


Chapter 3

Workforce Diversity and Human Recourse Management in Public Administration: Bridging Research and Practice in Labor Studies

Ioannis Valachis

 <https://orcid.org/0000-0002-2348-906X>

Hellenic Open University, Greece

Georgios Tsiligiannis

University of Western Macedonia, Greece

ABSTRACT

This research examines how cultural diversity is managed among employees in a Greek local government organization. It explores how the organization handles and supports the diverse cultural characteristics of its employees, including their national origin, gender, race, language, political beliefs, religion, age, and sexual orientation. Four research hypotheses were initially proposed regarding the percentage of employees in LGOs who are fully aware of the role, importance, and benefits of cultural diversity in the workplace, as well as their knowledge of how individuals with different characteristics can adapt to the organization's work environment. Moreover, the hypotheses examine the relationship between employees' educational background and their attitude toward cultural diversity in the workplace, as well as the relationship between employees' age and their attitude toward cultural diversity in the workplace.

DOI: 10.4018/979-8-3373-1962-9.ch003

INTRODUCTION

In recent years, public policies have been developed to address cultural diversity and promote multiculturalism, which is seen as a positive path forward. As the world becomes increasingly interconnected, individuals from diverse cultures, values, and origins are engaging with one another more frequently than ever before (Gopalkrishnan, 2018). For a long time, effective diversity practices have long been employed to address and combat bias (Civitillo et al., 2018). The main goal is to recognize, respect, and value the diversity and expressions of individuals, whose beliefs and behaviors shape our world, and to encourage their contributions to society.

Working effectively across cultural differences requires building cross-cultural intelligence and competence while reducing ethnocentrism (Young et al., 2017). Intercultural competence, which enables individuals to work effectively across cultures, encompasses knowledge, skills, attitudes, and personal values (Hagar, 2018). Safdar et al. (2023) explains that cultural awareness is about recognizing and understanding the different values, traditions, beliefs, and social norms that individuals or organizations may hold within a group or team.

Cultural diversity has a big impact on how organizations function (White, 1999). Intelligence represents a multifaceted construct that has evolved beyond the traditional notion of a singular underlying factor (Clark & Polesello, 2017). If diversity is well managed, it can foster a stronger shared group identity and encourage individuals to keep learning about identity-related issues to better understand diversity. While cooperation is essential for success, conflicts can still arise in both short- and long-term international teams. These conflicts may arise due to differing perceptions of justice and fairness or because some team members have conflicting goals, attitudes, or behaviors (Folger et al., 2021). A study conducted by Rice et al. (2014) found that most research papers and academic writings about public administration and public human resource management rarely address cultural competency. In many cases, the importance of understanding and working effectively with different cultures is either barely mentioned or not discussed at all (Rosenbloom et al., 2022).

This research primarily examines how cultural diversity is managed among employees in first-level local government organizations (LGOs) in a Greek city. It explores how the organization accommodates and supports different employee characteristics, such as their national origin, gender, race, language, political beliefs, religion, age, and sexual orientation. Moreover, the study investigates the relationship between employees' educational background and age and their attitudes towards cultural diversity in the workplace, aiming to reveal the role those two characteristics play in shaping perceptions of cultural diversity.

34 more pages are available in the full version of this document, which may be purchased using the "Add to Cart" button on the publisher's webpage: www.igi-global.com/chapter/workforce-diversity-and-human-recourse-management-in-public-administration/383219

Related Content

Language Policy, Planning, and Advocacy in Language Education

Ali Erarslanand Berk Ihan (2024). *Policy Development, Curriculum Design, and Administration of Language Education* (pp. 300-317).

www.irma-international.org/chapter/language-policy-planning-and-advocacy-in-language-education/354345

Global Poverty Eradication and Sustainable Development Goals: Challenges and Prospects

(2020). *Reshaping Social Policy to Combat Poverty and Inequality* (pp. 104-130).

www.irma-international.org/chapter/global-poverty-eradication-and-sustainable-development-goals/257886

Smart Contracts in Energy Markets: Legal Enforceability, Liability, and Dispute Resolution Mechanisms

Froilan Delute Mobo (2026). *Blockchain-Driven Decentralized Energy Trading: Navigating the Legal Architecture* (pp. 219-244).

www.irma-international.org/chapter/smart-contracts-in-energy-markets/409817

The Interplay of Maturity and Resilience in Shaping Psychological Equilibrium: A Cross-Cultural Study of Indian Students' Adaptive Capacity and Well-Being

Shriya Soniand Arjun Singh Baloria (2026). *Higher Education Institution Strategies for Internationalization* (pp. 277-314).

www.irma-international.org/chapter/the-interplay-of-maturity-and-resilience-in-shaping-psychological-equilibrium/390438

Strategic Planning in Higher Education: Frameworks and Best Practices

Mustafa Kayyali (2025). *Planning Tools for Policy, Leadership, and Management of Education Systems* (pp. 251-286).

www.irma-international.org/chapter/strategic-planning-in-higher-education/360163