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**MANAGEMENT OF HUMAN CAPITAL DIVERSITY
IN SOCIALLY RESPONSIBLE COMPANIES**

**ZARZĄDZANIE RÓŻNORODNOŚCIĄ KAPITAŁU
LUDZKIEGO W SPÓŁKACH SPOŁECZNIE
ODPOWIEDZIALNYCH**

Abstract: The aim of this article is to show the significance of managing diversity in modern organizations. Focus was mainly placed on analysis and assessment of the most significant practices in the scope of diversity management and on presenting diversity in the structure of: total employment, and supervisory and management board members. In comparison to other available articles, this paper is concerned with socially responsible companies being

part of the new WIG-ESG Index listed on the Warsaw Stock Exchange. The literature study method was employed. Source materials for empirical research were obtained by studying documents of the analyzed entities. This article indicates that, despite implementation of a series of measures relating to diversity management, many companies do so in an incidental and occasional manner. The greatest diversity is present in the structure of total employment, whereas it is absent at higher positions in the organizational structure.

Keywords: diversity management, diversity policy, human capital, CSR, good social responsibility practices

Streszczenie: Celem niniejszego artykułu jest ukazanie znaczenia zarządzania różnorodnością we współczesnych organizacjach. Skoncentrowano się głównie na analizie i ocenie najistotniejszych praktyk z zakresu zarządzania różnorodnością oraz na przedstawieniu różnorodności struktury: zatrudnienia ogółem, członków rady nadzorczej i zarządu. Opracowanie, w porównaniu do innych dostępnych artykułów, poddaje badaniu spółki społecznie odpowiedzialne, należące do nowego Indeksu WIG-ESG notowanego na Giełdzie Papierów Wartościowych w Warszawie. Wykorzystano metodę studiów literaturowych. Materiały źródłowe do badania empirycznego uzyskano metodą badania dokumentów analizowanych podmiotów. Artykuł wskazuje, że pomimo realizowania szeregu działań z zakresu zarządzania różnorodnością, wiele spółek robi to w sposób przypadkowy i okazjonalny. Największa różnorodność występuje w strukturze zatrudnienia ogółem, brak jest jej natomiast na wyższych stanowiskach.

Słowa kluczowe: zarządzanie różnorodnością, polityka różnorodności, kapitał ludzki, CSR, dobre praktyki w zakresie odpowiedzialności społecznej

Introduction

Diversity is understood as all aspects in which people differ from or are similar to one another. These aspects include, among others: age, gender, race, national and ethnic origin, (dis)ability, language, sexual orientation, education, health condition and lifestyle. Diversity management is a strategy formulated under the assumption that diversity at the workplace is a significant resources of the organization, improving its effectiveness, constituting a component of its competitive advantage, and directly affecting its growth and achievement of its goals. According to the Directive as regards disclosure of non-financial and diversity information (Directive of the European Parliament and of the Council 2014/95/EU), public interest entities and large companies are tasked with the development and publication of a diversity policy.

The aim of this article is to show the significance of managing diversity in modern organizations. The entities studied are companies from various sectors belonging to the WIG-ESG Index listed on the Warsaw Stock Exchange and being signatories of the Diversity Charter. Due to the complexity of the subject matter undertaken in this article, special attention was paid to analysis and assessment of the most significant

practices in diversity management and to analysis of the structure of total employment, analysis of the structure of supervisory and management board members.

The literature study method was employed for the purposes of this article. Source materials for empirical research were obtained by studying documents of the analyzed entities. For the purpose of processing these documents, descriptive analysis was applied and universal research methods were employed, such as: analysis and synthesis, and inferencing methods such as: deduction and induction. Graphical and tabular techniques were employed for the purposes of presenting results.

This article indicates that the concept of diversity management constitutes the foundation for building the potential of companies' human capital. It is an expression of a new approach, displaying the value that employees provide to an organization. Companies' practices in the field of diversity management serve to increase the motivation and efficiency of current staff, hire and maintain new employees, improve the company's reputation and strengthen its position on the market. Currently, more and more investors are making decisions based not only on financial data but also social data. For many of them, it is precisely social credibility that serves as the basis for evaluating a given organization's business and also determines its financial reliability¹. The result of these changes is a new trend in investment, so-called Socially Responsible Investing (SRI). Organizations that want to follow these trends and adapt to current requirements are increasingly eager to implement the concept of Corporate Social Responsibility (CSR).

1. Management of human capital diversity as a component of CSR

Diversity management is a new strategy that is being implemented by enterprises to an increasing extent. It serves for building positive relations with employees, who are internal stakeholders. This approach is critical from the perspective of the CSR concept. The international ISO 26000 standard defines corporate social responsibility as "an organization's responsibility for the impacts of its decisions and activities on society and the environment", simultaneously recognizing human rights as one of the seven critical areas of social responsibility. One of the issues distinguished in this standard is discrimination and vulnerable groups, which include: women and girls, persons with disabilities, migrants, persons discriminated against due to race or origin, including social class².

In 2004, D.A. Thomas defined diversity management as the aggregated effect of the human resources management subsystem, encompassing recruitment, salaries,

¹ B. Rok, *Odpowiedzialny biznes w nieodpowiedzialnym świecie*, Akademia Rozwoju Filantropii w Polsce – Forum Odpowiedzialnego Biznesu, Warszawa 2004, p. 54.

² Polski Komitet Normalizacyjny, *Norma PN-ISO 26000 Wytyczne dotyczące społecznej odpowiedzialności*, Warszawa 2012, p. 16 and 41.

efficiency assessment, employee development and individual management behaviors for the purpose of achieving a competitive advantage by the leadership, as well as teamwork³. Jawad Syeda and Memoona Tariq emphasize that diversity management is intended to create a culture in which everyone has equal opportunity to perform and achieve organizational objectives as well as personal development⁴. In relation to this, diversity management is based on integrating ideas and practices relating to diversity with day-to-day management and learning processes in the company and environment⁵.

The subject of diversity management in Polish organizations has been widely discussed and analyzed, including by E. Jastrzębska⁶, Ł. Waligóra⁷ and E. Bombiak⁸. Ł. Waligóra also points to differences in the initiation and course of actions relating to diversity management in companies operating in Poland and other European countries. She also shows how Polish businesses model themselves after foreign companies, particularly with regard to age, gender and disability.

Implementation of diversity management brings many benefits, among which the following are distinguished: generation of innovation and original solutions, fostering mutual learning by employees, creating a better work environment, reaching new groups of candidates on the labor market, building a positive image, improving the company's capacity for adaptation, and better understanding of phenomena occurring within the organization. However, diversity may also be perceived as an added difficulty or challenge. Diversity management is impaired by: personal convictions, stereotypes and prejudices of decision-makers, lack of knowledge about binding laws concerning equal treatment in the workplace, unpreparedness of management staff with respect to implementation of diversity management, and socio-cultural norms in the country⁹.

Diversity management is considered on three fundamental levels: primary, secondary and organizational identity¹⁰. Primary identity classifies features such as:

³ D.A. Thomas, *Diversity as Strategy*, "Harvard Business Review", vol. September 2004, p. 98-108.

⁴ J. Syed, M. Tariq, *Global Diversity Management*, Oxford Research Encyclopedia of Business and Management 2017, p. 1/21.

⁵ M. Keil, B. Amershi, S. Holmes, H. Jablonski, E. Lüthi, K. Matoba, A. Plett, K. Unruh, *Training Manual for Diversity Management*, September 2007, https://www.academia.edu/1081780/Training_Manual_for_Diversity_Management [6.04.2020].

⁶ E. Jastrzębska, *Zarządzanie różnorodnością jako element CSR – dobre praktyki i korzyści*, "Marketing i Rynek" 2016, No. 8, p. 12-18.

⁷ Ł. Waligóra, *Zarządzanie różnorodnością w organizacjach. Prezentacja wybranych praktyk*, "Studia Ekonomiczne. Zeszyty Naukowe Uniwersytetu Ekonomicznego w Katowicach" 2018, No 348, p. 26-43.

⁸ E. Bombiak, *Zarządzanie różnorodnością – wyzwaniem dla współczesnych menedżerów*, "Zeszyty Naukowe Uniwersytetu Przyrodniczo-Humanistycznego w Siedlcach. Administracja i Zarządzanie" 2014, vol. 29, No 102, p. 109-122.

⁹ A. Sznajder, *Przewodnik po zarządzaniu różnorodnością*, Konfederacja Lewiatan, Drukarnia W&B, Warszawa 2013, p. 11-16.

¹⁰ P. Arredondo, *Successful Diversity Management Initiatives: A blueprint for planning and implementation*, Sage Publications Ltd., London 1996, p. 8.

age, gender, physical ability, sexual orientation, race, personality, nationality, ethnic origin and language¹¹. Elements of secondary identity pertain to modifiable features, among which the following are distinguished: place of residence, financial status, level of income, education, formal qualifications, professional experience, civil status, religion, parenthood, customs, interests and appearance¹². In turn, the level of organizational identity groups the features of: occupied position, character of work performed, decision-making capacity, position in the hierarchy, terms of compensation, scope of responsibilities and work experience¹³.

In summary, the concept of diversity management can be defined in various ways. A series of terms defining this concept appear in the literature. Nevertheless, all of these terms are characterized by a common denominator, being utilization of the potential lying in the differences between employees.

2. Employees as an organization's capital

Nowadays, employees are considered a company's most valuable resource. Businesses try to hire staff with the appropriate professional competencies and skills and provide them with substantial freedom of action¹⁴. Despite the fact that knowledge and skills are characteristic features of individuals, they have not always been recognized as capital. Human aspects only became recognized as a certain type of capital in the second half of the 20th century¹⁵.

The subject literature indicates a series of definitions of human capital, which have changed over the years. The originator of the concept's precursor is T.W. Schultz, who, in 1961, defined human capital as the set of knowledge, skills and capacities found in and used by an individual¹⁶. Schultz's theory was expounded on by G.S. Becker, who stated that education, healthcare and moral values are also examples of capital, as they increase profits, income and improve health. In Becker's opinion, the costs of the above should be acknowledged as an investment in human capital¹⁷. Yusoff et al. defined human capital as a form of intellectual capital

¹¹ W. Walczak, *Zarządzanie różnorodnością wyzwaniem dla współczesnych organizacji*, "Organizacja i Kierowanie" 2011, No 3, p. 45.

¹² K. Zawadzki, M. Wojdyło, *Zróżnicowanie tożsamości pierwotnej i wtórnej pracowników małych przedsiębiorstw w Polsce*, "Acta Universitatis Lodzianensis. Folia Oeconomica" 2017, No 6(332), p. 113-114.

¹³ A. Kwiatek, *Spoleczna odpowiedzialność a różnorodność w organizacjach*, "Studia Ekonomiczne / Uniwersytet Ekonomiczny w Katowicach" 2014, No 180, p. 158.

¹⁴ B. Wyrzykowska, *Od zasobów ludzkich do kapitału ludzkiego*, "Prace Naukowe Akademii im. Jana Długosza w Częstochowie. Pragmata Tes Oikonomias" 2013, Vol. No 7, p. 256.

¹⁵ J. Vidotto, H. Ferenhof, P. Selig, R. Bastos, *A human capital measurement scale*, "Journal of Intellectual Capital" 2017, Vol. 18, No 2, p. 317-318.

¹⁶ T.W. Schultz, *Investment in human capital*, "The American Economic Review" 1961, Vol. 51, No 1, p. 1-17.

¹⁷ G.S. Becker, *Human Capital: A Theoretical and Empirical Analysis with Special Reference to Education*, "The University of Chicago Press", Third Edition, Chicago and London 1964, p. 3-10.

arising from a combination of attributes such as knowledge, skills, attitudes and relations shaped in the minds, bodies and actions of individuals. They placed emphasis on the insufficiency of simply possessing knowledge and skills. Above all, an individual must be able to apply their knowledge and skills to the development of organizational activities¹⁸. Another definition was formulated by H. Król and A. Ludwiczynski – in their opinion, human capital is the “totality of specific features and properties embodied in employees, which have a specific value and constitute a source of future income for both the employee – the owner of the human capital – and the organization, which benefits from this capital under specific terms”¹⁹.

According to most academics, human capital is one of three constituents of intellectual capital, beside relational and structural capital²⁰. Despite the presence of the other two components, human capital is the center of intellectual capital and is predominant in deciding an enterprise’s competitive advantage.

In summary, it should be noted that the highest growth indicators are currently being achieved by companies with relatively modest financial resources but well-developed and rich intellectual capital. This means that, in the 21st century, it is not possible to achieve success in such a dynamically changing world of organization without raising the value of human capital.

3. Research methodology

The research conducted for the purposes of this article pertains to the occurrence of the aspect of diversity in Polish companies listed on the Warsaw Stock Exchange. This article focuses on the phenomenon of diversity, which is currently one of the most significant trends in management. Considering the complexity of the subject matter undertaken in the article, special attention was paid to analysis and assessment of the most significant practices in the scope of diversity management realized by Polish companies. An attempt was also made to investigate diversity through analysis of the structure of total employment (in division into gender and age) as well as analysis of the structure of supervisory and management board members (in division into gender).

The choice of companies was dictated by three assumptions. Firstly, research concerned companies belonging to the new WIG-ESG Index according to the status of this portfolio as of 31 October 2019. WIG-ESG is an index published since 3 September 2019 based on the value of the stock portfolio of companies recognized as

¹⁸ W.F.W. Yusoff, M. Jantan, D.N. Ibrahim, *The interactive effects of human capital, structural capital and social capital on firm performance*, “Asian Academy of Management Journal” 2004, Vol. 9, No 2, p. 1-18.

¹⁹ H. Król, A. Ludwiczynski, *Zarządzanie zasobami ludzkimi. Tworzenie kapitału ludzkiego organizacji*. Wydawnictwo Naukowe PWN, Warszawa 2006, p. 97.

²⁰ G. Michalczyk, *Zasoby niematerialne jako czynnik wartości przedsiębiorstwa*, Wydawnictwo Uniwersytetu w Białymstoku, Białystok 2013, p. 102.

socially responsible, i.e. those that follow the rules of socially responsible business, particularly with regard to environmental, social, economic and corporate governance issues. It replaced the Respect Index, which had been in place for 10 years before it was taken off the WSE on 1 January 2020. Another criterion was belonging to the group of signatories of the Diversity Charter in Poland. The Diversity Charter is an international initiative supported by the European Commission, which has been implemented in 17 European countries, including Poland. It is a commitment signed by organizations who have decided to introduce an absolute ban on discrimination and to act in the interest of generating and promoting diversity in the workplace. Membership in the program also evinces a company's readiness to engage all employees and business and social partners in these actions. Organizations that have decided to implement the Charter recognize practices on behalf of social cohesion and equality as a priority. The final assumption on which selection of the companies subject to study was based was the diversity of the sectors in which they operate. In this way, five entities were selected: Orange Polska SA, CCC SA, Amica SA, Budimex SA and Santander Bank Polska SA.

To achieve the goal of the article, various research tools were applied. The literature study method was employed. Source materials for empirical research were obtained by studying documents of the analyzed entities. For the purpose of processing these documents, descriptive analysis was applied and universal research methods were employed, such as: analysis and synthesis, and inferencing methods such as: deduction and induction. Graphical and tabular techniques were employed for the purposes of presenting results. The data analyzed in the article comes from integrated reports of the studied entities for the year 2018, available on the companies' official websites.

4. Research results

Section 4 contains the results of conducted research. Table 1 presents the most important practices relating to diversity management applied at the analyzed companies. A compilation of initiatives in the five Polish companies was made.

Table 1. Good practices in diversity management

Tabela 1. Dobre praktyki z zakresu zarządzania różnorodnością

Company	Most important practices
Orange Polska SA	<ul style="list-style-type: none"> – care for diversity of decision-making bodies in the Company, – realization of projects: “Pracownie Orange” [Orange Workshops] and “FabLab powered by Orange” – improving competencies relating to new technologies regardless of age, – implementation of “Projekt Seniorzy” [Seniors’ Project] and active collaboration with the University of the Third Age of Warsaw University of Technology, – introduction of the Suppliers’ Code, which is aimed at encouraging adherence to and respect for human rights laws and regulations. The Code covers the scope of diversity and non-discrimination.
CCC SA	<ul style="list-style-type: none"> – openness to employment of persons with disabilities – continuation of a program for onboarding of deaf and hearing-impaired persons, – cooperation with labor offices (publishing of job offers with the ON mark [standing for disabled persons in Polish] along with information that the job offer is addressed to persons with disabilities) and with local foundations supporting employment of persons with disabilities, – creation of diverse teams in terms of gender and age, – training of management staff and their teams in the scope of cooperation with persons with disabilities, – support of work-life balance by providing: the possibility of leaving work early in the event of family emergencies, and problem-free vacation leaves in emergencies, – ensuring of equality with regard to access to promotions and training.
Amica SA	<ul style="list-style-type: none"> – implementation of the “Rodzina jest ważna” [Family is important] program – the employer provides every employee on maternity leave a supplement equalizing the maternity benefit with 100% of the base salary, – campaign encouraging men to take advantage of parental leave, – employment of workers serving sentences in penitentiaries, – openness to different cultures – conduct of training, publication of articles in the company’s internal magazine, organization of culinary days, counteraction of discrimination – implementation of the Code of Ethics, Communication of paths for reporting irregularities, Activities for Ethical Affairs, Training for employees “Undesirable situations in employee relations”, – openness to employment of persons with disabilities and foreigners.

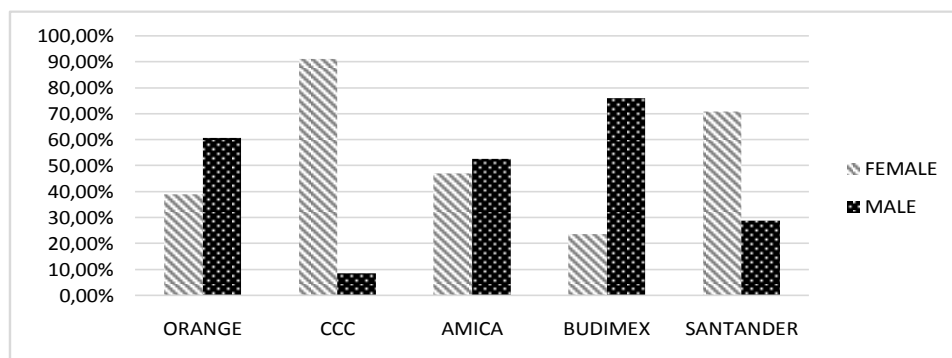
Budimex SA	<ul style="list-style-type: none"> – implementation of anti-discrimination, anti-mobbing monitoring, system of educational tools, training seminars and workshops counteracting mobbing at the workplace, – implementation of the “Kobiety w Budimeksie” [Women at Budimex] project – participation in the international initiative “Women In Construction & Engineering Awards 2018”, – publication of articles dedicated to diversity, with emphasis on the role of women in the organization, – preparation of a proposal for a development program for women in Budimex Group, which will be implemented in the years 2019-2020.
Santander Bank Polska SA	<ul style="list-style-type: none"> – implementation of the project “Kobięca strona biznesu” [The feminine side of business], aimed at increasing the number of women in management positions, – realization of the project “Różnosprawni” [Differently abled] – preparation of the organization for employment of persons with disabilities, – introduction of “Support for parents” rules with regard to persons absent for a long period of time due to pregnancy or taking advantage of maternal, parental and childraising leaves, – obligation of Santander Group to achieve the goal: women making up 40-60% of Group Council members by 2021 and holding 30% of the most important management positions by 2025.

Source: original material based on: Integrated Report 2018 Orange Polska; Non-financial Report of CCC Group for 2018; Consolidated Report of Amica S.A. for 2018; Integrated Annual Report 2018 Budimex SA; Responsible Business Report 2018 Santander Bank Polska SA.

Conducted research shows that the studied companies undertake a series of actions relating to management of human capital diversity. Attention should be paid to the implementation of many projects aimed at propagating diversity at the workplace, such as: “Różnosprawni” project of Bank Santander, “Kobiety w Budimeksie” of Budimex SA, “Rodzina jest ważna” of Amica SA, and “Projekt Seniorzy” of Orange SA. Analysis of Table 1 also allows for the statement that each of these companies focuses its practices around different areas of diversity. Orange Polska addresses age, CCC SA – disability, Amica SA – parental status, Budimex SA – gender, while Santander Bank Polska SA addresses gender and disability in rather equal measure.

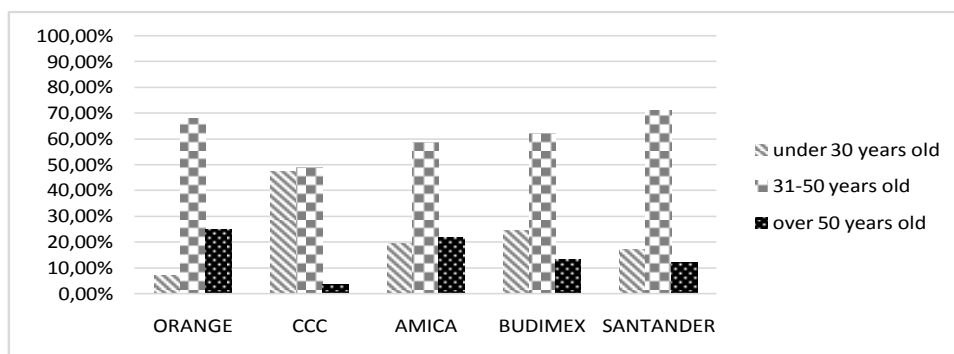
Another aspect of study was analysis of the employment structure (in division into gender and age) as well as analysis of diversity with respect to members of the supervisory and management board (in division into gender). The results of conducted research are presented in Figures 1-4. Only data characterized by completeness and enabling comparison of information between the reports of the five different companies was selected for comparative analysis. Data that was incomplete or did not enable comparison with the other organizations was rejected.

Figure 1. Employment structure in the analyzed companies in division into gender
Rysunek 1. Struktura zatrudnienia w analizowanych spółkach w podziale na płeć



Source: own study based on the research conducted.

Figure 2. Employment structure in the analyzed companies according to age category
Rysunek 2. Struktura zatrudnienia w analizowanych spółkach według kategorii wiekowej



Source: own study based on the research conducted.

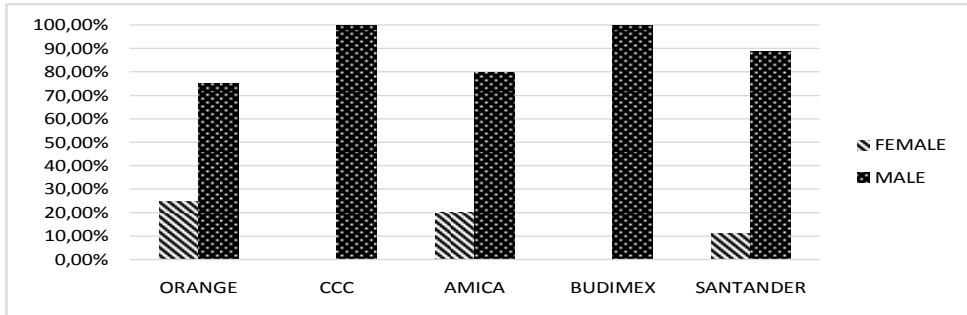
Figures 1 and 2 show that the employment structure in division into gender and age varies greatly. In two of the five analyzed companies – CCC SA and Santander Bank Polska SA – women make up the majority of employees. In the case of CCC SA, this may be the result of its business profile – sale of footwear. In other organizations, the share of women is also high. The fact that women make up 24% of all employees at Budimex is noteworthy, as the construction industry is typically male-oriented. This is certainly the effect of actions taken, i.e.: participation in the international initiative “Women In Construction & Engineering Awards 2018”, the goal of which is to encourage women to undertake work in the construction industry, and preparation of a proposal for a development program for women.

People within the age interval of 31-50 years are predominant in the employment structure of the studied companies, and the other two groups do not exhibit

high deviations. People aged under 30 and over 50 years of age make up a similar percentage in the total employment structure. This indicates implementation of a diversity management strategy with respect to older people and seniors.

Figures 3-4 present the aspect of diversity with respect to members of the supervisory and management boards.

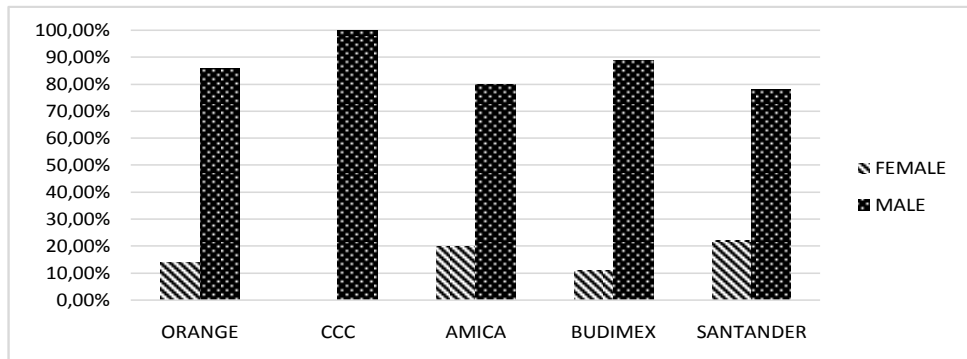
Figure 3. Management board composition of the analyzed companies in division into gender
Rysunek 3. Skład zarządu analizowanych spółek w podziale na płeć



Source: own study based on the research conducted.

High diversity is not present in the case of management and supervisory board structures of the analyzed entities. Due to the availability of data, the study was conducted only in division into gender. The charts unequivocally indicate that men are predominant in structures while women constitute a decided minority. The structure of CCC SA is particularly noteworthy, where, despite the predominance of women in total employment, the management and supervisory boards are made up solely of men. It can be concluded that, despite a series of measures relating to diversity management at the workplace, upper management positions remain less accessible to women.

Figure 4. Supervisory board composition of the analyzed companies in division into gender
Rysunek 4. Skład rady nadzorczej analizowanych spółek w podziale na płeć



Source: own study based on the research conducted.

Summary

This article aimed to analyze and assess practices relating to diversity management at the workplace and to show the diversity of the total employment structure and of supervisory and management board members. The article brings a modest contribution to the literature on human capital diversity management. This is indicated by the fact that it analyzes practices implemented by companies based on the latest integrated reports. Furthermore, this is the first study to investigate companies from the new WIG-ESG Index. A review of the reports made it possible to state that:

1. the studied companies undertake actions relating to human capital diversity management, among which specific projects promoting diversity at the workplace are deserving of special attention,
2. companies most commonly invest in the area of professional development and employment structure,
3. each of the companies focuses its practices around different areas of diversity,
4. the employment structure in division into gender and age varies greatly, and women make up the majority of the structure in two of the five analyzed companies,
5. in the company from the construction industry, women make up as much as 24% of all employees,
6. people within the age interval of 31-50 years are predominant in the employment structure, and the other two groups (below 30 YoA and above 50 YoA) do not exhibit high deviations,
7. there is a lack of diversity in the case of management and supervisory boards structures; men continue to be predominant in upper management positions.

The results shown above speak to the need to hold a continuous discussion on the subject of diversity management in Polish organizations. Despite implementation of a series of measures relating to diversity management, many companies do so in an incidental and occasional manner. Very often, companies do not conduct in-depth analysis that would allow for identification of their needs and formulation of a comprehensive response to these needs. It is worth noting that, in Poland, diversity management is a rather new direction of development, and practices relating to it are only starting to be implemented.

This shows the needs for informing management staff of how important diversity at the workplace is and how many benefits can be gained from implementing a diversity management strategy. The subject literature analysis carried out indicates that implementing diversity management at the workplace will have a positive impact on two fronts – 1) it will generate value added for company owners and 2) will enable many new employees to work.

In summary, it can definitely be stated that, over the last 20 years, management of diversity at the workplace has become imperative in the corporate world and is a management challenge of the 21st century.

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