication**

The flow of communication has several benefits which includes promoting loyalty and commitment, which is necessary to promote diversity and inclusion. An important argument in the literature is that to engender the commitment of employees, especially in a diverse work environment, employees should be allowed to make input into the decision-making process as opposed to management handing down decisions relating to diversity practices without consulting the employees or seeking their opinions (Dahm et al. 2009).

The presence of teamwork, various channels of communication and collaboration and direct management support were submitted by the participant's as being part of the approaches used by their organisation towards fostering communication. As submitted by some of the respondents;

> In this company, we have many tools to collaborate with one another like our company system called DP and others like Slack, Jira and many others. These channels help us to share information and bridge gaps in communication, like you don't need to walk to another department to share information, maybe you are shy or something. These things really improve how everyone stay close and improve knowledge. Participant 2 Organisation One.

Despite the availability of communication tools, evidence from participants suggests that the use of technology and collaborative tools are insufficient to bridge communication gaps between men and women at the workplace, which is sometimes worsened by some women's choice to work behind the curtains at the workplace. Women who are shy or who are yet to warm up towards the idea of working with men may choose to work behind curtains in their offices, which makes them difficult to collaborate with in some cases by their male counterparts. Some male participants have pointed out that such idea often frustrates and make working with women a difficult task;

> Sometimes, I am not happy working with them because they want to stay behind the curtains and not do face to face meeting. I understand the reason, but this makes my life difficult and I know many guys who have been frustrated by this. Participant 4 Organisation one.

It was also gathered during data collection that although while men are receptive towards the idea of working with women, and women are accepting of men, there can sometimes be a lack of understanding between both genders due to various factors, which may be related to gender difference and behaviours. Such difference according to the evidence gathered can have impact on the strength of collaboration and communication among the different genders. According to Participant 12 at Organisation Two;

I just want to come to work and do my own thing and go home. I have group or collaborative stuff with men. They are very helpful. They can help you for anything, but they can also be a big headache. All the time, they think the same way and it seems they all have a view about you as a female. Sometimes, they will ask you why you are dressed like this, or why you have maybe pink lipstick, this is one of the problems when working with them… ask any girl they will tell you. Participant 12 Organisation Two.

The results confirm previous findings that gender diversity can lead to negative communication (Cramton & Hinds, 2014), which may aggravate existing situation.

5.7.3 Employee Perceptions

This section presents the responses and analyses of participants based on their feelings and perceptions concerning gender diversity management in their respective organisations. Participants experiences, feelings and perspectives are organised under each theme. Figure 5:7 below shows the themes under Employee Perception based on the outcome of the data.

Figure 5.7: Employee perceptions

This table summarises participant's responses based on eight key themes that are obtained from the data. The themes are followed by quotes from participants under each of their respective organisations.

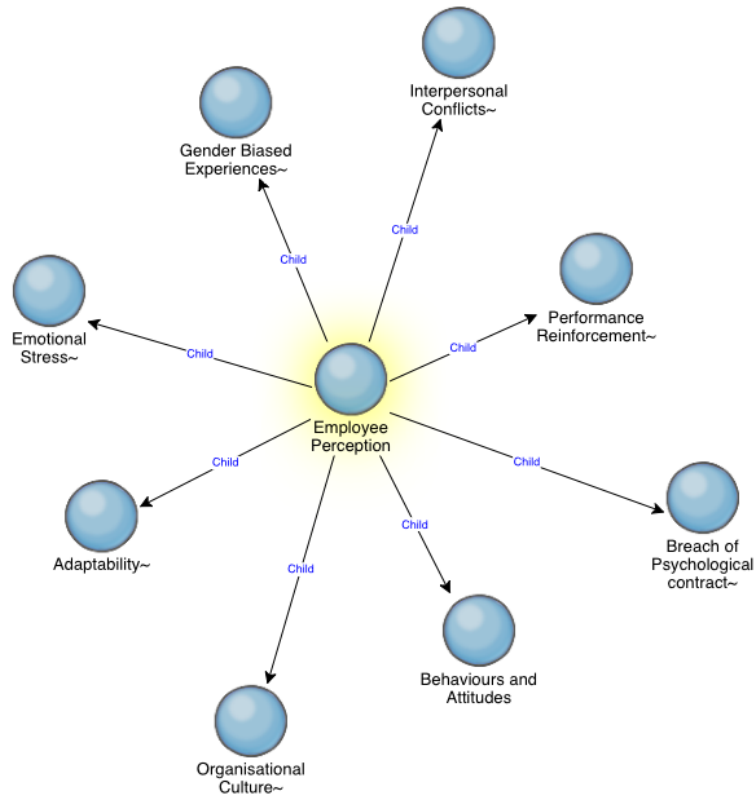| Employee Perception	Organisation One	Organisation Two	
Gender Biased Experiences	• Females are more precise, so they like to focus more on details, if you want something to be done in detail perfectly give it to the girl. Participant 3 • I think we have to be careful about letting females compete because they are great and smart but sometimes they don't have the experience and they need more time. For example, one woman in another department got promoted to be the head of that department and she struggles on how to manage and control the guys under her and she don't have the skills, so she created issues and some of them left the job. Participant 4 • Females are always so precise and specific and face their work. There are different ways of working. Participant 5 • Men are more fixed to what they do but females are more flexible. However, it is sometimes difficult to deal with females because you have to be careful not to cross the line. Participant 7 • First, I think we must recognise the fact that both genders are different and that experiences will be different for both genders for males, it is always positive because they are more tolerant and more accepting and always willing to do more even if it is out of their scope of work. So, experiences with males tend to be helpful as they can solve problems quickly Females, on the other hand can be limited in what you can assign to them because of many reasons and so with females, relationships tend to be balanced and normal. Participant 9	• Females obviously are softer, and you can talk about virtually anything with them. But the guys, you just want to keep it all professional. Participant 11 • Every time they bring something new like opportunity, they want to offer it to ladies first. I know that they (ladies) need attention and support but sometimes, this attention is too much and make them ignore that men also require support too. Not like we get bigger salaries than them or we have more bigger positions. Participant 13 • Where there is less stress, women are the best because they are chatty, and get distressed with all the side stuff. There it is best to work with women. Men can be more reliable because they have resilience and can get on and deliver and be helpful. Participant 16 • I adapt to men because we are all men. Maybe when I work with women, I will learn. Participant 17 • I have worked with both all my work life and the only difference I know is that men have opinions about us as females. They want to program us from their minds and don't really want us to do some of the things that we do. Participant 20 • I just to come to work and do my own thing and go home. I have group or collaborative stuff with men. They are very helpful. They can help you for anything, but they can also be a big headache. All the time, they think the same way and it seems they all have a view about you as a female. Sometimes, they will ask you why you are dressed like this, or why you have maybe pink lipstick, this is one of the problems when working with them… ask any girl they will tell you. Participant 12	

Employee Perception	Organisation One	Organisation Two	
Adaptability	• Adapting comes naturally because all you do is act like everyone and behave well and if something goes wrong or bad, call the manager's attention to it. Adapting is not an issue at all. Participant 1 • Females are strong in specific things that males don't have, So the combination can be a positive thing. Participant 3 • With experience of working together, it becomes okay to interact as we understand and learn and start to trust that females can do the job perfectly but let me tell you at the beginning it was so difficult I didn't know how to deal with ladies I don't know how she think or how she will react so it wasn't comfortable at all and I am sure this was also the case with the ladies if wasn't worse but with time and everyday interaction becomes normal and fine. Participant 2	• Surely, females think in a particular way, they get the job done maybe I would say better than men. But men for sure are faster and quicker, they can solve problems quickly but not better. These different qualities complement one another and performance that we talk about here every time is best driven through different contributions from each and every one regardless of sex or background. Participant 11 • I adapt by taking responsibility for my action and letting others take responsibility for their actions too. Participant 13 • We all have something to give based on our gender orientation. Participant 16 • I don't want it to be all men workplace or all women workplace. The right mix will always help. Participant 19	

Employee Perception	Organisation One	Organisation Two	
Performance Reinforcement	• Giving everyone opportunity to thrive will be a good thing of course especially in this country where you hardly find it everywhere you go. Participant 1 • Males and females can motivate one another to drive performance. Participant 2 • I think female and male complement each other. Participant 3 • There is no glass ceiling as I could get better place and position. This makes me work harder and become more loyal. Participant 3 • I know that they company recognise me as individual and if I focus on my work and get good results, I will be awarded and get better position. Participant 4 • The belief that you are part and parcel of the organisation, makes me believe in myself, in my strengths, in the company and in the future. Participant 8 • I see that in everyday results, when you promote a free and open workplace with opportunity, balance and rewards for everyone, you will see that people will forget their genders and instead deliver as best as they possibly can. Participant 6 • We value diversity because it contributes to the quality, speed and efficiency of our marketing and relationships with people and overall performance. Participant 5	• I do believe that a more gender balanced workplace will contribute to work performance and will be healthy for the company in how it sells itself not just in Saudi Arabia but around the World as well. Consider that in this country we have more qualified females than males which means that the more females we can get into the workplace is the more performance outputs we can drive. Participant 12 • A more gender diverse workplace can surely drive positive outcomes if the other gender is more competent. Participant 13 • We are not the same, we are diverse. If we bring that diversity together, we can drive performance. Participant 18	

Employee Perception	Organisation One	Organisation Two	
Behaviours and Attitudes	• Adapting comes naturally because all you do is act like everyone and behave well and if something goes wrong or bad, call the manager's attention to it. Participant 2 • I think I dislike the aspect of equal opportunity that they always talk about. Please don't get me wrong, I have two sisters in other American Express and BAE and I want them to prosper. What I am saying is that equal opportunity always don't work because sometimes the task that needs to be done need more man power. And you know that it is unfair to give female such tasks. This thing gets me worried all the time because from my experience, they give the task to women, then they cannot do it and they come to me or other guys. In many ways, this affects many things like my speed of work. Participant 7 • The idea is good, but most of the time they focus too much on women forgetting that we always have our need for growth. Only this will make sure that everything is balance. If not, in few years they will be controlling everything, and they will boss you around even with more skills than them. You know what can happen when women become leaders. They become difficult and maybe get rid of you quickly Participant 1 • Actually, it depends on the person, some nice, some helpful regardless of their gender. For me I am closer to females I enjoy spending my lunch break or any free time with them even if they work in deferent departments. Participant 3	• I adapt by taking responsibility for my action and letting others take responsibility for their actions too. Participant 1 • Everyone gets along with each other, we quarrel sometimes and move on. And when you work with someone for 6 months and one year you should know their behaviour and take it or leave it. That is how we get along with one another. Not a magic stuff, you just learn how best to do so as you go along. Participant 11 • Life is not the same and it's never the same all of the time, and just knowing that keeps me focusing on my job and not on male or female. Participant 18 • I prefer to work with females than men because of the freedom and you can do anything when you are around girls as you like. I don't like working with guys too much but maybe sometimes for short time. Participant 19	

Employee Perception	Organisation One	Organisation Two	
Organisational Culture	• I do feel more comfortable in dealing with non-Saudi colleagues as they do not have reservation and their behaviour are the same with all genders unlike the Saudi colleagues. Participant 3 • The mixed workplace is a new thing in our modern life in Saudi Arabia and it is not in our culture. We study in one gender only schools and all our social events are separate. Participant 4 • Also, you may have to attend some departments where you'll find that employees are too separated, and it can be a problem to communicate. Participant 3 • Currently, women have the choice to work in isolated offices or to be covered with curtains in their offices or to work along other women alone. I don't like this part because it frustrates diversity efforts. And I think it takes more resources to implement. Participant 9	• There is no enough understanding of the other gender because of our culture, which makes things complex. Participant 10 • Men are more confident and don't make life too difficult, especially men that are not from Saudi Arabia. I like women or females the most when they are not from Saudi, because they are more flexible and helpful. Participant 10 • I like a mixed culture and environment but not a single working condition with males or all females. I get that but always worried sometimes, when it's only me around males. Females help to make the environment relaxed, but they can also cause trouble I have to say. Participant 18	

Employee Perception	Organisation One	Organisation Two	
Emotional stress	• It is can be sometimes worrying to cope because there is just too many stuff is going on, sometimes I get stressed and other people get stressed too. Like they want you to do training, they want you to do this and to do that. Participant 1 • The problem sometimes I have to do little overtime. And my two kids wait for me, husband wait for me, sisters wait, mother wait and maybe I have some training to do. This is why it can be extremely difficult to balance work and life sometimes. Participant 7 • Maybe sometimes there is bias in decision making. Males tend to have less bias and instead do our best for everyone. Females prefer to promote females ahead of males, which is not a good thing. Participant 2 • It is actually when they support the females just because of their gender and give them tasks and positions just to show they empower women and speed up the process so they end up having problems and negative outcome. Participant 4 • I have to deal with someone that don't respect me as female and they think that I am less than them. This frustrates me. Participant 3	• Anybody will tell you that they feel the heat, not every time, because the company want us to adapt to new things. The pressure makes you tired and want to quit sometimes. Participant 20 • Women relying on guys is a thing that should stop. Men complain all the time when they don't deliver their own tasks. They say it is because they have to work with someone in their department who always happens to be a female. Participant 17 • They have something for women but always they ignore us men, but I understand why. Participant 18 • The programs are attuned to females because they are the ones that are perceived to be at a disadvantaged position. Participant 11 • I think we have to be careful about letting females compete in the workplace, they are great and smart but sometimes they don't have the experience and they need more time. For example, one woman in another department got promoted to be the head of that department and she struggles on how to manage and control the guys under her and she don't have the skills, so she created issues and some of them left the job. Participant 13	

Employee Perception	Organisation One	Organisation Two	
Psychological contract	• Working with females have been great despite starting in very careful way as we both have fears and doubts but with experience it becomes okay as we understand and learn and start to trust that females can do the job perfectly. But let me tell you at the beginning it was so difficult I didn't know how to deal with ladies I don't know how she think or how she will react, so it wasn't comfortable at all. Participant 4 • The biased part is where female managers first look for suitable females before males. It is like what used to happen long time ago against women is reversing against men now. Participant 2 • I have to deal with someone that don't respect me as female and they think that I am less than them. This frustrates me. Participant 3 • There are challenges working with females because there are many things females cannot do. Participant 7 • There are issues of course from the company not always from the colleagues. Maybe the way they structure things and organise some stuff. Participant 3 • If for example I have to deal with someone that don't respect me as female and they think that I am less than them. This frustrates me. Sometimes, people expect you to be behind and not on par with them or seek to get more chances to grow. Those are the kinds of challenges that I have experienced in the past and that comes from females as well but mostly from males. Participant 4 • Based on my encounters, girls tend to be too picky and unnecessarily choosy. Participant 1 • I told my manager a long time ago that we need access to personal counsellors to advise us on individual work/family matters because sometimes the work demands too much that you can cope with. They are yet to do that. *Participant 8*	• Actually, problem is not from men, girls are the problems. But guys also have the blame because they are also difficult sometimes. I am man and I can tell you this thing Participant 15 • You think, maybe your female colleagues are more difficult, but you can't do anything. And something that might be a little problem is maybe there is no balance in the gender structure. Like, I wish there are more female managers at the top and more males below, but it's the other way around and you don't like a girl that is your mate pushing you around every time. Participant 11 • When people keep closed minds, they (create) problems for other people. That is a small issue you'd think, but it is a huge challenge that needs solution. Participant 16 • Having more female supervisory managers and more male senior managers is kind of not the best. I like it the other way around. Participant 11 • females are very demanding of help. You know there is also our culture that females mustn't work too much. Participant 12 • Where there is less stress, women are the best because they are chatty, and get distressed with all the side stuff. There it is best to work with women. Participant 16 • It is sometimes difficult to deal with females because you have to be careful not to cross the line. Participant 18 • The programs are attuned to females because they are the ones that are perceived to be at a disadvantaged position. Participant 20	

Employee Perception	Organisation One	Organisation Two	
Interpersonal conflict	• When some people start working at beginning in such environment they lose focus and get lost they didn't interact with females in their lives other than their families. Participant 4 • Always there is bound to be misunderstanding and misconception because we have different orientation and ability. We are more experienced and energetic, females are more committed and more willing, but I think that ability, experience and energy are better. That is why people have problem when a manager gives the job to your female colleague first, because actual, you as the guy can do it better. Participant 2	• Men control and forcing their thinking on you as a female. Participant 19 • I have to deal with someone that don't respect me as female and they think that I am less than them. This frustrates me. Participant 13	

Table 5.5: Employee Perception

5.7.4. Analysing Employee Perception

Analysing participant's views based on their experiences, as presented in this section is an important factor in understanding their concerns and perception of what diversity is and what it can do for them (Irizarry, 2013). The table below identifies each theme and provides brief definition of their relevance to the current discussion.

3. Employee Perception	Gendered Experiences	Refers to the biased perception among males and female employees of the two MNCs studied concerning the other gender and the role that each gender is believed to play.
	Adaptability	Adaptability refers to participant's feelings and the perception that diversity would work for them if coping mechanisms are designed and embedded into the system.
	Performance Reenforcement	Performance reinforcement of diversity can let management adapt the management system towards the need of each gender groups and to effectively manage it on an ongoing basis.
	Behaviours and Attitudes	Attitude is basically a positive or negative feeling that employees have on objects, people, or events arising from diversity concerns, practices and approaches within the organisations.
	Organisation Culture	Organisational culture is defined as a collective force that encompasses the values, beliefs and shared programming of members within an MNC.
	Emotional stress.	This refers to people's mood disorders or the psychological conditions of being overstretched as a result of the current diversity practice or general working conditions.
	Psychological contract.	This simply refers to the mutual beliefs, perceptions and informal obligations between an employee and her organisation.
	Interpersonal conflict.	This explains a situation where people get in the way of one another efforts towards common understanding and achievement

Table 5.6: Adoption definition of themes

- **Gendered Experiences**

As observed from the findings, participant's views still reflect and reinforce masculine and feminine stereotypes. Such biased perception arguably reflects in the nature of interaction and the quality of relationship that exists between males and females. Some of the participant's views both from Organisations One and Two, show that males and females perceive diversity practices in their respective organisations differently and this consequently influence the attitudes, behaviours and responses of individuals within the two organisations towards diversity. *Participant 4 from Organisation One's* statement confirm such view based on his response that:

> I think we have to be careful about letting females compete in the workplace, they are great and smart but sometimes they don't have the experience and they need more time. For example, one woman in another department got promoted to be the head of that department and she struggles on how to manage and control the guys under her and she don't have the skills, so she created issues and some of them left the job.

Participant 20 from Organisation Two also confirmed that;

> I have worked with both (genders) all my work life and the only difference I know is that men have opinions about us as females. They want to program us from their minds and don't really want us to do some of the things that we do.

The above views, which are indicated in participant's responses are indicative of negative perceptions based on the notion and perception that gender difference divides rather than unite. Such outcomes have been predicted by the literature based on the view that diversity attributes such as gender often create unexpected negative affective reactions with attendant stereotypes, biases and prejudices, which potentially affect diversity outcomes (Jayne and Dipboye, 2004).

As shown in the findings under *interpersonal conflict,* gender difference often leads to breakdown in communication and reduced cohesion, especially given the conservative nature of both men and women in the organisation, which shapes their attitudes, openness, and responses.

Based on these gendered biases finding, Pfeffer's model of similarity and person fit factors which are demographic characteristics described by the author as powerful enough to influence perceptions among groups can be identified (Jackson et al. 1991). Such factors manifest in the present finding where participant's attempt to frame messages into their own gender group belonging to make sense of it.

As Mazur (2010) argues, it is common that within culturally homogeneous groups, members will show tendency to communicate and favour each other more often as a result of sharing similar World views and a unified culture that results from in-group attachments and shared perceptions. From the interview findings, females at *Organisations One and Two,* demonstrate the same in- group attachment and shared perception which reflects in how they make meaning of the work environment and perceive the climate of diversity that is around them. *Participant 3 from Organisation One* mentions that;

> Females are more precise, so they like to focus more on details, if you want something to be done in detail perfectly give it to the girl.

Participant 17 from organisation two's view as shown below also reveal that as well as women, men also have tendency to view other males as in-group sets with whom they have shared perception. In his words:

> I adapt to men because we are all men. Maybe when I work with women, I will learn.

Also based on the view of participant 7 in Organisation One.

> Men are more fixed to what they do but females are more flexible. However, it is sometimes difficult to deal with females because you have to be careful not to cross the line.

PsyCap and proposed elements can provide necessary psychological intervention that bridges such negative gender gaps and perception between male and female employees, as those reported among employees of the two organisations. PsyCap can play a supportive role by ensuring that the diversity culture of the MNCs capitalise on the potential of both male and female employees, thus, turn cognitive biases and differences between males and females into positive results. The inclusion of *Optimism* into the practice of gender diversity, can for instance, help a male or female employee to discount a dysfunctional belief related to masculine or feminine position and replace them with accurate and constructive one that are useful towards promoting interaction.

Resilience on the other hand can be beneficial for a perceived weak gender group to improve their problem-solving skills and enhance their social competence, thus, able to reduce the gaps between them and the other gender group. Addressing such concern, can arguably create and help to achieve a shared perception of gender diversity management among employees (Bowen and Ostroff, 2004).

Recognition of *Gendered Experiences*, as a finding, accordingly is included in the revised framework based on the understanding that such recognition can boost the application and usefulness of PsyCap in addressing the current issues of diversity management.

- **Adaptability**

It is indicated in the findings that current gender diversity management practices do not eliminate the existence of inequitable distribution of rights, resources and power, including the repressive norms that limits the potential of female employees in particular. Such concern was not acknowledged in the proposed diversity management model as also reflected in current diversity models presented in the literature review, where coping mechanisms for repressed gender groups are hardly included in the implementation of diversity.

The notion of adaptability was implied by some of the research participants who expressed that current practices within their organisation in relation to gender diversity management are helpful because they promote interaction and foster close relationship between the two gender groups, thus reducing perceived gender gaps and barriers that are in existence. *In participant 2* from *Organisation One's* words:

>With experience of working together, it becomes okay to interact as we understand and learn and start to trust that females can do the job perfectly but let me tell you at the beginning it was so difficult. I never knew to deal with ladies I don't know how she think or how she will react, so it was not comfortable at all and I am sure this was also the case with the ladies. Now everyday interaction becomes normal and fine.

Participant 19 from Organisation Two's view also reveal the participant's recognition of the role of different gender groups in the existence of the organisation. In her words;

>I don't want an all men workplace or all women workplace. The right mix will always help.

The notion of adaptability also means that barriers and gaps imposed by legal, religious and traditional boundaries can be resolved by how much coping mechanisms can be included into the management of diversity. The outcome of this finding, as indicated in the result is indeed not surprising given that issues of inclusion and equitable distribution are partly addressed by both organisations as indicated in discussions in previous sections. If more inclusive mechanisms that fosters gender and individual adaptability, especially those that recognise individual concerns can be included into the atmosphere of diversity management, diversity management can be drastically improved.

This argument is relevant particularly in the context of Saudi Arabia where there used to be strict traditional and legal boundaries in interactions and social encounters between unrelated males and females (Syed, 2009; 2010). As the findings have indicated, both men and women can be affected and feel marginalised by the atmosphere of diversity, therefore, adaptation strategies are arguably, critical to the success of diversity management.

Nwachukwu (2011), describes adaptability as 'adaptive resilience", which is the capacity to remain productive and true to core purpose whilst absorbing disturbance and adapting with integrity in response to changing circumstances." (p. 10). Adaptability as an HR mechanism can be included into the design of diversity management by building on current individual concerns that affect the success of gender diversity management. Adaptability can arguably contribute to individual productivity which is positively correlated with self-efficacy and resilience (Cole et.al., 2009:465). Sen and Elmas (2013) have found that adaptability are outcomes of resilience, which leads to organisational citizenship behaviours that lead to high commitment, customer orientation and consistency.

- **Performance Reinforcement**

Findings have indicated that diversity success can be undermined by lack of attention to measurement strategy that can motivate employees towards embracing and enable organisations to capture benefits of diversity. Performance reinforcement can be a way of ensuring that diversity goals are achieved (Kossek et al. 2005). Performance reinforcement of diversity can let management adapt the management system towards the need of each gender groups and to effectively manage it on an ongoing basis.

Participants have confirmed that gender diversity can be improved through performance inducement approaches, especially not simply viewed from the efficiency or productive output of males versus females or females versus males, but from the view that both males and females complement one another with the support of an open climate that recognise and supports both genders. Few participants agree to such view based on the following responses:

Participant 3 from Organisation Two submit that:

> There is no glass ceiling as I could get better place and position. This makes me work harder and become more loyal.

Inherent in the participant's response, especially participant 3's view is that the openness of her organisation through existing gender diversity management practices contributes to performance because such practice and its inherent constituents like equal opportunity reinforces positive psychological belonging and belief in the organisation, which ultimately engender loyalty and how much she is willing to support the organisation's objectives. This is especially true for females who are the underrepresented in the Saudi workplace and whose careers have been often plagued by 'glass ceiling'.

This argument was reinforced in participant 9's view that:

> The belief that you are part and parcel of the organisation, makes me believe in myself, in my strengths, in the company and in the future.

Since the argument concerning performance is to be taken from participant's perception that an equal opportunity environment that is open to all genders promotes a stronger sense of belonging and belief in the organisation, current argument in the literature can be sustained based on the view that when negative factors such as attendant stereotypes, biases and prejudices, especially towards a underrepresented group such as females are reduced, performance boost can be achieved.

Positive outcomes can be achieved as participant's attest to since the result of inducing performance can significantly foster cohesion within the organisation's workforce (Jayne and Dipboye, 2004). These findings also correlate with literature based on the view that female employees contribute positively when they perceive that their gender group difference is supported by the organisation, any contrary perception can therefore arguably generate negative results which can occur in the form of low morale, commitment and performance ((Karsten, 2006; Broadbridge, 2008; Ozbilgin *et al.*, 2012).

It is, therefore, suggested that if diversity goals are linked to certain parameters such as becoming an employer of choice. it can lead to better diversity outcomes. Metrics of inclusion can include rewarding gender groups such as females or males based on their individual performance, that recognises gender factors as opposed to traditional metrics of performance management.

The underlying premise, according to Nudelman (2008) is to ensure that performance management serves to add value to the organisation. This variable has been proposed given the important roles that group or gender-based motivation can play in ensuring that organisational diversity practices deliver has not been addressed in the previously presented framework in Chapter three. Previous scholars have linked employee motivational states to all PsyCap variables such as hope, optimism, self-efficacy and resilience (Masten and Reed, 2002; Snyder, 2000).

- **Behaviours and Attitudes**

This theme and the arguments presented are based on the views of participants concerning how much they believe that current diversity management practices impact their individual conducts and actions within the organisation. It is important to establish that the presence of positive outcomes, as discussed in the foregoing sections does not preclude the existence of negative feelings towards certain aspects of the organisation's diversity policies and practices.

It is well documented that if an employee perceives negatively of certain policies within their organisation, their attitude and behaviours may be conversely affected. Previous studies have particularly reported the issue of negative attitudes and behaviours of employees towards diversity management based on the view that sometimes gender diversity effort in many organisations is so obviously 'pro forma' that it makes a mockery of the very concept (Datta, 2013). Some of the participants, for example, opined that they dislike the idea of equal opportunity because of its perceived wrong basis that sometimes affect how they deliver their work and impact on their behaviour at work. In the participants words:

> I think I dislike the aspect of equal opportunity that they always talk about. Please don't get me wrong, I have two sisters in other American Express and BAE and I want them to prosper. What I am saying is that equal opportunity always don't work because sometimes the task that needs to be done need more man power. And you know that it is unfair to give female such tasks. This thing gets me worried all the time because from my experience, they give the task to women, then they cannot do it and they come to me or other guys. In many ways, this affects many things like my speed of work. Participant 7, Organisation One.

> The idea is good, but most of the time they focus too much on women forgetting that we always have our need for growth. Only this will make sure that everything is balance. If not, in few years they will be controlling everything, and they will boss you around even with more skills than them. You know what can happen when women become leaders. They become difficult and maybe get rid of you quickly Participant 1, Organisation One.

The above views reveal some participant's perception about how the equal opportunity practice of their organisation's diversity management practice impact on them and the concerns that they have about it. Since the above views are expressed by males, the findings correlate with the literature that any success of gender diversity management must elicit positive perception and response from both males and females. Haller-Jorden and Stuber (2012) suggests that this must be done through HR's effort towards increasing men's sense of fairness by ensuring that men are carried along and that diversity management policies are also designed to favour men.

The findings also reveal that current gender diversity management practices within participant's organisations impacts on female behaviours and attitudes as men; however, in different ways. For instance, among women, the perception is that working with men can be a drawback because working with men can sometimes affect their self-determination and latitude because of the typical bias of men on women. *Participant 19 from Organisation Two,* affirmed such view by expressing that:

> I prefer to work with females than men because of the freedom and you can do anything when you are around girls as you like. I don't like working with guys too much but maybe sometimes for short time. They have too much opinion like you are their sister or daughter. Sometimes they forget that this is work and advice you to wear your abaya or to not work with other men. So many ladies like to stick to other ladies.

The perception of problems associated with working alongside men can be particularly daunting in the Saudi workplace based on pre-existent barriers between men and women such as strict traditional boundaries in interactions and social encounters between unrelated males and females (Syed, 2009; 2010). This might reduce healthy behaviours and positive reinforcements that is needed among employees to promote the right atmosphere of diversity.

- **Culture**

Beyond deliberate HR policies, the theme of organisational culture and the participants outcomes show that cultural factors affect the perception, behaviours and relationship among employees concerning gender diversity. Organisational culture is, therefore, an important outcome that shapes participants perception according to the findings. Culture fundamentally influences relational behaviour and group identification (De Circi and Kramer, 2003). Part of the attendant issues identified in relation to culture according to some participants is the problem of cross gender misunderstanding because of the complexity of the Saudi culture, which is deep seated in the systems and structure of participants organisations.

One participant refers to a feeling of comfort in working with foreign co-employees than fellow Saudi's because of the perception that co-employees who come from another culture or a country other than Saudi Arabia are less complex and easy to work with than the average Saudi co-worker. *Participant 3 from Organisation One* confirm such view based on her words that:

> I do feel more comfortable in dealing with non-Saudi colleagues as they do not have reservation and their behaviour are the same with all genders unlike the Saudi colleagues.

A similar view was disclosed by Participant 10 from Organisation Two in his view that:

> Men are more confident and don't make life too difficult, especially men that are not from Saudi Arabia. I like women or females the most when they are not from Saudi, because they are more flexible and helpful.

The positive aspect of the above is that it shows that participants recognise out group members within the organisation. It is well documented that a culture of inclusion is one that acknowledges to the sensitive needs of non-traditional employees (Cox, 2001). The negative aspect is that such reality exposes how much current gender diversity practices might fail to address deep seated differences among employees of the same culture due to the deeply held negative perception about one another.

The findings attest to the reality that employees clearly appreciate working without groups rather than in-group members, thus, the culture of supporting out-groups, i.e. the value placed on working with employees from other cultures can affect the success of diversity management, as it can contribute to conflicts among employees within the organisation. This is because several multi-factors that play a part in diversity management may be isolated due to employees' preference for certain groups over another. Findings also show that several factors influence the organisational culture at the two organisations and these includes both push and pull elements of culture as previous studies have found (e.g. Farley, Hoenig, & Yang, 2004; Hillman & Wan, 2005).

Because of the pull factor, MNCs in Saudi are under pressure to cope with local systems, culture and values which sometimes manifests through unwritten rules and laws. For instance, the pressure to cope with religious needs of Saudi employees who are predominantly Muslims to some extent dictate the how much the company's local subsidiary needs to be locally coordinated.

It is also part of the local mores in the Saudi culture to separate men and women; although such idea is often un-welcome by MNC subsidiaries, it remains a reality which MNCs live by and which they have to navigate through in their day to day operations. As pointed out by some respondent's, the kind of cultural bias in the Saudi culture is not present in the MNC culture:

> As an MNC they have no bias toward women in their regulations and polices and that means I have opportunity to succeed as any men in the company. Participant 3 Organisation One.

> I feel that I am in a place where they give me equal opportunity as males and I have the chance to get promoted to higher position unlike a Saudi company they do not believe in women and the chance of getting higher position is very hard. Participant 14 Organisation Two.

Respondent 14 from Organisation Two particularly points the fact that the idea of promoting the idea of equal opportunity as her organisation does, is not a Saudi culture but a culture influenced by the company's global coordination and home culture. One area where the home culture affects diversity practice is the difference of HQ managers sometimes with some of the local laws, mores and statutes. For instance, it was mentioned that some MNC top managers from HQ often consider some of the holiday system in Saudi Arabia to be excessive and needless.

Further, some documents and ideas within the organisation remains written and preserved in English whereas, the official national language is Arabic. The idea of having some organisation documents in English forces the employee to be proficient in English language. As Respondent 1 Organisation One points out:

> I don't think there is anyone who does not understand or speak English in this company. This is how the company culture from Britain or wherever affect we individuals in this company. Someway, somehow, there is always something from the headquarter that will determine things here.

Another respondent stated that:

Everyone knows that in Saudi Arabia, women and men being on the same level is not common. Also, if you look our holiday, pay and work culture like our IT standards, you will see Dutch written all over. Participant 16 Organisation Two.

So far evidence suggests that the local MNC subsidiary has an internal system that is dictated by the HQ from MNC's home country but exists under a strong pull culture from the Saudi culture. Indeed, MNCs subsidiaries tend to resist elements of the Saudi culture such as women restriction and gender imbalance by imposing the HQ approach of openness towards all gender and the MNC way of coordinating resources and talents.

- **Emotional Stress**

In line with the conceptual framework, the interview findings reveal emotional stress as a negative outcome of current gender diversity management practices within the two organisations. Emotional stress is a result of participant's experiences of various physical and psychological pressures, which is believed to affect their relationships, perception, attitude and behaviours towards others. Previous studies have shown that stressors can include physical or task factors and psychological stressors (Landy and Comte, 2010).

Furnham (2005) went further to list twelve stressors that affects employees at work, the list includes; occupational demands intrinsic to the job, role conflict, role ambiguity, over- and under load, responsibility of others, lack of social support, lack of participation in decisions, working conditions, organisational change etc. Some of the interview participants mentioned some of the listed factors as part of themes that results from their experience of working in their organisation. According to *Participant 20, from Organisation Two:*

Anybody will tell you that they feel the heat, because the company want us to adapt to new things most times. New policy, new directive, new this, new that. The pressure makes you tired and want to quit sometimes.

Participant 1 from Organisation one, mentioned a similar concern by stating that:

It is can be sometimes worrying to cope because there is just too many stuff going on, sometimes I get stressed and other people get stressed too. Like they want you to do training, they want you to do staff meeting and so many stuff.

Again *Participant 3 from Organisation One,* expressed her stress and frustration which stems from her being female and the way that she is being treated as a result.

> I have to deal with someone that don't respect me as female and they think that I am less than them. This frustrates me.

Research shows that stress levels can affect several work outcomes negatively. For instance, team performance is found to have a relationship with stress levels and team commitment (Drach-Zahavy & Freund, 2007). Emotional stress is also likely to be higher among females based on the reality that stressors are more prevalent among women. For instance, the reality that the female gender is responsible for not only having children but also for raising their children and overseeing their family life especially in a society like Saudi Arabia can add to the social expectation of women. In this sense, the responsibilities associated with motherhood can sometimes interfere with her professional responsibilities and hinder performance (Stuart, 2006).

This adds another dimension to issues affecting gender diversity in the workplace, thus, the challenge of balancing professional responsibilities with family responsibilities by female participants can be a stressor. Research shows that levels of stress outside of work do not just stay at outside, hence, the emotional and cognitive attitudes from external life, social relationships, levels of life satisfaction and overall quality of life are transferred to work behaviours. This means that problems at "home" may negatively reflect the performance and interactions at work, leading to lower performance (Gianokos, 2010). Again, one of the respondents confirmed the difficulty in managing work life balance and the stress experienced as a result. In *Participant 7 from Organisation One's* words:

> The problem sometimes, I have to do little overtime and my two kids wait for me, husband wait for me, sisters wait, mother wait and maybe I have some training to do. This is why it can be extremely difficult to balance work and life sometimes. Participant 7 Organisation Two.

In this sense, it is believed that responsibilities associated with motherhood and being a wife sometimes interfere with the professional responsibilities associated with women's job positions; thus, reinforcing concerns about gender diversity and its implications for commitment and productivity. Since women often find it unavoidable to change or reduce their working hours after childbirth in order to create time to fulfil their motherhood obligations, it is clear that childbearing and parenting responsibilities in general have greater implications for women's careers than is the case for men. Similarly, the role of having a married partner sometimes affects women's flexibility and commitment to do over time for example, as the findings suggest.

This creates a problem for female employees who have to find ways to mitigate the effects of these disruptions caused by biological and social factors and at the same time maintain a balanced work life. This can put women in a disadvantage position with regard to gender diversity, which are sometimes believed to help in perpetuating prejudice. For example, women who require alternate working schedules to balance work and family responsibilities may encounter gender bias due to their inability to conform to expectations relating to organisational time commitment (Stone and Hernandez, 2013). This is a noteworthy perspective considering that MNCs implicitly equate time spent in the office to the commitment of their employees.

- **Breach of Psychological contract**

This theme emerged based on participant's perception and experiences of diversity in their workplace and what the climate of diversity delivers as against what is promised. The findings show that several factors contribute to participant's perception of a breach of their psychological contract within their workplaces. One of the issues as discussed earlier is male's feeling of being ignored by organisational diversity policies.

The second issue is based on the feeling that the mixture of males and females and some of the attendant issues that emerge contribute to work stress rather than improve cohesion and integration that diversity seeks to achieve. Participant's views reinforce the perception that these issues have implications for how they trust and have confidence in the gender diversity management practices of their organisation, because of the perspective that such can contribute to a breach of psychological contract. As stated by some interview participants;

> Having more female supervisory managers and more male senior managers is kind of not the best. I like it the other way around. Participant 11, Organisation Two.

> The biased part is where female managers first look for suitable females before males. It is like what used to happen long time ago against women is reversing against men now. Participant 2, Organisation One.

> There are challenges working with females because there are many things females cannot do. Participant 7 Organisation One.

> Based on my encounters, girls tend to be too picky and unnecessarily choosy. Participant 1, Organisation One.

> It is sometimes difficult to deal with females because you have to be careful not to cross the line. Participant 18, Organisation Two.

The above views reinforce the view that males have reservations working with females and that their expectations are different from what they encounter in their everyday experiences at work. The responses are interpreted as breach of psychological contract because they indicate that current gender diversity practices create an undue working environment which values and imposes females against men. The views as participant 20 also reaffirm also reflect men's view that current diversity policies are mostly developed for women and deliberately chooses to ignore men.

> The programs are attuned to females because they are the ones that are perceived to be at a disadvantaged position. Participant 20 Organisation Two.

This above also means that from men's perspective, there is less flexibility and involvement as well as a diversity atmosphere that promotes less fairness, commitment and respect. These views show that men want to be treated the same as women and given equal attention and opportunity and it is only such approach of balanced attention that can truly represent the idea of equal opportunity.

Some females also expressed similar perception about the breach of their psychological contract based on the view of existing structures and their arrangement. According to *Participant 3 from Organisation One.*

> There are issues of course from the company not always from the colleagues. Maybe the way they structure things and organise some stuff. Participant 3.

According to *Participant 4 from Organisation One.*

> If for example I have to deal with someone that don't respect me as female and they think that I am less than them. This frustrates me. Sometimes, people expect you to be behind and not on par with them or seek to get more chances to grow. Those are the kinds of challenges that I have experienced in the past and that comes from females as well but mostly from males.

Another participant shared a similar view based on the response that:

> I told my manager a long time ago that we need access to personal counsellors to advise us on individual work/family matters because sometimes the work demands too much that you can cope with. They are yet to do that.
>
> Participant 8 from Organisation One.

The above views also show that females expectations are not met, hence, there are perceive breach of psychological contract from participant's views of their organisation's climate of gender diversity management.

- **Interpersonal Conflicts**

Findings indicate that participant's encounter interpersonal conflicts in their day to day interaction with the opposite gender as a result of the current systems and policies designed to promote gender diversity. It was disclosed during the interviews that members of both genders often encounter difficulty working with the other gender. The finding is hardly new as scholars have established that in complex and diverse work environments, conflicts can occur among work terms (Andersson and Pearson, 1999).

The findings indicate that interpersonal conflicts often occur because of the typical perception that members of each gender groups have for one another and the reality that the expectations, needs and values of individual gender groups are not met by existing systems. Consequently, for disagreement to arise, parties of the conflict take different sides according to their beliefs, values and needs.

From male's perspectives, interpersonal conflicts are bound to arise because working closely and openly with women is quite a new phenomenon in the Saudi workplace due to historic culture of workplace segregation which has just being listed due to new government policies towards openness. It is also bound to occur from male's views because of the perception that females should not have better opportunities than men given that men are more dynamic, skilled and experienced than their female counterparts. Such view was confirmed by *Participant 2 from Organisation One* in their words that';

> Always there is bound to be misunderstanding and misconception because we have different orientation and ability. We are more experienced and energetic, females are more committed and more willing, but I think that ability, experience and energy are better. That is why people have problem when a manager given the job to your female colleague first, because actual, you as the guy can do it better. Participant 2 Organisation One.

Female participants also expressed a similar view based on the opinion that men can be sometimes difficult to work with as they have unrealistic expectations from females, which tends to lead to conflicts and disagreement between both parties.

> Men control and force their thinking on you as a female.
>
> Participant 19 Organisation Two

> I have to deal with someone that don't respect me as female and they think that I am less than them. This frustrates me.
>
> Participant 13 Organisation Two.

Scholars have described workplace conflicts as a form of interpersonal deviance that can violate workplace norms thereby creating an atmosphere of disrespect and disintegration (Andersson & Pearson, 1999). Based on the findings, these factors frustrate the success of gender diversity practices in the organisation. The findings have indicated that participants from Organisations One and Two, often hold many expectations from their organisation's gender diversity practices, however, their perceptions often turn out to be negative owing to many reasons resulting from a host of factors such as, organisational culture, that influence how people behave and respond to their work environment.

The theme of organisational culture, for instance, indicated that perception play an important role in the success of diversity management and its implementation, because perception derived from policies, practices and the diversity climate can influence behaviours and relationship among employees. In the two organisations, however, some employees tend to hold negative perception owing to reasons related to the perceived stereotypes, biases and prejudices that exists in the workplace. This tends to exacerbate the levels of interpersonal conflict and emotional stress among employees.

5.7.5. PsyCap

This section presents the thematic findings that are obtained from participant's suggestions as a result of their everyday challenges and frustrations. The diagram below shows the four thematic categories that form the basis of analysis of Employee Perception. As show in figure 5:7 the themes are categorised as Hope, Optimism, Self Efficiency and Resilience.
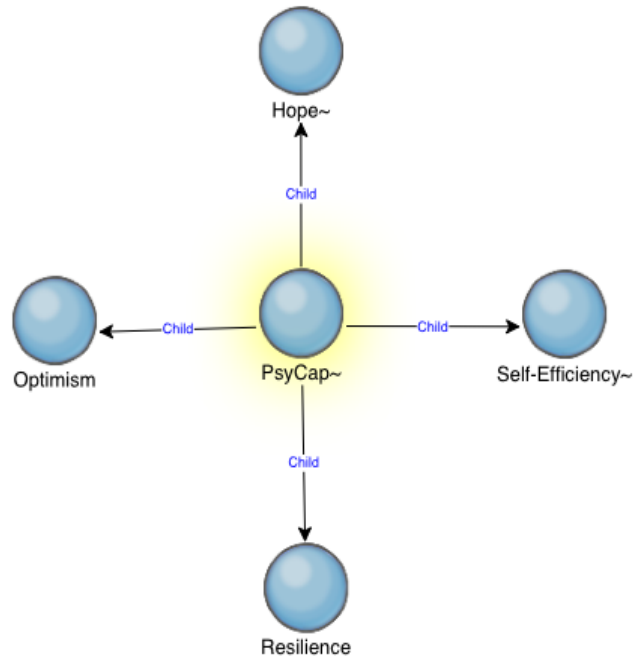
Figure 5.7: Employee perceptions

Explanation of themes along with corresponding quotes from participant's responses are provided in the following table. Details and elements of each of the thematic dimension is explained in detail after the table.

	Dimension	Organisation One	Organisation Two
1	Hope	• It at least gives one the hope that I can progress as a woman I will not be disadvantaged even when I qualify for stuff such as promotion because I am woman, female or whatever you call it. Participant 8 • Understanding that there is prospect and chance for personal and professional growth. Participant 1 • I believe that with time, things will be better because they will share more things with us as female. Participant 6	• There is a lot to bring from management perspective and theory to improve our services and I know that I will be given the chance. That belief is a driver that has kept me going. It brings hope and lets me become more resilient. Participant 12 • The understanding that there is no glass ceiling is always reassuring and telling that one can work herself up and maybe lead Saudi KP someday. It is possible. Participant 20
2	Self-efficacy	• If we have all the stuff in place, we can get people to become used to one another and reduce tension or the fear of working with another gender. Participant 7	• I also try to develop myself everyday by improving my interpersonal and cognitive skills, so that I can build positive relationships and be better from within. Participant 12 • By always being professional and not stopping low or allowing anything to intimidate you. This is why we encourage our females to learn more and to be ahead, so they don't rely on males and can deliver times two. Participant 20 • I have to be honest it is intimidating to work around men, but they have a sense of control and entitlement towards you, just as a colleague. Sometimes you can deal with it but often times, it is not possible. I wish the company can do something fast, I don't know what if they don't do anything, it will drag girls back and affect their motivation. Participant 5

	Dimension	Organisation One	Organisation Two
3	Optimism	• I just pretend that I don't really know what is happening and don't let negative attitudes impact me. There are issues of course especially from colleagues as long as I don't have problem with the management, I am fine. Participant • Honestly, it is stressful. I get over it I guess by putting all my effort and leaving the rest to the management or supervisors. Participant 1 • And sometimes, I seek help from our managers if I need to. I have very rarely needed anyone though. Participant 2 • As a manager I also seek clarity all the time from HR or someone senior, which helps a lot. Participant 6 • It reinforces a positive behaviour and makes one more resilient and engaged because of the belief that you are part and parcel of the organisation. Participant 7 • Knowing it's a place which I will be for many years coming, patience and team work sees me through. Participant 8 • I like a diverse environment but sorry it brings too many problems and it is because diversity is new in Saudi Arabia, maybe with time, everybody will get used to each other and things will be fine. For now, it doesn't work, and I don't think it will bring anything positive to me. Participant 3	• Sometimes you ignore what you have to and move on with your work. Participant 19 • I get on by focusing on my work in order to get the best out of it. Participant • Improves my morale and gives me courage to continue on the path that I am in. Participant 16 • As a person calmness solves all problems and it is my way of solving any problem that I am confronted with. Participant • I also try to give people their space to think and to work in their own best time. You can call that understanding. This is something that work and that should be practiced organisational wide. Participant 9 • I deal with stuff by letting other take responsibility for their actions and no taking responsibility for anyone's action. Participant 13 • Through understanding, partnership and the (Organisation two) way of cooperation and team work, we have a high team culture and orientation which keeps everyone going. Participant 18 • When you talk about diversity. Let's ask ourselves diversity for who and why? You will see that it is women's program and men have nothing to do with it. They empower women, give them job, make them manager and some of that the detriment of we the men. So, what do you want me to believe in diversity. participant 10.

	Dimension	Organisation One	Organisation Two
4	Resilience	• At the beginning, I was confused and not sure how to deal react and deal with males. After a while, I got used to it, it became normal, and I was fine, and I built positive relationships. Some don't accept you as a woman because they think that you are not strong enough to handle the jobs. But with time, they learn that there are no much differences. Participant 3	• It is not an issue to get along if you keep an open mind. The problem is for people with closed minds and they are the real problems. Participant 16 • We adapt like okay, but things can be done to make adaptation better because most people working in company Two worked somewhere before. Maybe (in) a local Saudi company where they never mixed; so, it can be a learning experience for some people. And I think that if there is a process to adapt easily, diversity will be better for every team member and colleagues because we can understand ourselves better. Participant 10 • More supportive programs might be helpful. Maybe some sort of regular psychometric tests or program that know where people are mentally and that seeks to work with them. Participant 16

Table 5.7: PsyCap Dimensions

5.7.6. Analyses of PsyCap Dimensions.

Participant's views and perceptions regarding their levels of motivation, openness, morale, performance, commitment and loyalty to their colleagues and the organisations are analysed under the PsyCap dimensions as presented in this section. First, the thematic dimensions are briefly discussed in the following table.

Theme	Sub Theme	Definition
Psy Cap	Hope	Is defined as: a "positive motivational state that is based on an interactively derived sense of successful (1) agency (goal directed energy) and (2) pathways (planning to meet goals. For instance, an employees continuous believe in the organisation in the face of any negative perception.
	Self efficacy	Is defined as people's confidence in their ability to achieve a specific goal in a specific situation. For example, females having the confidence to work alone without the support, control or influence of male counterparts.
	Optimism	Is defined as a positive attitude and confidence about the successful outcome of something. For instance, whether employees have confidence in the diversity practices of their organisation and consider it as a solution to their own concerns about difference and diversity in their workplace.
	Resilience	Is defined as a positive way of coping with adversity or distress. In the Saudi context, it can be the ability too employees o recuperate from stress, conflict, failure, change or increase in responsibility. For example, the ability to continue to be committed despite concerns related to diversity.

Table 5. 8: PsyCap definition

• Hope

As previously indicated in Chapter three, a positive workplace climate can reinforce hope among employees, which can in turn be an enabling mechanism to deal with stress (Reichard, Avey, Lopez, & Dollwet, 2013). Based on evidence presented in foregoing sections, the presence of hope among participants in the two-case study organisations seem to be mixed as a result of some of the positive cum negative perceptions and outcomes of gender diversity management reported by participants.

Some female respondents especially indicated that the presence of a gender equality policy and the balance that such policy brings to the workplace increases commitment and loyalty to the organisation. According to *Participant 20 from Organisation two*, for instance;

> The understanding that there is no glass ceiling is always reassuring and telling that one can work herself up and maybe lead Saudi KP (leadership) someday. It is possible.

Another Participant responded that:

> I have understanding that there is prospect and chance for personal and professional growth. Participant 1 Organisation One.

Negative factors include emotional stress, perception of breach of psychological contract, interpersonal conflicts and mixed results from present organisational culture. The outcome of hope is also arguably relative among male and female participants as the findings have indicated. Such relative outcome is arguably indicative of different levels of hope between the two genders and the extent to which gender diversity management outcomes may produce desired results. Previous studies have linked hope to outcomes like diversity management success, employee commitment, performance and satisfaction (Youssef & Luthans, 2007; Avolio & Luthans, 2006).

Avey et al. (2009) argues that higher levels of hope could be an enabling mechanism for employees to define and utilise alternative pathways towards dealing with stress rather than displaying negative organisational behaviours. Based on this view, it is arguable that since the presence of negative factors among participants interviewed from two studied organisations can inform their ability to find alternative pathways towards solving issues and dealing with stress, individuals or gender group with limited resilience to deal with stress may have less ability to cope. Therefore, outcomes of gender diversity management can be relative.

Based on the results so far, male and female employees of the two organisations have shown a sense of detachment from one another, which also results in undesirable attitudes towards one another and negativity towards the organisation. In this sense, it is unclear if the present atmosphere of gender diversity can enhance positive behaviours determines the chances of success. It also seems that organisational factors that can help employees overcome obstacles and influence their perceptions positively versus hindrances in stress management are lacking in the two organisations. The results imply that employees may not have enough confidence to deal with issues that can bring desired results to the climate of diversity.

- **Self-Efficiency**

As established in Chapter Three, Self-Efficacy describes how much individuals believe in the strength of their own actions to produce desired results (Maddux, 2000). Higher levels of self-sufficiency have been reported to lead to employees getting rid of unhealthy behaviours. The mixed outcome of hope, as discussed in the last section already indicates that self-sufficiency levels are low among employee's in the two organisations as also indicated in participants opinions of how much current organisational designs are not oriented towards enhancing their confidence. *Participant 7 from Organisation One* confirms that;

> If we have all the stuff in place, we can get people to become used to one another and reduce tension or the fear of working with another gender.

According to another respondent, existing policies towards providing equal opportunity for the female employees have been helpful but believed to lack mechanisms that can help females in particular to reduce tension and enhance their capacity to work in an environment that is still make dominated and a society that is mostly masculine. In the respondent's words;

> I have to be honest it is intimidating to work around men, but they have a sense of control and entitlement towards you, just as a colleague. Sometimes you can deal with it but often times, it is not possible. I wish the company can do something fast, I don't know what if they don't do anything, it will drag girls back and affect their motivation. Participant 5 Organisation Two.

The above views have shown that employees at the two organisations do not have high enough levels of self-efficiency that can help overcome fears, tension and stress within the organisation, some of which have been created by the atmosphere of gender diversity.

- **Optimism**

Optimism, as has been defined earlier is a PsyCap mechanism that is capable reducing fears, hopelessness and stress among employees (Snyder, 2000). An open, enabling and positive climate of diversity has been reported to improve diversity outcomes because it reduces the perception of ambiguity/uncertainty and let employees take risks and forward looking. While the findings show evidence of optimism based on participant's views, it also reveals that the levels of optimism within the organisations may be low given the mixed views of participants.

One of the participant's expressed that her organisation has some workplace mechanisms that are designed to improve the atmosphere of diversity, which instils and reinforces senses of optimism among employees. According to the Participant 18 from Organisation Two:

> Through understanding, partnership and the (Organisation two) way of cooperation and team work, we have a high team culture and orientation which keeps everyone going.

Another respondent confirmed their optimistic thinking based on the following view;

> Knowing it's a place which I will be for many years coming, patience and team work sees me through. Participant 8 Organisation One.

Participant's also reveal feelings that can be believed to be averse to optimistic thinking, which are based on current diversity management environment within the organisation. Participant 3 from Organisation One suggests for example that:

I like a diverse environment but sorry it brings too many problems and it is because diversity is new in Saudi Arabia, maybe with time, everybody will get used to each other and things will be fine. For now, it doesn't work, and I don't think it will bring anything positive to me.

Another participant expressed that:

When you talk about diversity. Let's ask ourselves diversity for who and why? You will see that it is women's program and men have nothing to do with it. They empower women, give them job, make them manager and some of that at the detriment of we the men. So, why do you want me to believe in diversity. participant 10.

The above points also reveal that the practice of gender diversity management in both organisations currently has negative implications which fails to reduce tensions and fears among employees and at the same time affect individual levels of optimism.

- **Resilience**

In situations of uncertainty, resiliency becomes a coping skill that enables employees to withstand negative situations and overcome obstacles (Çetin and Basim, 2011). When employees are faced with psychological challenges for instance, resiliency enable them to steer through the adversities and overcome obstacles. Based on findings, resiliency emerged as a strong outcome based on participant's views of how they manage stress and negative outcomes at work. Resiliency can also be argued to correlate with adaptability which was discussed in foregoing sections. The response of *Participant 3 from Organisation One* confirms that;

At the beginning, I was confused and not sure how to deal react and deal with males. After a while, I got used to it, it became normal, and I was fine, and I built positive relationships. Some don't accept you as a woman because they think that you are not strong enough to handle the jobs. But with time, they learn that there are no much differences.

Another participant mentioned that:

> We adapt like okay, but things can be done to make adaptation better because most people working in company Two worked somewhere before. Maybe (in) a local Saudi company where they never mixed; so, it can be a learning experience for some people. And I think that if there is a process to adapt easily, diversity will be better for every team member and colleagues because we can understand ourselves better. Participant 10 Organisation Two.

Previous findings based on evidences provided and discussed in the foregoing sections has confirmed that individuals and gender groups despite the challenges of work such as stress, fears and tension, they get on with work nonetheless. Although, the evidences have also shown that the resiliency dimension can be improved through various interventions and organisational design programs that help employees to enhance their current coping skills. *Participant 16 from Organisation Two*, confirms the kind of intervention programs that can be deployed by the organisation to improve resiliency.

According to the respondent:

> More supportive programs might be helpful. Maybe some sort of regular psychometric tests or program that know where people are mentally and that seeks to work with them.

The findings have shown that some participants hold positive views about their experiences and involvement with their organisations, that is, Organisation One & Two. Framed within the context of PsyCap, the findings show that participants are willing to become more committed and supportive of their organisation towards improving the diversity atmosphere, if the organisation provides further assistance and support towards the plights and concerns of individuals.

5.8 Summary

This chapter has provided the findings and analyses of this study that involved semi-structured interviews with 20 participants from the subsidiaries of two MNCs, one from USA and the Netherlands, operating in the KSA. The demographic data of participants showed that ¾ of total participants were female while the remaining participants were male. The thematic analysis of qualitative data using NVivo software was organised based on the research framework proposed in Chapter Three. Consisting of, HRM practices, Employee perceptions and Psychological capital. Each of these themes comprises a number of sub-themes that were analysed accordingly.

The theme and analysis of HRM practices included sub-themes that were employee relations management, deliberate program for pushing women in job roles, feeling of being comfortable, fairness and sharing, equal opportunities for everyone, increase in women employees, performance in mixed gender work, problems in implementing equal opportunities policy, professional development and career opportunities, providing women equal opportunity, treatment and task sharing, recognition of work and abilities not gender, and repeated reminder that women bring value to the company. The analysis of employee perceptions included several sub-themes that analysed participants views about the gender diversity practices in their organisations. While a number of positive outcomes were reported in the finding, the finding predominantly reflects views about challenges from individual perspectives.

The theme of HRM analysed current HR practices in both organisations and found that both organisations have well designed practices and policies that are deliberately aimed at managing gender diversity. However, out of the existing practices such as gender equality policy, for example, also emerge tensions and concerns from individuals and especially males who feel relegated because of perceived equal opportunity practices that favours females than them. Out of such concerns and others that were raised in the findings, it was indicated that the current HR practices, though, have positive contributions, such practices contribute to various kinds of tension and stress in the organisation.

The theme of PsyCap analysed participant's views and perceptions based on their feelings, levels of motivation, openness, morale, performance, commitment and loyalty to their colleagues and the organisations are analysed under the PsyCap dimensions presented in this section. The findings are mixed, because they show that while participants do have positive psychological outcomes in terms of how they feel about working with other colleagues and within their organisation, they also internalise negative feelings which manifests through emotional stress, perception of breach of psychological contract and interpersonal conflicts with colleagues.

Different outcomes such as improving morale and, providing a hope to progress, providing opportunities, reassuring rise and being a leader, reinforcing positive behaviour, resilience and engagement, understanding of prospects of personal and professional growth, feeling good at work, happy and no complains, satisfied and optimistic for better future. These themes are discussed in the next chapter in the light of relevant published literature.

Chapter 6: Discussions

6.1 Introduction

Following the previous chapter, which has provided an indication of the approaches employed by MNCs and their human resource management including the types of tension inherent in such approaches. This chapter discusses the findings in relation to the research questions, which was earlier established in Chapter One. To remind the reader, the research questions are provided as thus:

1. To what extent are MNCs able to transfer their global GDM practices to their subsidiaries in developing countries?

2. What are employee's perception, challenges and issues regarding gender diversity management in MNC subsidiaries situated in developing countries?

3. *What roles can psychological intervention approaches play in addressing current challenges among individuals and of gender management.*

The research questions are also discussed in relation to the conceptual framework, which was proposed in Chapter Three and used as the basis of analysing the findings in Chapter Five. In bringing the analyses into proper perspective, the rest of the chapter consists of five major sections, which includes MNCs and their GDM Practices in Saudi Arabia, the KSA cultural Influence on MNC diversity management practices, Issues Faced in MNC Subsidiaries Situated in Saudi Arabia and Lack of Male Engagement in Gender Diversity.

Based on the issues identified in the current practices MNCs analysed in Chapter Five, a revised model of the conceptual model is provided to reflect on factors identified in the analyses. The revised model specifically includes three main points, which were observed from the data findings and included in the framework, which is presented in this section. The chapter concludes that by proposing the dimensions of PsyCap as a Gender Diversity Fit Model in KSA MNCs.

6.2 MNCs and the GDM Practices in KSA

In light of the research findings, the outcomes of gender diversity management practices of *Organisations One and Two* gives mixed signal of how employees perceive it in their respective organisations and the individual frustrations and perception consequently. While the two studied MNCs have recognised gender diversity management as a way of managing existing gender imbalances between female and males in their organisations, as indicated in the findings, the findings also show that to some extent, existing diversity management practices are largely influenced by the Saudi legal and operational environment and at the same time by the two organisation's global approach to gender diversity.

Gender practices of both organisations appears to be informed by the believe that it can foster creativity, provide diverse market insights and engender a broader repertoire of skills that can generate superior performance and problem solving within the organisations, rather than to solve the age long segregation and unfairness that is pervasive in the Saudi workplace. While the provided justification for engaging in gender diversity has many positive implications, some of the concerns that have received substantial attention in the findings includes the organisational outcomes of gender diversity and its mixed signals for employees. In other words, this means that the individual case for GDM and its implications for employee's attitudes, perception and psychological status at work have been explored.

This outcome provides insights into the motivations that there might be the need to promote greater gender inclusion and diversity by focusing on often ignored, less obvious issues that pull and push the outcomes of gender diversity practices. While the findings suggest that Organisations One and Two's human resource management approaches are modelled on the polycentric approach and therefore are influenced by local employment reality, it seems that a proportional part of the two organisations' HR practices still indicate a rational response to operating as a global organisation, rather than a local one in Saudi Arabia attending to all local employment sensitivities.

This does not mean that current positive outcomes can be taken for granted, however, it implies that the extent to which GDM may trigger positive performance outcomes among employees might depend on a variety of important factors including the content and design of the diversity management programme, implementation strategy and how well a fit is achieved between the organisation's standard gender diversity practices and local cultural sensitivities.

For instance, findings indicate that the organisations' equal opportunities approach does not necessarily bring balance and needed justice to the Saudi workplace, but instead complicates existing system because equal opportunity is perceived as unfair and helping to perpetuate injustices against the male gender against the benefit of females. Since it appears that such approach to human resource management has not been necessarily informed by employee's needs and country's culture, it arguable that such a policy has been informed by the organisations' global practices.

Jayne and Dipboye (2004) argues that observable diversity attributes such as gender may even create unexpected negative affective reactions with attendant stereotypes, biases and prejudices, which potentially deflate the now widely held notion of a universal business case for gender diversity. Therefore, there is a significantly higher chance of communication breakdowns and reduced cohesion and social integration within the organisation's workforce unless gender diversity and other visible diversity attributes are well designed to address existing problems (Jayne and Dipboye, 2004).

An indication that the two organisations' HR policies and their gender diversity management practices, despite its polycentric content, has limited local cultural sensitivity and is predominantly focused on gender equality as opposed to fairness and justice among Saudi employees is rooted in both organisations policies to promote equal representation among employees rather that factors such as prejudice, segregation and other deep level differences that exists between the different gender groups, thus promoting fairness and justice. The cognitive nature of prejudice especially makes it a complex organisational phenomenon and a harder one to deal with than lack of equality (Mollica, 2003).

This means that the organisations ignore some of the multi-level factors' that play a part in individual differences in the workplace as the results have indicated. Such an outcome demonstrates that the universal diversity approach to some extent dictates the HR approach of MNCs in Saudi Arabia, as opposed to the locally adherent claim and perception that they often provide. Harzing and Sorge (2003) have observed that in spite of their internationalisation, many MNCs human resource control practices and coordination tend to be somehow explained by the country of origin effect'.

This argument is relevant particularly in the context of the two organisations where the KSA traditional bounds in interactions and social encounters between unrelated males and females still exists. Even though female employees working in the MNCs may, due to their education and exposure, be more likely to support initiatives that promote greater gender equality and inclusion, it has been assumed that the rest of MNC population will feel the same way.

The reason is because the strong cultural environment and traditional values that influence beliefs and attitudes also hinder employees from having a positive view of efforts to pursue gender equality and by extension gender diversity in workplaces. This means that GDM in MNC environments might need to address difficult issues of inclusion, fairness and justice in addition to equitable representation. The lack of attention to such issues has made many diversity experts argue that the numerous benefits that gender diversity management brings may not necessarily provide positive outcomes for MNCs (Ozbilgin *et al.*, 2012; Syed, 2009; 2010).

This explains why some scholars have also argued that a shift in emphasis from fairness and equality to the potential performance or business benefits of gender diversity seems to be presumptuous, as it assumes that the social justice dimensions of gender diversity should no longer receive priority (Sahlin-Andersson and Engwall, 2002, p.25). While equal opportunity can promote an atmosphere where males and females are equally represented, fairness and social justice ensures that existing inequalities such as glass ceiling, segregation and limited career options for males and females are addressed. The problem with the exiting position of MNCs is that it fails to consider the possibility that the globally informed notion of gender diversity based on Western cultures and attitudes may not necessarily fit other social contexts where the issue of fairness and equal opportunities in employment should still be the major issue of the gender diversity discourse.

The lack of adequate attention towards fairness and social justice in MNCs diversity management approaches is reflected in some researcher's argument that widely publicised benefits of GDM largely represent somewhat abstract but universal categories, which are supposedly "distanced and disconnected from time and space and therefore rendered general" (Sahlin-Andersson and Engwall, 2002, p.25). A more balanced way to understand GDM is to use a conceptualisation that combines both the social justice and business case aspects of the discourse. The scope of diversity management suggested by Shen *et al*. (2009) largely meets this requirement because it captures the two key components without prioritising one over the other.

Shen *et al*. (2009) suggested that: (a) diversity management should aim to overcome segregation in the labour market by addressing prejudices or inequalities based on individual differences such as gender, and (b) diversity management should place value and take advantage of such individual differences in order for all individuals to maximise their potentials for the ultimate benefit of the organisation.

This perspective is more useful in the context of the present study than an approach that places too much emphasis on the business case for gender diversity based on the erroneous assumption that the debate has evolved universally from the key issues of equality, fairness and inclusion.

6.3 The KSA Cultural Influence on MNC Diversity Management Practices

Considering the salient influences of the Saudi culture on the gender diversity management practices of the analysed MNCs, it is worth examining the extent to which culture influences other outcomes of gender diversity management. Such understanding particularly responds to one of the research questions about the extent to which MNCs are able to transfer their global GDM practices to their subsidiaries in Saudi Arabia.

As mentioned earlier, Saudi Arabia has for long been a highly conservative country to the extent that most foreign organisations operate within the ambit of the kingdom's culture, either through imposition or through the deep entrenchment of the kingdom's tradition. The Saudization policy for instance, arguably determines the design of an MNC's human resource management and gender diversity practices including the extent to which the practices can optimised. As mentioned in the preceding Chapter, one of the programs under Saudization is a government quota system called Nitaqat. The program aims to provide Saudi Arabian citizens with exceptional stand in the labour market through a quota system for all foreign organisations, thus, structured at reducing the number of work visas issued to foreign nationals (Harrison-Mirfield, 2011).

The Nitaqat program rewards organisations believed to implement good conduct technique, while it rebuffs organisations that neglect to employ adequate nationals (Gavin, 2012). For MNCs, the program implies and necessitates the need to design human resource practices around local employees, while relying less on expats for local employment positions. The roles played by this legal employment environment dictates the polycentric approach of the two MNCs in this study and are justifiable given that the approach help to adapt to the complex work environment and to attend to the broader environment without too much control from the HQ to dictate the activities of their subsidiaries.

In addition to the legal environment, the national culture of Saudi Arabia also influences how MNCs structure their human resource management and gender diversity practices. Diversity scholars have particularly established that the Saudi culture imposes limit on women's career opportunities and discriminates women to the extent that the nature and extent of which they participate in the kingdom's workforce is limited (Mobaraki & Söderfeldt, 2010; AlMunajjed, 2010). It has been further established that cultural beliefs based on the Saudi Arabian customs and traditional values are central to the limitations of women's careers in the kingdom (Connell, 2010).

Biased cultural perception towards women and the extent to which it is believed that they can function, perform and deliver arguably influences the extent to which organisations receive them and design the HR system. Although, findings in this study have not indicated that the two organisations investigated limit women's employment opportunities or that that they have biased practices towards women, the Saudi cultural influences of the woman's place arguably exist in the written and unwritten policies of the two studied organisations.

 For instance, despite the reality that Organisations One and Two have both operated in Saudi Arabia for almost 20 years and their open attitude towards gender diversity management, they both have few women in their top management positions according to observations. More so, the findings indicate that opportunities for women have only become a recent phenomenon, as men have traditionally dominated both organisations. Authors like Elamin and Omair (2010) have suggested that the national culture in Saudi Arabia have traditionally limited women's career choices and progression because of the assumption that a woman's most important role is to provide care for her family and be a housewife.

It is also for this reason that findings have shown that when women choose to pursue professional career and become part and parcel of an organisation, they sometimes encounter the problem of negative perception from their male counterparts who may believe that the women are not complying with the traditional expectations for female roles. As noted by Metcalfe (2007: 59) "the deeply rooted Salafi Islamic doctrine in Saudi Arabia not only promotes certain traditional mores and Islamic codes of conduct, it also specifically mandates compliance with "a code of modesty that depends on the dignity and reputation of women, and places restrictions on interactions between men and women".

It is important to understand this concept because it is the strongest source of the conservative cultural mores and beliefs about women's role and rights in society (Aquil, 2011). The strict restriction of contact between women and unrelated males is central to the constraints imposed by Saudi culture, which effectively defines gender dynamics in the Kingdom. In line with cultural requirements in the KSA, women are expected to avoid interaction with unrelated males as much as possible, and this explains why there are still curtains partitioning women and men in Organisations One and Two, where both genders share the same office.

For Sadi and Al-Ghazali (2010) the segregation of women and men based on strict cultural values are indicative of the extent to which gender inequality are likely to exist in the organisation. This aspect of culture may have diffused through Saudi society to the extent that as Elamin & Omair (2010) argues, many working women support the occupational segregation of women and men, as they prefer employment in female-only workplaces and departments.

This is supposedly because of their appreciation of the existing traditional and religious values as well as their belief that such gender segregation provides them with a degree of professional advantage in the sense that they will not face the problem of competing with men for positions in women-only workplaces. The findings also show that female employees sometimes prefer women only work environment because of the biased view of men sometimes on how their place in society and how they function at work. AlMunajjed (2010) suggests that the patriarchal nature of Saudi national culture which grants more privileges to men and encourage male dominance in social roles makes it uncommon for women to be given superior occupational positions than men in the job contexts that require them to work together.

Although there has been some improvement over the years, women still make up only around 17% of the Saudi workforce and most working women in the Kingdom and are only permitted to work in female-only work environments (Al Khamshi, 201). In addition, women are only allowed full participation in employment positions like teaching, nursing, medical practice, and in a few cases banking, while are being often excluded from areas like I.T, engineering, sciences, telecommunications, architecture and other professional sectors (Elamin & Omair, 2010). This explains why women continue to old very few corporate leadership positions in public and private sectors (Abu-Nasr, 2013).

Resulting from the imbalances, Almunajjed (2010) finds that of the country's unemployed population there are over a thousand women with post graduate doctorate degrees while round 90% with graduate degrees in humanities and education have sought jobs outside their industries. In few instances where men and women work in the same environment, Sadi and Al-Ghazali (2010) acknowledge that men are usually unwilling to take instructions or orders from their female superiors and managers. The unwillingness of men to take instructions from women arguably is in the new nature of the Saudi workplace as a mixed place where male and females share offices, tasks and thoughts.

Given the situation, the findings have indicated that both males and females encounter the lack of interpersonal relationships with their opposite gender colleagues and how much they are often excluded from informal networks which deprives members of both genders of adequate emotional and mental balance to cope with their work among other things. In cases both genders work together, women often find it difficult to work with males because they have been dealing with females all their live and have developed the internalised notion that men are superiors, whereas, some men have internalised the view that women are less superior. As shown in the findings, such an outcome imposed by the complex cultural environment often leads to emotional stress, interpersonal conflicts, bias and other negative perceptions among members of both genders.

The findings confirm existing research that while diversity seeks to solve problems, it also comes with many disadvantages (Joshi & Roh, 2009; Pitt-Catsouphes and Berzin, 2013). A disadvantage of diversity in the workplace is its possibility to increase conflicts within the workplace based on the cultural patterns of groups within the population and how they have stabilised over long periods in history. Cultural differences are embedded in the thinking that people reinforce through their everyday practice.

Accordingly, conflicts arise when two or more individuals or groups do not have similar views on similar situations. In regard to gender diversity, the findings have shown that conflicts arise largely due to different views and perceptions between the male and female gender. Prejudice feelings as both gender groups in Organisations One and Two seem to have causes a lack of acceptance which exacerbates the potential for conflicts. "This can increase negative feelings such as stereotyping and culture clashes" (White, 1999).

The most common conflict comes from the perception that the male gender has feelings of superiority. If the organisations ignore such conflicts, the company's acclaimed diversity culture and practices may suffer. If conflicts and the negative attitudes and perceptions can be managed and controlled, positive perceptions and attitudes can be reinforced and consequently, the climate of diversity can be boosted. In that sense, MNCs can benefit by reconciling competing goals and acting to reduce cultural differences though positive work practices. Employees with low negative perception are more likely to work harder, get involved and support organisational goals.

Al Munajjed (2010) argues that the MNCs must not only implement policies that create more employment opportunities for women, but more importantly include institutional mechanisms that protect and eliminate gender segregation and promote equality in the workplace between both genders. This calls for a more positive approach towards the management of negative attitudes and perception among employees. The next section discusses other aspects of the research findings that affect MNC gender diversity management outcomes and their employee behaviours consequently.

6.4 Issues Faced in MNC Subsidiaries Situated in Saudi Arabia

One of the issues that emerged from the findings is the perceived 'lack of fit' between the stereotypical gender roles and expectations and certain organisational roles or occupations between both genders. Attesting to the issue, *Participant 2 in Organisation Two* as earlier quoted in the findings section confirms that:

"Always there is bound to be misunderstanding and misconception because we have different orientation and ability. We (males) are more experienced and energetic, females are more committed and more willing, but I think that ability, experience and energy are better. That is why people have problem when a manager gives the job to your female colleague first, because, you as the guy can do it better".

Such argument, as the analysis of findings have also indicated creates prejudice that hinders women's cooperation, commitment and participation in certain areas of the employment activity which are essential for boosting female's capacities and supporting the organisation's gender diversity programs and objectives. Heilman and Eagly (2008) suggested that this notion of 'role incongruity' as it affects women is particularly relevant in leadership positions in business organisations because men have dominated managerial positions for a long time; thus, reinforcing the idea that men are more suited to such positions than women.

Ely *et al*. (2011) summarised this gender bias by asserting that organisational hierarchies dominated by one gender, along with practices that seemingly equate leadership with such behaviours, unintentionally imply that other are not suited for leadership roles in organisations. This is a problematic issue for gender diversity in corporations because associating or equating leadership with masculinity means that women who seek senior management roles must work harder or even act out of character to prove that they are as assertive, authoritative, competent or essentially as suitable for leadership as men. In addition, the findings have indicated that women in the two MNCs are faced the risk of being socially penalised for dramatically going against societally imposed gender fit, because their male counterparts think that when females assert themselves, the local culture is being disrespected and men's professional growth is being relegated.

The findings suggest that women face the unfair challenge of having to balance both feminine and masculine attributes to stand a chance of asserting themselves and advancing to leadership positions while also avoiding any professional or social backlash. In a sense, this gender role flexibility can be associated with the MNCs home culture, which is more permissive of such freedom to identify with or display different gender roles. According to some scholars, females often adopt stereotypical masculine behaviours to adapt (Powell, 2011, Festing et al. 2014). Other scholars establish that female managers adopt a feminine style of leadership that deviates from the command and control styles usually associated with males (Gunter, 2004). Either way, findings have shown that the pressure that females contend with in the organisation can lead to emotional stress and a range of psychological issues, which can impact on their performance at work.

Meyer and Allen (1991) established that the pressure to cope with the male oriented workplace can affect the psychological state of the female employee which can in turn affect the commitment of the female employee. As the findings have also indicated, the author finds commitment to be linked to empowerment, supervision and work life balance. Similarly, Jones (2000) argued that being stereotyped especially for women can lead to problems for self-efficacy, self-esteem, organisational commitment, citizenship and level of aspirations. These factors might exacerbate individual differences, as has been shown in the findings, but it can also have impact on organisational performance (Jones, 2000).

Also, the findings indicate that men are more transactional and autocratic in their individual styles, while women are typically believed or at least expected to be more cooperative and collaborative. A major obstacle to gender diversity, consequently, has been found to be when women display gender styles that are different from the 'masculine ideal', they may be perceived as ineffective leaders; hence, might be deemed not suitable for certain roles and positions. Thus, this creates a challenge for women and gender diversity, especially as it is sometimes believed that women's preferred styles of communication do not fit the prevailing ideal of males within the organisations. Such problem has only contributed to the problem of prejudice, within the two organisations.

The findings have also revealed that while men play important roles in facilitating gender diversity within the two organisations, they have been ignored in the organisations' gender diversity management practices. While the extent to which both MNCs are able to implement successful gender diversity management in Saudi Arabia arguably depends on the response of the male-dominated workforce as much as the local society, gender diversity has been designed based on the needs of women, thus, men have indicated feelings of prejudice and unequal treatment.

Therefore, it is difficult to imagine how much progress can be achieved with regard to gender diversity goals without the active participation or support of men in the whole process of gender diversity. A number of scholars have suggested that engaging men in the GDM process is essential for making headway because men's support is a weighty cultural factor that affects women's inclusion in the workforce and reaching at senior management positions (Devillard Devillard, Sancier-Sultan, and Werner (2014); Flood and Howson, 2015).

The findings have equally indicated that men are typically less likely to see any value in gender diversity initiatives in both organisations than women and they in fact think that existing diversity measures encourage greater inclusion for women and were unfavourable towards men. Similar to these findings, Devillard and her colleagues (2014) found that men are generally less convinced that women can function as effectively as they can in organisational roles especially in leadership roles.

This female biased perception is clearly a major stumbling block to GDM because men would need to have a more positive and supportive outlook about gender diversity for it to take root. A key reason for the slow response or indifference of men to gender diversity initiatives is that gender equality and diversity has been treated merely as a woman's burden for too long (Flood and Howson, 2015). It has been proposed that to address this problem, gender disparities among employees would have to promoted through behavioural changes in both women and men (Prime and Moss-Racusin, 2009).

Organisations may also have to enlist men and women to work collaboratively as gender diversity allies in collectively changing the organisational structures and norms that sustain gender gaps and issues such as prejudice and discrimination. While this sounds like a plausible and noble idea, it is not clear how best such outcomes can be achieved without addressing some difficult questions relating to men's views about the implications of greater gender diversity for their own interests within and outside the organisational context. Scholars have identified the phenomenon of a 'zero-sum mentality', which refers to men's belief that any gains or concessions for women through gender diversity initiatives mean losses for men (Catalyst, 2010).

In other words, if more women benefit from gender inclusion at all levels of the organisational hierarchy, it may translate to a reduction in privileges and opportunities for men seeking the same positions. In addition, men who consider gender equality or gender diversity as a zero-sum game are also more likely to believe that the organisational workplace is already a level playing field, meaning that further efforts towards gender diversity potentially discriminate against men (Haller-Jorden and Stuber, 2012).

Accordingly, organisations seeking to encourage men to become greater gender diversity advocates may need to consider shifting away from a win or lose orientation to one that recognises the benefits that every member of the organisation can gain from gender inclusion and equality. The literature shows that successfully engaging men to support gender diversity involves key elements such as appealing to men's sense of fairness and addressing the critical question of what men stand to gain from gender diversity (Catalyst, 2010; Haller-Jorden and Stuber, 2012; Government Equalities Office, 2014).

The need for gender diversity to appeal to men's sense of fairness is also based on the significant difference that it can make when men come to believe that ensuring greater diversity and gender balance is simply a matter of fairness and social justice. Therefore, even a little rise in men's feeling that gender diversity is a matter of fair play triples men's likelihood to actively support organisational initiatives in that regard (Catalyst, 2010). A policy report by the Government Equalities Office (2014) in the UK asserted that the social structures that perpetuate discrimination against females in the workplace also shape expectations of men and put them to behave in certain ways in conformity with prevailing gender representations and stereotypes. This is particularly with regard to suppressing emotions and behaviours associated with femininity. Therefore, the same kinds of stereotypes that portray powerful and ambitious women as aggressive and unfeminine also suggest that men should avoid showing weakness or vulnerability.

Accordingly, it has been suggested that there is a sense in which many men would be relieved to be free from restrictive stereotypes that affect them at work by embracing the new structures that go along with gender equality and diversity. Therefore, men can benefit from supporting gender diversity in the sense that pressures on them to conform to rigid masculine stereotypes become relaxed as a new gender-neutral organisational culture of flexibility and inclusiveness evolves (Catalyst, 2010).

Another approach that scholars have canvassed as potentially effective in engaging men as drivers of gender equality is cross-gender mentoring, which implies encouraging men to have female mentors and vice versa, particularly in the form of more experienced senior management figures who can positively influence their mentees within the organisation (Prime and Moss-Racusin, 2009; Haller-Jorden and Stuber, 2012).

Research by Haller-Jorden and Stuber (2012) showed that cross-gender mentoring raises awareness about gender imbalances and the need to promote greater diversity with men who had been mentored by women demonstrating considerably higher awareness than men who had been mentored by other men. To understand the dynamics behind this idea, it is worthwhile to consider Singh and Vinnicombe's (2004) argument that female workers' exclusion from promotions and career opportunities is sometimes due to the fact that male superiors feel more comfortable with fellow men.

 This argument holds particular relevance in the context of Saudi Arabia where deep seated culture and longstanding customs plus make it difficult that male managers would feel comfortable working together with female managers in an open and cooperative way. This situation means that if opportunities arise for promotions or recruitment into the managerial cadre, men may be favoured even if female prospects possess the qualifications or competencies required for such positions. As such, it is possible that developing a framework for cross-gender mentorship within the boundaries of existing cultural, religious and legal norms can help produce a gradual shift in male perceptions about gender equality.

Another important challenge affecting gender diversity in the MNCs is the seeming gender biased review in the two organisations. Men for instance, tend to consider women as unnecessarily harsh and sometimes unfriendly, while often tending to favour other men. Women on the other hand see men as caring only about their own growth and unfair in their dealings and attitude. Snyder (2014) also found significant differences in the feedback given to women and men in organisational performance reviews, which showed that women were more likely to receive critical feedback on a more frequent basis than men. Snyder's (2014) findings revealed that approximately 87.9 percent of performance reviews for women contained negative feedback compared to about 58.9 percent for men.

Lending support to this idea, Elamin & Omair (2010) and Silverman (2015) reported that the performance review feedback received by women tends to be less constructive, more personal, and laden with gendered language than the feedback received by men. The findings indeed confirm that feedback for men typically suggested the need to develop additional skills while feedback for women often included not only suggestions for skills improvement but also criticisms of their attitudes and perceived 'abrasiveness'. Devillard Devillard, Sancier-Sultan, and Werner (2014) explained that women often face the double bind of being perceived as aggressive or 'abrasive' if they express their views in a firm or assertive manner even though this trait is deemed positive for men in organisational leadership roles.

Citing research findings by Stanford University's Clayman Institute for Gender Research, Silverman (2015) noted that the differences in the way women and men appraise one another arise out of 'unconscious bias' that encompasses hidden beliefs about the capabilities of women, which can influence key decisions in the workplace. This problem has major consequences for gender diversity because, as the findings show, it contributes to interpersonal conflicts and negative perception for the other gender, while capable of undermining efforts to promote equality and eliminate gender-based restrictions or barriers throughout the organisational hierarchy. At the same time, it may hinder the performance of female employees by affecting their perception and at the same time their level of commitment to the organisation (Jones, 2000).

Organisational culture has also been identified in the findings as a key issue that affects gender diversity implementation and the attitudes of employees accordingly. Although, the two analysed MNCs have taken clear position towards gender equality, it is argued that when organisations have predominantly more of one gender than another, the prevailing organisational culture often mirrors characteristics that align with the dominant gender (Jackson, 2001), as the two organisations demonstrate.

Since both organisations are still dominated by men and are therefore shaped by organisational cultures that align with masculine attributes, women face the challenge of fitting into such organisational cultures that have been reported to be combative and reflective of male interests in general. Women often prefer the democratic and collaborative management style, which may be opposed by a kind of macho posturing that takes place at senior management level in organisational cultures defined in terms of masculine attributes (Eagly and Carli, 2007).

This situation shows how organisational culture can be an impediment to gender diversity because it constitutes a barrier for fairness and justice, especially for women to reach senior management positions. Consequently, a major enduring challenge for gender diversity in the two organisations is to do with implementing a basic structural review that embraces organisational development and is designed to reinforce and propagate a culture of fairness Such acts of fairness must be designed as part of the internal organisational factors that feeds into several interdependent processes, structures and systems which manifests in (Gelfand et al. 2007; Nishii, 2013).

Gelfand et al (2007) identifies and divides the interdependent factors that shapes organisational behaviours into different processes consisting of formal and informal structure, organisational culture, leadership, strategy, HR systems, and organisational climate. Organisational climate is a manifestation of the internal culture that reflects procedures, practices, policies and strategies as well as reward, perception and support (Gelfand et al. 2007; Nishii, 2013).

A positive climate for diversity is likely to exhibit less tendency for negative perception such as the ones reported in the findings related to interpersonal conflicts, lack of cohesion between males and females, existing prejudice and so on. Nishii and Raver (2003) defined a climate of diversity CFD as "the shared perceptions of the policies, practices and procedures that implicitly and explicitly communicate the extent to which fostering and maintaining diversity and eliminating discrimination is a priority in the organisation by employee". The CFD means that both perception and reality of the work environment concerning diversity management matters for employees (Nishii and Raver 2007; Nishii, 2013).

The findings show that while Organisations One and Two have attempted to eliminate discrimination from their recruitment and selection policies that fosters an equal opportunity, they have stopped short of embedding subtle forms of gender diversity best practices into the organisation's basic core assumptions, values and climate. At the same time, the findings show that the two organisations overarching approach towards the climate of diversity has been promoted through their HR inclusion policies. It has been argued that HR policies are hardly sufficient for implementing a strong organisational culture and climate of inclusiveness as HR policies are not effective at identifying and measuring core aspects of diversity such as behavioural tendencies which may not at the surface level but at the cultural core of the organisation.

Mischel (1976) theory of 'strong culture' explains the tendencies for organisational managers to want to require members of an organisation to behave in certain ways or through an agreed upon standard that can be punished if behaviours are considered to deviate from defined patterns. The author argued that at an extreme, strong cultures can pressure non-traditional employees to conform to the norms of the dominant group and thus may result into bias because the approach to diversity is devalued. Weak cultures in contrast allows multiple form of behaviours that may be deemed appropriate thus allowing for greater variability in employees' behaviours (Mischel, 1976).

Cox (1993) furthered the argument by suggesting that employees in a weak culture may tend to invoke their own identities in determining their behaviour which may result in employees ignoring the priorities of the organisation for their own prejudice and desires. This means that in both strong and weak cultures, organisational climate can be an antecedent to discrimination and prejudice. The findings are indicative of both realities depicted by the strong and weak cultures. However, particularly indicates a weak culture because of the reality that men within the organisations have been seen as imposing their male culture on the females in the workplace.

A key problem with the HR diversity approach of Organisations One and Two is that it appears to prompt managers to adopt diversity management policies blindly without appropriate measurement of the diversity problems that exists within the core existence of the organisation. While acknowledging some important roles that the HR plays in fostering effective diversity management, sometimes HR departments also have competing priorities limited resources, power and authority and does not necessarily provide the guarantee of successful management of gender diversity problems. To solve the problem, a number of literature (e.g. Ely and Thomas, 2001; Stahl et al. 2010) have proposed a "discrimination-and-fairness" diversity perspective based on the prevention of discrimination and emphasises fairness among diverse employees. Other diversity management programs have been proposed in the literature as ways of addressing the problems of diversity management in the context of MNCs.

However, as most programs tend to focus on assimilation and integration constructs (e.g. identity blind and identity conscious practices) which draw on differences (Olsen and Martin, 2012), these strategies fail to address deeply embedded diversity problems within the organisation such as prejudice and interpersonal conflicts that still exists between the two gender groups and often require members of a non-dominant group (females) to conform to the dominant culture while collective commitment may be required in most cases to adapt both non-dominant and members of a dominant culture before allowing members to retain their sub group identities (Olsen and Martin, 2012). Since individuals seek to retain their identities, assimilation strategies are likely to increase similarity attractiveness among minorities within the organisation (Williams et al. 2008; Tajfel & Turner, 1979).

Identity blind practices are focused on eliminating discrimination by being blind to demographic differences and group membership while focusing on the merit of individuals. Identity conscious practices on the other hand recognise both individual merit and group belonging for the purpose of reversing or addressing discriminatory practices or achieving fair representation (Olsen and Martins, 2012; Konrad & Linnehan, 1995).

Nishii (2013) developed a framework for diversity management to include inclusion along with assimilation and integration strategies proposed in previous literature. The model is based on three framework which can provide strong organisational inclusion. Namely: foundation for fairness in employment practices, organisational culture of inclusion and inclusion through participation. The first dimension captures the extent to which the organisation ensures fairness in its HR policies and practices. In order to create a truly inclusive workplace, organisations must design and implement HR policies without bias. The second dimension explains the degree to which organisational basic assumptions, values and beliefs are inclusive of all employees. A culture of inclusion is one that is inclusive to the sensitive needs of non-traditional employees by helping employees to balance their work and personal lives. The third dimension is inclusion through participation which explains the extent to which the organisation leverages and maximises the diverse knowledge and experience of its diverse workforce.

This would involve formal and informal participation. Formal participation is the form of involvement in key decision-making processes while information participation is the involvement in day to day decision making in the organisation i.e. brainstorming, feedback, etc. Nishii (2013) further provided a more streamlined inclusion concept which goes beyond policies and practices. Her diversity management framework consists of two concepts of interpersonal integration of diverse employees and an inclusion in decision making.

Although, both the framework on inclusion (2007 and 2013) provides some level of insight into the importance of climate of inclusion. It is not clear if deeper level diversity characteristics and differences such as gender and individual differences reported in the findings within the two organisations can be captured by existing inclusion models as reviewed in Chapter Two, given that most existing models do not solve deep level psychological and emotional problems reported in the findings.

It has been suggested that non-traditional GDM solutions and innovative programs can positively affect organisations long-term capacity to retain female talent, which is by itself of the desirable goals of GDM (Parrotta, Pozzoli, Pytlikova, 2014). Such non-traditional gender diversity initiatives may include addressing employee's psychological stress, fostering gender neutral related programs and providing solutions that promotes a fair and balanced atmosphere of diversity, which have been found to be effective in helping organisations to attract, develop and retain valuable female talent.

Since a lot seems to depend on individual employees' attitudes and commitment levels to the gender diversity as the findings have shown, it is suggested that too much emphasis needs not be placed on standardised approaches. Instead, effective implementation of gender diversity approaches in MNCs may depend on how employees emotional and psychological needs are balanced to foster fairness and inclusion.

Such an approach should include how well the MNCs recognise cultural biases and prejudices among employees and how willing the organisation is change their approach and internal culture on diversity towards individual outcomes, in order to accomplish organisational objectives. The PsyCap approach introduced in Chapter Three attends particularly to deep level problems reported by participants in this study and therefore is more likely to address challenges related to psychological and emotional stress and other problems identified in the findings.

6.5. PsyCap as a Gender Diversity Fit Model in KSA MNCs

Scholars have proven that ensuring optimum employee performance at work by instilling underlying psychological components can inspire human motivation in the workplace (Luthans, Vogelgesang, Lester, 2006). Psychological capital, one of the often cited models of psychological management in the literature focuses on the positive aspects of human life such as creativity, hope, wisdom and optimism (Luthans et al. 2008). Since Psycap is in its early development stages, not much can be said of its downside and the limitations of its applicability, especially to diversity management conditions, however, as a model of positive psychology, it can be argued that, Psycap, like other models of positive psychology may suffer from pre-occupation with the specific realms of emotions, therefore, such componential approach can affect its application to holistic problems, whose foundations may be beyond psychology (Kalman and Summak, 2017).

Schwartz & Sharpe (2010), for instance, emphasised the importance of cultivating practical wisdom, which is necessary to respond and act in a balanced manner. In response, it is important to mention that Psycap, as a diversity management intervention model in this study is proposed, as already discussed in previous chapters as a part of the promising approaches to address diversity issues and to remediate the deficiencies of existing problems, rather, than a wholesale solution by itself.

In other words, Psycap, is proposed as a componential approach to human resource management approaches, as already indicated in Chapter three. Indeed, an important value add of this study is in the application of Psycap with human resource approaches given that most existing application of Psycap is often applied as a holistic solution to organisational problems. Psychological capital has been shown either to have a significant positive relation to outcomes or to reduce negative effects (Luthans et al 2005; 2007a). This is where its application is considered to be the most practical and effective in the current diversity scenario.

Among employees of the two organisations, hope can function by helping both genders who feel prejudiced against to instead focus direct their energy towards being more active, committed and motivated, therefore, more focused on how they can be relieved of the current stress and prejudice and not let it affect their performance. In the case of men in the two organisations, for instance, the presence of hope, can help to redirect men's energy towards believing in the diversity management programs of their organisations and do their best to make it work because of the belief in the program outcomes.

The point of hope in this discussion is that if MNCs can establish pathways towards incorporating hope as a diversity management strategy, some of the current problems identified in the findings can be addressed, as hope to eliminate or reduce negative employee perceptions and reactions that lead to those issues identified, which can consequently improve the climate of diversity. Such pathways can follow Snyder (2002) hope theory of developing individual objectives that reflect goals as well as enthusiasm to sustain it (Snyder, 2002).

As a psychological intervention within the atmosphere of diversity, workplace hope training efforts can for instance, install positive thoughts and behaviours into employees who will be trained to understand that while the subtle issues that are related to the diversity programs may be abound, they, as employees can also use hope as a first aid that is turned to before any serious management intervention.

Efforts towards hope can also focus on goal design, which ensures that employees are trained to simply focus on goals while considering whatsoever problem presented by present diversity management practices as a necessary factor in achieving their goals. In the findings, one of the participants mentioned that:

I also try to develop myself everyday by improving my interpersonal and cognitive skills, so that I can build positive relationships and be better from within. Participant 12 Organisation Two.

Hope design, as the employee have modelled for themselves, can include the offering of an organisationally led but individually focused cognitive and interpersonal skills development that teaches individuals how to build skills that increases that ability to overlook other's inadequacies and search for better ways of improving the situation. Other proven approaches, such as role modelling, which MNC management applies in other areas can also be introduced climate of diversity as a psychological intervention.

The relatively fewer number of women occupying senior management positions due to decades of gender imbalances presents another kind of challenge to gender diversity i.e. limited access to female role models and networking opportunities. During their early career development and workforce participation, employees tend to emulate or imitate senior leadership figures who they can relate to in terms of career path, self-concept or diversity group. However, the widespread underrepresentation of women in senior organisational leadership roles in the two organisations means that there are significantly fewer female role models than there are male role models.

This situation puts female employees in a position of relative disadvantage compared to men because this means that young females within the organisational labour force who are developing their professional and career life have fewer options than their male colleagues when seeking role models to imitate (Ely *et al*., 2011).

The importance of role models for successful gender diversity is worth considering and as a psychological intervention, as Drury, Siy and Cheryan (2011) persuasively argue, can visibility help in protecting younger female employees in the organisation from implicit or explicit biases about women's professional competence or credibility.

The conspicuousness of women holding powerful or very senior organisational positions encourages other females to be more ambitious and to pursue higher professional aspirations, thus, females are more likely to focus on their career goals and the potential of their career growth as opposed to focusing on whatever negative outcomes that the current diversity climate can bring. From a GDM perspective, female role models are important in building a diverse talent pipeline as they demonstrate the triumph of the female workforce over gender-related obstacles and indicate their potential for advancement (Hewlett, 2013). Thus, using hope, through methods like role modelling can also install balance, fairness and justice into the organisation diversity management system in the long term.

For this reason, gender diversity is arguably more likely to receive favourable consideration and gain support in organisational environments where women occupy highly visible senior management or leadership roles. This has the potential to not only encourage retention of female employees in the workforce but also stimulate greater inclusion of women in important job roles. As mentioned in Chapter Three earlier, Self-efficacy is based on the idea of individuals having the confidence to achieve and to identity the pathway to confidence in his own abilities and to attain desired results (Maddux, 2000). Instilled into the atmosphere of diversity, such as the two MNC subsidiaries, where negative outcomes have been reported, self efficacy factors is useful for making employees believing in their own strengths, and less likely to hold on to their negative perceptions such as perception of breach of psychological contract that takes place at work.

There is another notion of self efficacy called *collective efficacy or team efficacy* (Bandura, 1997). It is a collective belief among the members of a group about their own abilities. For example, it can imply males believing in the successful implementation of their organisation's gender diversity programs. Accordingly, while individual members self-efficacy may not matter much, collective belief regarding successful implementation of the program can impact on its acceptance and success.

Therefore, the dimension of self-efficacy, when instilled into the diversity practice of the organisation can be instrumental to achieving two goals, i.e. management diversity objectives and group/individual's positive views of how their own abilities can be helpful towards achieving a balanced environment of diversity. Based on the argument and findings from the two MNCs that some organisational gender groups such as females and individuals may be prone to higher stress levels and negative perceptions, self-efficacy, can bring a supportive belief that re-channels such perceptions to positive ones. As Bandura (1997 p. 30) notes; "Self-efficacious individuals make use of attributes that are cognitively rooted like symbolising, forethought, observation, self-regulation, and self-reflection for fostering self-efficacy".

Self-efficacy measures can be reinforced through formal and informal training approaches that facilitate critical self-regulation, personal development and mastery of a range of coping strategies, that can diffuse some of the negative encounters that employees confront on a regular basis. One of the ways in which the self-efficacy can be instilled, for example, in the MNCs is to focus on problems that appears to be sometimes self-inflicted by women, based on their seeming lack of motivation to pursue roles that are perceived as unfit with their gender, which later constitutes a hindrance to achieving gender diversity goals, such as women in leadership. According to a report by the ILM (2011), women often set the tone for lower career expectations and modest ambitions by not having a clear direction and purpose early on in their careers, which underscores, their lack of confidence in taking on very demanding job roles.

This combination of lack of purpose and self-doubt may act as a barrier to gender diversity in organisational contexts that demand self-assurance in one's own competence and ability to deliver on set goals. If more men meet these criteria than women within the talent pool available to an organisation, it is doubtful that serious consideration or priority will be given to gender diversity over the more important imperative of getting the job done. Ogden *et al.* (2006) argued that women often lack the confidence to vigorously pursue top jobs or senior roles, even when they were suitably qualified while men tend to apply for roles even when they do not possess the specifications defined for such roles.

This lack of self-assurance and risk taking is not only potentially career limiting for women but also constitutes a significant but often overlooked hindrance to women's emotional and psychological stability at the workplace. Self-efficacy, as a Psycap dimension has an instrumental role, accordingly, in that, it can reinforce positive values that negates negative ones within the atmosphere of diversity management.

Similarly, optimism, which is another dimension of Psycap is capable of improving the diversity environment and lead to the successful implementation of gender diversity management, based on its capability to reduce conflicts (Snyder, 2000), which has been reported to be a common occurrence in the findings among gender groups, i.e. males and females. It has been reported that higher levels of optimism contributes to motivation and a positive sense of accomplishment (Reichard, Luthans, & Mhatre, 2011).

With the inclusion of optimism into the climate of diversity, employees, going through work stress such as the ones reported in the findings either emotionally or psychologically can reduce such stress by approaching problems in positive manners that enables them to reduce stress and look forward to a positive future. Optimism can be developed through such methods as Schneider's (2001) three-step process, which includes *leniency for the past, appreciation for the present, and opportunity seeing for the future.* For example, as employees deal with stressors on the job, they need to be sensitive in distinguishing facts from perception and allow themselves the benefit of the doubt for challenges that are beyond their control.

The Psycap dimension of optimism, can be delivered through organisational design programs developed as part of the gender diversity programs that lets employees reflect on their learning in the organisation and develop action plan for the future. Optimism has been described as a developable construct (learned optimism) that can be developed through training intervention (Carver and Scheier, 2005). Lastly, *resilience*, the last dimension of Psycap also has the capability of reducing complexities and influence people's orientation towards stressful situations (Luthans, 2002a, p. 702).

During moments of negative perception, such as when a psychological breach is perceived, resiliency, as Çetin and Basim (2011), confirms, enables individuals to withstand negative situations and overcome obstacles, while steering through adversities at work. Reivich & Shatte (2011) suggested six areas of capabilities where individuals resiliency capabilities can be developed in preparation for unfavourable events; these are "emotional regulation, impulse control, optimism, causal analysis, empathy, self-efficacy, and making connections".

Research indicates that resilient individuals are better equipped to deal with different kind of stressors emanating from the work environment that pressures employees, (Tugade & Fredrickson, 2004). As stress is understood from the findings to contribute to employee negative perception and behaviours, it appears that resilience may be a key factor in determining how individuals can cope in diverse work environments. Initiatives like mentoring and positive feedbacks can be useful for improving the atmosphere of diversity.

6.6 Revised Framework

Analysis of data and the discussions presented in foregoing chapters, have also included a discussion of revised themes, which were identified as important factors that influence the outcome of diversity management based on participants views within the two-case study organisations. These factors include Gendered Experiences, Performance Reinforcement Adaptability. Gendered Experiences have been mentioned to be a perception that takes place in the workplace, and that can affect the nature of interaction and the quality of relationship among both genders and thus, can be a challenge in the atmosphere where diversity management has to thrive (Korczynski, 2002). Adaptability on the other hand refers to adaptation strategies been critical to the success of diversity management. Lastly, performance reinforcement is based on the idea that diversity goals can be linked to certain parameters such as reduction in negative incidents and individual performance. The issues are presented in brief with a revised framework below.

Based on the addition to the current framework, a revision of the newly revised one is presented as follows:
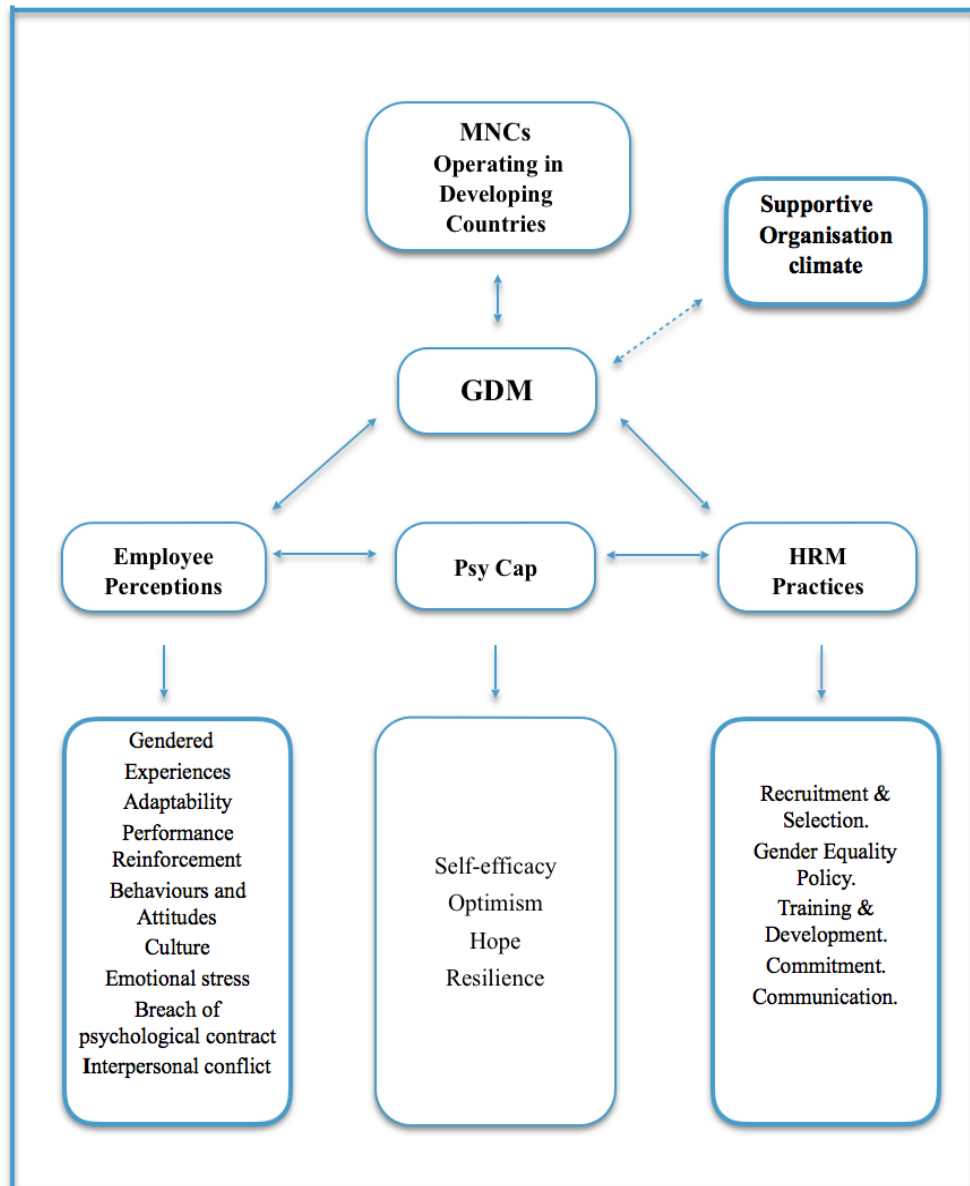
Figure 6.1: Gender Diversity Management Revised Framework

As indicated in the table, the revised variables in the framework have been included under employee perception based on the outcomes that were deduced from the views of participants.

6.8. Summary

The findings and discussions in this chapter have both indicated that gender diversity management within the two MNCs in Saudi Arabia is still fraught with many challenges, some of which are influenced by the MNCs culture and employee's perception, which are sometimes negative. As a result, preceding discussions have shown that the extent to which MNCs are able to transfer their home country culture to Saudi Arabia within the gender diversity management discipline is mixed. As indicated in the findings, both MNCs practice a polycentric approach of human resource management based on their locally rooted employee resourcing practices, however, when it comes to gender diversity, the approaches of the MNCs are also influenced by their home country culture.

For instance, while the drive and policy towards gender equality is a good way of ensuring equal representation within the organisation, the findings and discussions have shown that in the Saudi Arabia context, gender equality should not be a necessary priority given that there are other immediate gender issues that requires immediate priority as opposed to equal representation. Since it is only of recent that the Saudi workplace have become open to women owing to the influence of new regulations, the Saudi workplace have been predominantly made up of men, this means that opening opportunities for women will require a careful approach that first ensures that men are prepared to accept women and that women are prepared to work in the same atmosphere as men.

Since the two MNCs have, arguably, instead ignored attending to such salient issues, as reflected in their current practices, but rather focus on equal representation, the findings show that some of the attendant issues within the MNCs diversity climate such as interpersonal conflicts, prejudice, emotional stress and negative reactions emerge from the approaches taken by the organisation that ignores the local complexity of gender issues.

This argument relates to many debates in the literature about MNCs continuous shift of emphasis from issues related to justice and fairness to the issue of superior performance. A major problem with the heavy emphasis on the performance benefits of GDM is that there is very little empirical evidence showing the beneficial connection between gender diversity and superior performance. More so, performance focus tends to discount human feelings, as this chapter has shown. This supposed relationship between diversity and the business performance is more complex than the popular rhetoric implies.

Similarly, despite ongoing research that addresses the impact of gender diversity in organisations, "the search for supporting evidence for the business-case hypothesis has remained largely elusive". What this means is that it is difficult to see how the simple fact of gender diversity on its own facilitates better organisational performance. Rather, any positive effects of gender diversity for business performance is not likely to result from the simple demographic fact of diversity itself but from different ideas, knowledge, experience, capabilities, education and other less observable attributes, which could be derived from a diverse workforce.

Observable diversity attributes such as gender, as the findings indicate, even creates unexpected negative affective reactions with attendant stereotypes, biases and prejudices, which potentially deflate the now widely held notion of a universal business case for gender diversity. This has necessitated the revision of the initially presented framework towards one that takes cognisance of factors that are critical towards gender diversity management.

Chapter 7: Conclusion

7. 1 Introduction

This thesis has explored the subject of gender diversity management in MNCs operating in Saudi Arabia in line with the stated objectives and in response to the research questions established in Chapter One. The purpose of this chapter accordingly is to accomplish the following, 1). Offer a conclusion to the research based on identified findings and outcomes. 2). Discuss the limitations to the findings and the issues related to the outcomes 3). Make recommendations and propose areas for further research.

The chapter starts by providing an overview of the findings by highlighting the outcomes of the research and how such outcomes have addressed key questions and issues raised in the body of the thesis. Thereafter, the aims and objectives of the research is reviewed to evaluate how much they have been accomplished in line with the research problems and theoretical gap. Evaluation of the research objectives is followed by explanation of theoretical contributions to highlight how the thesis has added to present knowledge and theory. Further, both the practical and theoretical implications of the research are discussed by identifying the specific implications of the research to literature and practice. This was followed by a discussion of the limitations to the research and finally, recommendations are made for future research.

7.2 Overview of Findings

This thesis has explored issues related gender diversity management in MNCs operating in Saudi Arabia. While the literature on gender diversity which has been reviewed at great length does explore the key practices, challenges, theoretical perspectives, and implications of gender diversity in the contemporary global organisations. The findings have specifically focused on the case of Saudi Arabia MNCs and their practices and approaches to gender diversity management. According to the findings, the key problem relates to contextual issues pertaining to how MNCs' global gender diversity practices are transferred to Saudi Arabia. Another key issue that has been adequately addressed in the findings is the extent to which MNCs adopt Western attributes versus attributes of their subsidiary host culture in their gender diversity management in MNCs.

Based on the insights gathered from the findings, it has been possible to identify gaps in current understandings and approaches, and to make a theoretical contribution with regard to what may constitute best practice for gender diversity management in MNCs. In doing this, the goal to evaluate existing research to find out ways that MNCs can achieve the desired results from gender diversity management has suggested a PsyCap approach to gender diversity.

The PsyCap approach has been based on the reasoning that extant gender diversity management approaches have ignored deep level individual diversity problems and that current diversity management approaches are fraught with many complications, which thus, lead to the continuing existence of prejudice, micro inequities, interpersonal conflicts and a range of other issues which gender diversity management promised to solve. The PsyCap model has also been premised on the idea that diversity is not an end, therefore, simply having a gender diverse workforce is not sufficient to ensure the positive outcomes that most advocates of gender diversity claim.

The following three gaps can also be identified between research findings and the gender diversity rhetoric widely espoused by MNCs in Saudi Arabia. First, increased gender diversity is not enough to address existing organisational prejudice against women and to improve justice and fairness. Second, increased gender diversity, by itself, does not necessarily reduce conflict, improve motivation, and build employee commitment. Third, increased gender diversity at the group level does not necessarily result in higher group performance.

What these gaps indicate is that merely having gender diversity management programmes or approaches in place does not mean that MNCs have successfully addressed the problem of gender diversity. Besides, the question of what works for successful gender diversity management in Saudi Arabia MNCs is not conclusively answered by suggesting a preference for one gender diversity initiative or the other. Instead, a broader look at the support structures, organisational culture, and implementation framework offers a more realistic way to achieve best practice in gender diversity management.

When the goal of PsyCap is to reinforce a positive atmosphere where gender diversity can thrive, this does now mean that other gender diversity management practices rooted in HR systems should be ignored. Indeed, to encourage greater support for gender inclusion throughout MNCs' organisational workforce in societies such as Saudi Arabia with a male-dominated culture, best practice for gender diversity management should also include a strategy for carrying everyone along. One of the advantages of the PsyCap cum HR approach proposed in based on the idea that top-down, organisation driven and enforced diversity initiatives are seldom effective. On one hand enforced initiatives are met with resistance by organisational members who have strong culture-based views about gender roles and gender relations. On the other hand, any attempt by the MNC to enforce gender diversity through rigid practices can have counterproductive effects by affecting commitment and cohesion in the workplace.

Therefore, it may be considered best practice to design and implement a diversity management framework that seeks to make incremental progress gradually spreading awareness and promoting attitudinal change throughout the organisation about the individual, group, and organisational benefits of gender diversity while remaining sensitive to prevailing local socio-cultural influences. Establishing channels for two-directional communication within the organisation is particularly crucial, to avoid imposing what the MNC headquarters perceives to be suitable.

What this means is that employees should be allowed to make input in the decision-making process, as opposed to management handing down decisions relating to diversity practices without consulting the employees or seeking their opinions. Again, it cannot be assumed that because female MNC employees are educated, career-driven, and positioned as direct beneficiaries of gender diversity efforts, they are insulated from the rest of the population in terms of the extent to which they are influenced by local culture.

For countries like Saudi Arabia with conservative values where there is a strict intersection between law, religion, and society, it is worthwhile to address the unlikely question of female MNC employees would be viewed differently from other females in the larger society in terms of perceptions of gender roles and other issues relating to it. Consequently, achieving the right level of localisation or flexibility entails collaborating with "cultural informants", which refer to knowledgeable local stakeholders who can share vital local knowledge and cultural norms affecting diversity practices with company representatives. With this optimal mix of standardisation and localisation, it is potentially easier to achieve a workable gender diversity framework that enjoys the cooperation of the entire workforce in a local subsidiary.

Based on an evaluation of evidence from the literature and the identified gaps in existing research, the suggested conceptual framework for achieving successful gender diversity management is one that is based on three pillars. Number one is the imperative of needs psychological management. Number two is the need to institute a framework for carrying organisational members along in the gender diversity management process. Number three is the need for an appropriate recognition of the issues that employees face at the individual levels. Regardless of the specific gender diversity programmes or initiatives chosen by MNCs' local subsidiaries, infusing these three elements throughout the planning, designing and implementation processes potentially produces more favourable gender diversity management outcomes.

7.3 Meeting the Aim and Objectives of this Thesis

The research objectives, which are restated below were established in Chapter One, in relation to foreign multinationals operating in Saudi Arabia. As stated earlier, the overarching aim of the research was to:

Investigate gender diversity management practices of MNC subsidiaries operating in developing countries and understand how such practices affect individual employees.

This aim has been achieved through clear focus on specific elements of the statement which has been broken down into accomplishable objectives as discussed as follows:

- **Objective 1:** *To critically examine the GDM approaches of MNCs, with a particular focus on their subsidiaries in host countries.*

In Chapter Two, the approaches of MNC subsidiaries in foreign countries are analysed through the discussion of their range of strategies, which range from polycentric and geocentric and to regiocentric strategies. The discussion was also examined in the context of Saudi Arabia in Chapter five, under findings and discussions where the two MNCs used as case study in this thesis were identified as using polycentric approaches in their GDM practices.

- **Objective 2:** *To investigate individual perceptions of current GDM practices in MNC subsidiaries.*

Building on the outcome of the literature review and based on the framework proposed in Chapter Three, employee perception was examined critically in Chapter Five and discussed in Chapter Six. The main outcome of the finding was that despite the successes that management of the studied organisations have achieved so far regarding diversity management, employees have different reservations and concerns about the reality and how it affects them. For instance, the findings revealed that given the conservative nature of Saudi Arabia, both men and women have still not warmed up to the idea of diversity that their organisations espouse. This was reported to have many implications with regard to employee perception. Some of the perception issues reported include perception about breach of psychological contract and the perception that the organisational diversity program is designed to favour one gender than the other. These perceptions have also been reported to have impact on the long-term success of diversity management, especially in a complex cultural environment like Saudi Arabia.

- **Objective 3:** *To identity the issues and challenges of individuals in gender diversity management practices in MNC subsidiaries*

Several issues that are related to individual concerns and the challenges that they face about the diversity management practice of their organisations have been discussed. The outcomes discussed relates to how the gender diversity environment adds to emotional and psychological stress among individuals and how levels of interpersonal relationships are exacerbated due to individual and group differences emphasised by the environment of diversity management.

- **Objective 4:** *To design and propose an individually fit psychological intervention framework towards a best practice gender diversity management approach in MNCs.*

This objective was established in order to support the whole objective of this thesis towards designing a solution that specifically addresses individual concerns of current gender diversity management practices. This objective has been achieved through the proposal of PsyCap as a psychological intervention framework that can be used to improve diversity outcomes and reinforce positive perception among individuals. Achievement of the objective is also the unique contribution of this thesis since most existing gender diversity management frameworks do not recognise the challenges faced by individuals within organisations.

- **Objective 5**: *To evaluate the model based on its novel contribution towards individual concerns of gender diversity management in MNCs.*

The final objective was met through the critical discussion of its applicability to the existing issues identified. In this sense, the framework was reported to be useful because it offers a novel solution towards addressing the current challenges and concerns that individuals face within the existing environment of diversity management.

7.4 Statement of Contribution

From Chapter Two, the contributions of this thesis to the gender diversity management literature has been clearly demonstrated and discussed across different parts of the thesis. The following sections outlines the clear contributions of the thesis to the subject of gender diversity management and the literature.

Contribution 1 : One of the major contributions of this thesis includes evidence and findings presented about the need and roles of positive psychology in the success and failure of diversity management. The lack of clear identification of psychological factors as a deep level problem among gender and individuals in MNCs, which results from practices, arguably confirms the limitations of current practices, thus, confirming the strength of the model proposed. This study contributes to this area by demonstrating throughout the discussions of the thesis from Chapter Two through to Six that the inclusion of psychological factors into gender diversity management environment can make MNCs pay attention to needs and concerns of employees and not just the goals of organisations.

Contribution 2 : One of the contributions of this thesis is in the application of a new conceptual method that relies on a mixture of an outside factor to the field of diversity management towards diversity management best practice, i.e. positive psychology. Such blending, as was presented in Chapter Three and analysed in Chapters Five and Six offers a new approach of discussing and proffering solution to the problems of diversity management, which can have many implications for theory and practice.

Contribution 3: This thesis has confirmed that MNCs in Saudi Arabia, while they claim to be driven by the local culture are also to a significant extent driven by their host culture's HR practices. This also confirms that dual cultural force, as is currently reported in the literature, is also a reality in the Saudi Arabia context.

Contribution 4 : One of the major contributions of this thesis is that a gender diversity management practice cannot be successful merely through the practice and implementation of equal opportunity and relates measures. Rather, for gender diversity management to be successful, MNCs must pay attention to concerns such as social justice, fairness and inclusion that can address the real concerns of employees and only through such measure can the true challenges of gender diversity management be addressed.

7.5 Research Achievements

This thesis has addressed the most relevant theoretical and research insights relating to gender diversity management in multinational corporations in Saudi Arabia in line with the aim of this study. In addition to reviewing current conceptualisations of workplace diversity and gender diversity management, crucial discourses related to current issues and challenges in gender diversity, national and organisational level diversity as well as the consequences of gender diversity management for organisations were critically reviewed in this thesis.

It was important to examine how the literature addresses key issues underpinning gender diversity management based on understandings of the concept that are applicable to the local context of Saudi Arabia. Furthermore, consistent with a key objective of this study, the most common gender diversity approaches and practices in MNCs to expose the practical measures and initiatives that have been used by many multinational corporations have been reviewed.

To ensure a more in-depth understanding of how the gender diversity management process unfolds in MNCs, the literature review critically explored the problem of gender diversity management within MNCs as discussed in the HRM literature. Other aspects of the thesis set the context for evaluating the gender diversity management process in Saudi Arabia, specifically in light of the prevailing sociocultural environment in the Kingdom. Ultimately, the insights obtained from the research studies and findings reviewed in the chapter provided the basis for identifying gaps and proposing and application of a conceptual framework for best practice in gender diversity management in organisations. What has emerged from the literature review is that gender diversity management cannot be conceptualised, understood, or implemented uniformly on a global scale without taking cultural context into consideration.

In addition, insights and gaps identified in the literature indicate that no specific gender management approaches are necessarily better than the others. Instead, a range of underpinning elements and measures must be put in place in order to achieve successful and sustainable gender diversity management outcomes. In addition, beyond the diversification of their workforce, MNCs also have to deal with a diverse customer base by virtue of their doing business in international markets. This argument from a strategic point of view suggests that, an effective response to the diversity of customer base requires MNCs to have a matching diversity in the employee base.

When applied in the context of societies like Saudi Arabia, it is clear that female employees with the requisite skills may be required to attend to female customers. This is applicable not only in a variety of administrative and customer service roles but also in other positions where MNC employees have to make direct contact with customers, clients, service providers and other stakeholders that do business with the MNC. An important component of this GDM strategy is that MNCs may have to invest in training and development programs to equip their diversified workforce with the right skills and knowledge needed to interact effectively with the organisation's diversified customer base.

In this way, GDM will involve a strategic combination of male and female employees in a manner that potentially creates more value for MNCs than would otherwise be the case with a homogenous or lopsided workforce. This argument further indicates the inherent challenge of ensuring that the gender diversity approaches adopted by MNCs in different operating environments not only achieve the objectives envisaged by the company but also aligns with local socio-cultural sensitivities. For MNCs, the extent to which this challenge is successfully dealt with may indicate the level of success that can be achieved in their gender diversity efforts.

7.6. Implications for Research

The study has proposed a proactive approach to managing Gender Diversity Management in line with the needs of a developing society such as Saudi Arabia. The proposed contribution has been premised around solving the difficult issues of inclusion, fairness and justice in the workplace, thus, it has centred on individual needs, and not merely on equitable representation of women as has been presented in extant approaches. The PsyCap approach discussed, thus far, arguably responds to individual deep level psychological needs as well as specific gender problems and differences that commonly frustrates diversity managers.

Arguments presented has responded to this argument based on the view that justice, fairness and inclusion can only truly be achieved in gender diversity management, if an atmosphere that recognises the concerns of individuals are recognised. The finding challenges the recent shift of emphasis from issues related to equality and fairness to the issue of superior performance (Credit Suisse Research Institute, 2012), by proposing that gender diversity can only be successful if the cognitive, deep seated factors that determines its success are addressed, therefore, emphasising the fairness and justice perspective. The findings of this dissertation also confirms existing research such as Kochan (2003: 5), that "the search for supporting evidence for the business-case hypothesis has remained largely elusive". This findings, therefore, has a number of implications for both research and practice.

7.6.1 Theoretical Implications

For research, the outcomes have indicated that future gender diversity must recognise individual needs and concerns and ensure that the cognitive, emotional and psychological factors that surround the workplace must be taken into consideration. The research also confirms that 'one size fit all' diversity models may be impracticable in the implementation of gender diversity management as contextual factors can determine diversity outcomes.

This reality is a challenge for the diversity literature where the predominant factor of gender diversity and diversity management as a whole is predicated on models that fails to take cognisance of deep level factors such as those reported in the outcome of this study. Similarly, as demonstrated through the application of PsyCap, the outcome of this study arguably confirms the belief that for scholars to develop the best 'fit models', there may be the need to go outside the field of diversity and look into other fields such as positive psychology to address contextual issues within diversity.

7.6.2 Practical Implications

For practice, this research confirms that successful implementation of gender diversity management should not be based on the simple notion of fostering or enforcing equal opportunity. Ensuring justice, fairness and inclusion must be considered as a best practice approach as this would let diversity managers and organisations tap into the self-consciousness of employees through well designed programs that provides many opportunities to look beyond daily problems of unfairness and stress. This means that diversity or gender diversity should not be merely adopted based on its business benefit or performance outcomes but because it would help the organisation to build and retain talent, generate employee trust and foster a positive work atmosphere.

A major implication of the proposed diversity approach for MNCs could be the cost of changing orientation and investing in new capabilities that focuses on justice and fairness. In part, this could imply rethinking aspects of the recruitment and selection process and reorganising current diversity ideals and strategies that place emphasis on business benefits. Another implication of the proposed approach might be that due to possible uncertainty about the business benefits of diversity, managers may find it difficult to invest enough resources needed to make diversity thrive at first. Again, this generates further discussion about long and short-term thinking concerning diversity. On a positive note, to promote citizenship behaviours and enjoy a sustained outcome of any diversity management, adoption of the proposed gender diversity approaches and its underlying psychological elements would be useful to managers as a way of establishing a sustainable diversity solution and at the same time for tracking and measuring individual performance while boosting and getting employees to always deliver their best.

Considering such long term practical overarching benefits, can provide managers with enough rationale to focus on justice outcome of gender diversity management and encourage them to invest in fairness and equity outcomes first, and business benefits as the by-product.

7.7. Limitations to the Research

This thesis has used data collected from employees of the two MNCs understudied to analyse the challenges of current GDM approaches and proffer an individual/culture fit solution to respond to deep level concerns. Limitations to this research stem from the approach to data collection which was limited to employees and few managers. Data collection from more managers would have been useful to provide a more comprehensive analysis of the gender practices in the two organisations, especially from the perspective of leadership. This would have been particularly useful considering that limited access to HR documents that could inform the researcher about the internal gender diversity practices of the organisations were unavailable. Data collection from top management sources would have informed a more rounded debate concerning gender diversity management practices.

Another limitation to the research concerns the methodological techniques utilised. For instance, the outcome could have provided greater breadth of understanding into the subject if comparison were drawn between MNCs specific gender diversity management approaches in their home countries with their approaches in Saudi Arabia. Such comparison would have provided better insight into the factor of culture and help in recognising the differences between host and home cultures of the two MNCs. Exploring the issues of gender diversity in more than one context other than Saudi Arabia would have also provided a wider breadth of understanding into how employees think, respond and perceptive diversity management. Insights gained from such would have been useful to develop a more flexible and dynamic theoretical model that is both responsive and applicable to different cultures.

Further, it seems that the approach of theoretical development through the application of conceptual framework, designed in Chapter Three limited the possibility of exploring and discussing wider theories that might be able to address the issues reported in the findings. More so, while it is accepted that psychological management could address individual issues reported in the thesis, there were no discussions, as such, of extant theories and approaches related to psychology management other than PsyCap. Exploring more approaches than PsyCap would have been useful in gaining broader insights into wider positive psychological solutions and their possible outcomes when applied to organisational diversity concerns.

7.8. Recommendations for Future Research

While the research findings have indicated different areas and aspects of diversity management that can be improved and how the improvements can contribute to the improvement of gender diversity management practices in MNCs, recommendations provided in this section provides suggestions on how diversity management research can be improved for future studies.

- **Recommendations 1:**

Future research can take a different theoretical approach beyond PsyCap that focuses on addressing deep level individual concerns and perception of employees within a gender diversity management environment. Comparison can be drawn to compare different models and methods of positive psychology with PsyCap. Perhaps, PsyCap as a model can be improved through inputs from HR, towards a more applicable and diversity management fit PsyCap model.

- **Recommendation 2:**

Supportive evidence of diversity management practices can be drawn from the views of managers and senior management in future studies. While this study has contributed to current knowledge and understanding of employee perception of gender diversity management, the outcome can be strengthened by considering the account and views of senior managers and leadership.

- **Recommendation 3:**

Future research should consider comparing specific GDM practices of HQ with host country subsidiaries. Such comparison can provide clear understanding of the impact that host country's culture of the MNC has on their subsidiaries.

- **Recommendation 4:**

Future studies can build on current results by exploring employee perception and concerns from more than one country or cultural context. or perspective. Comparing evidence from Saudi Arabia and other countries and cultures, for example, can improve insights about employee's concerns and perception from different cultural angles. Taking such an approach can inform new future solutions and thinking.

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Appendix A: Acronyms

A	
AA	Affirmative Action
C	
CFD	Climate of Diversity
E	
EEO	Equal Employment Opportunity
EQ	Emotionally Intelligent
D	
DM	Diversity Management
G	
GCC	Gulf Cooperation Council
GD	Gender Diversity
GDM	Gender Diversity Management
GLDM	Global Diversity Management
H	
HR	Human Resource
HRM	Human Resource Management
HQ	Head Quarter
M	
MNCs	Multinational Corporations
P	
Psy Cap	Psychological Capital
S	
STEM	Science, Technology, Engineering and Mathematics
K	

A	
AA	Affirmative Action
C	
CFD	Climate of Diversity
E	
KSA	Kingdom of Saudi Arabia

Appendix B: Participants Information

Participant No	Organisation	Gender	Method	Length of interview	Position
1	One	F	Face to face	40 mins	SegmentationManager
2	One	M	Face to face	50 mins	Head Of Branch Network And Delivery Channels
3	One	F	Face to face	35 mins	Admin support
4	One	M	Face to face	45 mins	Customer Loyalty Program Manager
5	One	F	Face to face	34 mins	Operational support
6	One	F	Face to face	41 mins	Distribution supervisor
7	One	M	Face to face	40 mins	Support officer
8	One	F	Face to face	50 mins	Admin staff in marketing
9	Two	F	Skype	40 mins	Operations manager
10	Two	F	Face to face	40 mins	Financial Analyst
11	Two	F	Face to face	35 mins	Client relationship manager
12	Two	F	Face to face	40 mins	Supervisory assistant
13	Two	F	Face to face	40 mins	Risk Management Advisor
14	Two	F	Face to face	35 mins	Working with Director
15	Two	F	Face to face	40 mins	IT Support Officer
16	Two	F	Skype	35 mins	PA to HR director
17	Two	M	Face to face	30 mins	IT support Officer
18	Two	M	Face to face	50 mins	Operational support
19	Two	F	Face to face	35 mins	Admin support
20	Two	F	Face to face	47 mins	Alumni Executive

Appendix C: Research Matrix

What Do I Need to Know? (Research Questions)	Why I Need to Know This? (Goals)	What Question we Need to Ask?	CONCEPTUAL FRAMEWORK
1. To what extent are MNCs able to transfer their global GDM practices to their subsidiaries in Saudi Arabia?	• To know what practices do MNCs transfer to developing countries	1. Are there any specific gender diversity practices in your company? What are the organisation process to achieve GD environment?	HRM Practices
2- What are employees' experiences and perspectives about GDM practices in MNCs in Saudi Arabia?	• To understand employee's perspectives toward GD • To know if MNCs culture play role in GDM	1. Could you please describe your Experiences of working with males/females in general? 2. In what ways do you believe that a more gender diverse workplace drive positive outcomes? 3. How much do you and your colleagues adapt to a gender divers environment? 4. How the organisation culture helps to achieve a climate of inclusion?	Employee Perception MNCs Culture
3-What is the challenges and issues within individuals associated with GDMP in Saudi Arabia?	• To know what are the issues that individuals faced in gender divers context	1. What are the challenges you faced in working in gender divers workplace? 2. Which aspects of your company's diversity culture do you dislike and how does this make you feel? 3. What impact does your organisation's diversity management practices have on you as an individual?	Employee Perception
4. What roles can positive psychology play in addressing current challenges among individuals in gender diverse work environments?		1. How do you manage or cope with issues and problems related to working in divers workplace? 2. How you psychologically handle issues related to GD? 3. Do you think positive attitude and confidence would help to achieve a climate of gender diversity? 4. What you believe it would also help to achieve a climate of gender diversity?	Psy Cap

Appendix D: Interview questions

Personal / Demographic Information

1. Type of gender?

2. What best describes your age group?

3. What is your marital status?

4. What is your highest level of education?

5. How long have you worked in the present company?

6. What is your position?

Gender Diversity Management Practices

7. Are there any specific gender diversity practices in your company? What are the organisation process to achieve GD environment?

8. How the organisation culture helps to achieve a climate of inclusion?

Experiences and Perspectives

9. Could you please describe your experiences of working with males/females in general?

10. In what ways do you believe that a more gender diverse workplace drive positive outcomes?

11. How much do you and your colleagues adapt to a gender divers environment ?

Challenges in Diversity Management

12. What are the challenges you faced in working in gender divers workplace ?

13. Which aspects of your company's diversity culture do you dislike and how does this make you feel?

14. Are there any specific practices that has to be changed / adopted in your company? Why?

15. What impact does your organisation's diversity management practices have on you as an individual?

Individual Psychology

16. How do you manage or cope with issues and problems related to working in diverse workplace?

17. How you psychologically handle issues related to GD?

18. Do you think positive attitude and confidence would help to achieve a climate of gender diversity?

19. What you think it would help to achieve a climate of gender diversity?

Appendix E: Information Sheet

PARTICIPANT INFORMATION SHEET

Study title

Gender Diversity Management in Foreign Multinational Corporation in Developing Countries: The Case of Kingdom of Saudi Arabia

Invitation Paragraph

You are being invited to take part in a research study. Before you decide, it is important for you to understand why the research is being done and what it will involve. Please take time to read the following information carefully and discuss it with others if you wish. Ask me if there is anything that is not clear or if you would like more information. Take time to decide whether or not you wish to take part.

Thank you for reading this.

What is the purpose of the study?

The aim of the study is to investigate Gender Diversity Management practices in Multinational Corporation operating in Saudi Arabia. The study identifies issues in employee perceptions, differences and challenges of current diversity management approaches towards developing an individually fit model. This study started in October 2014 and expected to finish by the end of 2018.

Why have I been invited to participate?

I am especially interested in your views, observations and experiences concerning the management of gender issues as employee in Multinational Corporation in Saudi Arabia.

Do I have to take part?

As participation is entirely voluntary, it is up to you to decide whether or not to take part. If you do decide to take part you will be given this information sheet to keep and be asked to sign a consent form. If you decide to take part you are still free to withdraw at any time and without giving a reason.

What will happen to me if I take part?

Take some time to answer interview questions. The Interview will last for around 45 minutes, on- site where you will answer brief questions from a list; data will be obtained about your experiences of working in your company as a Saudi employee of your organisation. No video recorder will be used during the interview, but a tape recorder will be utilised for the researcher to review the information provided. In no way will this content be duplicated or shared with third parties other than for the purpose of my research analysis.

What do I have to do?

I would appreciate if you could take the time to answer some short questions I have put together for my primary research.

What are the possible disadvantages and risks of taking part?

Risk is minimal as you can maintain the right to respond to questions in any manner as you wish, you also have the right not to respond to questions if you feel uncomfortable with.

What if something goes wrong?

Confidentiality and professionalism will be maintained throughout the interview and in the processing of gathered data. However, if you have any concern or feel that you have been harmed by taking part in this research project, you should contact the Chair of the College of Business, Arts and Social Sciences Research Ethics Committee at the University of Brunel.

Will my taking part in this study be kept confidential?

All information which is collected about you during the course of the research will be kept strictly confidential. Any information about you which leaves the University will have your name and ad- dress removed so that you cannot be identified from it.

What will happen to the results of the research study?

The research results will be published as art of my PhD thesis, and may be published in local and international journals. You can always obtain a copy of the published results.

Who is organising and funding the research?

My research is being funded by the Saudi Arabia Cultural Bureau in London in conjunction with the Brunel University Business School.

What are the indemnity arrangements?

The Brunel University provides appropriate insurance cover for research which has received ethical approval.

Who has reviewed the study?

The study is being reviewed by supervisors at Brunel University College of Business, Arts and Social Sciences Research Ethics Committee.

Contact for Further Information and Complaints

If you have questions or complaints, please contact me Nouf Abdul Aziz directly by email: Nouf.Almagoushi@brunel.ac.uk or my supervisor Dr Muhammad Kamal at Muhammad.Kamal@brunel.ac.uk. You can also contact the Chair of the College of Business, Arts and Social Sciences Research Ethics Committee, Brunel University. Research-Integrity@brunel.ac.uk

Appendix F: Consent Form

CONSENT FORM

Dear Sir/Madam,

I am a student at Brunel University, UK studying towards my PhD program. My research is focused on understanding gender diversity in multinational companies operating in Saudi Arabia. As a Saudi based MNC staff, I will appreciate if you can take the time to answer some short questions about your experiences as a Saudi working in an MNC. I am especially interested in your views and experiences concerning the management of gender issues in Saudi Arabia through your organisation. I have a list of questions below please tick the appropriate box.

                                                                                                    YES NO

Have you read the Research Participant Information Sheet?   ☐ ☐

Have you had an opportunity to ask questions and discuss any concern about this study?   ☐ ☐

Have you received satisfactory answers to all your questions?   ☐ ☐

Do you understand that you will not be referred to by name in any report concerning the study?   ☐ ☐

Do you understand that you are free to withdraw from the study:

- at any time?
- without having to give a reason for withdrawing?   ☐ ☐

I agree to my interview being recorded.   ☐ ☐

I agree to the use of non-attributable direct quotes when the study is written up or published.   ☐ ☐

Do you agree to take part in this study?   ☐ ☐

Signature of Research Participant: **Date:**

Name in capitals:

Witness statement

I am satisfied that the above-named has given informed consent.

Witnessed by: **Date:**

Name in capitals:

Researcher name: **Signature:**

Supervisor name: **Signature:**

Appendix G: Letter of Approval

College of Business, Arts and Social Sciences Research Ethics Committee
Brunel University London
Kingston Lane
Uxbridge
UB8 3PH
United Kingdom

www.brunel.ac.uk

Brunel University London

14 November 2017

LETTER OF APPROVAL

Applicant: Ms Nouf Almagoushi

Project Title: Gender Diversity Management in MNCs

Reference: 7088-LR-Nov/2017- 8710-3

Dear Ms Nouf Almagoushi

The Research Ethics Committee has considered the above application recently submitted by you.

The Chair, acting under delegated authority has agreed that there is no objection on ethical grounds to the proposed study. Approval is given on the understanding that the conditions of approval set out below are followed:

- The agreed protocol must be followed. Any changes to the protocol will require prior approval from the Committee by way of an application for an amendment.

Please note that:

- Research Participant Information Sheets and (where relevant) flyers, posters, and consent forms should include a clear statement that research ethics approval has been obtained from the relevant Research Ethics Committee.
- The Research Participant Information Sheets should include a clear statement that queries should be directed, in the first instance, to the Supervisor (where relevant), or the researcher. Complaints, on the other hand, should be directed, in the first instance, to the Chair of the relevant Research Ethics Committee.
- Approval to proceed with the study is granted subject to receipt by the Committee of satisfactory responses to any conditions that may appear above, in addition to any subsequent changes to the protocol.
- The Research Ethics Committee reserves the right to sample and review documentation, including raw data, relevant to the study.
- You may not undertake any research activity if you are not a registered student of Brunel University or if you cease to become registered, including abeyance or temporary withdrawal. As a deregistered student you would not be insured to undertake research activity. Research activity includes the recruitment of participants, undertaking consent procedures and collection of data. Breach of this requirement constitutes research misconduct and is a disciplinary offence.

Professor David Gallear

Chair

College of Business, Arts and Social Sciences Research Ethics Committee
Brunel University London

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Appendix H: Translation Affidavit

TRANSLATION AFFIDAVIT

We, **Lingua Space Certified Translation Office**, holding license No. 762 and CC No. 10100089644, hereby certify that the translation of the attached interviews is a true translation of the document presented to us and attached hereto without any responsibility for the content of that document.

شهادة ترجمة

بهذا نشهد نحن، مكتب **فضاء اللغة للترجمة المعتمدة،** ترخيص رقم ٧٦٢ وعضوية غرفة تجارية رقم ١٠١٠٠٠٨٩٦٤٤، بأن ترجمة المقابلات المرفقة هي ترجمة صحيحة للوثيقة المقدمة لنا و المرفقة طيه دون أي مسئولية عن محتوى تلك الوثيقة.

Office Manager
مدير المكتب

بهذا نشهد أن النص العربي ترجمة صحيحة للنص الأنجليزي المرفق به.

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