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GRADUATION DISERTATION

Master's Degree in Human Resources Management

**The implementation Essay of a Diversity Policy within a
National Public Company
Case Study: Algeria Telecommunication Corporation**

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Abstract

The globalization of markets has led to significant changes in the internal and external environment of organizations, where diversity and equality have become an integral part of management studies, the relationship between socio-cultural issues, affirmative action and organizational capacity to identify key sources of discrimination. Diversity makes a rich contribution to the field of HR management because of its important role in eradicating discriminatory practices and promoting equal opportunities and the work for minorities, which has changed the world of work and requires them to be cautious in managing their diverse workforce, which also highlights the challenges that managers face in their daily management of diversity and ensuring equal opportunities to better benefit from each difference and consider it as the organization's performance wealth. Organizations must develop their capacities to promote diversity and equality in the workplace, to meet the needs of the various working groups.

Key words: HR Management, Diversity, discrimination, equality.

Résumé

La mondialisation des marchés a entraîné des changements profonds dans l'environnement interne et externe des organisations, la diversité et l'égalité sont devenues partie intégrante des études de gestion, de la relation entre les problèmes socioculturelles, de l'action positive et de la capacité organisationnelle à détecter les principales sources de discrimination. La diversité a apportée une riche contribution au domaine de la gestion des ressources humaines en raison de son rôle important dans la réduction des pratiques discriminatoires et la promotion de l'égalité des chances et du travail des minorités, ce qui a modifié le monde du travail et les oblige à être prudent dans la gestion de leur personnel diversifié, qui souligne également les défis que les Managers doivent relever dans leur façon quotidienne de gérer la

diversité et assurer une égalité des chances pour mieux profiter de chaque différence et considérer comme une richesse la performance de l'organisation . Elles doivent développer leurs capacités afin de favoriser la diversité et l'égalité sur le lieu de travail, de satisfaire les besoins des divers groupes de travail.

Mots clés : Gestion des ressources humaines, Diversité, Discrimination, égalité

ملخص :

أدت عولمة الأسواق إلى تغييرات كبيرة في البيئة الداخلية والخارجية للمنظمات ، وأصبح التنوع والمساواة جزءًا لا يتجزأ من الدراسات الإدارية ، والعلاقة بين القضايا الاجتماعية الثقافية ، والعمل الإيجابي ، والقدرة التنظيمية على تحديد مصادر التمييز الرئيسية . يقدم التنوع مساهمة غنية في مجال إدارة الموارد البشرية بسبب دوره الهام في القضاء على الممارسات التمييزية وتعزيز تكافؤ الفرص والعمل للأقليات ، مما أدى إلى تغيير عالم العمل ويتطلب منهم توشي الحذر في إدارة القوى العاملة المتنوعة لديهم ، هذا أيضًا يسلب الضوء على التحديات التي تواجه المسيرين في إدارتهم اليومية للتنوع وضمان تكافؤ الفرص للاستفادة بشكل أفضل من كل فرق اتخاذ كثرة لزيادة أداء المنظمة. يجب على المنظمات تطوير قدراتها على تعزيز التنوع والمساواة لتلبية الاحتياجات المختلفة لمجموعات العمل في المؤسسة.

- الكلمات المفتاحية : إدارة الموارد البشرية ، التنوع ، التمييز ، المساواة.

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List of Abbreviations

Abbreviation	Meaning
HR	Human Resources
HRM	Human Resources Management
HRD	Human Resources Department
DM	Diversity Management
CSR	Corporate Social Responsibility
IANOR	Institut Algérien de Normalisation (Algerian Institut of Normalization)
ISO	International Standards Organization
ATC	Algeria Telecommunication Corporation
OD	Operational Direction
ANEM	Agence Nationale d'Emploi (National Agency of Employment)

INTRODUCTION

Modern workplaces can be described as cultural melting hubs, where the features of cultural diversity and inclusion applied to the organization. Diversity refers to the variety of individual profiles that can exist within it, which must be effectively integrated for businesses to operate successfully to promote the best image of the organization (Milroy and Wallace, 2002). However, in many cases, organizations diversity management plans are weak and flawed, resulting in ineffective policy articulation and implementation, which affects employee motivation and workplace culture (Reeves, 1996).

For HR leaders, it is their responsibility to understand the work environment's core and to design diversity policies that will lead to an inclusive and responsive workforce. The most common error in organizations diversity policies is that they are short-sighted or created to achieve a short-term victory. This policy prevents employees from truly accepting or even adapting to the diversity constraint in the workplace (Kirton and Greene's, 2000).

This research is intended to study the subject of diversity of human resources as an economic asset for the sustainable performance and its impact on decreasing the rate of the discriminatory practice, the promotion of minority work and equal opportunities in the organization.

We will reflect our research on the Algerian context, which is known for the succession of civilizations on its territory and its geographical, human and ethnic diversity and where Youth class represents the largest proportion of its population, for that we considered it as the most adequate example for our object of study.

We have chosen as a case study: Algeria Telecommunication Corporations as a national public economic company with branches throughout the national territory and reflects the Algerian society more closely in its details. It was selected by The IANOR (Algerian Standards Institute) to benefit from a support program to comply with The ISO 26 000 standard, which is related to Corporate Social Responsibility (CSR), this standard concerns the governance of the entity's organization, respect for human rights, working relations and conditions, respect for the environment, respect for the law, consumer relations, and local development.

ATC is preparing to broaden its market to Africa and will provide Internet speed to neighboring countries in the South, and also in Europe ,so it will move from national to international status, why not a future multinational.

In its collective agreement, it can be found that it has devoted a large part of its work to articles defending equality and the fight against all types of discrimination, as well as providing a good working environment and transparent HR practices, which helped us more to focus our choice on this company. Hence, we aim to verify the impact of the implementation of a diversity policy on the workforce and the organization's performance.

In the context of this study, the promotion of diversity was understood as all the means of guaranteeing substantive equality of treatment between all individuals in the field of employment, regardless of their differences. The fight against discrimination by Implementing Positive measures to prevent or punish proven acts of discrimination covered by the scope of the law (Harvey, 1996).On the other hand, working on the promotion of equity and equality of chances principle, which is aimed at ensuring similar conditions of success for all beyond compliance with legal provisions, (prevention, awareness-raising, training, etc.)

CHAPTER I

RESEARCH QUESTION

AND METHODOLOGICAL FRAME

1. Preamble

In this chapter, we discuss in the first part: the cultural and the social potential that created all the diversity noticed in the Algerian context and its impact on the society, we place our study on a defined area of research, mapped on the target of previous, recent and contemporary research which helped us to build our thesis statement and the methodological frame, Whereas in the second part, we illustrate the key terms and factors in order to provide direction to our research topic.

1.1. Research question

The diversity is any dimension that can make the differences related to social gathering as the workforce: age, color, disability, ethnicity, family or marital status, gender identity or expression, language, national origin, physical and mental ability, political affiliation, race, religion, sexual orientation, and socio-economic status. Besides, other characteristics, those make each person a unique resource, incorporated in a sum of knowledge, life and work experiences, talents, abilities, and competencies, which creates the wealth for the cultures of all nations to stand out and being a unique Masterpiece (Cornet & Warland, 2008, p 5-9.).

The Diversity of culture is defined as a complex grouping of traditions, habits, and customs, beliefs and rites, practices, behaviors, and attitudes of members of society

and that is what gives birth to a diversity of groups and individuals. All these elements, material and immaterial, build the distinctive element of society over other similar societies, which contribute to the definition of the profit of the cultural identity and the diversity within a society. It is also the main feature of an accumulation of the history of a society that punctuates its story at different ages in an era of time (Spencer-Oatey, 2012, p 4-10).

Algeria, as a cradle of many ancient past civilizations, is the 10th largest country in the world and the largest one in the African continent. Indeed its diversity is manifested in its different geographical reliefs, climate, and environments. From the desert to Mediterranean coastline passing through the mountainous regions and the highlands, different groups, accompanied with their culture, are listed for instance Kabyles, Shawis, M'zabs, Touaregs, and Arabs. It is within this cultural diversity legacy that Algerian society has been built (cf. Maarouf 1993).

Hence, this diversity and variation have, by nature, a profound impact on the workplace and the labor market. The recruiting process is more seen as a relationship of trust and confidence than an objective one. Such a strategy is considered as an instrument for strengthening their position, and it is a perspective of domination, influence, and power within the organization. The more numerous and diverse social positions they occupy, the more likely the individual himself is about to strengthen his social position and "the clan" stature.

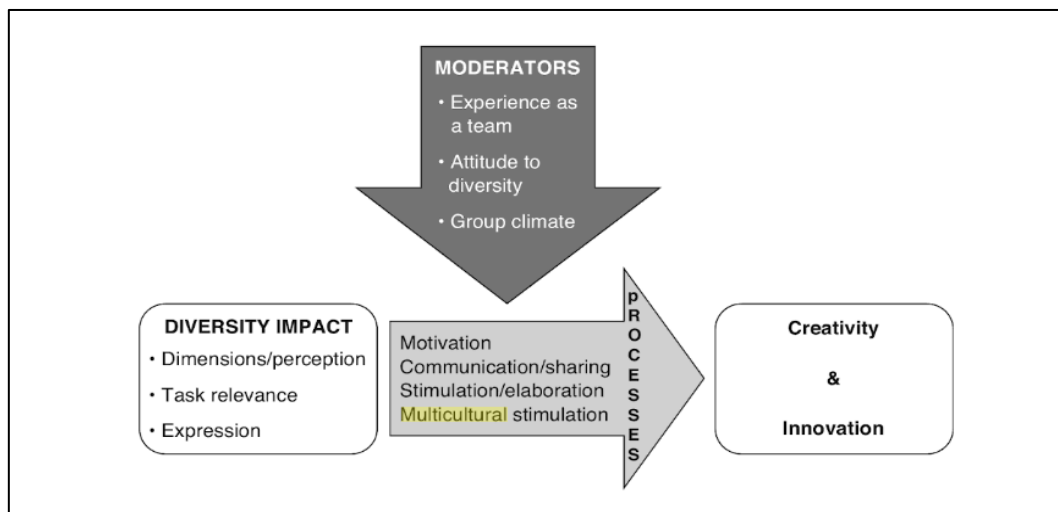
However, two classes of companies can be distinguished: those whose nature and size make it possible to reconcile, at least in representation, reinforcement of the organization (for example a family company). Indeed, small businesses - or administrations - have more opportunities to recruit in a single brotherhood and drive the work's relationships in one mode.

On the other hand, the companies whose nature and size do not permit such conciliation, notably the large size ones. They are obliged, by their size, to recruit from different backgrounds. Thus, there are many possibilities that internal conflicts and struggles may occur for the hegemonic control of the firm, which hinders the

efficiency of the employee's relationships and also the rational functioning of the organization (cf. Henni 1990, pp. 219-232).

The cognitive diversity and personality types that can be noticed in the different perspectives and viewpoints of the employees, is due to the cultural differences. these differences are a source of innovation and creativity flow, but it is a little bit difficult to adjust between the coworkers due to work conditions and the degree of the adaptability of each member. Cultivating this kind of diversity is very recommended in performing teams, which drives to better results and performance (Eric Rees, 2017).

Figure N°01: Major factors involved in the creative process in multicultural teams.



Source : (Paulus & Van der Zee, 2015 p 110)

Generally, within big companies, the employees are more from different cultures and professional backgrounds working together. The diversity can help to see tasks and problems from different perspectives, and thus create a news outcome, opportunities, and solutions. Nevertheless, it is a source of conflicts (Stahl and AI, 2010). It seems The cultural diversity and conflicts are linked and relevant to the team goals (different perspectives often lead to disagreement), which may turn to negative emotions and disappointment towards partners into turbulence in relationships (Comfort & Franklin, 2014).

At the initial encounters, some situation of discomfort in social interactions and a reticence to open sharing of perspectives can emerge (Cambo & Paulos; 1995). The equality of chances for employees is when it comes to assessing their potentials and competencies, regardless of their differences, the equality fundamental values guaranteed by law are provided and regulated against discriminatory treatment which is often ambiguous, for diversity policymakers to combat discrimination, it is a necessity to change the vision and the culture within the organization (Stroebel, Barreto, and Ellemers 2010).

Furthermore, to eradicate discrimination and reach the equality at work, it is essential to understand the way and the necessary resources to eliminate it, so the desire to feel valued by other group members can be the key to sustain the diverse situations. The individuals are attuned to information that indicates how much they are valued and respected by in-group members (Tomei, 2003). Employees within an organization have the right to be treated fairly in all procedures of employment while principles of providing the equality of chances in employment refer to the effects of past discrimination in recruitment processes (Orife and Chaubey 2001). Therefore, big size companies foster equality and combat discrimination by recognizing the importance of sustaining an equal Opportunities culture as a competitive advantage (Raghavi and Gopinathan 2013).

In approaching this issue, the research question can be formulated as follows:

“Is the implementation of diversity policy in a non-diversified National company may lead to reduce the discriminatory practices within it?”

Moreover, branch out from this primary research question, in the same vein and in order to be more accurate we ask two more sub-questions as following:

- **Sub- Questions N°01:** Is the intersection between cultural diversity and organizational management a source of discrimination forms and conflicts within the organization?
- **Sub- Questions N°02:** What is the impact of cultural diversity variables on human resources management in the work environment?

1.2. Hypotheses

In matter to response to the research question and based on the followed sub-questions, we anticipate the following hypotheses:

Hypothesis 1: Cultural diversity may create a range of discriminatory practices if the organizational processes don't support a diverse workforce, so they should be reviewed in order to design a collective identity.

Hypothesis 2: Employees within the organization are negatively or positively affected by the management style and by the nature of the diverse cultural structure.

In order to give more clarifications of this problematic and to give the right answers to the sub-questions and the hypothesis, we have adopted the qualitative method, which is the more adequate to our field of studies. Moreover, using a deductive reasoning approach in order to observe, analyze and explain the results obtained through an interview guide as a tool of collecting data this ultimately leads to a better description and interpretation in order to confirm or a reject of the hypotheses

1.3. Methodological frame:

1.3.1. Dimensions of Diversity

Diversity includes both primary and secondary dimensions the way we view them leads to the perceptions that we make about the others and their behaviors, which can affect our own behaviors in response (cf. Bender, Klarsfeld, Naschberger, 1989).

Primary dimensions are also known as internal dimensions. These include aspects of diversity over which, typically, we have no control. This dimension houses the majority of divisions between and among individuals.

Secondary dimensions are also known as external dimensions. These include facets of our lives which we have some control over, those which may impact the careers and workplace behaviors. The table below shows some of the characteristics of each dimension:

Table N°01: The primary and secondary dimensions of diversity

Primary Dimensions	Secondary Dimensions
Gender	Education
Age	Work Experience
Race	Appearance
Abilities/Disabilities	Religion
Ethnic Heritage	Income
Sexual Orientation	Language
	Family
	Organizational Role
	Political Beliefs
	Recreational / Personal Habits

Source: The present Study

Gardenswartz and Rowe (1994) have influenced and broadened the conversation about diversity, by creating The FOUR LAYERS OF DIVERSITY model; it sets the tone for inclusion by reflecting each person's reality in the organization.

1.3.1.1. The four layers of diversity

1. **Personality:** This includes a person's likes and dislikes, values and beliefs. Personality is shaped early in life and it is influenced by both, and influences three layers throughout life and career choices.
2. **Internal dimensions:** Include aspects of diversity over which we have no control can change over time due to choices we make to be active or not.
3. **External dimensions:** These include aspects of our lives, which we have some control over, and might change over time.
4. **Organizational dimensions:** This layer concerns the aspects of culture found in a work setting.

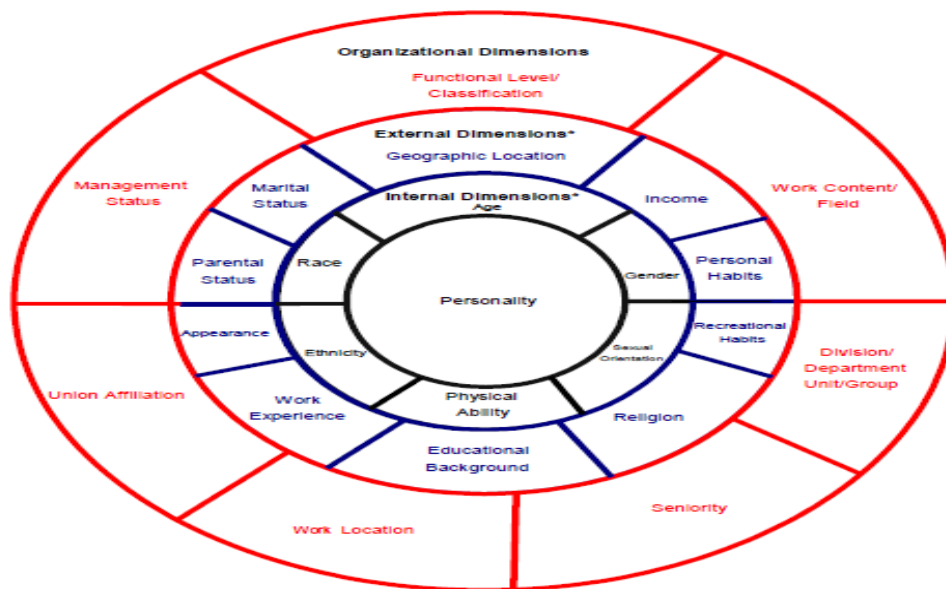


Figure N°02: The Four Layers of Diversity (Gardenswartz and Rowe, 1994)

1.3.1.2.The concept of diversity

The main concept of diversity is about understanding that each employee has something of value to contribute to the equation at work which encompasses cultural acceptance that can lead to improvements in employee relations, respect, equity, and fairness: Integration, Tolerance, Multiculturalism, guarantee Rights and responsibilities of individuals, Equal opportunities, the non-discrimination for minorities and gender (Chavez & Weisinger, 2008) then Recognize that each of us, raised in different environments and exposed to different cultures (Wellner ,2000).

In similar way, this employee was selected to perform a job because s/he was viewed as having the talents, experience, education and/or expertise necessary to achieve company goals, regardless to their social backgrounds, gender, ethnicity, and disability or otherwise. Differences are what an organization draws on for its strength (Mannix & Neale, 2005).

1.3.1.3.Diversity management and CSR

DM as a main Part of Corporate Social Responsibility concept values the diversity of the employees and promotes an inclusive work environment over a long term project by treating them as a genuine strength (King & Williamson, 2005). Tapping into this potential in the workplace is one of the primary responsibilities of diversity management within the organization, in order to attain the highest possible productivity, creativity and efficiency (Dew & Macculloch, 1995) And encouraging all the employees of being able to operate their talents and potential in a corporate culture built on openness and free from prejudice, discrimination and stereotyping (Einsenhardt & Martin, 2000). The socially responsible values can be imprinted and sustained in the corporate culture through the responsible human resource management practices on inclusion, equity and equal opportunities (Ely & Thomas, 2001).

1.3.2. Diversity management and HRM

The HRM plays a crucial role in considering diversity management within a daily working life, among managers, employees, stakeholders, to anchor it through a sustainable management style (Bennett, 2014). The work relies on analyzing all the HR processes (recruitment, careers management, tasks classification, training, assessment, and work timetables management...). Following this diagnosis, stereotypes and false representations seem to be the primary source of specific problems. Introducing the diversity management aims to change the perspective of HR practitioners (Klarsfeld, A .2009), and leads to strategic action plans (Kelly, E & Dobbin, F.1998) targeting three levels:

1st Individuals (representations, stereotypes, behaviors).

2nd organizational processes (procedures, tools, rules).

3rd society (laws, regulations, education).

It is vital to point out the leading HRM practices to Drive DM within the organization by embodying the following set goals and targets (Marta Starostka-Patyk & al.2015):

- Recruitment: the process of attracting a supply of qualified, diverse applicants for employment and ensuring equal training opportunities.
- Setting a succession plan for a strategic process to identifying and developing a diverse pool of talent.
- Organization's potential future leaders.
- Linking managers with their progress of hiring, promoting, and retaining minorities and women employees.

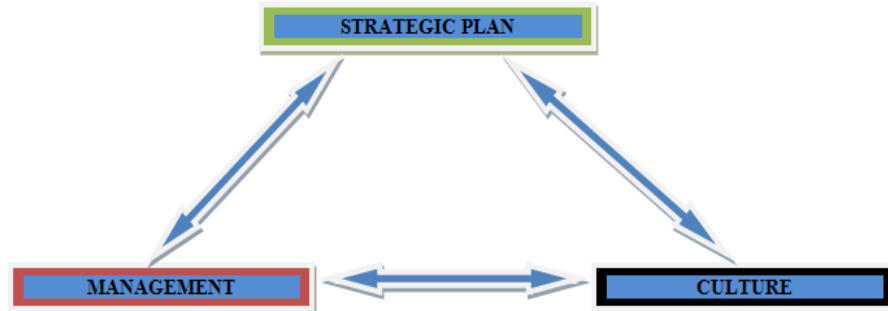
- Diversity training and employee's involvement to contribute in driving diversity throughout the organization, and promote organizational efforts to inform and educate management and staff about diversity.
- Measure and assess the progress in achieving workforce diversity, representation, and turnover, promotion of minorities, women work and employees satisfaction.

1.3.3. Diversity policy

There are different approaches dealing with diversity policy, which they considered it as the link between an equality of opportunity axis, including the use of positive actions and an axis of equal treatment aimed at the fight against discrimination and the neutrality in all HR processes (cf. Mathews, Audrey. 1998). However, the diversity policy is part of a political strategy, and a sign of the registration of the company in logic of CSR (corporate social responsibility), social dialogue with its social partners (Harris & Foster, 2010).

This policy must be supported by the management and be linked to the culture of the organization. The diversity policy is reflected in an integrated approach addressing different management areas such as the internal and external communication, recruitment, selection, training, and career development... (Raghavi, Kan, and Nishnava Gopinathan. 2013), Schematically, the diversity process looks like this: (Strategic plan, Management, Culture) .

Figure N°03: The diversity process.



Source: The present Study

The importance of developing a realistic strategy supported by management, mostly communicated and integrated into the culture of the organization. It is highlighted through this diagram. A policy combining equality of opportunities and treatment allows for action in the short term (to define positive actions in time) than over the medium and long term (through actions on mentalities and processes). Diversity management is about social representations changing, and taking into account the skills of each and the difference (Cf. Stoilkovska, Ilieva, and Gjakovski. 2015). It is a level of efficiency for the organizations and a lever of development for the employees, which allows living, and working better together (Alaktif and Doytcheva, 2008).

1.3.4. The Diversity charter

Essentially, diversity policies create soft law provision, as charters and labels. However, a hard law can emerge through a soft law that influences the corporate practices, based on the principle of prohibiting any distinction between categories and between individuals from such criteria (Mèron, 2009). These reflections led to the adoption of a diversity charter, which encourages companies to reflect "the diversity of the society, including cultural and ethnical diversity" (Weil, 2005).

1.3.5. The role of a diversity charter

Generally, a diversity charter aims at creating a work environment free of prejudice and a model of formal equality that "ignored" all differences, whether of gender or ethnicity or otherwise, all kinds of discrimination. "Disabled and gender" benefit from a quota legally imposed (Noiriel, 1998). For instance, "The LGBT diversity and the religious fact" are often considered as complicated and complex concepts and still under "The taboo classification", This diffidence to integrate these concepts is due to the perception of the decision-makers that these are dimensions, which concern the private life of the employees (Edelman, 2005). In the organizational context, the company is obliged to guarantee " the health, well-being of employees and the good quality of life at work," and thus combat all forms of discrimination, harassment, and sexism (Barth & Flcoz, 2007).

The charter ensures the company's commitment to respect the norms and the signed agreements. Besides to encourage it to constitute a base of good practices for the profit of the company: (Enhancing the external/internal communication, introducing a listening Cell, Alert procedures). In the same token actions in order to prevent and punish the discriminatory behaviors, with ensuring the confidentiality of employee's information (Pirat, 2017).

CHAPTER II

LITERATURE REVIEW AND THEORITICAL FRAME

THE IMPLEMENTATION PROCESS OF A DIVERSITY POLICY

2.1.Preamble

In this chapter, we demonstrate the implementation process of a successful diversity policy at the workplace, we focus primarily on the main guiding principles and the crucial phases, that can be applied in organizations that want to build a more diverse workforce, based on all information's available in the literary sources, then we define how to develop the best practices in order to mainstream diversity.

2.2. Design a diversity action plan

Despite the importance, diversity policies are difficult to implement because they are part of the long term strategy which aims at changing the organizational processes (Berreni & Prudhomme, 2017).

It is mandatory to design an action plan that sets a framework and ensures the incorporation of the diversity policy within the organizational strategy (Laret-Bedel, C.2001).

- A diversity action plan answers a set of questions (why? when? how? by whom and for whom?) and identifies the priorities of the diversity policy.
- Explains the vision and the added value, benefits and risks of setting diversity policy.
- The action plan defines the actions planned for a given period and the way of their implementation.

- It allows both employees and managers to better understand the interest and the relevance of the carried out actions for themselves and for the organization.

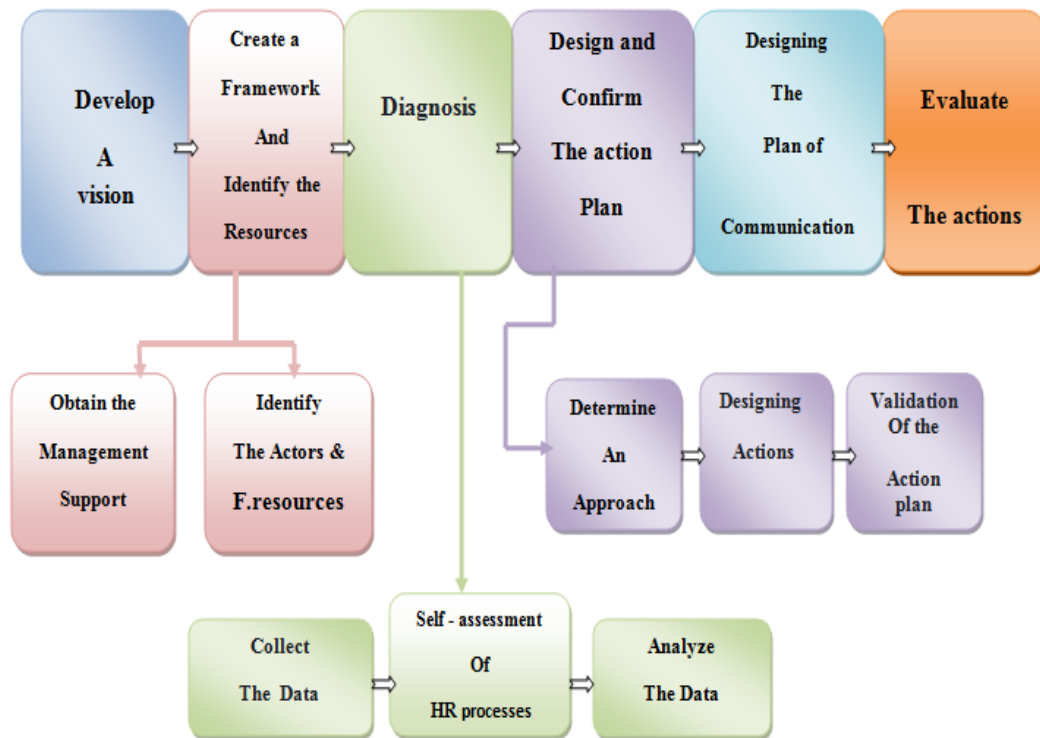
2.2.1. The key elements of a diversity action plan:

During the implementation of a diversity policy, an organization should take into consideration the following critical recommendations in its action plan:

- Tie the implementation into the business strategy (in different areas such as recruitment)
- Set the objectives, evaluate the progress and reward the success
- Diversity strategy and associated policies should be led by senior management and/or a high profile individual within the organization.
- Allocate the necessary resources (financial and human) required to develop and lead the diversity initiatives
- Communicate ,Educate and train all of the organization's levels on the new diversity processes and how it will affect organizational practices
- Change the traditional corporate culture and define the future perspectives
- Incorporate diversity into business functions, units, and the organization's mission statement
- Establish long-term initiatives aimed at creating overall cultural change

2.2.2. The implementation's stages of a diversity policy:

Figure N°04: The implementation phases of a Diversity policy



Source: The present Study

The emergence of an inclusive culture of diversity requires beforehand, a moral basis establishing some principles of living together (Pless and Maak, 2004). It proceeds in six stages. The first phase focuses on developing a clear vision of the direction to be taken. The second phase consists of raising awareness of differences, encouraging reflection and understanding.

The key management concepts and principles must be challenged, before the effective implementation of change in the fourth phase, by adapting human relations systems and processes (Pless and Maak, 2004).

In particular, setting an organizational work and evaluation structures that weave cooperation and mutual aid relationships at the inter-individual level would reduce social categorizations and promote mutual learning (Brickson, 2000). By knowing each other, through dialogue, employees became aware of each other's contributions and the resources available within the collective (Jayne and Dipboye, 2004).

A). Summary:

Table n°02: The implementation process of a diversity policy: stages & Objectives.

STAGE	OBJECTIVES
STAGE 01 :Develop a vision	<ul style="list-style-type: none"> - Fostering and promoting the diversity within the organization. - Highlighting the general objectives of the diversity policy.
STAGE 02: Create a framework and identify the resources	<ul style="list-style-type: none"> - Management involvement for the concerned departments - Working group with mandate - Participatory functioning
STAGE 03 : Diagnosis	<ul style="list-style-type: none"> - Inventory of actions already carried out - Identification of strengths points and the areas for improvement - Identification of priority courses of action - Diversity policy adapted to the specificities of the organization (needs, challenges,...)

<p>STAGE 04 : Design and validate the action plan</p>	<ul style="list-style-type: none"> - Definition of an approach to diversity policy - Elaboration of the actions to be carried out - Validation and commitment of management - Communication of actions to staff
<p>STAGE 5: Design the communication plan</p>	<ul style="list-style-type: none"> - Communication of the commitment to diversity internally and externally - Awareness and Promotion of Diversity - Influence on corporate culture
<p>STAGE 6: Evaluate the actions</p>	<ul style="list-style-type: none"> - Identification of success and risk factors. - Readjustment of future actions. - Communication to the parties concerned.

Source: The present Study

2.1.3. The diversity policy in practice:

Stage 01: Developing a clear vision:

This initial stage provides the organization with the possibility of defining the suitable guidelines for the diversity policy (Dory Reeves, 2005).

Context

The vision is forward-looking, and takes the form of the organization's diversity policy objectives. It starts from the analysis made by the senior management. This vision must be based on three interdependent factors: Talents, the work environment and the minority communities (Robinson & Dechant, 1997).

- Increasing diversity and involving the whole of our workforce
- Integrating of a number of women and representatives of minorities in senior management.
- Supporting the economic and social development of organization

The working method:

This stage is focused more on the analysis of unified vision with the working group. Once the vision has been defined (Nussbaum, 1999), it will be shared with the management:

- It must be approved and backed by the Board of Directors.
- It aims at having a diversified workforce that is operational in an inclusive work environment liberating the talents of all the employees .
- Generate an added value, developing innovative and creating value for our shareholders.
- Involve our employees, Management and communities to succeed by incorporating diversity into our processes.

Stage 02: Create a framework and identify the resources:

In order to succeed in the implementation of a diversity policy, the key role is by creating a framework which needs the involvement of the various actors in the organization because it affects every management level (Wong & KO, 2009), so it is essential to obtain:

- Ensure the commitment and the support of the management and the active participation of the parties concerned.
- The management must be convinced to allocate the available human and financial resources identified.

Context:

After guaranteeing the support and commitment of management, the next step is to identify the individuals and resources which will be involved in the development and implementation of the diversity policy (Eisenhardt & Martin, 2000). These directives must be considered in order to identify the resources and the collaborative work must be undertaken with all the various actors in order to establish each party's roles and responsibilities (Dass & Parker, 1999)

The working method:

At this stage, it is important to concentrate on the added value of the diversity policy for the organization and ensure that there's no doubt about the willingness and motivation to develop a diversity policy and to inform the staff that the policy has the management's support (Abassi & Holman,2000).

Furthermore, it is mandatory to remind the management about the requirements of the law as regards diversity and the non-discrimination. Once this commitment is well placed, the organization will be in a position to incorporate the objectives associated with this policy into their company's strategy. In order to supply with the human and financial resources required to achieve these objectives (Snape ,Thompson, Yan & Redman ,1998).

Stage 03: Establish a Diagnosis

In this stage, the diversity-focused actions must be familiar with the environment and culture of the organization. Which means you will be implementing an action plan which corresponds to the realities on the ground (Cooper Thomas & Anderson, 2006). A diagnosis will make it possible to highlight priorities and identify the strengths and weaknesses of the organization (Aycan, Kanungo & Sinha, 1999).

Context:

The diagnosis leads to identify the factors that are responsible of an equal treatment and discriminatory practices in order to develop concrete initiatives (Hofstede, 2001). And to correct, improve or adjust the procedures or perceptions of certain categories of the workforce (Byrne, 1993).

The working method

- The diagnosis stage goes through 3 main phases:
 - Collecting the data:** from the existing data whether quantitative (statistical reports from employees data) or qualitative from (Satisfaction and Quality Surveys findings, realized interview's reports) .

Self-assessment of the HR processes: Analyzing the procedures which seek the identification of any problems and discriminatory factors.

Identify the sources and the type of discrimination, this procedure may give rise to: (direct discrimination, systemic discrimination or indirect discrimination)

Amend the processes identified as” discriminatory.”

Analyze the data collected: The data analysis helps to determine the current situation and to draw conclusions based on the collected informations and set recommendations for the future.

After the analysis phase, we can determine the type of discriminatory practices within the organization and then formulate our action plan based on the gaps we have identified:

- **Types of discrimination**

A. Direct discrimination

This is the case when, based on one set one or more of the established dimensions , a person or a group of people are treated unfairly or less Favorably than others due to their differences against the majority (Bruno Maresca & A. Dujin ,2008) .

B. Indirect discrimination

We can define it when an apparently neutral policy, criteria or practice is likely to lead to put a person or a group at a specific disadvantage characterized by one of the established criteria and become a source of comparison between others (John Wrench, 2003).

C. Systemic discrimination

It is a form of discrimination rise out from a special feature of a system, in other words, it can be a result of an established order arising from practices which may be voluntary or otherwise within an organization, which are apparently neutral, for

example, give rise to wage differences between those tasks traditionally performed by men against those performed by women (Cf. Denis Maquain, 2005).

Stage 04: Design and confirm the action plan

Based on the analysis stage, which is intended to identify the difficulties and the keys to success the readiness of the organization for diversity, the senior management here are in possession of all the elements needed to elaborate an action plan, which represents the reference tool for actions established (Reskin and McBrier 2000), in way to implement a diversity policy .These planned actions must be integrated in all areas of human resources.

Context

This stage is intended to make strategic choices and define the priorities among the actions targeted to promote diversity. This step is to set specific objectives and convert them into actual actions (Holzer and Neumark, 2000).

The working method

In order to design and confirm the action plan, three steps must be respected :

Step01: Determine an approach

This step is focused more on the vision which was developed in stage 1 and on the outcomes obtained from the diagnosis. It consists of analyzing the definition, the context and objectives(Reskin ,2003) , it is needed to explain the HR diversity processes .

Step02: Designing the actions

After setting up the analysis (qualitative and quantitative), a clear vision will reveal to a better understanding of the needs of the organization to set a diversity policy. (Kidder et al. 2004), Then it's easy to identify the priorities to be converted into concrete actions.

Step03: The validation of the action plan

Defined as the crucial step, which shows the real interest of the top management to meet the challenge, and ensure the support of the key actors. The action plan should be communicated and submitted to the management for approval (Crow; 2003).

Stage 05: Designing the plan of communication

Communication is a necessary part for any diversity policy. It is the tool to spread through the subject of diversity within the organization, till it becomes possible that diversity immerse in the culture of the organization, and to win the Management and the employees support (Hunt; 2006) and consider the effort made to communicate the principles committed in the way to eradicate the discrimination and promote the diversity (Squires; 2007).

Context

In order to be sure that all the staff supports the new values, a communication plan must be designed to explain the reasons for and how the diversity policy works inside the organization, and it is required to be directed outside to advertise its support for diversity, Both Internal and External communication are important to keep all Staff informed and to enhance the image of the organization (Pellegrino & Scandura; 2008).

The working method

A successful communication plan needs a communication plan (Sadri & Tran; 2002), to this end, it has to be clear about:

- The message to communicate: must be very explicit and specified
- The targeted public: the employees or the management.
- The appropriate time to send out the information
- The channel : Intranet ,company's website , newsletter ...
- The equipment: power point presentations, online banners, articles

Stage 06 : Evaluate the actions

The initiated actions must pass through an evaluation phase in order to identify their effects and the changes they have occurred within the organization. The indicators obtained will be help to determine the weaknesses and the areas of improvement to set the adequate recommendations (Reskin &Mcbrier; 2000).

Context

Evaluation stage is related to both phases: the implementation of the actions and its results, especially the quantitative and the qualitative indicators where the evaluation process provides credentials (Kosseck, Lewis & Hammer; 2010).The results will be used to correct existing actions and to develop new ones, and They must be communicated to the various actors involved in the diversity policy of the organization.

The working method

It is designed as a part of the diversity policy framework. The collection of indicators obtained from the analysis of the data collected (Bell & Nkomo; 2001). The initial results can be used to establish the baseline, so it is interesting to look at the results to assess the impact, hence the objective here is to provide senior managers with concrete advice that they can implement in their sections and the extent to which this advice is put into practice (Poon, 2004).

2.1.4. The guidelines towards a successful diversity policy:

(Jacques Lebraty & Lyvie Gueret Talon, 2012) have successfully defined guidelines for the implementation of a diversity policy by:

- Ensure the commitment and support of the management and the chain of command of the organization.
- Take account of the specific characteristics of the organization and the reality of the situation at grass roots level, so that actions are made to measure.

- Incorporate objectives associated with diversity into the strategic objectives of the organization.
- Allocate the necessary human and financial resources to carry out the actions.
- Set up a framework in order to supervise the diversity policy process.
- Accomplish an analysis of the organization (practices, procedures) and the composition of the workforce.
- Establish a communication plan to send out the actions committed to guarantee the support for the diversity policy which is assured at all levels.
- Operate as a network so that the diversity values and its main pillars can be shared with the various actors inside and outside the organization.
- Evaluate the actions undertaken and make adjustments when necessary.

2.1.5. The best HR practices towards fostering a diversity concept:

(Thierry Brenet, 2010) has identified a set of good practices for the HR Managers in order to support them in the progressive implementation of the diversity policy, which has become essential, a guarantee of success and sustainability to avoid all kinds of inevitable pitfalls and to properly manage differences and benefit from their wealth.

2.1.5.1. Recruitment and selection

- Training of recruiters about Diversity (HRM, Profit Center Managers, etc.)
- Integration of diversity into the recruitment team (Gender, Age, etc)
- The selection process is based on the potential, wealth and the competency of each candidate to guarantee the equality of chances.
- Break the ice at the beginning of the interview and demonstrate sincere interest in every candidate.
- Awareness-raising actions against all types of discriminations and implementation of appropriate training programs.

- Coaching and mentoring to create bridges of exchange between the employees

2.1.5.2. Intake and integration

Despite taking measures to facilitate the integration of the new employees with a particular status or a disability and help those to adapt quickly with work environment.

2.1.5.3. In-house mobility

The fact is that some workers based on their gender, where they originate from, or physical status finds themselves restricted to certain kinds of job because of requirements associated with and so on. This called the glass ceiling and it leads to discrimination by making certain jobs the exclusive domain of certain categories of people, here ensuring the equality of chances is mandatory to avoid these pitfalls.

2.1.5.4. Work relationships

All employees have to be aware of the crucial role played by the HR department and the diversity officers, operating as trusted confidantes, and they should be informed where they can find a sympathetic ear and help in cases of discrimination or harassment, so for a good relationship between the staff and the senior management it is preferable to be create an approach to facilitate the employee's complaints management procedure.

2.1.5.5. Training and development

Due to the importance of the Training, which is a pillar aspect of a diversity policy, it is recommended to involve a variety of individuals (the diversity officers, the HR heads, recruitment personnel, department heads, etc.). It aims at providing workers with information about the legal system as regards diversity, the tools for building a diversity policy leading to better communication in a diversity-based environment.

Ensuring that all workers have equal access to all the training opportunities is a must to get the chance to develop within the organization.

Taking into account each job specification, the skills required, the adequate profiles and the achievement target of objectives.

2.1.5.6. The work environment

The work environment has to be adequate to suit employees with a disability because the lack of the affordable facilities to this minority is considered as discrimination.

So some arrangements are strongly recommended whether physical or otherwise in a way to encourage the quick adaptations of the work area.

2.1.5.7. Union representation

It is important that the union representation be involved and kept informed of the actions being undertaken by organization, the capacity entrusted to them as actors on the ground and defenders of equal opportunities, unions are privileged allies in the field of diversity policy.

CHAPTER III

THE CASE STUDY AND DATA ANALYSIS

ALGERIA TELECOMMUNICATION CORPORATION

3.1.Preamble

In this chapter, we present our case study design and give an overview of the data analysis process. It covers supervision of data collection, provided with the findings we could get along the interviews with the participants. We introduce our research approach, the data collection tools, the findings, and our Interpretations in order to enrich and increase knowledge of our topic and to answer our thesis research question. We then summarize the main findings and list the contexts in which the mechanisms were implemented.

3.2. Algeria Telecommunication Corporation (For Further Information refer to the **Appendix A**).

3.3. Data collection process

As mentioned in chapter one, the data collection tool used is: The interview guide remains the most adequate to the deductive approach in order to audit the existence of diversity. Moreover, the discriminatory practices, within the organization (For further details, please refer to the annexes).

- The size of the sample depends on the resources and time available.
- We used the targeted sampling: choice based on certain criteria.

- The interviews cover 5 aspects of HR organization and practices with open-ended questions.

As a second data collection technique, we relayed on : observations in this area, in order to better understand behaviors, their social context and the meanings attached to employees rather than directly questioning them, which can help us identify unexpected results.

We used in conjunction with the previous tools an existing datasets provided to us by ATC HR department in order to link the findings collected from the interviewees and the company's data for more detailed research and credibility.

3.3.1 THE INTERVIEW GUIDE: (For Further Details refer to Appendix B)

3.3.1.1 THE INTERVIEWEE'S PROFILE: (For Further Details refer to Appendix B)

3.3.2. The main dimensions related to the diversity's issues

In the following section, different dimension related to the diversity are exposed separately in a matter to reveal the hidden side of positive or negative diversity practices. The analysis look to pin down the main aspects of the HR organization and practices based on some diversity, in order to audit in the first stage the existence of the diversity and the discriminatory practices within ATC and how the employees deal with those differences.

3.3.2.1. 1st Dimension: Gender

This section focuses on the gender dimension; it highlights both sides how gender is considered in every-day life.

“Discriminatory practices and Harassment against women exists in its global sense (moral, verbal, physical), rare cases, but that also it exists against men too, it depends on the types of men and women, there's who resist and there's who let go, here in ATC–OD Sètif, we haven't those problems or maybe we overcame them, as you noticed, there are a lot of women occupy responsibility positions whether here in the OD or in the agencies.” Participant 1 (male)

“During my working life here in this company, I’ve never noticed such practices in recruitment, training or promotion by the way my superior is a woman but we can’t say that it doesn’t exist, in the end, we are all humans there’s who accept that a woman works with him or to be his superior and there’s who doesn’t accept, it depends on their way of thinking and they perceive things.” Participant 2 (male)

“If we talk about discriminatory practices because of the gender or Harassment in particular, I can tell you that it exists here and everywhere may be few conflicts between colleagues about some tasks but not arrived to a big thing, I didn’t hear about that in ATC, maybe because it was not that crucial to be transmitted to the senior management” Participant 3 (male)

“No, I haven’t notice such practices, may be because I’m new here but in general, at ATC, everybody respects each other and we have to accept each other we are not all the same , we’re not all coming from the same home , everybody raised differently , so we can’t judge what don’t know.” Participant 4 (male)

“I talk about myself, I don’t have even the time to hear about or notice such practices due to pressure and workload, it may happen, it’s all about the personality of each person, if someone respects himself will never to do such thing.”

On the other side of the view women may have another opinion on the subject

“As woman, I answer by: yes, but I’ve never been subjected to such practices due to my strong personality, may be it arise from jealousy , when a woman holds a responsibility position but to arrive till sexual harassment , No , I’ve never hear about that and I repeat to you it’s all about the personality here of the woman I precise, and to make it more clearer in the recruitment process for example , we take in consideration the nature of the work (transmitting aerial technician can’t be occupied by a woman) also the society’s perception (we live in conservative society) , the matrimonial status etc.” (Participant n°6: female)

“For me No because I’m always imposing myself, I don’t give interest to anything except my work, but it exists, all kinds of harassment practices against women and why would I deny, for sure it is difficult to talk about such subjects because they are not that much clear to be noticed to everybody, there are not tangible evidence to be proven but it comes from the humans nature, no man accepts to be supervised by woman even those

who show the opposite and from these small disagreements rise the conflicts till it arrive to what we call harassment.” (Participant n°7: Female)

“I can’t say harassment in its big sense, but maybe a small disagreements due to the workload or about dealing and finishing some tasks, not more, to be strong and with a strong personality, you will never give importance to those details, to cut it short, it’s the person himself whether to cut the way and stop it before it starts or admit and bear the consequences.” (Participant n°8: Female)

“Because I’m a woman, No, due to other reasons, yes, I have a very strong personality and I do my job to the fullest, I’ve never let myself a subject for the comments, I drew my limits and I have never crossed it and no one can.” (Participant n°9: Female)

“No, I’ve never been subjected to such practices may be some skirmishes about the work completion or something like that but not more, if you respect yourself nobody can grow closer to you.” (Participant n°10: Female)

“I can’t lie and tell you that there’s not such thing, the woman here is a subject for all what you’re asking about, I talk about myself I have two kids with disabilities and I can’t quit because I need this job to help my family, I want that my working hours being arranged at least to give some time to my children but I couldn’t have that privilege, even though I have a long experience here and my work doesn’t require a full time but I stay the whole day here.” (Participant n°11: Female)

Comments

According to the quotations cited above, with these different profiles, that discriminatory practices because of gender exist with a different degree. On the one hand, we detect more representation than a reality. All answers of both sides, men and women, did not provide any facts or experiment to underpin their depictions. Indeed the notion of harassment seems more rehearsal. If the men are more empathic with women, the women are more offensive with their personality and have never been exposed to such harassment. But the harassment still there as an occult practice, and different reason can be evoked. So the way of thinking and perceiving things, education, behaviors, beliefs, openness, acceptance of the other as he is and above all

having a strong personality play a very significant role in order to eradicate such type of practices, for the HR practices, the nature of the work, the society's preconception and the ability and availability of the woman to work in some positions are often taken into consideration.

3.3.2.2. The 2nd dimension: Ethnicity and geographical Location

It is undeniable that the most common dimension of diversity is represented in the ethnicity, which can be explained in somehow with the geographical location. It is also important to remind that Algerian society is constituted by four main ethnicity, as is shown in the sociology of the Algerian society in Bourdieu work. We reproduce below the more important answers concerning this dimension.

“I'm not from Sétif, I am from, Chelghoum Laid, Mila province but it didn't cause me any problem here in ATC at all but the discrimination in relation to ethnicity exists I didn't suffer from it inside the company, it depends on the mentality and the personality of the people, the discrimination I felt much more when I was a teenager, we relocated to Mila and where I come from and the people of Mila didn't have an agreement so I really suffered at that time.” (Participant N°1: Male)

“I'm from Sétif, and discrimination in relation with ethnicity existed before with very old generation may be, but with us, now, we've never rejected a person because he is not from the down town or outside the province, the proof is there's a lot of employees here at OD or the annexes from other provinces and small districts and they work in a good conditions.” (Participant N°2: Male).

“I'm from Sétif, and discrimination because of ethnicity doesn't exist at all. Men and women have relocated to OD Sétif due to staff transfer, marriage or winning a job competition in our province ,was never been a problem to me or someone else here , they used and became from us , what it matters here is the potential ,competency and the objectives accomplishment.” (Participant N°3: Male)

“I'm from Sétif, but not from the down town, I'm from a small district administratively subordinated to Sétif. Actually, I've never felt

discriminated because of that, even my other colleagues who came from surroundings or other provinces.” (Participant N°4: Male)

“I’m from Sétif, No at all, a big number of my colleagues are not from the province but that was never been an obstacle or a subject of discrimination, to treat someone differently because he is from country or from other ethnicity, we are very close like a family.” (Participant N°5: Male)

It may be that ethnicity is seen differently by women, as it is exposed below:

“I’m not from Sétif, I’m from Constantine due to my parents work, we relocated here, I’ve done my university studies here in Sétif, then I got married and settled here, Since I start working here, I’ve never felt that I’m not from Sétif or being subjected to a discrimination because of that, I proved that I deserve to be in a responsibility position and my achievements are the best proof.” (Participant N°6: female)

“I’m not from Sétif, I’m from Bèjaia, yes, at the early beginning may be, I’ve been subjected to a discrimination because I’m Kabyle but that was never been an issue to me, I got an objective to realize besides I like my job and with time, they knew who I’m and how I treat people and deal with my job, all the prejudices vanished.” (Participant N°7: female)

“I’m from Sétif, I don’t think that this type of discrimination exists here in the company, besides of that, My best colleague is Kabyle and I like her so much because she is a good, honest, loyal person, we overcame this kind of wrong practices years ago, the mentalities and the way of thinking changed, people are more open now to the others, it’s good to work with a diversified team.” (Participant N°8: female)

“I’m not from Sétif, I’m from Bèjaia, yes, I felt discriminated due to my ethnicity in a lot of areas but I adapted easily and imposed my respect, gained the appreciation and the confidence of my superiors and colleagues, and I always do my best to accomplish my work.” (Participant N°9: female)

“I’m from Sétif, and that doesn’t exist at all, there’s a mutual respect between all of us.” (Participant N°10: female)

“I’m from Sètif, we can say they are discriminated if they didn’t benefit from their rights of promotion or training or maltreated, here we’re working like a family and discrimination because they are from different region that doesn’t exist and it’s not acceptable. We all Algerian and we belong to one nation.” (Participant N°11: female)

Comments

According to the quotations cited above, with these different profiles, that discriminatory practices because of the Ethnicity and the geographical location existed but before, The men's responses were virtually the same and did not reflect reality, which I understood was not a problem for them in the workplace or with their colleagues in particular. But what I noticed is that there is discrimination against employees coming from surroundings of the province, and they are treated exceptionally also in some of the women's responses, ethnic discrimination still exists but, not clearly in public. I could feel this in relation to what they were saying for example as an exception in promotions or training opportunities. Answers are sometimes Superficial and classical for both Genders. Perhaps because of fear, or their answers may frankly cause them problems. But this new generation has been able to overcome this problem and they are now more open to the cultures of the others and even want to discover their traditions and customs, they feel tired of monotony and they find diversity in teamwork a very satisfying aspect.

3.3.2.3. The 3rd Dimension: Disability

In this section we will deal with the dimension of disability and if this minority is still a victim of discrimination and prejudice in the world of work. We will explore this through the answers of our interviewees.

“I didn’t work with a person with a disability here in ATC, and I don’t have any problem to collaborate with them, if they meet the requirements. They are the most welcome but it depends also on the position that they will occupy.” (Participant N°1: male)

“Actually for the moment we don’t have any, recently a disabled candidate has been admitted to a position of model designer, he has shown a rare skill and has been ranked first, it is true that the law requires companies to recruit employees with disability and even to do internships or apprenticeships, but we did not receive such applications because, as you know, we work directly with ANEM (the national employment agency) and to be honest, these people have never applied for offers and we didn't ask for such profiles before.” (Participant N°2: male)

“Disabled employees have the same rights and obligations as other healthy employees, but require well-designed facilities and financial budgets to help them do their jobs well.” (Participant N°3: male)

“I have no problem working with a disabled person on the contrary, here at ATC we don’t have and if one day a person with a disability comes to work with us. I will help and support him because this minority of people is very sensitive and disability can happen to any person not just born with.” (Participant N°4: male)

“It’s inhuman to say that I don’t like to work with persons with disability or to recruit one of them, they are normal people and they have the right to work and to do anything they want.” (Participant N°5: male)

It may be that Disability is seen differently by women, as it is exposed below:

“It is not about we want or we don’t, the disability has never been an obstacle to be competent and skillful and I give you a lot of examples here or around the world about successful people with disability, our problem is the high percentage of our jobs are in the technical field as you know we are in a telecommunication company, most of them require a good health and a high concentration due the job specifications, they need to (climb antennas for example and fix the damages), so it is mandatory to be in a good physical and mental conditions.” (Participant N°6: female)

“No I don’t have any problem at all, and they are the most welcome and I’m sure everybody here will help them” (Participant N°7: female)

“No, of course not why would I? They have the right to work anywhere they want and I don’t know why there are not here.” (Participant N°8: female)

“I’ve heard only with one person got admitted recently and he will start working with us next month, and none would say that he doesn’t like to work with or recruit them, the law protects them and they have all the rights.” (Participant N°9: female)

“We don’t have with us; maybe because they feel shy to apply or they didn’t meet the requirements, but not recruiting them due to discrimination, I don’t think so.” (Participant N°10: female)

“I have two kids with disability and I can understand how they feel, here in the OD we don’t have that much variety of job occupations, it’s all about administrative work and I don’t think that someone applied and refused due to his disability , just the place here is not well equipped for someone with a disability to work.”

Comments

According to the quotations cited above, with these different profiles, that discriminatory practices because of Disability doesn’t exist at all, this time the answers of both men and women were almost the same except that the HR managers of different gender, explained to us that they are aware that the law requires companies to recruit people with disabilities in order to help them integrate into the world of employment and the nature of the disability should not be forgotten, they return this issue, that they work directly with the national employment agency and they are who make the shortlist of candidates and also that this minority did not apply for their offers, but about what inside the company, they said that the place is not well equipped for a disabled person to work, in addition, I noticed that there are no elevators and there is no passage for the disabled and to create them, human and financial resources must be allocated. But I had good news that a disabled person is being retained for a position and he’s about to start work in the nearest future.

3.3.2.4. The 4th Dimension: Age.

In this part we will deal with the dimension: Age, in the sense of older employees, pensioners or unemployed seniors, in the broader sense of "elderly people". On the other hand, speeches on age discrimination are mainly about employment and rarely address other areas.

“At the early days of my career, I encountered a lot of difficulties with the older generation, you really feel the intergenerational gap, where the status of the CEO makes you scary, its indisputable orders, very strict, the majority of them don't have a university degree but they have acquired experience through their years of service, I was a fresh graduate without any experience in the field, I faced too much pressure, monopolization of information, almost non-existent knowledge sharing.” (Participant N°1: male)

“I faced a lot of difficulties with old generation, but I learned from them as much I suffered, nowadays Seniors after their retirement are often called to keep counselor positions for specific periods due to the experience they hold , we can't recruit a Senior more than 35, due to the agreement between us and the national employment agency, the majority of them have no educational level , so if we recruit them in the technical level they will meet a lot of difficulties , due the nature of the tasks that requires a young person in good physical and mental conditions.” (Participant N°2: male)

“We know that Elderly people face significant difficulties on the labor market specially those who doesn't have a qualification, they are not discriminated in the recruitment but we are required to comply with the law, our commitments and agreements.” (Participant N°3: male)

“It was very difficult for a recently recruited to adapt and integrate the team of seniors, different mentalities, age difference, we don't have the same way of thinking but an aged persons have the right to work at least they can find them suitable positions.” (Participant N°4: female)

“In the contemporary situation of Algerian society and with the economic circumstances of the country, the statistics show that there is large number of citizens over 35 without a lucrative job, the only one who can solve the situation of this social bracket is that the state.” (Participant N°5: male)

It may be that Age Discrimination is seen differently by women, as it is exposed below:

“It is not a question of discrimination or that we do not want to recruit disabled people because of such prejudices but we demand according to the nature of the position and the tasks, and the qualifications also, the recruitment in the public service is centralized (from the General direction), we do only the identification of needs. We cannot demand such criteria and we work directly with the employment agency and the latter to its own restrictions, it is their policy and we cannot negotiate them.” (Participant N°6: female)

“The general management recruits the most experienced senior staff as consultants or project managers for a specific period of time, but to recruit a senior under a professional integration contract or assisted, it can't be allowed because it is intended for young graduates, do not forget retirement and the social security contributions which require much conditions, it is very difficult to recruit the aged people and it's not a discrimination. The law and agreements between the national employment agency and companies and well defined.” (Participant N°7: female)

“It is true that seniors and even people who have had their pensions suffer to find a work but I think that companies can find suitable jobs that do not require a diploma or experience in the field, for example: gardener or cleaning agents etc.” (Participant N°8: female)

“Today's young graduates suffer from unemployment, what about the elderly, especially those who have no education level or who have already retired.” (Participant N°9: female)

“The state must find solutions and modify laws and the agreements for this social segment because companies cannot go beyond the law, and the recruitment in the public organization is clear.” (Participant N°10: female)

“For Seniors, they do some exceptions only if they don't find the right competency or due to the scarcity of labor, In general seniors practice free works or start their own projects.” (Participant N°11: female)

Comment

According to the quotations cited above, with these different profiles that Age –Based discrimination exists, but they are poorly defined. I felt that men's answers were more convincing, the technical positions require someone young and healthy to perform the tasks that are sometimes difficult for an older person to perform, or climb antennas and install lines.etc. also both genders or most of them have had difficulties in joining teams, where the majority of them are experienced seniors, due to the intergenerational gap, in the other hand ,women return this much more to the legal and legislative side, so that recruitment in the public sector is directly related to the national employment office which requires that the age of the candidate not exceed 35 years, the recruitment of seniors is done only in rare cases and depending on the nature of the position which does not require such conditions.

3.3.3. Quantitative analysis and interpretation

The HRD has provided us with a very significant database regarding the number of employees and their distribution at the OD Sètif, based on that we could disseminate data and generate simple, cross tabulation and graphical representations, the next step is the analysis and the writing of different reports as the interpretation of the provided Data.

3.3.3.1 Descriptive data

This part gives a general overview about the distribution of employees at ATC

1st Dimension: Gender

Table N° 03: The distribution of employees in relation to their gender

Gender		Frequencies	Percentage
Valid	Female	138	22,7
	Male	470	77,3
	Total	608	100,0

Source: the present study

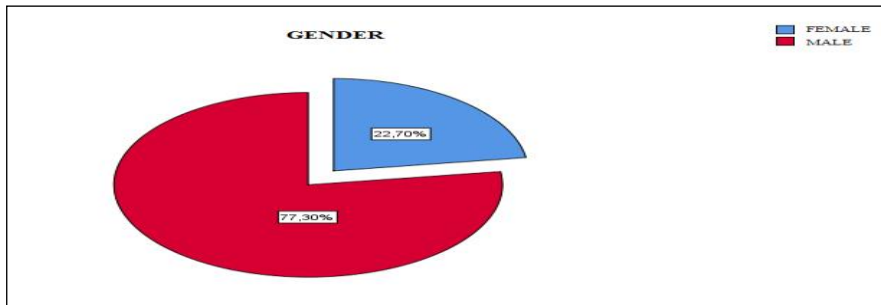


Figure N°05: Pie diagram of the distribution of employees in relation to their gender

2nd Dimension N°02: Responsibility Position

Table N° 04: The distribution of employees in relation to their Responsibility positions

Responsibility Position		Frenquencies	Percentage
Valid	In charge of	53	8,7
	Head of Department	11	1,8
	Head of Service	56	9,2
	Director	8	1,3
	Responsible	32	5,3
	Executive	448	73,7
	Total	608	100,0

Source: The present Study

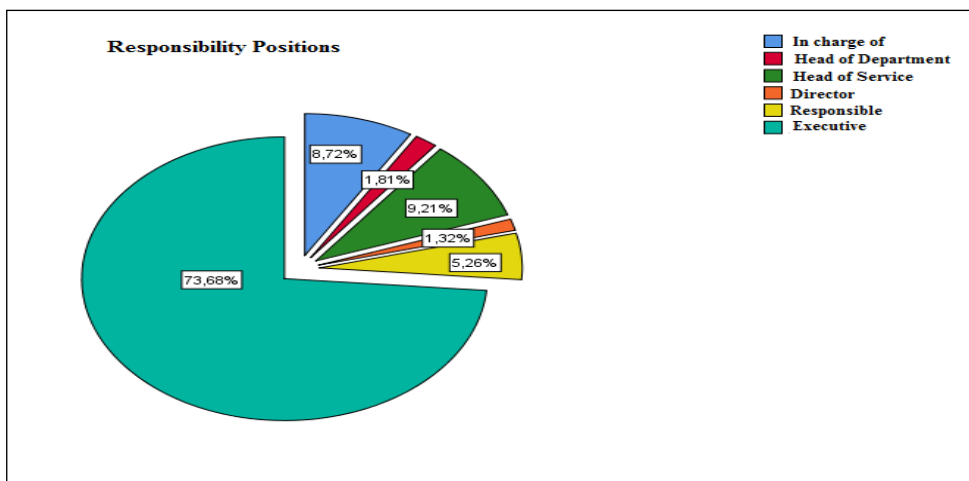


Figure N° 06: Pie diagram of the distribution of employees in relation to their Responsibility positions

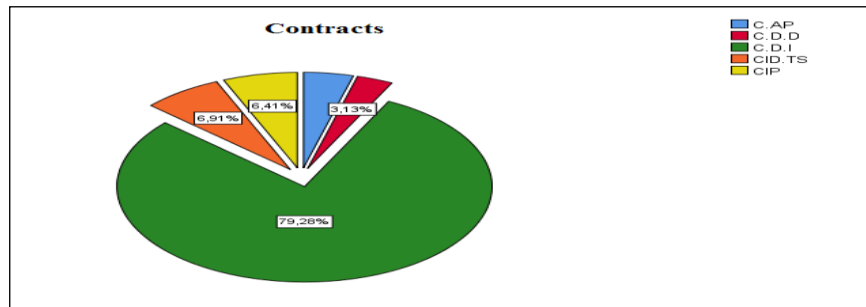
3rd Dimension: Type of contracts

Table N° 05: The distribution of employees in relation to their type of contracts.

Contract		Frequencies	Percentage
Valide	C.AP	26	4,3
	C.D.D	19	3,1
	C.D.I	482	79,3
	CID.TS	42	6,9
	CIP	39	6,4
	Total	608	100,0

Source: The present Study

Figure N°07: Pie diagram of the distribution of employees in relation to their type of contracts



Source: The present Study

- 4th Dimension : Age (grouped)

Table N° 06: The distribution of employees in relation to their Age group

Age (Grouped)		Frequencies	Percentage
Valid	<= 18	1	,2
	19 - 32	198	32,6
	33 - 47	281	46,2
	48+	128	21,1
	Total	608	100,0

Source: The present Study

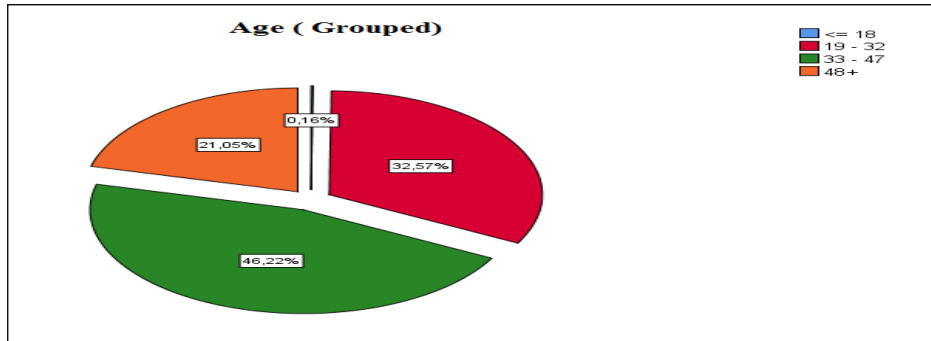


Figure N°08: Pie diagram of the distribution of employees in relation to their Age group

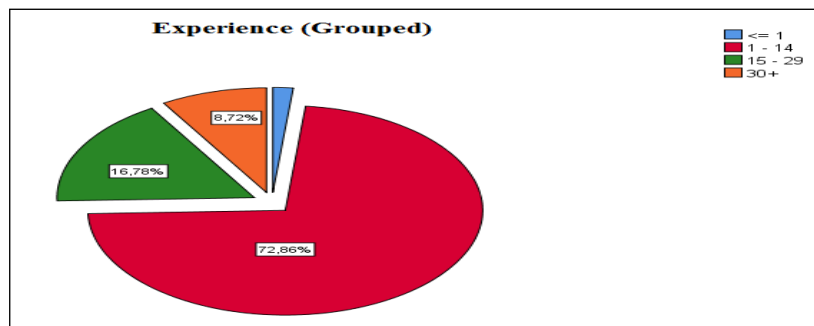
- **Dimension N°05 : Experience (Grouped)**

Table N° 07: The distribution of employees in relation to their Experience

Experience (Grouped)		Frequencies	Percentage
Valid	<= 1	10	1,6
	1 - 14	443	72,9
	15 - 29	102	16,8
	30+	53	8,7
	Total	608	100,0

Source : The present Study

Figure N° 09: Pie diagram of the distribution of employees in relation to their Experience



Source: The present Study

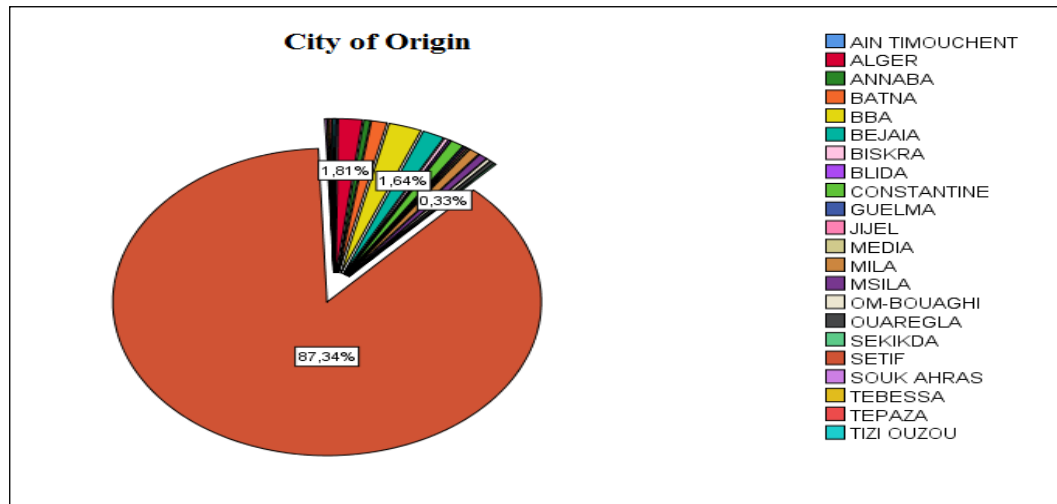
- **6th Dimension N°06 : City of Origin**

Table N°08: The distribution of employees in relation to their City of origin

	City Of Origin	Frequencies	Percentage
Valid	AIN TIMOUCHENT	1	,2
	ALGER	11	1,8
	ANNABA	3	,5
	BATNA	7	1,2
	BBA	15	2,5
	BEJAIA	10	1,6
	BISKRA	2	,3
	BLIDA	1	,2
	CONSTANTINE	6	1,0
	GUELMA	1	,2
	JJEL	1	,2
	MEDIA	1	,2
	MILA	5	,8
	MSILA	4	,7
	OM-BOUAGHI	2	,3
	OUAREGLA	2	,3
	SEKIKDA	1	,2
	SETIF	531	87,3
	SOUK AHRAS	1	,2
	TEBESSA	1	,2
	TEPAZA	1	,2
TIZI OUZOU	1	,2	
	Total	608	100,0

Source: The present Study

Figure N°10: Pie diagram of the distribution of employees in relation to their City of origin



Source: The present Study

3.3.3.2. Cross tabulations

In this part we will explain the relationship between the dimensions of diversity, we crossed the gender with other dimensions that we consider as important, in order to reveal and confirm the existence of the discriminatory practices.

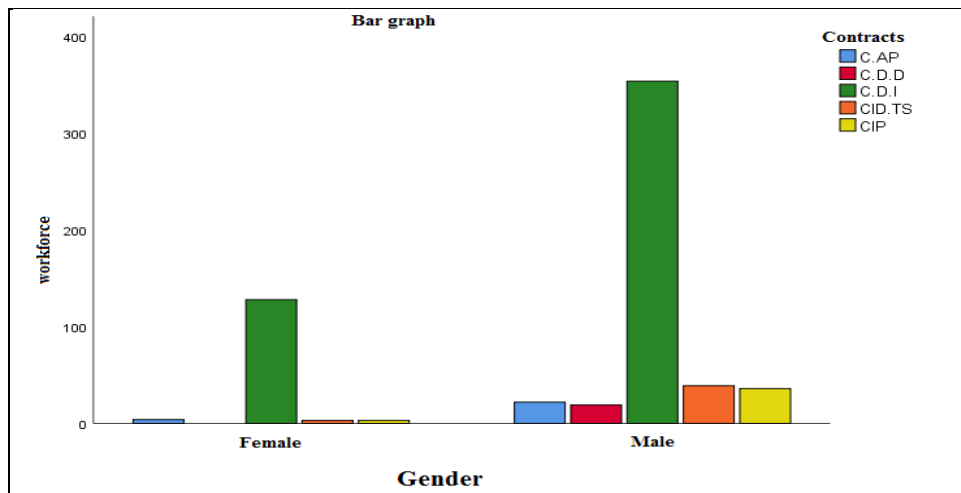
- Crosstab Gender * Contrat

Table N°09: The distribution of employees in relation to their type of contract*Gender

Crosstab Gender * Contrat								
			Contrat					Total
			C.A.P	C.D.D	C.D.I	CID.TS	CIP	
Gender	Female	workforce	4	0	128	3	3	138
		% in Gender	2,9%	0,0%	92,8%	2,2%	2,2%	100,0%
	Male	workforce	22	19	354	39	36	470
		% in Gender	4,7%	4,0%	75,3%	8,3%	7,7%	100,0%
Total		workforce	26	19	482	42	39	608
		% in Gender	4,3%	3,1%	79,3%	6,9%	6,4%	100,0%

Source : The present Study

Figure N°11: Bar graph of the distribution of employees in relation to their type of contract*Gender



Source: The present Study

- Analysis and Interpretation:

It is visible in the above Descriptive part and the cross tabulation and this has also been given with the graphical representations that:

- The number of men employees all over the OD Sètif **470>138 is greater** than women employees which is more than three times the number, we return it to the conservative society which doesn't allow their women to work in general, because of the high percentage of employment positions are in the technical sector, which is difficult for a woman to do, since it requires a lot of effort, mobility and even interventions in the middle of the night.
- The Number of permanent men employees is greater than women but regarding to the percentage, nearly most of them are under a full time contract.
- The Number of women under a fixed term contract is zero which means most of them are retained in regular positions against 19 men which are divided between counselors and executives.
- The number of men under professional apprenticeship contract is greater than women due to the nature of the positions oriented more to the technical field.

- With regard to the integration contract for graduates, TS is also more oriented towards the technical field which is not suitable for women.
- The majority of men and women who work at ATC are under a full time contract in permanent positions even in the other types most of them are in regular situation compared to the nature of their positions.

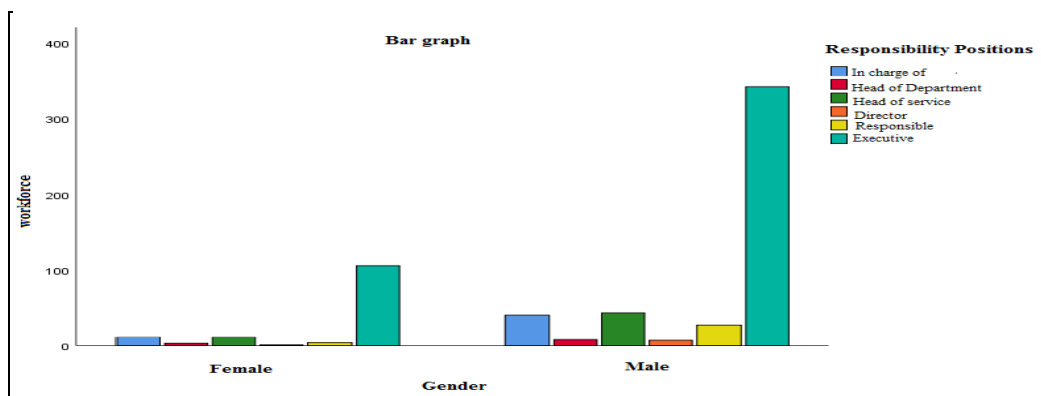
- Crosstab Gender * Responsibility positions

Table N°10: The distribution of employees in relation to their Responsibility positions *Gender

Crosstab Gender * Responsibility positions									
			Responsibility positions						Total
			In charge of	Head of Department	Head of service	Director	Responsible	Executive	
Gender	Female	Workforce	12	3	12	1	4	106	138
		% in Gender	8,7%	2,2%	8,7%	0,7%	2,9%	76,8%	100,0%
	Male	Workforce	41	8	44	7	28	342	470
		% in Gender	8,7%	1,7%	9,4%	1,5%	6,0%	72,8%	100,0%
Total		Workforce	53	11	56	8	32	448	608
		% in Gender	8,7%	1,8%	9,2%	1,3%	5,3%	73,7%	100,0%

Source : The present Study

Figure N°12: Bar graph of the distribution of employees in relation to Responsibility positions*Gender



Source: The present Study

- Analysis and Interpretation:

It is visible in the above Descriptive part and the cross tabulation and this has also been given with the graphical representations that:

- The Number of employees who occupy Responsibility positions compared to their Gender is convergent due to the number of men employees against women.
- The highest percentage goes to the executive class because they represent the big number of employees and it returns to the nature of the company's technical work.
- In the Director's class all are men against 0 women and this result sets a question.
- Responsible, in charge of, Head of Department and Service are in all the most men against weak percentage for women.
- Most of women employees have the same Experience and Age and the majority of them have a University Degree or more.

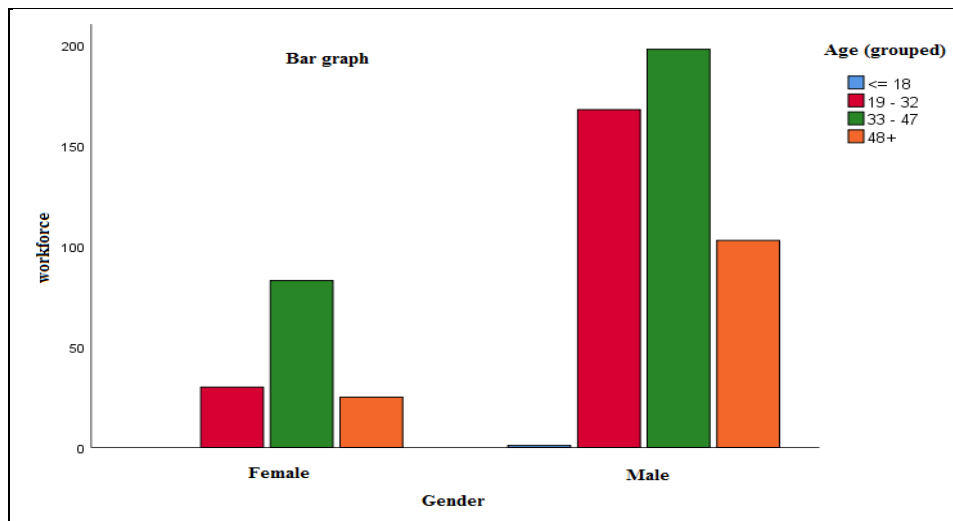
- Cross tabulation Gender * Age (Grouped)

Table N°11: The distribution of employees in relation to Age*Gender

Cross tabulation Gender * Age (Grouped)							
			Age (Grouped)				Total
			<= 18	19 - 32	33 - 47	48+	
Gender	Female	workforce	0	30	83	25	138
		% in Gender	0,0%	21,7%	60,1%	18,1%	100,0%
	Male	workforce	1	168	198	103	470
		% in Gender	0,2%	35,7%	42,1%	21,9%	100,0%
Total		workforce	1	198	281	128	608
		% in Gender	0,2%	32,6%	46,2%	21,1%	100,0%

Source : The present Study

Figure N°13: Bar graph of the distribution of employees in relation to Age*Gender



Source: The present Study

- Analysis and Interpretation:

It is visible in the above Descriptive part and the cross tabulation and this has also been given with the graphical representations that:

1. The high percentage of worker's Age is between: 33 and 47 and between 19 and 32 which means which means ATC DO-Sètif has a young team of employees.
2. 21.1% are seniors in their way to retirement so the company must adopt a real career management policy to prevent and prepare their replacements and also to design adequate recruitment plans to reinvest in them as counselors and controllers.
3. The under 18 are trainees of the vocational training and apprenticeship centers which means that the company helps this type of young students to acquire the necessary skills in order to be placed and recruited after finishing their apprenticeship period.

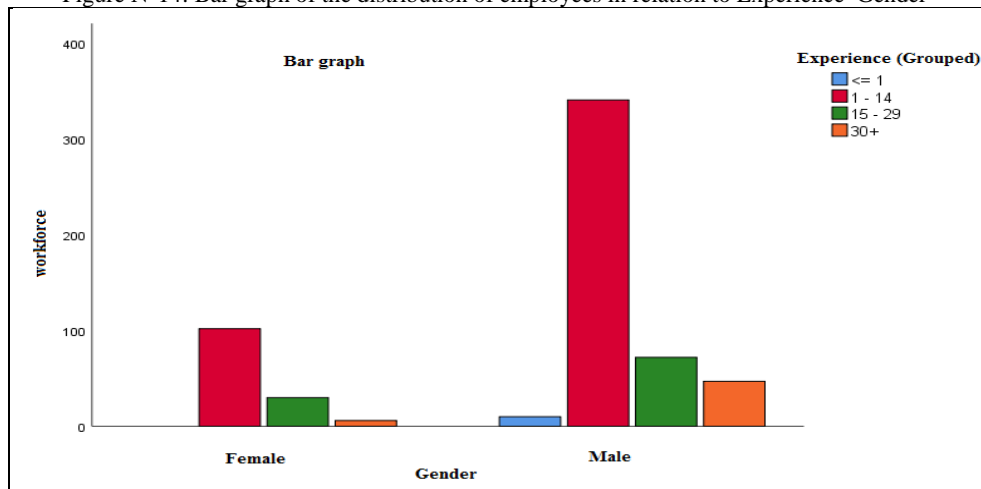
- Crosstab Gender * Experience (Grouped)

Table N°12: The distribution of employees in relation to Experience*Gender

Crosstab Gender * Experience (Grouped)							
			Experience (Grouped)				Total
			<= 1	1 - 14	15 - 29	30+	
Gender	Female	workforce	0	102	30	6	138
		% in Gender	0,0%	73,9%	21,7%	4,3%	100,0%
	Male	workforce	10	341	72	47	470
		% in Gender	2,1%	72,6%	15,3%	10,0%	100,0%
Total		workforce	10	443	102	53	608
		% in Gender	1,6%	72,9%	16,8%	8,7%	100,0%

Source : The present Study

Figure N°14: Bar graph of the distribution of employees in relation to Experience*Gender



Source: The present Study

- Analysis and Interpretation:

It is visible in the above Descriptive part and the cross tabulation and this has also been given with the graphical representations that:

- that high percentage and number of the employee's experience according to their Gender in the OD Sètif are between :
 - 1 to 14 years in men and women representations according to their number and distribution at ATC-DO Sètif, which means they were recruited in same period the Gender was took into consideration
 - The team work is experienced and well qualified to accomplish the company's objectives.
 - 15 and 29 women percentage is higher than men, means that women were considered during the recruitment ATC DO Sètif.
 - +30 are more men than women, in their way to retire, ATC must take them into account for Future positions adequate to their experience in the field, as Coaches, Counselors and work Controllers.
- **Crosstab Gender * City of origin**

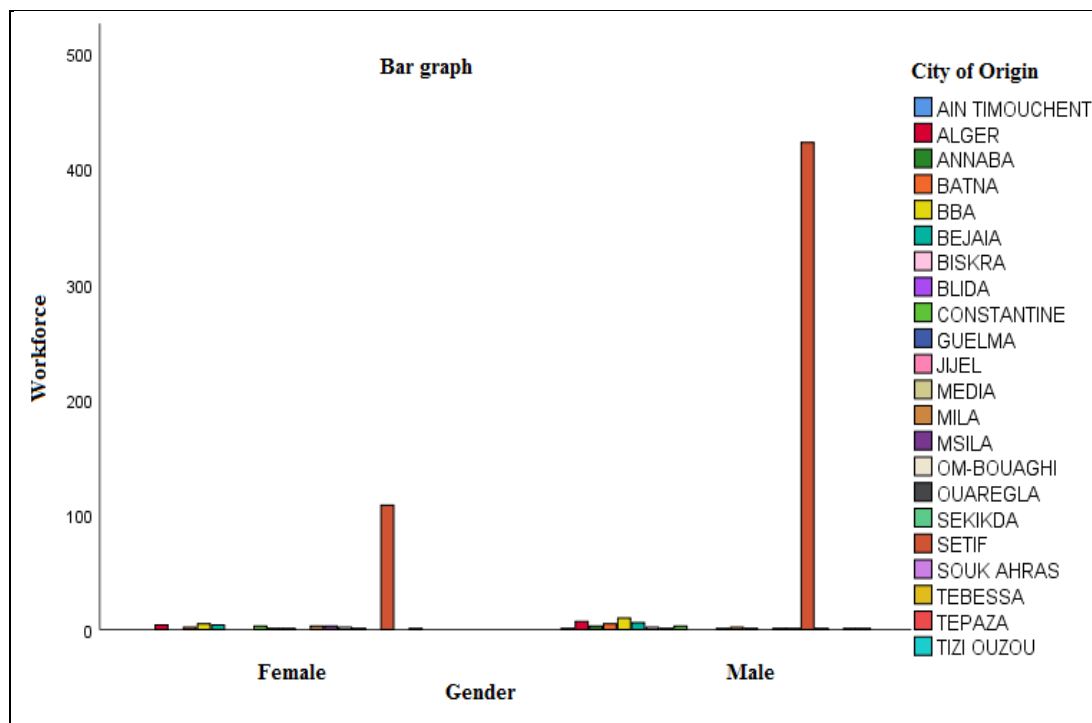
Table N°13: The distribution of employees in relation to their city of origin*Gender

Crosstab Gender * City of origin							
		Gender				Total	
		Female		Male			
		workforce	% in Gender	workforce	% in Gender	Workfore	% in Gender
City of origin	AIN TIMOUCHENT	0	0,0%	1	0,2%	1	0,2%
	ALGER	4	2,9%	7	1,5%	11	1,8%
	ANNABA	0	0,0%	3	0,6%	3	0,5%
	BATNA	2	1,4%	5	1,1%	7	1,2%
	BBA	5	3,6%	10	2,1%	15	2,5%
	BEJAIA	4	2,9%	6	1,3%	10	1,6%
	BISKRA	0	0,0%	2	0,4%	2	0,3%
	BLIDA	0	0,0%	1	0,2%	1	0,2%
	CONSTANTINE	3	2,2%	3	0,6%	6	1,0%

	GUELMA	1	0,7%	0	0,0%	1	0,2%
	JIJEL	1	0,7%	0	0,0%	1	0,2%
	MEDIA	0	0,0%	1	0,2%	1	0,2%
	MILA	3	2,2%	2	0,4%	5	0,8%
	MSILA	3	2,2%	1	0,2%	4	0,7%
	OM-BOUAGHI	2	1,4%	0	0,0%	2	0,3%
	OUAREGLA	1	0,7%	1	0,2%	2	0,3%
	SEKIKDA	0	0,0%	1	0,2%	1	0,2%
	SETIF	108	78,3%	423	90,0%	531	87,3%
	SOUK AHRAS	0	0,0%	1	0,2%	1	0,2%
	TEBESSA	1	0,7%	0	0,0%	1	0,2%
	TEPAZA	0	0,0%	1	0,2%	1	0,2%
	TIZI OUZOU	0	0,0%	1	0,2%	1	0,2%
Total		138	100,0%	470	100,0%	608	100,0%

Source : The present Study

Figure N°15: Bar graph of the distribution of employees in relation to their city of origin*Gender



Source: The present Study

- Analysis and Interpretation:

It is visible in the above Descriptive part and the cross tabulation and this has also been given with the graphical representations that:

1. The big number of employees and the high percentage of the employees in relation to their city of origin compared to their Gender are from Sètif against very low percentage of those coming from other provinces and surroundings.
2. This explains that the priority in recruitment at ATC-DO Sètif is addressed to the candidates coming from the capital of the province, since the national employment agency has local branches in each major city administratively related to Sètif.
3. The low percentage of employees from other provinces for male managers can be explained by: transfers or redeployments due to a need for work or promotion.
4. For women managers: most of them are settled in Sétif because of marriage in the first place and it may also be a transfer or redeployment.
5. The low percentage of employees from other provinces can be explained by: the employee's ability to mobility and to the daily commute daily from home to Sétif which is considered as a disadvantage and we should not forget that the employee must devote a special budget to transportation.

CONCLUSION

The main goal of this research has been to test, if the implementation of Diversity policy within an organization in the Algerian context may influences the work environment by reducing the discriminatory practices, stereotyping, prejudices within it, which in turn should enhance the intention of its employees to accept each other's differences and try to adapt and participate actively, the developed research question, the sub-questions and the hypotheses (Refer to Chapter 01) can extend to be answered with the help of this research.

Furthermore, the intersection between cultural Diversity and organizational management as a source of discrimination forms and conflicts within the work environment has been proposed In Hypothesis 01, based on what we were able to gather from our interviews with different ATC profiles and our observations during the internship period: that the intersection of cultural Diversity of employees and organizational management can be a source of discriminatory practices and conflicts. If the organization does not take into consideration the variable of Diversity of its workforce and we were able to witness and notice this through the answers of our interviewees.

Therefore, big size organizations work on this new trend which proofs that they encourage Diversity by acknowledging the importance of sustaining an Equal Opportunity culture as a competitive advantage. In other words, equity and the fair treatment in the HR process to all employees or future candidates regardless of their differences, which became a must that all of them should be treated similarly.

In addition, it is clear that the legislation regarding discrimination and equality exists, even ATC devotes a large part of its collective agreement and in its internal regulations to articles prohibiting all types of discrimination or employee favoritism but we cannot say that it is regularly practiced in the daily work life. In other words:

by setting a diversity policy, we expect it to change current organizational management, and employers comply with the law to prevent such practices, or simply adopt and apply newly adopted standards which foster Diversity.

In addition the Hypothesis 02 states that Employees within the organization are negatively or positively affected by the management style and by the nature of the diverse cultural structure which can be confirmed through our Findings, because, the consequent consideration of the cultural Diversity of employees with the appropriate management style can positively affect the performance of employees as well as the company and this hasn't been the case with ATC DO-Sétif. some employees from other provinces, they still feel prejudiced because of their origins, victims of their gender and their disability although all these cases can be taken into account during recruitment campaigns, it is true that the percentage is not high enough but as long as it exists it can cause problems even been as a source of future turnovers, but the positive things in all of that: employees and top management have the will to change and think positively that it can be caught up. They consider that a management style which adopts the Diversity of human resources as a very satisfying initiative that promotes the acceptance of the different and gives the opportunity to the competence and potential to reveal in the way to develop and improve the organization's performance, and also on the psychological and social side, it breaks the monotony and encourages competitiveness and openness, creativity and innovation between colleagues.

Quantitative analyses of the data provided to us by HRD confirmed both hypotheses of this study and revealed that the Diversity of cultures that creates the identity of each individual can affect the work environment because the organization is a reflection of the society from which they come, in addition, it can be an option, revealed by: the conservative aspect and approach of the society, the mobility and availability of the workforce, moreover, the nature of the work and tasks, the agreements and work requirements are all reasons to exclude certain candidates and to be less demanding in the recruitment process and to re-emphasize these aspects of

Diversity. The second reason could be that the relationship between the work environment and an employee's ability to accept and understand this concept in order to easily adapt with the changes in any new environment is somehow defective.

The research question can mostly be answered. It becomes clear, that the senior management support significantly the idea of implementing a diversity policy in order to maintain more the workforce for a better work environment in order to reduce all kind of discriminatory practices and foster the equity and equality of chances. Furthermore, they confirm that "The Management Style" should be reviewed and take into account the diversity variable and understood that, it is a step beyond the "promotion of diversity" ,which once promoted Diversity must be managed to bring the added value to the company. So ATC DO Sétif can benefit from this promotion and management of Diversity and they consider it as a good lever to implement a diversity policy within, which indeed requires too much work and awareness but it can give a remarkable results in the future.

In other hand, the Diversity would make it possible to increase the economic performance of the organization by lowering the discriminatory practices and excessive departures of employees due to inadequate organizational management , so promoting equality, by encouraging innovation and creativity, and by pooling different skills to better understand employees expectations, and providing resources that are similar to the types of their clients, which allow the company to sustain on the local market but also penetrate fast-growing markets, in a context of a globalized economy that makes Diversity a condition of access to some of them.

In addition, the Diversity is also a lever for optimizing the resources management in a context where the replacement of massive retirements and the employment of experienced employees is becoming a major issue for employers.

The adoption of diversity initiatives enables the company to communicate its commitment as a socially responsible company, which has a positive impact on its image, and the fight against discrimination enables the company to comply with the law and thus to limit legal risks (lawsuits, loss of reputation...).

For the Public Economic Sector that ATC is part of it, the diversity issues for companies are largely the same for the public sector. Because it carries out public policies in this area, the public service also has a duty to set an example and must "better represent the nation it serves" which pointed out that public economic sector must play a leading role: "the State must be exemplary to effectively reflect the Diversity of the population and that confirms our choice of ATC as a Case Study. In order to summarize the whole research project, it can be stated, that our research objectives have been met. The theoretical part, the literature review and the interviews complemented each other and created a clearer picture on the issue of the possibility of implementing a diversity policy within a public organization which doesn't take into account the diversity variable. The research positively contributes to the theory on this topic and also delivers practical advises, Thanks to the research methods and analyses.

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APPENDIX A:

ALGERIA TELECOMMUNICATION CORPORATION

3.1. Algeria Telecommunication Corporation

Algeria telecom is a public corporation, considered as a principal telecommunication operator in Algeria. It actives in:

- The fields of Landlines.
- Mobile telephony and Internet.
- Satellite communications.

Algeria Telecom is the leader in the Algerian telecommunications market, which are experiencing strong growth — offering a full range of voice and data to residential and business customers. Its innovation policy, which tailored to fit customer expectations, participates mainly to its position and to attract more and more new uses. Its ambition is to have a high level of technical, economic, and to maintain a lasting leadership in its field, in an environment becomes competitive.

3.1.2. Presentation

- A publicly owned, Joint-stock company (SPA), operating in the network market and Electronic communications services.
- Its birth was enshrined in Law 2000/03 of 5th, August 2000 on the restructuring of the Post and Telecommunications sector, which separates the postal and those of Telecommunications.

- Its corporate capital is: 50,000,000,000.00 DA.
- The number of employees:
 - Women: 17,849 (i.e. 77.4%)
 - Men: 5,206 (i.e.22.6%)
 - Total: 23,055

3.1.3. Activities of Algeria Telecommunications Corporation

- Provide telecommunication services for the transport and exchange of information (voice, written messages, digital data, and audiovisual information).
- Develop, operate and manage public and private telecommunications networks.
- Establish, operate and manage interconnections with all network operators.

3.1.4. The objectives of Algeria Telecommunications Corporation:

AT is engaged in the world of Information and Communication Technologies with three main objectives:

- Profitability
- Efficiency
- Quality of service

Its ambition is to have a high level of technical, economic, and social performance to sustainably maintain its leading position in its field, in a competitive environment.

3.1.5. The fundamentals of ATC:

- Its Slogan: “The Right Choice”: which aims at a new dynamic in order to improve the quality of service and an ambition to move towards proximity with its customers?
- Its vision: As a principal operator in telecommunication, Algerian telecom is more concern to preserve and even develop its international dimensions community. It also participates in the promotion of Information Technologies and Communication (ITC) in Algeria.
- Its mission: The main objectives to ATC in the world of the Technologies of Information and Communication, sets the main axes in order to:
 - Increase the availability of telephone, services and facilitate access to telephone services telecommunications to the greatest number of users, especially in rural areas.
 - Improve the quality of services offered, the range of services rendered and make more competitive telecommunications services.
 - Develop a reliable national telecommunication network connected to highways some information.
 - Involve in the socio-economic development of the country through the provision Telecommunications services.
 - Implement important means to link isolated localities and educational institutions.
- **The responsibilities of ATC**
 - The shareholders: they must deserve their support by valuing their assets.

- The Customers: they have to anticipate their needs by providing them with products and quality of services to earn and maintain their trust.
- The staff: In order to meet their expectations by organizing the best conditions to the fulfillment of everything.

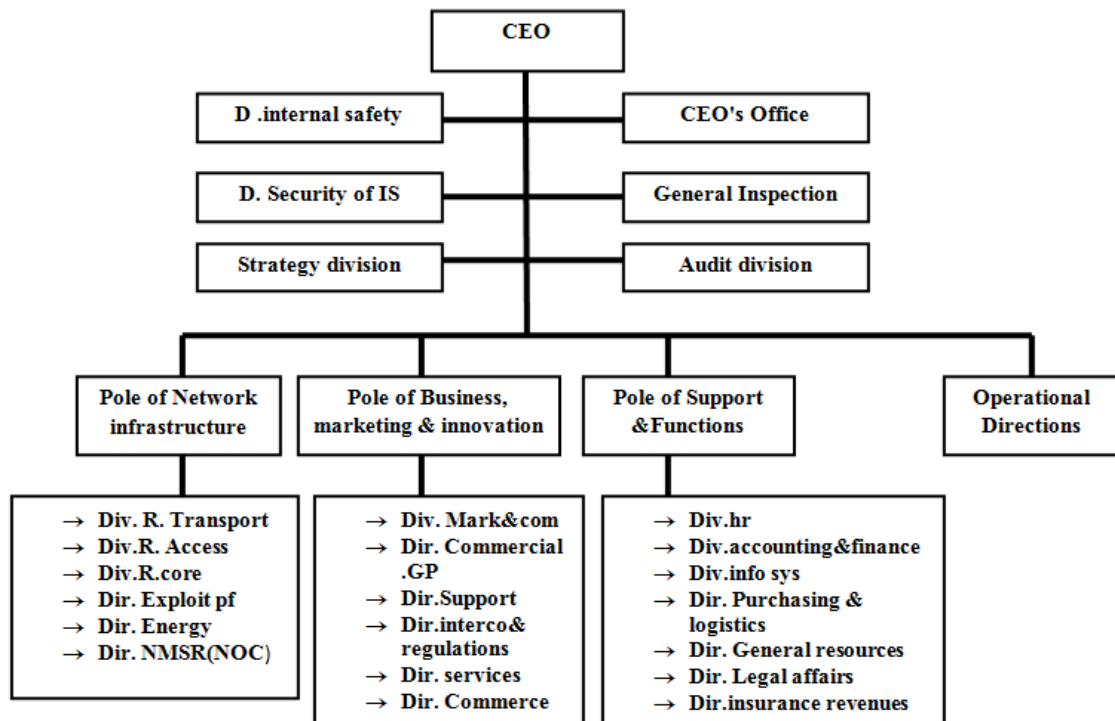
- ATC Organization :

ATC is organized in Divisions, Central, Regional and Operational Directions in each of the 48 districts, around its fixed crafts and services. On the other hand network support functions. To this structure are added two subsidiaries:

- Mobilis: Algeria Telecom Mobile, for mobile phone.
- REVSAT: Algeria Telecom Satellite (ATS), for space telecommunications.

3.1.6. The organizational chart of Algeria Telecommunication Corporation

Figure N°10: The organizational chart of Algeria Telecommunication Corporation:



- Source: ATC HR-DEP .

At Executive Management level, six structures composed of experts and analysts whose mission is to jointly define the most important reports and strategies with GD and they report directly to the CEO:

- The CEO's office: for coordination and animation missions.
- The general inspection: internal control assignments.
- The internal security: internal safety and security control.
- The Audit Division: ensure the proper functioning of the system.
- The Information System Security Department: which is in charge of auditing and controlling the security of all the company's information systems?
- The strategy department: remains directly attached to the company's Chief Executive Officer, due to its transversal action.

The operational directions throughout the national territory are directly attached to the CEO as well as The poles are placed also under the authority of the CEO each one of them is composed of different divisions and sub-directorates as shown by the Chart :

- Network Infrastructure Pole, Business.
- Marketing & Innovation Pole.
- Pole of Support & Functions.

3 .1.7 The Operational Direction

The operational management is a projection that of the General Management. Three sub-directorates are responsible for relaying the central poles, each sub-directorate is composed of different department and services as shown below by the chart:

- S/D Techniques
- S/D Commercial
- S/D Support & Functions

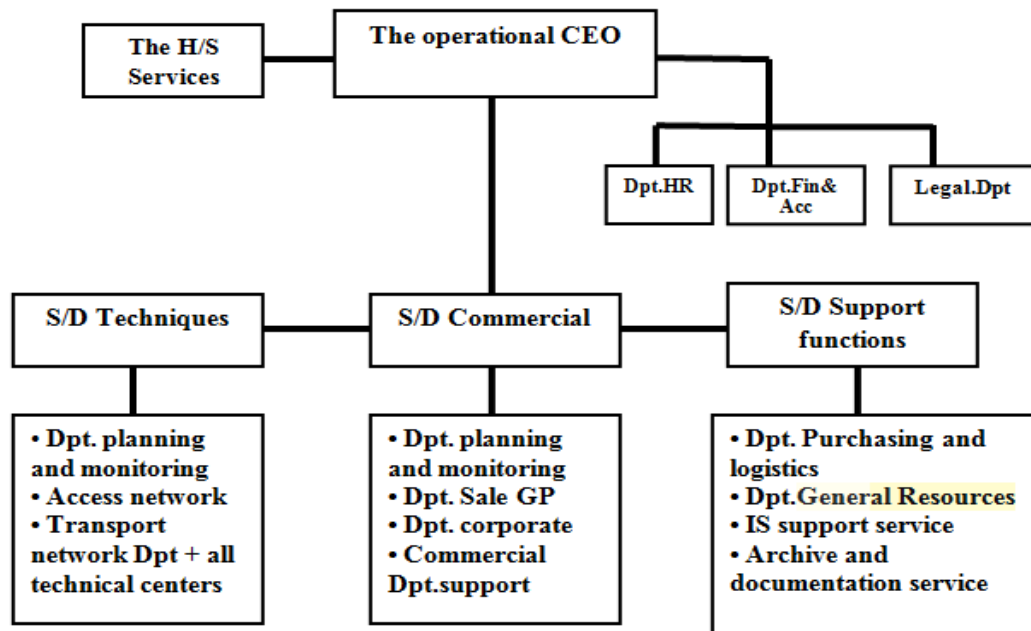
The general management is thus the operational relay for the entire company:

- it applies the directives of the General Management
- it implements the program and the strategy conceived at the level of the DG
- it contributes to the design of the action plan
- it carries out the reporting and the follow-up of the progress of the projects

The operational director reports directly to the CEO and represents him at the local level.

- **The organizational chart of the operational Direction:**

• **Figure N°11: The organizational chart of the operational Direction:**



Source: ATC HR-DEP.

3.1.8. The HR department of the Operational Direction:

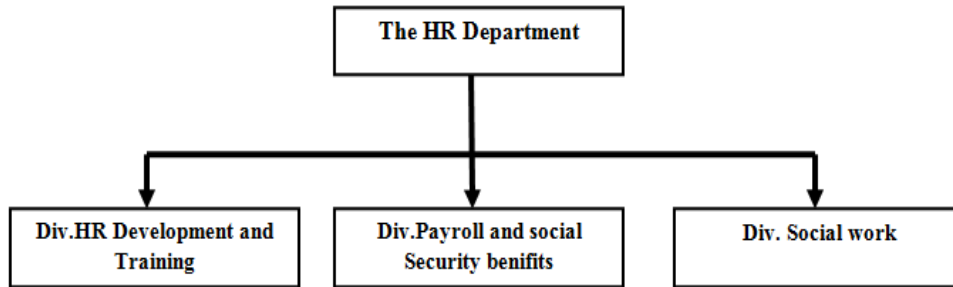
My internship took place in the HR department of Algeria Telecommunication corporate at the Operational Direction of the Province of Sétif.

Through this internship, I was exposed to the different HR practices and activities across all HR services in this department including payroll and social security benefits, career development and training and I was given a realistic picture of the HR side of this directorate as a sample of research to discover how the diversity of workforce with all its dimensions may lead to the company's performance.

1. **Number of employees (OD/Sétif):** 608 in Total.
 - 470 MAN----- (i.e.77.30%)
 - 138 WOMAN ---- (i.e.22.70%)

- **Human Resources Department Chart in the O.D :**

Figure N°12: Human Resources Department Chart in the O.D :



Source: ATC HR-Department.

- **The missions of the HR Department:**

- Ensure the coordination of the various staff activities within the operational management, in particular, recruitment, reception/integration, assignment, promotion, transfer.
- Apply the HR management policies initiated by the general management.
- Carry out and carry out analyses and studies on behalf of the Directorate General on employment development and the HR
- In collaboration with the central level, provide advice and assistance on HR practices and management systems to OD personnel managers.

- **The HR development and training Division:**

- Implement regulatory procedures to ensure the availability of a qualified HR and ensure its development.
- Ensure the maintenance of personnel statistics, their updating and formalize the operational management dashboards.

- Participate with dg in the design of career development programs (develop JEPs, staff assessment tools, and supervise the assessment process)
- Identify and evaluate training needs resulting from the operational management's career plan.

- **The payroll and social benefits Division:** is mainly responsible for:
 - Ensure the preparation and operation of payroll at the plans for the variable elements of the return of payroll documents, and the processing of claims.
 - Ensure that all staff in the operational management are supervised.
 - Ensure the maintenance of staff administrative files.
 - Ensure relations with occupational medicine and external organizations (CNR, CNAS, and Mutuels).

1. The social work management Division :

This service reports administratively to the head of the HR department and to the company's participation committee. It is mainly responsible for implementing programs adopted by the participation committee at the operational direction level.

APPENDIX B: THE INTERVIEW GUIDE

❖ INTERVIEW GUIDE FOR A DIVERSITY AUDIT

- FOCUSED ON ORGANIZATION AND HR PRACTICES

This guide is intended for individual interviews with a sample of employees. Used to verify the existence of diversity within the organization and to test its ability to implement a diversity policy, this questionnaire allowed us to assess its readiness for diversity.

The questionnaire covers 5 aspects of HR organization and practices with strict confidentiality regarding the results of the various interviews conducted:

1. vision and strategy
2. culture/identity
3. cooperation, teamwork
4. leadership
5. Human resources development.

1.1. Sample size:

- The size of the sample will depend on the resources and time available.
- 70 to 80% sample of The Senior Management.
- 5 to 10% of the members of each department in the OD.

1.2. Sampling:

- We used the non-random method: choice based on certain criteria:
- Gender
- Age
- Disability
- Ethnicity and Geographical location
- **INTERVIEW GUIDE:**

<ul style="list-style-type: none"> ➤ Interviewer: ➤ Interviewee: ➤ Date:
<ul style="list-style-type: none"> • Personal data of the interviewee: <ul style="list-style-type: none"> ➤ Age: _____ ➤ Seniority in the organization: _____ ➤ Gender: Female/male ➤ position: _____ ➤ Level: _____

2. INTERVIEWEE'S PROFILE:

Table N°14: the interviewee's profile

F.NAME	POSITION	AGE	GENDER	SINIORITY	G.LOCATION
S L Z	Responsible for the Inspection/Department	39	MALE	14 Y	MILA
DJ R	Head of payroll and social services	42	MALE	17 Y	SETIF
B B	Head of social work Service	42	MALE	12 Y	SETIF
B M	Accountant	44	MALE	15 Y	SETIF
M T	Trainee in probation period	26	MALE	02 Months	SETIF
H A	Responsible for HR Department	37	FEMALE	14 Y	COSTANTINE

G OU	Head of the treasury service	40	FEMALE	13 Y	BEJAIA
CH S	Head of the Legal service	40	FEMALE	14 Y	SETIF
S H	Administrative agent in SCD	46	FEMALE	11 Y	BEJAIA
RR	Administrative agent in HRD	29	FEMALE	6 Y	SETIF
B W	Administrative secretary	43	FEMALE	23 Y	SETIF

Source: The present study.

2.1.1. The questions:

a. Vision and strategy:

- Please describe your organization and its main challenges?
- What is your organization's vision for diversity?
- What do you think of your organization's current diversity strategy?
- If you were the CEO of the organization, what decisions would you make to improve the respect for diversity?

b. Culture / Identity:

- Could you say that diversity is valued by your team/service?
- What personal behaviors are not appreciated in your team/service?
- What does diversity mean to you?
- Do you consider diversified workforce in the organization as a driving force or as a brake?

c. Cooperation, teamwork:

- How satisfied are you with the respect for diversity in your team/service?
- Have you ever faced a discriminatory practice within your organization or within your department? How did you react?
- What are the main areas of improvement for your team/service in relation to the diversity?

d. Leadership:

- How would you describe the typical leadership style in your team/service? What about yours? (If managerial position)

- How do the managers in your department deal with: attitudes, opinions, Suggestions, skills in different contexts?
- How important is diversity within your team or organization to your supervisor?
- If you are a leader, how the diversity within your team is important?
- How are new employees welcomed and integrated? Is there a specific provision for an employee with a disability?
- Do you think your supervisor treats team/service members without discrimination? Based on gender, age, origin, health status, sexual orientation, religion and politics...?
- Do you feel you are being evaluated fairly?

e. Human Resources Development:

- What are the major recruitment and/or retention challenges you see yourself facing? to the future profiles?
- How is the promotion process going in your organization?
- How important would you consider diversity and diversity management to be in your organization? (Give a scale)
- What does diversity mean for HR? Ethical duty? Legal constraint? Potential /benefits?
- What do you see as the main challenges regarding diversity among the leaders and employees of your organization?
- What types of management tools are currently used to implement diversity?
- Would you say that your organization is diverse in the composition of its workforce?
- What do you know about the diversity and equal opportunities policy conducted in a general way?