Implications of Workforce Diversity for Human Resource Management in Japan:
A Research Survey

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Contents:

I. Introduction

In management studies, the term "diversity" has been used to describe a number of different concepts. The type of diversity that is the focus of this paper draws from and extends recent research into diversity amongst people in the workplace, (refer to Thomas Jr. (1995), Wentling & Palma-Rivas (1997), Hayles (1992), Morrison (1995), Griggs (1995), and Tomervik et. al. (1997)), to formulate the following definition.

(1) Diversity does not mean dealing with either differences or similarities, but with both simultaneously. (2) Elements which cannot be changed (age, ethnicity, gender, physical abilities/qualities, race, sexual orientation, etc.) form the narrow or traditional definition of diversity. (3) Elements which can be changed (educational background, geographic location, rank, income, work experience, length of service, values, personality characteristics, lifestyle, economic position, etc.) are included in a broader definition of diversity. (4)

Organizational change and employee diversity is inter-linked, and diversity affects the individual and organizational culture.

In line with this definition, a model of the role of diversity in human resource management (HRM) systems (Figure 1) was formulated. This model is a modification of Cox's (1993) "...Interactional Model of the Impact of Diversity on Individual Career Outcomes and Organizational Effectiveness" –the main modification being the inclusion of the relationship that diversity has with HRM. Contained in the modified model are four processes: (1) factors that create employee diversity, (2) the diversity climate, (3) individual career outcomes, and (4) organizational effectiveness. Each item used in the formulation of the survey questionnaire was drawn from this model. Items that dealt with the factors which create employee diversity, except for "globalization of business", were all included, namely: "differences in terms of employment," "different values of different age groups," and "differences in gender."
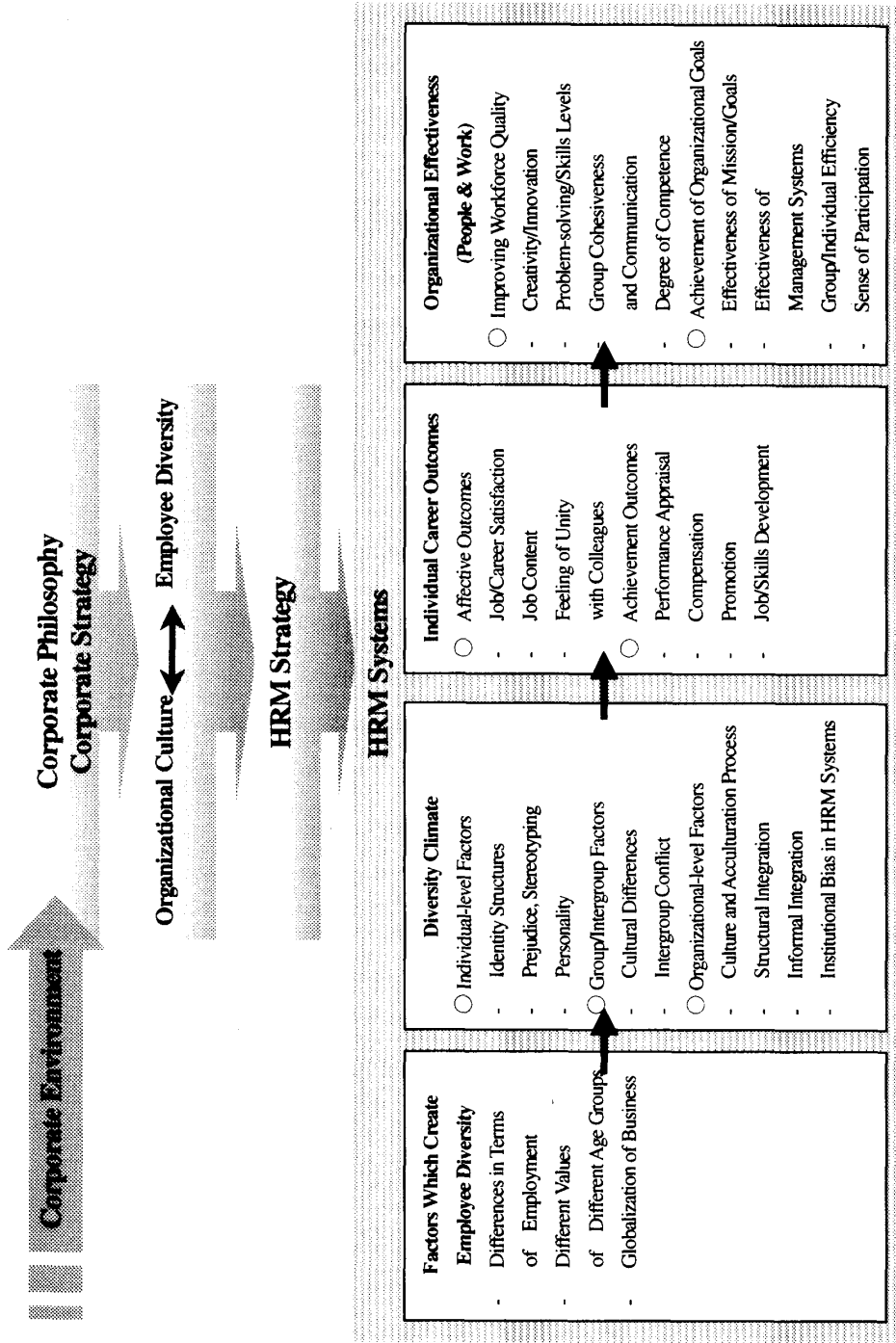
The main hypothesis that became the basis of this survey was formulated in recognition of changes in the business environment which had led to a shift from an HRM culture that prized a system of life-long employment, to a growing reliance on the peripheral worker. The hypothesis was that as proportionately larger numbers of peripheral workers were becoming part of the business organization there would be consequential changes in the corporate culture (as they relate to values, attitudes and behavior of the organization members) and this would greatly impact the diversity climate of the organization.

Globalization of business was not included in this survey for the main reason that none of the companies to be surveyed had a significant number of employees of different nationality. Surveying globalization would then mean designing a separate measure that took into account companies in different stages of globalization. Executing the one survey using different measures presented too many considerations to make it practically viable.

II. Developing the Research Survey Framework
As described above, the framework used in this survey –Figure 1: "Model of the Role of Diversity in HRM Systems," –was developed by modifying Cox's (1993)

Figure 1–A Model of the Role of Diversity in HRM Systems

Corporate Environment

Corporate Philosophy
Corporate Strategy

Organizational Culture ←→ Employee Diversity

HRM Strategy

HRM Systems

Factors Which Create Employee Diversity
- Differences in Terms of Employment
- Different Values
- of Different Age Groups
- Globalization of Business

Diversity Climate
○ Individual-level Factors
- Identity Structures
- Prejudice, Stereotyping
- Personality
○ Group/Intergroup Factors
- Cultural Differences
- Intergroup Conflict
○ Organizational-level Factors
- Culture and Acculturation Process
- Structural Integration
- Informal Integration
- Institutional Bias in HRM Systems

Individual Career Outcomes
○ Affective Outcomes
- Job/Career Satisfaction
- Job Content
- Feeling of Unity with Colleagues
○ Achievement Outcomes
- Performance Appraisal
- Compensation
- Promotion
- Job/Skills Development

Organizational Effectiveness (People & Work)
○ Improving Workforce Quality
- Creativity/Innovation
- Problem-solving/Skills Levels
- Group Cohesiveness and Communication
- Degree of Competence
○ Achievement of Organizational Goals
- Effectiveness of Mission/Goals
- Effectiveness of Management Systems
- Group/Individual Efficiency
- Sense of Participation

Source: Hanaoka (1999), p. 586 (Translated)

model. This modification process also included development of the survey method and the items to be surveyed.

A total of twenty-five questions were formulated which contained, in total, thirty-eight parts. The questions broadly fell under two main categories.

The first category related to employee attitudes toward "work" which consisted of: (1) job satisfaction (work "worthwhile," work conditions, and the degree of job satisfaction,) and (2) attitudes and approaches towards work (sense of challenge, evaluation, and creativity.)

The second category related to employee attitudes toward the organization and consisted of: (1) feelings toward the company (sense of "belongingness" and company loyalty,) (2) feelings toward colleagues (feeling "worthwhile" with colleagues, communication, and relations with the family,) and (3) work and life fulfillment (relationship with family, contribution to society, recognition or realization by society, and sense of personal life fulfillment.)

Ⅲ. Survey Method

The survey was conducted using the following procedure.

(1) Explanation and Outline of the Survey Questionnaire

The survey researchers visited each participant company to explain the purpose and content of the survey as well as the procedure to be used in the distribution and collection of the survey questionnaires.

(2) Participant Companies

Seven companies participated in the survey. These companies were involved in the food, chemical, trade, or education/training industry.

(3) Determination of Employees to be Surveyed

A manager from the company's personnel department artificially selected employees who (best) reflected the range of employment structures and breath of diversity (gender, age and rank) within each employment structure. This same manager then arranged the distribution and collection of the survey questionnaire. The following table lists the breakdown of questionnaire respondents.

(4) Response Rate

The collection of the survey questionnaires was entrusted to the manager from the Personnel Department. This manager explained, distributed, and collected the survey questionnaires to/from the respondents in accordance with the selection procedure noted above within the particular circumstances of the company. As a result of this method, a response rate of between 80 to 90% was obtained.

Table 1
Breakdown of Survey Respondents
Total N = 427

Employment Structure	N	%
Core Worker	331	77.5
Peripheral Worker	96	22.5
(Unknown)	(0)	(0)
TOTAL	427	100

Age Group	N	%
Younger (20s & 30s)	215	50.4
Older (40s and above)	206	48.2
(Unknown)	(6)	(1.4)
TOTAL	421	

Gender	N	%
Male	182	42.6
Female	160	37.5
(Unknown)	(85)	(19.9)
TOTAL	342	

(5) Survey Period

The survey questionnaire was conducted from mid-February through mid-March 1999.

IV. Survey Results

Responses to the survey questionnaires were analyzed using the significant difference test t-test and factor analysis (Principle Factor method rotated by the Kaiser Varimax method) which were computer generated using SPSS computer software. The analysis and findings of these results follow.

1. Composition of Total Factors

The factors related to employee attitudes toward work are as follows.

Factor I: Creativity and influence of evaluations

Factor II: Work environment and superiors

Factor III: Job satisfaction

Factor IV: Worth placed on working hours

Factor V: Career and human relations

The factors related to employee attitudes toward the organization are as follows:

Factor I: Work and self-realization

Factor II: Self as a part of the organization

Factor III: Sense of "belongingness" towards the company

Factor IV: Human relations

Factor V: Communication

Factor VI: Manifestations of self outside of the organization

2. Characteristics of Diversity Related to Employment Structures

Diversification in employment structures has rapidly become more and more evident in the context of core workers (here defined as what has been referred

Table 2
Composition of Factors for Attitudes Held by
Core & Peripheral Workers Towards Work

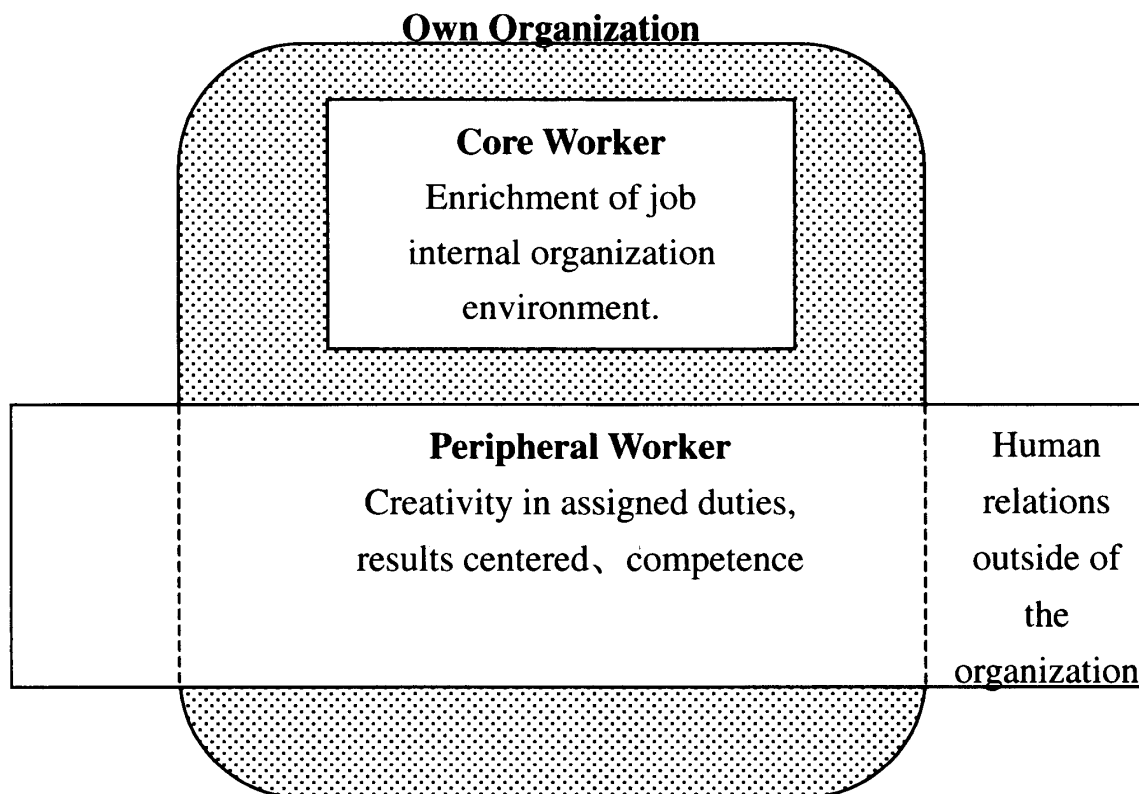| Core Worker	Peripheral Worker
1. Creativity and reflection of performance evaluation in pay.	1. Enjoyment of job and originality
2. Work environment and superiors	2. Work environment and superiors, human relations outside of the workplace.
3. Job satisfaction	3. Creativity and competence.
4. Willingness to follow orders and sacrifice the priority on family.	4. Unity with colleagues and fairness.
5. Career	5. Flexibility in working hours and willingness to follow orders.
	6. Remuneration and sacrifice priority on family.

Note: Numbers represent each factor ranking.

to as 'lifetime employment' in Japanese-style management) and the peripheral worker (also referred to as the "contingent worker".)

(1) Data Relating to Employee Attitudes Towards Work
Table 2 indicates the factors related to attitudes towards work held by employees in core and peripheral work structures.

Core workers hold a very strong willingness to creatively enrich and enlarge work assigned them. As a result of this, there is an expectation that

Figure 2
Data Related to Work
Characteristics of the Core and Preipheral Worker

Own Organization

Core Worker
Enrichment of job
internal organization
environment.

Peripheral Worker
Creativity in assigned duties,
results centered, competence

Human
relations
outside of
the
organization

performance evaluations should be reflected in the pay system. Under these conditions, the core worker is able contribute to the organization and perform even harder with the expectation that they will be evaluated fairly. (Factors II and III.)

In contrast, the focus of the peripheral worker is primarily on the circumstances

Table 3
Composition of Factors for Attitudes Held by Core & Peripheral Workers Towards Work Towards the Organization

Core Worker	Peripheral Worker
1. Contribution to society, self-realization, motivation to work	1. "Belongingness", intent to remain with same company, self realization, personal life fulfillment
	2. Company vision, human relations network
2. Company vision, human relations network, relationship with superiors	
	3. Relationships with colleagues, support of family
3. "Belongingness", intent to remain with same company, company pride	
	4. Social recognition and social status
4. Communication	5. Communication at the workplace
5. Willingness to follow orders, sacrifice priority on family	
	6. Self-realization outside of work, support of family
6. Relationships with colleagues, flexibility in work hours, support of family	
7. Social recognition	7. Flexibility in work hours
	8. Interaction with superiors, sacrifice priority on family

surrounding their job. (Factors I, II and III.) The most prominent characteristic of the peripheral worker is how the scope of "work" is positioned to extend inside and outside of the organization. Figure 2 graphically describes the characteristics of the core and peripheral work in attitudes towards work as implied by the data.

(2) Data Relating to Employee Attitudes Towards the Organization

Table 3 indicates the factors related to attitudes towards the organization held by employees in core and peripheral work structures.

Figure 3
Data Related to the Organization:
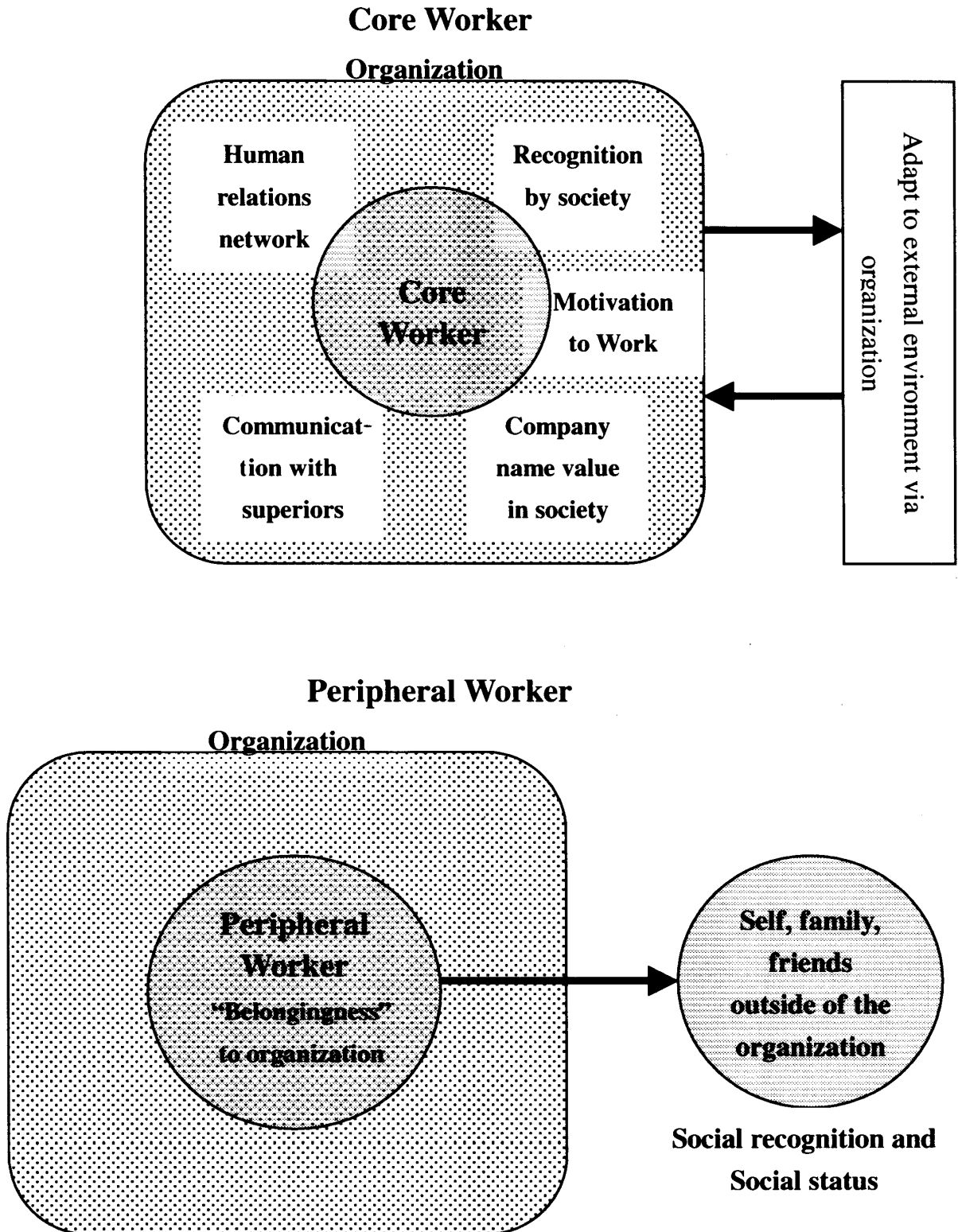Core & Peripheral Worker

Core Worker

Peripheral Worker

Table 4
Composition of Factors for Attitudes Held by
Different Age Groups Towards Work

Younger-Aged	Middle-to-Senior Aged
1. Work environment and superiors, articulation of job content and remuneration	1. Originality in work and reflection of performance in pay.
2. Creative work	2. Relations with superiors spiritual pressure
3. Job satisfaction and unity with colleagues, fairness in evaluations	3. Job satisfaction and unity with colleagues, fairness in evaluations
4. Willingness to follow orders, sacrifice priority of family	4. Willingness to follow orders, sacrifice priority of family.
5. Ability orientated and reflection of performance in pay	5. Career
6. Human relations outside of the organization, and career.	6. Remuneration and flexibility in work hours

For the core worker, self-realization and fulfillment in work is sort within the context of the organization. (Factor I.) Heavy importance is placed on relations with others in the same organization and there is a strong sense of pride towards the company. (Factor II and III.)

An unexpected finding for the peripheral worker was the strong sense of "belongingness" towards the organization. (Factor I and II.) Peripheral workers are interested in maintaining contact with people outside of the organization and are concerned about how society perceives them and in social status. (Factor III and IV.) Even factors VI and VII indicate an importance placed on self.

The relationship between factors described above for the core and peripheral worker is indicated graphically in Figure 3.

3. Characteristics of Younger to Middle-Aged and Senior-Aged Employees

Japanese society is rapidly aging and has been an important concern for management since the 1970s. In management studies, this concern has mainly focused on the relationship between aging and a seniority-based management system. However, Japanese management is now forced to deal with newer important challenges that come from the impact that different values held by different generations have on the organization.

(1) Data Relating to Attitudes Employees Hold Towards Work

Table 4 indicates the factors related to attitudes towards work held by younger and middle-to-senior aged employees.

The younger workers need to have their job clearly articulated and expect to receive a reasonable level of pay that reflects their performance. At the same time, younger workers seek to build good relationships with other members of the same organization. (Factor I.) Younger workers place importance on using their creativity in work (Factor II), feel that they belong as a member of the

Table 5
Composition of Factors for Attitudes Held by
Different Age Groups Towards the Organization

Younger-Aged (not rotated)	Middle-to-Senior-Aged
1. "Belonginness", intent to remain with the same company, company pride, relationships with colleagues, cohesiveness with colleagues, contact with others, contribution to society, self-realization through work, personal life fulfillment	1. Contribution to society, feeling valued, self-realization, personal life fulfillment
2. Company vision, human relations network, interaction with superiors, sacrifice priority on family	2. Company vision, human relations network, interaction with superiors, contact with others
3. Communication	3. "Belongingness", intent to remain with same company,

	company pride, unity with colleagues
4. Willingness to follow orders	4. Communication
5. Relationships with colleagues, support of family, self-realization outside of work	5. Willingness to follow orders, sacrifice priority of family
6. Flexibility in work hours	6. Human relations outside of the organization, self-realization outside of work
7. Social recognition, social status	7. Social recognition, social status, flexibility in work hours
	8. Relationship with colleagues, support of family

organization, and want their job evaluations to reflect a standard based on equity and fairness. (Factor Ⅲ.)

Middle-to-Senior aged workers tend to enjoy their work and try to bring originality to their job with an expectation that these efforts are recognized in their job evaluations. (Factor Ⅰ.) These workers are very conscious of their place in the organization and as a result are concerned about relationships with other employers and feel a sense of spiritual pressure (Factor Ⅱ.) The composition of Factor Ⅲ is identical to that of the younger workers: that they are made to feel as a member of the organization and want to be evaluated fairly in their work.

In comparing the composition of factors between younger and middle-to-senior-aged workers, there does not appear to be any distinct difference in attitudes toward work. More pointedly, any difference occurs in the focus -middle-to-senior aged workers concerned more with working for the organization, with the younger worker focused on the job itself.

(2) Data Relating to Attitudes Employees Hold Towards the Organization
Table 5 indicates the factors related to attitudes towards work held by younger and middle-senior aged workers.

Table 6
Composition of Factors for Attitudes Held by
Males & Females Towards Work

Males	Females
1. Enjoyment of work, job satisfaction, creative work	1. Enjoyment of work, job satisfaction, unity with colleagues, fairness in evaluations
2. Work environment and articulation of job content.	2. Work environment and superiors, articulation of job content
3. Willingness to follow orders, sacrifice priority of family, unity with colleagues, spiritual pressure	3. Creativity
4. Career, fairness in evaluations	4. Career, originality in work
5. Ability orientated and reflection of performance evaluation in pay	5. Willingness to follow orders, sacrifice priority of family
	6. Reflection of performance in pay, spiritual pressure
	7. Flexibility in work hours, ability orientated

Although younger workers indicate a strong sense of belonging to the organization (Factor I), for the middle-senior aged worker, the composition of Factor I is feeling valued, self-realization and life fulfillment. What composes - Factor I for the younger worker - sense of belonging to the company, desire to continue working long-term with the same company, company pride, and a sense of cooperation - is the same composition for Factor III for the middle-senior aged worker. Overall, the data does not indicate there being any difference in relation to the generation gap. This finding differs to our initial hypothesis.

4. Characteristics Specific to Female and Male Workers

Ten years have passed since the enactment of the equal employment opportunity law in Japan. During this time, the number of women entering the workforce has increased as has the number of years women choose to continue working. Beyond most expectations, women have been able to gain employment

Table 7
Composition of Factors for Attitudes Held by
Males & Females Towards the Organization

Males	Females
1. "Belongingness", intent to remain with same company, company pride, willingness to follow orders, unity, sacrifice priority of family	1. "Belongingness", intent to remain with the same company, company pride
2. Company vision, human relations network, interaction with superiors, interaction with others	2. Relationships with colleagues, human relations outside of the workplace, contact with others
3. Contribution to society through work, self-realization (in and outside of work), personal life fulfillment (work)	3. Communication
4. Communication	4. Contribution to society and unity with colleagues
5. Social recognition, contribution to society, social status	5. Company vision, human relations network, interaction with superiors
6. Flexibility in work hours, support of family	6. Willingness to follow orders, sacrifice priority of family
7. Relations with friends outside of the workplace	7. Social recognition, social status
	8. Self-realization (in and outside of work)

in work positions that had been solely filled by men in a broader range of occupations (Baba, 1996).

(1) Data Relating to Attitudes Employees Hold Towards Work

Table 6 indicates the factors related to attitudes towards work held by female and male employees.

To the male worker, it is important that they are able to enjoy their job and they want to apply creativity to their work. (Factor I.) The work environment

and a clear job description are also important. (Factor Ⅱ.) Though the first two factors focus on work, Factor Ⅲ is characterized by unison with the organization – willingness to follow the demands of superiors and a sense of cooperation with fellow employees.

Female workers are concerned with job satisfaction and fairness and equity in job evaluations. (Factor I.) Factor Ⅱ is the same as that for male workers with Factor Ⅲ having the independent trait of creativity.

Overall, there is no clear difference between female and male workers with regards attitudes towards work.

(2) Data Relating to Attitudes Employees Hold Towards the Organization
Table (7) indicates the factors related to attitudes towards the organization held by female and male employees.

Male workers are willing to sacrifice their own interests to comply as a member of the corporate organization (Factor I), place great importance on networking with fellow employees (Factor Ⅱ), believe that they contribute to society through their work, and have found fulfillment in their job. (Factor Ⅲ.)
For female workers inclusion in the organization (Factor I), and maintenance of relations with people inside and outside of the organization (Factor Ⅱ) is important. Factor Ⅲ indicates a concern with communication

Overall, there is no distinct difference between female and male workers with regards attitudes towards the organization.

5. Characteristics Specific to Each Individual Company
The table in the appendix compares the factors of the five companies included in this research survey.[1] After data processing by computer the author met with staff from each company to discuss the results outlined above. Based on these discussions, the following findings were ascertained.

(1) Core and Peripheral Workers
"Y" Company – Y Company is primarily involved in the sale of foodstuffs. The

employees of this company that belong to the peripheral category are by status similar to that of contracted employees. Over several decades, Y Company has developed a corporate culture, in which all employees, which in accordance with company policy includes contract employees, share a cooperative spirit based on a common fate. The influence that this has is evident in the data. In the data related to core worker attitudes towards work in Y Company, it is seen that the organization takes precedence with the worker viewing their own work in this context. Also there is a strong sense of unity with fellow employees. In attitudes towards the organization there is also a sentiment of company first which is in line with a corporate culture that draws from a spirit of common fate. Peripheral workers form part of the fabric that constitutes the characteristics of the organization but have one distinctive trait that separates them from the core worker. In line with the growth of the organization, peripheral workers are very strongly ability-orientated in their approach to work and function in the organization.

"S" Company – S Company is primarily involved in the sale of paper products. Due to the small number of peripheral workers surveyed factor analysis computation could not be performed on this group with regard to work. Core workers are characterized by a very strong identification with the organization and willingness to follow the requests of superiors–representing a very traditional type of organization. This is all set in a background in which for the past ten years the company's top management were very charismatic with corporate culture that demanded absolute compliance. Subsequently, top management has changed and a different type of corporate culture is gradually beginning to emerge. The data related to the organization and the individual was rotated using the Varimax method. These data indicate characteristics for both Core and Peripheral workers in S Company that differ to other companies. Though there is strong subordination to the company by both core and peripheral workers, peripheral workers have an individual focus in job satisfaction: a trait that is shared by peripheral workers in other companies.

"F" Company – F Company is primarily involved in the research and development of chemical products. In the data related to work, core workers are characteristic of an independent type of business person who places top priority

on developing their own work skills through the job provided by the company. Peripheral workers indicate a strong interest with the world outside of the organization and are characteristic of a segment of the workforce which mainly focus outside of the organization. As a company involved in research and development most of those surveyed in this company worked in jobs related to research. This type of work involves a considerable amount of freedom in the way they work and this has most probably influenced the outcome of the data for this company. It also needs to be noted that F Company has been able to make considerable progress with a company-wide 5 S program (*Seiri* filing and sorting, *Seiso* cleanliness, *Seiton* orderliness, *Seiketsu* tidiness and *Shitsuke* discipline) which has brought all employees together to work towards the main corporate goal all of which has raised the standards of the company to a very high level. For F Company the lines of distinction are not drawn just between core and peripheral workers. The increasing consciousness of researchers as specialists has greatly impacted the results of the survey of this company.

"C" Company – C Company is primarily involved in the sale of chemical products. In the work data, the core worker is characterized as ability-orientated with an affinity for a stable organization. The organization climate is most welcoming to competitive workers. To peripheral workers, job results are the most important. These types of workers closely match the hypothesis in the formulation of the survey framework of a results-orientated individual based worker. Several decades ago, Company C worked with a management consultant to introduce an ability-based HRM system that enriched the operation of the company. The influence of these efforts most probably account for the nature of the survey results.

"D" Company – D Company is involved in education and training. In the work data, core workers look for challenge in work and want to be evaluated for these efforts and expect a stable organization. Peripheral workers seek job security and pursue cooperation with and from fellow employees. In D Company there is no personnel evaluation (rating and work performance) for core workers-pay increments are based on seniority. It would therefore seem that Factor I consisting of job evaluation stands in defiance of the seniority based system. As the majority of peripheral workers have worked for D Company for

more than ten years, rather than short-term in vision, these workers are characteristically more "core worker."

(2) Female and Male Workers
"Y" Company – Due to the limited amount of data related to work for males, factor analysis could not be performed for this category. Data for female workers indicated a work-centered orientation and expresses a contracted employee characteristic for a clearer focus of an individual's job performance in the organization. In the data related to the organization and individual, male workers hold a strong sense of pride towards their company and place importance on relations with those in the organization. Characteristic of female workers is self-fulfillment through work.

"S" Company – In work data, male workers indicate a strong willingness to accommodate management demands in their work in the organization – witness to the strong influence of a top-down management style. Female workers place importance on relations with people and look to pursing careers within a supportive organizational environment. In the data for the organization and individual, male workers show a strong affinity towards the company with female workers focused on their jobs, self-realization outside of the organization, and relations with other employees in the organization.

"F" Company – In the work data, male workers were self-focused in their efforts to improve themselves. This trait is characteristic of this type of company that consists of research specialists. Female workers are ability and career orientated and see job performance and outcomes as most important – in - essence, very work centered. In the data for the organization and individual, male workers are concerned with their social standing, getting ahead in social circles, and inclusion in the organization. For female workers, social status and enjoying work are the important factors.

"C" Company – In the work data, male workers put the organization as number one, are ability-orientated and are willing to sacrifice their own interests for the organization. This mix of characteristics represents noted difference to male workers in F Company. Female workers slant more towards a work-orientated

focus (rather than an organization focus) and see evaluation as especially important. In the data related to the organization and the individual, male workers are characteristic of the strongly company-orientated man and are concerned about relations with others (in the organization) whereas for female workers the main focus is on fulfillment in work.

"D" Company – Work data for male workers reveals the desire for a stable organization and accomplishment of work goals and a spirit of challenge in work. Female workers are largely concerned with relations with people both within and outside of the organization, and with equity and fairness in performance evaluations. In the data for the organization and the individual, male workers look to self-realization in the context of the organization with female workers focused on networking within and outside of the organization.

(3) Younger & Middle-Senior Aged Workers

"Y" Company – In the work data, the younger worker prefers a stable organizational environment and wants their individual efforts in work challenge recognized in job evaluations. Middle-Senior aged workers align themselves with the organization, are willing to adhere to the demands of management, and focus on maintaining relations with people in the organization. In the organization and individual data, younger workers seek a sense of belonging with the organization and recognition by society. Middle-Senior aged workers position themselves within the corporate organization.

"S" Company – According to the work data, younger workers prefer to have their jobs well defined and are ability orientated. Middle-Senior aged workers place great importance on the job itself and with enjoying the work they perform. In the organization and individual data, the younger workers seek to be included in the organization and are willing to align themselves with the organization. For the middle-senior aged worker contribution to society and self-realization have the greatest weighting of importance.

"F" Company – A varimax rotation could not be performed on the data for the younger worker in regards work. For the Middle-Senior aged worker, job satisfaction and security were the most important factors. In the data related to

the organization and individual, the important factors for the younger worker consist of self-advancement, fulfilling work, and relations with people outside of the organization. For the middle-senior aged worker the factors consist of importance placed on the job itself but also a concern for social standing and an interest in the world outside of the organization.

"C" Company – In work related data, the younger worker prefers a stable organization while also advocating ability-based approaches to work. The Middle-Senior aged worker prefers challenging work and is also ability orientated. In the data related to the organization and individual, the younger worker looks to relations with others in the organization and align themselves to the company. The Middle-Senior aged worker placed first priority on the company and is concerned with networking with others.

"D" Company – In the work related data, the younger worker seeks challenging work and looks to developing relations with those outside of the organization while also preferring a secure work environment. To the middle-senior worker job satisfaction, job enrichment and recognition of this in performance evaluations are all perceived solely in the context of the organization. In the data related to the organization and individual, the younger worker is able obtain self-realization in their work and networking with others. Whereas the middle-senior aged worked is firmly fixed in a "company comes first" mentality.

According the total survey results for the six companies, there was much less degree of commonness between the same factors that create employee diversity – differences in terms of employment, different values of different age groups, and differences in gender-than we had initially anticipated. Our hypothesis was that with diversification in terms of employment we would find significant differences between peripheral and core workers and that these differences would be true for all companies. However, the survey results indicated that the degree of difference varied with each company and that overall there was little commonness between peripheral and workers from different companies. These findings were also true of the other traits as age and gender. Consequently, what these results suggest is that in the midst of severe corporate competition, and despite HRM systems in all companies facing common environmental

changes, the corporate culture in each company exerts a strong influence over its employees. What this means, especially when looking at differences between companies, it is importance to examine the influences of corporate culture.

However, no matter the degree, when looking at the differences between companies it is difficult to disregard the great influence that corporate culture holds for each company. The differences can viewed within the context of the relationships illustrated in Figure 1-"Model of the Role of Diversity in HRM Systems"-the diversity climate, consisting of individual, group, inter-group factors; and organizational level factors. These differences were greatest in the values held by each individual employee in the same organization.
Considering the findings and discussion to this point, the following needs to be considered in modifying HRM systems and practices.

(1) Management is now faced with managing diversity, which in essence means remodeling HRM systems and practices to deal with each difference.
(2) Management systems will need to incorporate a much larger degree of freedom and flexibility in their operation and design. This means not adhering strictly to absolute, unchangeable rules and guidelines. Instead, management systems will need to respond in a manner that best suits a particular set of circumstances with a wealth of in-built flexibility.
(3) Management will need to be dedicated to incorporating and maintaining a feed-back system that really listens to the voices of its employees and responds and acts appropriately.
(4) Rather than attempting to assimilate individual employees that differ along certain dimensions of diversity into groups and the organization, management need to draw on these differences to create an organization that thrives on synergy.

V. Conclusion
In light of the survey results, what issues need to be considered in the relationship between Diversity and HRM? It is not difficult to foresee in the near future a growing number of factors that will induce even more diversity within organizations-a diversity that grows even more complex. For example, different religious views, a manifold array of concepts and definitions about

'marriage,' transformation of the composition and scope of the 'family' to multiple and divergent models and a host of other changes that create diversity. The impact of these changes will be increasingly felt by HRM as the organizational composition (i. e. employees) and structure of their corporations diversifies. As globalization progresses, diversity will not be contained to any one country – all corporations throughout the world will feel diversity's growing impact. As the survey results suggest, management systems based on ideologies of single dimensions and homogeneity will prove to be less than adequate in dealing with the growing complexities of the organization. The organization should not be viewed as one large cell, but rather a collection of many cells that hold very complex sets of relationships, and that each of these cells have to adapt to its environment and become part of the integrated total system.

One important lesson that can be gained from the survey results is that there is no one HRM system that can be absolutely effective in meeting the demands of the situation at the time. For HRM staff this means placing more importance on a proactive contingency approach with a firm eye on the future.

1　Y, S, F, C and D Company are abbreviations for five of the companies surveyed. Though a total of seven companies were surveyed, data available for two of the companies was not sufficient enough to make an analysis.

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Appendix
Comparison Chart: Attitudes towards Work

	Total	Company Y	Company S	Company F	Company C	Company D
Core Worker	1.Creativity and reflection of performance evaluation in pay. 2.Work environment and superiors 3.Job satisfaction 4.Willingness to follow orders and sacrifice the priority on family. 5.Career	1. Clearly defined job within organization.. 2. Importance of job. 3. Follow management's orders. 4. Job enrichment and remuneration 5. Focus on outside of organization.	1. Importance of job. 2. Clearly defined job within organization. 3. Follow management's orders. 4. Importance on performance evaluations, enjoying work. 5. Human relations	1. Importance of job. 2. Focus on organization. 3. Human relations. 4. Communication. 5. Organization and superiors.	1.Sense of challenge in creative work. 2.Position (place) in organization. 3.Relationship with colleagues and focus on job. 4.Self sacrifice. 5.Job satisfaction	1.Work challenge. 2.Organization equates job 3.Able to enjoy in a stable work environment. 4.Own job 5.Ability-orientated performance evaluations.
Peripheral Worker	1.Enjoy job, originality. 2.Work environment, superiors, HR outside workplace. 3.Creativity and competence. 4.Unity colleagues, fairness. 5.Flexibile work hours, follow orders. 6. Remuneration family sacrifice	1.Organization equates job. 2.Job that requires applied ability. 3.Unity, equity, and fairness. 4.Focus on work. 5.Financial reward.	No data	1.Focus on both inside and outside organization. 2.Importance of job. 3.Follow orders and communication. 4.Life outside organization. 5.Work in organization.	1.Organization equates job. 2.Importance of job. 3.Relations with others outside company, financial reward. 4.Willingness to follow management's orders. 5.Specialist.	1.Work in Organization. 2.Development of job content in stable work environment. 3.Financial reward, spiritual pressure. 4.Organization equates job. 5.Unity with colleagues, organizational flexibility.

Appendix
Comparison Chart: Attitudes towards Work

	Total	Company Y	Company S	Company F	Company C	Company D
Male	1.Enjoy work, job satisfaction, creative work 2.Work environ., articulation job content. 3.Follow orders, sacrifice priority of family, unity with colleagues, spiritual pressure 4.Career, fairness in evaluations 5.Ability orientated, merit-based pay.	No Data	1. Clearly defined job within organization. 2. Follow management's orders. 3. Performance evaluation, enjoy work. 4. Work challenge. 5. Unity, equity, and fairness in organization.	1. Accomplishment of work goals and colleagues. 2. Work challenge. 3. Job experiences and follow management's orders. 4. Work as specialist. 5. Unity, equity, and fairness.	1.Member of organization. 2.Focus on work and organization flexibility. 3.Work challenge. 4.Unity with colleagues. 5.Specialist.	1.Stable work environment, accomplishment of work. 2.Work challenge. 3.Work experience and performance evaluations. 4.Financial reward and enjoy work. 5.Perform for organization.
Female	1.Enjoy work, job satisfact., unity with colleagues, fairness in evaluations. 2.Work environ. , superiors, articulation of job content 3.Creativity 4.Career, originality work 5.Follow orders, sacrifice family 6.Merit-based pay, spiritual pressure 7. Flexibility in work	1.Work as member of organization. 2.Clearly defined job within organization. 3.Follow orders, merit-based pay. 4.Unity,fairness, equity in organization. 5.Ability-orientated, labor market focus	1.Unity with colleagues, importance of job. 2.Career advancement, HR network. 3.Follow orders and merit-based pay 4.Work challenge and fairness. 5.Articulated goals, labor market focus.	1.Ability orientated 2.Work experience and financial rewards. 3.Creativity and performance evaluations 4.Importance of job 5.Job satisfaction	1.Self-centered. 2.Work related 3.Member of organization 4.Enjoy work and follow management's orders. 5.Ability orientated.	1.HR inside and outside organization 2.Work challenge. 3.Job satisfaction. 4.Financial reward 5.Creative work and spiritual pressure

Appendix
Comparison Chart: Attitudes towards Work

	Total	Company Y	Company S	Company F	Company C	Company D
Young er Worker	1.Work environ.., superiors, articulation job content, remuneration. 2.Creative work 3.Job satisfaction, unity colleagues, fairness evalu. 4.Follow orders, sacrifice family 5.Ability orien. Merit-based pay 6.HR outside org., career.	1.Work challenge within organization 2.Job satisfaction and merit-based pay 3.Financial reward and HR 4.Willingness to follow orders. 5.Job requires applied intellect.	1. Establishment of value of self within organization. 2. Work challenge, ability orientated. 3. Performance evaluation and HR. 4. Willingness to follow orders. 5. Enjoy work, importance of job	No Data	1.Organization centered. 2.Ability orientated. 3.Satisfaction in creative work. 4.Unity with people outside the organization and organizational flexibility. 5.Relations outside of organization.	1.Workplace stability and accomplishme nt of work goals. 2.Work challenge. 3.Work experience, performance evaluations. 4.Financial rewards and enjoy work 5.Perform for organization.
Older Worker	1.Origin. Work, merit-based pay. 2.Relations superiors, spiritual pressure. 3.Job sat., unity colleagues, fair. evaluation. 4.Follow orders, sacrifice family. 5.Career 6.Remuneration and flexibility in work hours	1.Organization equates job. 2.Priority of job and organization centered. 3.Importance of job. 4.Work challenge. 5.Interest outside of organization.	1.Organization centered and job importance. 2.Work challenge. 3.Ability orientated. 4.Willingness to follow orders and life outside organization. 5.Job orientated and importance of job	1.Focus on job. 2.Workplace and the job. 3.Performance evaluation and financial reward. 4.Creative work. 5.Cooperation and enjoy work.	1.Challenging work. 2.Establishment of self in organization. 3.Performance evaluation and financial reward. 4.Need to be challenged. 5.Support from outside of organization.	1.Organization equates job. 2.Work challenge. 3.Stable work environment, job content. 4.Financial reward, enjoyable work. 5.Importance of work. 6.Self centered, organizational flexibility.

Appendix
Comparison Chart: Attitudes towards the Organizatoin

	Total	Company Y	Company S	Company F	Company C	Company D
Core Worker	1.Contribte society, self-realization, motivation work 2.Com. vision, HR network, rel. superiors 3.Belongingness, remain same com., company pride 4.Communication 5.Follow orders, sacrifice family 6.Colleagues, flex. work hours, support of family 7. Social recognition	1. Organization centered. 2. Importance of workplace. 3. Work worth and company pride. 4. Social recognition and social status. 5. Contribution to society, "belongingness" to organization.	1. Organization centered. 2. Importance of Human relations. 3. Self-realization through job, contribution to society. 4. Unity with colleagues. 5. Follow orders and social recognition.	1. Importance of job. 2. Recognition of organization. 3. Human relations 4. Follow management's orders. 5. Work hours and "belongingness."	1.Organization as most important. 2.Organization centered. 3.Follow management's orders, sacrifice family. 4.Communication. 5.Importance of Human relations.	1.Human relations within organization. 2.Importance of job. 3.Life worth inside and outside of organization. 4.Organization centered. 5.Social status and human relations.
Peripheral Worker	1."Belongingness", remain same company, self realization, personal life fulfillment 2.Com. vision, HR network 3.Colleagues, family support 4.Soc. recog., social status 5.Commun. workplace 6.Self-realization outside work, family support 7. Flexibility in work	1.Human relations in immediate environment. 2.Company pride. 3.Communication. 4.Contribution to society. 5.Job and Social status	1.Self-realization through job, communication. 2.Company pride and relationship with colleagues. 3.Self-realization outside job, "belongingness" to organization.	No data	1.Organization orientated. 2.Support of self outside of job. 3.Human relations outside of work and financial reward. 4.Follow management's orders.	1.Work within organization. 2.Development of job in a stable work environment. 3.Financial reward, spiritual pressure. 4.Organization-centered work. 5.Unity with colleagues and organization flexibility

Appendix
Comparison Chart: Attitudes towards the Organizatoin

	Total	Company Y	Company S	Company F	Company C	Company D
Male	1."Belongingness", remain same company, company pride, follow orders, unity, sacrifice family 2.Company vision, HR network, superiors, interaction with others 3.Contribute society through work, self-realization (in/out work), personal life fulfillment (work) 4.Communication Social recognition	No data	1. Clearly defined job within organization. 2. Follow management's orders. 3. Performance evaluation and enjoy work. 4. Work challenge. 5. Fairness and unity in organization.	1. Accomplish job goals and colleagues. 2. Work challenge. 3. Work experience and follow management's orders. 4. Perform for the organization. 5. Unity and fairness in organization.	1.Member of organization. 2.Focus on job and organization flexibility. 3.Work challenge. 4.Unity with colleagues and fairness in performance evaluations. 5.Specialist.	1.Stable work environment and achievement of job goals. 2.Work challenge. 3.Work experience, performance evaluations. 4.Financial rewards and enjoy work. 5.Perform for organization.
Female	1."Belongingness", remain same company, company pride 2.Relationship colleagues, HR outside workplace, contact with others 3.Communication 4.Contribute society, unity colleagues 5.Company vision, HR network, interaction with superiors 6.Willingness to follow orders	1.Work as specialist. 2.Clearly defined job and HR network. 3.Follow management's orders, merit-based pay. 4.Unity and equality. 5.Ability orientated, labor market focused.	1.Workplace colleagues and importance of job. 2.Career advancement. 3.Follow management's orders, merit-based pay. 4.Work challenge and equality. 5.Defined goals and labor market focus.	1.Ability orientated. 2.Work experience and financial reward. 3.Creativity and performance evaluations. 4.Importance of job. 5.Job satisfaction.	1.Self-centered. 2.Job focused. 3.Member of organization. 4.Enjoy work and follow management's orders. 5.Ability-based performance evaluations.	1.HR inside and outside of organization and performance evaluations. 2.Work challenge. 3.Job satisfaction. 4.Sacrifice for financial reward. 5.Creative work and spiritual pressure.

Appendix
Comparison Chart: Attitudes towards the Organizatoin

	Total	Company Y	Company S	Company F	Company C	Company D
Young er Worker	1."Belonginness", remain same company, company pride, Colleagues, cohesiveness colleagues, others, contribute society, self-realization through work, personal life fulfillment 2.Company vision, HR network, Superiors, family sacrifice 3.Communication Willingness to follow orders	1.Work challenge within organization. 2.Job satisfaction and fairness in performance evaluations. 3.Financial reward and colleagues. 4.Follow orders. 5.Applied intellect in job.	1.Establishment of self-worth within organization. 2.Work challenge and ability orientated. 3.Performace evaluation and HR, 4.Follow orders. 5.Enjoy work, importance of evaluations.	No data	1.Organization centered. 2.Ability orientated. 3.Satisfaction in creative work. 4.HR outside of organization and organizational flexibility. 5.External work environment.	1.Work challenge. 2.HR outside of organization and stable work environment. 3.Equity and fairness in financial reward. 4.Importance of job. 5.Follow orders, organizational flexibility.
Older Worker	1.Contribute society, feeling valued, self-realization, personal life fulfillment 2.Company vision, HR network, Superiors, Others 3."Belongingness", remain same company, company pride, unity colleagues 4.Communication 5.Follow orders, sacrifice priority of family 6. Human relations	1.Work within organization and HR, 2.Importance of job and unity with organization. 3.Job centered. 4.Work challenge. 5.Interest in outside of organization.	1.Perform as organization member. 2.Work challenge. 3.Ability orientated. 4.Follow orders and self outside of organization. 5.Job focused.	1.Interest in job. 2.Workplace environment and job. 3.Performance evaluations and financial reward. 4.Creative work. 5.Cooperation and enjoy work.	1.Work challenge. 2.Position of self in organization. 3.Fairness and equality and HR. 4.Self challenge. 5.Support from outside of organization.	1.Organization equates job. 2.Work challenge. 3.Stable work environment and work conditions. 4.Financial reward ad enjoy work. 5.Self-centered and organizational flexibility.