

determining how each country may differ and second is management of cultural diversity in respect to employees and countries (Kumra & Manfredi, 2012).

Diversity management is a strategy used by various organizations who seek to invent a working environment which allows employees to reach their full potential as they pursue organizational objectives (Thomas, 1990). McDonald's is committed to fostering diversity among its three 'legs'; employees, franchisees and suppliers (Mizra, 2011), they maintain that 'diversity is inclusion' and propose that every individual feels their identity, culture and experiences are both respected and appreciated in the workplace (McDonalds, 2020).

3 MAIN BODY

3.1 Diversity Dimensions

At an individual level no two persons are alike, thus they can be considered diverse to each other. According to Tajfel (1979), the key diversity dimension in the workplace is social identity, which includes categorisation, identification and comparison.

Figure 1 (Loden, 2014), shows the diversity dimension wheel proposed by Loden and Rosener (1991). The first level is primary dimensions of an individual's identity, these are usually noticeable through first impression e.g. gender, age, race (Dike, 2013). Secondary dimensions are seen to be decisions or choices an individual has made (Launikari, 2016), for instance, religion, education or communications style.

3.2 Approaches

Cox's model of cultural diversity management claims five key components are necessary when transforming traditional organisations into multicultural ones: leadership; training; research; analysis and change of HR management systems, and follow up on findings. Training helps to educate employees on specific cultural differentiations and how they respond to these differences in the workplace (Cox et al, 1991).

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