

Impact of Human Resources Diversity Management on Organisational Performance in the Greater Amman Municipality

Mohammad Izzat Al Halalmeh^a, ^aAssociated Professor in Business Administration Al-Balqa' Applied University, Princess Alia University College Administration and Finance Department, Email: dr.alhalalmeh@bau.edu.jo

The study aims to investigate the impact of human resources diversity management on organisational performance in the Greater Amman Municipality in Jordan. The researcher used descriptive analytical methodology. A self-administration questionnaire was designed according to research objectives and hypotheses. The research population consisted of all managerial top positions and human resources officials in the Greater Amman Municipality head-quarters and the 22 departments. The research used purposive sampling method; thus, 120 questionnaires were distributed over the research sample. The collected data were analysed through using the Social Packaging Scientific System (SPSS) version 20. The research concluded that there is an impact of human resources diversity management on organisational performance in the Greater Amman Municipality in Jordan. There is also a statistically significant impact at a significance level of a ≤ 0.05 of human resources practices on organisational performance in the Greater Amman Municipality in Jordan. The research recommended that the Greater Amman Municipality has to create and increase training opportunities for all workers without discrimination in a way that makes them benefit from their presence in one place despite cultural differences.

Key words: *Human Resources Diversity management, Recruitment and Selection, training, compensation, Career Development Organizational Performance.*



Introduction

Human resources are the main wealth of all organisations, as physical capital looks like natural resources in spite of its importance and necessity; but they are based on an efficient human component and the well-prepared and trained, which pushed the management of those organisations to take care of the related activity of this element by an organisational unit specialised in human resources. This depends on establishing the required practices that contribute to achieving the goals and objectives of the organisation. (Al-Zahra, 2014).

The diversity concept appeared in the United States in the late 1980s; recently there has been a strategy of working with diversity mostly in all world countries. As every industry began to benefit from diversity for the purpose of achieving social, economic and sometimes political gains. There are many reasons that make diversity important for companies regardless of their various activities, such as globalisation, changing labour markets, teamwork strategies, shifting from manufacturing to service economies, mergers and alliances. It should be noted that diversity initiatives enhance creativity and innovation, global understanding, flexibility and productivity in companies.

Diversity in human resources is a global phenomenon; it exists locally and in many different organisations. In the labour market, many institutions and companies have many human resources and cultures of different nationalities, in which experience, knowledge, age, behaviour, specialisation, thinking, physical abilities, and other issues are varied. Together, these differences lead to differences in needs, desires, opinions and trends of human resources, their thinking in organisations and the way they are managed, which should be taken into consideration when developing strategies and public policies to achieve goals and aspirations.

Research Statement

Jordan has witnessed in the last two decades manpower diversity in various sectors. Human resources diversity started when Jordan open its labour market for different nationalities due to Jordan labourers migration to GCC countries, in addition to foreign investment projects which need foreign workers who have experiences related to investment projects. Human resources management in the Greater Amman Municipality had to deal with such diversity since it has different nationalities. So the problem is to answer the following question : Is there any impact of human resources diversity management practices on the Greater Amman Municipality's organisational performance?

Research Significance

The research identifies the impact of human resources diversity management practices in the Greater Amman Municipality's organisational performance, from the managerial staff perspective. In addition, the research provided concerned parties with some information regarding managing diversity in human resources, and that the research concluded results which may benefit those who are interested in human resources advantages of using diversity management

Research Objectives

This research aims to achieve the following:

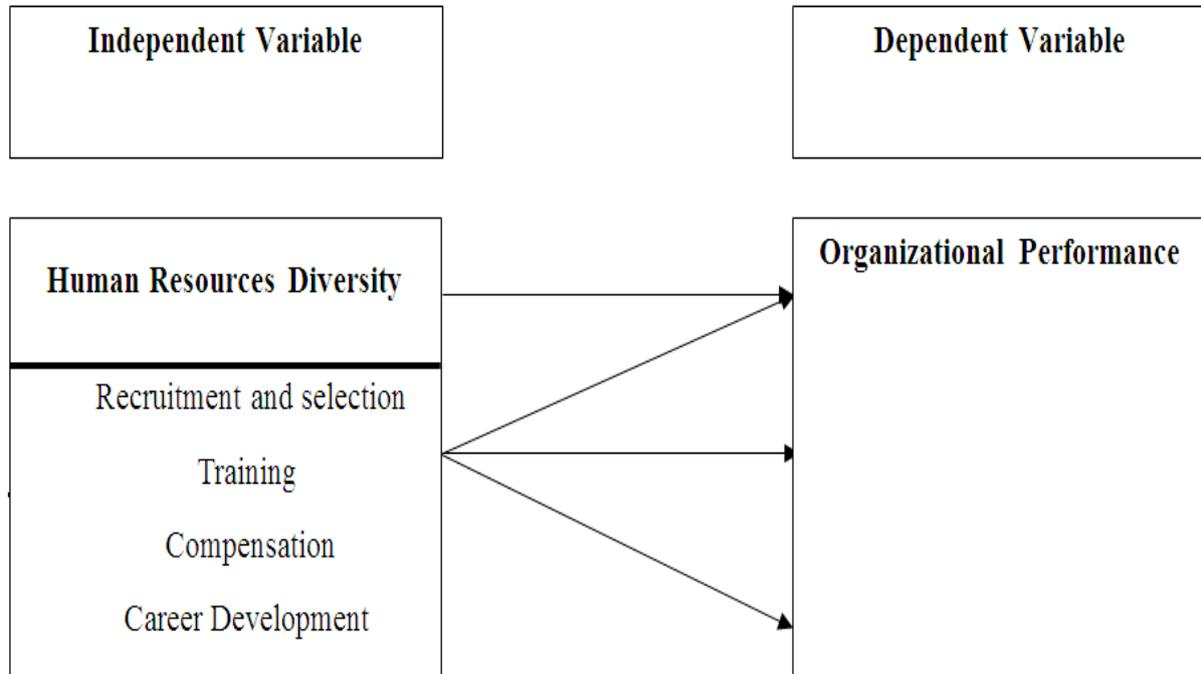
- To investigate the impact of human resources diversity management practices on organisational performance in the greater Amman municipality
- To explain the most important human resources diversity management .

Research Questions

- 1-Is there a statistical significant impact of human resources diversity management At level ($\alpha \leq 0.05$) on organisational performance in the Greater Amman Municipality?
- 2- Is there a statistical significant impact of recruitment and selection at level $\alpha \leq 0.05$ on organisational performance in the Greater Amman Municipality?
- 3- Is there a statistical significant impact of training at level on organisational performance in the Greater Amman Municipality?
- 4- Is there a statistical significant impact of compensation at level $\alpha \leq 0.05$ on organisational performance in the Greater Amman Municipality?
- 5- Is there a statistical significant impact of career development at level $\alpha \leq 0.05$ on organisational performance in the Greater Amman Municipality?

Research Model

Based on the previous literature the model is designed as follows:



Study Hypotheses

H0-1 There is no statistical significant impact of human resources diversity management at level $\alpha \leq 0.05$ on organisational performance in the Greater Amman Municipality

The following sub hypotheses are derived:-

H01.1 There is no statistical significant impact of recruitment and selection at level $\alpha \leq 0.05$ on organisational performance in the Greater Amman Municipality

H01.2 There is no statistical significant impact of training at level $\alpha \leq 0.05$ on organisational performance in the Greater Amman Municipality

H01.3 There is no statistical significant impact of compensation at level $\alpha \leq 0.05$ on organisational performance in the Greater Amman Municipality

H01.4 There is no statistical significant impact of career development at level $\alpha \leq 0.05$ on organisational performance in the Greater Amman Municipality

Literature Review

Human resource management diversity practices involve respecting individual rights as long as the individual performs his job well and appropriately in terms of following organisation



policies, and is treated as one of the organisation's assets. Employees in diverse organisations are promoted on a competency basis and in cases in which diversity is supported. It is well-known that workers from different backgrounds are seen as an important resource to enrich organisation culture. Studies in diversity management have focused on positive action plans and improving equal employment opportunities for marginalised groups as well as minorities. (Klarsfeld, et al., 2016). Sabena, (2014) indicated that the success of any organisation depends on its ability to adapt to diversity. He added that diversity in human resources enhances human resources managers' ability to solve problems.

Ordu, (2016) defined diversity as demographic diversity that characterises an organisation's workforce, in terms of race, gender, culture, nationality, origin, age and religion. Diversity management means the method used in dealing with human resources in order to develop and empower human resources is to change organisational culture, develop a change plan, through which human differences and diversity are invested to increase employees' work efficiency, to improve their skills and performance, and to plan carefully in dealing with diversity sources (Al-Zaboun and Alserisy, 2013.). Badalona & Marques, (2013) argued that diversity management is interfering at different human resources practices and policies such as recruitment, selection, succession planning, performance management, rewards, and so on. This requires effective use of human resource management for diversity planning. Konrad, Yang & Maurer, (2015) argued that diversity management affects six fields of human resources management: connecting the strategy to diversity, employing for diversity, recruitment and selection for diversity, training and development of diverse employees, monitoring diversity management effectiveness, and providing work and life flexibility.

Diversity management practices are integrated and coherent human resource policies that focus on increasing and maintaining a diverse workforce. Studies indicate that diversity management practices can provide companies with a competitive advantage. (Juan,2013). Kyambi, (2015) indicated that human resource diversity management practices enable organisations to achieve their organisational goals and to benefit from human resources diversity as a competitive advantage. According to Manure & Mania, (2013) human resources diversity management practices reinforce organisational performance, productivity, effectiveness and sustainable competitiveness. Human resources management practices can be used to gather people with different ideas and ways of thinking and thus improve performance (Davis, Frolova, & Callahan, 2016).

Human Resources Diversity Management Practices

The research will use the following practices:

1-Recruitment and Selection

Gamage, (2014) indicated that recruitment and selection processes are important functions of any human resource management in any organisation regardless of its activity. Human resources managers should make their selection decisions based on standard measures. Employee's selection process has to be based on an individual's qualifications, competencies, and experience and they should apply anti-discrimination laws (Badalona & Marques, 2013).

2-Training

Dessler (2016) defined training as "equipping employees with skills needed to successfully perform work". Bernadin and Russell (2013) defined training as "any attempt to improve employee performance in a currently held job or one related to it". With respect to a training diversity process it means a systematic process where all human resources are educated regarding cultural, racial and religious differences among all employees in the organisation (Badalona & Marques, 2013)

3-Compensation

Adeoye, (2014) defined compensation as "one of the main function of human resources that include salaries, and wages, which are critical determinants of staff motivation to achieve the goal".

Motivation may be defined as an "internal force that make human beings to behave in a wide range of ways and is, therefore, a very essential part of understanding human individuality" (Tyson, 2014). Compensation diversity in any organisation refers to providing incentives to all employees according to their performance (Meena & Vanka, 2017).

4-Career Development

Career development is a process used to manage an individual's plans and action steps throughout their career to reach their desired career goals (Litano & Major, 2015), due to the fact that women and other individuals who belong to local minorities are neglected in terms of their career development. So, many organisations nowadays are providing them with development programs. (Meena & Vanka,2017).

Organisational Performance

Performance is a comprehensive and continuous activity that reflects the organisation's success, sustainability and adaptability to the environment, in accordance with the standards and foundations established by the institution, in accordance with the requirements of its activity and in the light of the long-term goals.(Al-Shaikh,2010)



Organisational performance is defined as the result of effort and behaviour of all individuals working in the organisation in all departments and divisions, which determines an organisation's ability to achieve outputs and goals of its business by excelling in its performance (Abu Ziyada, 2011).

A number of previous studies investigated the relation between human resources diversity management on organisational performance. For example Al-Jebouri (2017) analysed the impact of human resources diversity management on organisational performance in private hospitals in northern Jordan. The study sample consisted of 244 individuals. The study concluded that management of human resources diversification in hospitals level was higher than those who have extensive experience in the topic of employment diversity, and include these programs with sufficient information about the values and habits and the traditions of Jordanian society. Ardakani, et al,(2016) analysed the effects of diversity management and its methods on human resource productivity. The study sample consisted of 500 employees. The research results confirmed the effects of diversity management on human resource productivity. Kundul, Chawla, Basa (2015) concluded that diversity management has a positive impact on performance .Athir (2014) investigated the impact of diversity in human resources practices on operational performance and its impact on other variables related to performance. The research concluded that diversity in human resource practices has an impact on operational performanc.eValery (2013) found that diversity in human resources impact the company's success and the work group.

Research Method

The research used mixed methodology which include quantitative and qualitative. It involved gathering data that describe events and then organised, tabulated, depicted, and described the data collection; mostly it used graphs and charts to help the reader to understand the data distribution.

Research Population

The targeted population consisted of managerial staff in the Greater Amman Municipality and the municipality employee's workforce of different nationalities were to perform the tasks of the municipality.

Research Sample

The Greater Amman Municipality has twenty-two departments' in different areas of the Capital, each of which provides citizens in their area with municipality services. Therefore the sample covers the managers and their assistants in addition to human resources managers

and their assistants. Moreover the human resources department in the head-quarter manager and his assistant were also taken in consideration .Therefore the sample consisted of 120 managerial positions. Therefore 130 questionnaires were distributed. 122 questionnaires were recollected and two were disregarded due to incompetence.

Data Collection Methods

Two types of data collection were used. Secondary data and primary data. Collection of secondary data collection methods included every data resource that was available to researcher to facilitate obtaining the information needed for purposes of the research. Primary data could be collected by questionnaire (Saunders et al., 2007).

Secondary Data

Secondary data was collected for the purpose of solving the problem which the research was handling. It was collected from various resources such as: books, journals, newspapers, periodicals, and the web net to collect the required secondary data... The basic advantages of secondary data were saving the researcher's time and money, because of its low cost if compared with other collection methods.

Primary Data Collection

The findings that were gained through a self-administrated questionnaire were used to collect the needed primary data. The questionnaire was built based on the previous studies with 5-points likert scale, which consisted of five main parts, starting with the cover letter, then part one which included three control questions, and the third part was about the dimensions of human resources diversity management.

Research Instrument

A self-administrated questionnaire was used to collect the required data, because it is quick and cost-effective, with a high response rate and low bias (Saunders et al, 2007). The questionnaire was distributed in person in order to be sure that all subjects understood the questions well, and for avoiding waiting collection times..

Instrument Validity

The researcher displayed the questionnaire to a panel of experts. Their comments, suggestions and modifications were taken into consideration in building the final version of the questionnaire.

Instrument Reliability

This study used Cronbach alpha to test the consistency of the results produced by the scale. According to this test, the overall reliability level was equal to 93.3 which is considered as an acceptable level of reliability. Table (1) shows values of Cronbach's alpha for each variable of the questionnaire and the entire questionnaire.

Table 1: Instrument reliability

Variable	Items	Cronbach Alpha
Human Resources Diversity Management	25	93.3
Recruitment and Selection	5	79.1
Training	5	72.2
Compensation	5	89.8
Career Development	5	57.9
Organisational Performance	5	82.4

1. Statistical Analysis

The data was coded, entered into the computer and then processed by using the Statistical Package for Social Sciences (SPSS). To achieve the objectives and testing the hypotheses of the study, the descriptive statistical methods, as well as the inferential statistical method, were used as follows: Means and Standard Deviations, T test and Regression analysis techniques were utilised to test the hypotheses. Simple regression was used to test the impact of each variable of the independent variable in the dependent variables:

Table 2: Sample's distribution according to demographic information

Variable	Options	Frequency	Percent
Gender	Males	105	87.5
	Females	15	12.5
Age	From 25 - Less than 30 years	20	16.7
	From 30 - Less than 35 years	25	20.8
	35 years +	75	62.5
Education Level	BSc	90	75.0
	Msc	25	20.8
	PhD	5	4.2
Years of Experience	Less than 10 years	5	4.2
	10 to less than 15	35	29.2
	15 to less than 20	44	36.7
	20+	36	30.0
Job Title	Manager	30	16.7

	Assistant Manager	35	29.2
	Department Head	35	29.2
	Human Resources official	20	25.0

Table (1) shows that 87.5% of the sample are males and 12.5% are females. As for age, 16.7% of the sample are between from less than 25 years to less than 30 years. 20.8% are between 30 to less than 34 years. 62.5% are 35 years and more. With respect to education level 75% have a BSC, 20.8. % have a MSC, and 4.2% have a PhD.

As for experience, 4.2% have less than 10 years experience, 29.2% have experience between 10 to less than 15 years, 36.7% of the sample have experience between 15 to less than 20 years, 30% have experience of 20 years and more. With respect to position, 16.7% are unit managers, 29.2% are assistants mangers, 29.2% are department heads and 25% are human resources officials.

Table 3: Means and standard deviations for statements that describe sample's responses regarding recruitment and selection

No.	Statements	Mean	S.Deviation	Level	Rank
1	The municipality have formal recruitment and selection policy	3.89	.838	High	3
2	There is no discrimination in recruitment practice	4.19	.737	High	1
3	The municipality uses diversity strategy in selecting employees	3.98	.756	High	2
4	The municipality employees have a certain percent of non-Jordanian employees	3.82	.781	High	5
5	The municipality uses special programs to recruit employees from different nationalities	3.83	.901	High	4
	Grand Mean	3.95	.594	High	

Table (3) shows the means of sample responses regarding recruitment and selection are ranging between 3.82- 4.19. Furthermore statement no. (2) “There is no discrimination in recruitment practice” “ranked the first, while statement no (4). “The municipality employees have a certain percent of non-Jordanian employees, ranked the last. The grand mean (3.95) also confirm high agreement of the sample. Table results indicate that the Greater Amman Municipality is interested in applying good recruitment and selection strategies for the purpose of employing the right individuals to carry out the municipality tasks according to the desired standards.

Table 4: Means and standard deviations for statements that describe sample's responses regarding training

No.	Statements	Mean	S.D	Level	Rank
6	The municipality implements international standards related to diversity employees training	4.06	.737	High	1
7	The municipality has regular programs to train and develop all employees without discrimination	3.63	.962	Medium	5
8	The municipality determines diversity training needs of employees in light of its objectives	4.04	.771	High	2
9	The municipality provides training opportunities for non-Jordanian employees	3.87	.894	High	3
10	Training is made in the municipality without discrimination in trainees selection	3.78	.772	High	4
	Grand Mean	3.88	.572	High	

Table (4) shows the means of sample responses regarding training are ranging between 3.63-4.06. Furthermore statement no. (6) “The municipality implements international standards related to diversity employees training” ranked the first, while statement no (7). “The municipality has regular programs to train and develop all employees without discrimination” ranked the last. The grand mean (3.88) also confirmed high agreement of the sample. Table results indicate that the Greater Amman Municipality is keen to train its employee regardless of the nationalist for the purpose of improving their performance.

Table 5: Means and standard deviations for statements that describe the sample's responses regarding compensation

No.	Statements	Mean	S.Deviation	Level	Rank
11	Advancement opportunities are available for all employees	3.90	.834	High	4
12	There is an equity in remuneration	4.08	.784	High	2
13	There is an equity in benefits between employees	4.03	.835	High	3
14	The municipality develops a motivation system that includes all employees	4.11	.786	High	1
15	The municipality has a clear compensation system	3.79	.943	High	5
	Grand Mean	3.98	.707	High	

Table (5) shows the means of sample responses regarding compensation are ranging between 3.79- 4.11. Furthermore, statement no. (14) "The municipality develops a motivation system that includes all employees" ranked the first, while statement no (15). "The municipality has a clear compensation system." ranked the last .The grand mean (3.98) also confirmed a high agreement of the sample. Table (5) also indicates that the Greater Amman Municipality compensates its employees, which is in its turn improving their performance.

Table 6: Means and standard deviations for statements that describe the sample's responses regarding career development

No.	Statements	Mean	S.Deviation	Level	Rank
16	The municipality develops all employees' abilities	4.27	.635	High	1
17	The municipality provides all employees with continuous learning opportunities	3.68	.862	High	4
18	The municipality promotes all employees according to their performance	3.58	.876	Medium	5
19	The municipality investigates weakness points to enhance them	3.97	.783	High	3
20	The municipality has annual plans to train employees	4.01	.761	High	2
	Grand Mean	3.90	.562	High	

Table (6) shows the means of sample responses regarding career development are ranging between 3.58- 4.27. Furthermore statement no. (14) "The municipality develops all employees' abilities" ranked the first, while statement no (18). "The municipality promotes all employees according to their performance." ranked the last. The grand mean (3.90) also confirmed high agreement of the sample. From the table above it is clear that the Greater Amman Municipality is interested in developing its employee's career, which is reflected in improving its organisational performance.

Table 7: Means and standard deviations for statements that describe the sample's responses regarding the organisational performance

No.	Statements	Mean	S.Deviation	Level	Rank
21	The municipality constantly focuses on all employees' satisfaction	3.70	.885	High	5
22	The municipality is keen to benefit from all human resources	3.78	.758	High	4
23	The municipality seeks to diversify new employees	3.94	.781	High	3
24	The municipality responds to changes in its	4.02	.733	High	2

	external work environment				
25	The municipality seeks to organise various training programs to develop all workers skills	4.16	.810	High	1
	Grand Mean	3.92	.609	High	

Table (7) shows the means of sample responses regarding organisational performance are ranging between 3.70- 4.16. Furthermore statement no. (25) "The municipality seeks to organize various training programs to develop all workers skills" ranked the first, while statement no (21) "The municipality constantly focuses on all employees' satisfaction" ranked the last. The grand mean (3.92) also confirmed high agreement of the sample. The table results indicate that training of all employees in the Greater Amman Municipality improved its organisational performance.

Hypothesis Testing

To test the research hypothesis, different statistical techniques were used through the Social Packaging Scientific System. The obtained results are shown in the tables below.

The Main Hypothesis

H0-1 There is no statistical significant impact of human resources diversity management at level $\alpha \leq 0.05$ on organisational performance in the Greater Amman Municipality

Table 8:

Variables	R	R ²	F Calculated	F Tabulated	Sig
Human Resources	.785 ^a	.616	46.066	2.38	000 ^b

Table (8) indicates that the correlation coefficient (R) values is= 0.785. This means that there is a relationship between human resources diversity management and organisational performance. Table (8) also indicates that the determination coefficient R² value is =0.616. This refers to the fact that human resources management diversity variable interprets as 61.6% variance in organisational performance. F calculated =46.066 is more than F tabulated=2.38, and sig value =0.000. Therefore, the null hypothesis is rejected and the alternative is accepted. So, there is a statistical impact of human resources diversity management at level $\alpha \leq 0.05$ on organisational performance in the Greater Amman Municipality in Jordan.

H01.1 There is no statistical significant impact of recruitment and selection at level $\alpha= 0.05$ on organisational performance in the Greater Amman Municipality

Table 9:

Variables	R	R ²	F	Sig	B	T	Sig
Recruitment and Selection	.517 ^a	.267	42.942	.000 ^b	.517	6.553	.000

Table (9) indicates that the correlation coefficient (R) values is= 0.517. This means that there is a relationship between recruitment and organisational performance. Table (9) also indicates that the determination coefficient R² value is =0.267. This refers to the fact that the recruitment variable interprets as 26.7% variance in organisational performance. The table also indicates that the calculated T-value is 6.553 and its significance value is 0.000 which is less than $\alpha \leq 0.05$. Therefore, the null hypothesis is rejected and the alternative one is accepted. So there is a statistical impact of recruitment and selection at level $\alpha= 0.05$ on organisational performance in the Greater Amman Municipality in Jordan.

H01.2 There is no statistical significant impact of training at level $\alpha \leq 0.05$ on organisational performance in the Greater Amman Municipality

Table 10:

Variables	R	R ²	F	Sig	B	T	Sig
Training	.620 ^a	.384	73.611	.000 ^b	.620	8.580	.000

Table (10) indicates that the correlation coefficient (R) value is= 0.620. This means that there is a relationship between training and organisational performance. Table (10) also indicates that the determination coefficient R² value is =0.384. This refers to the fact that the training variable interprets as 38.4% variance in organisational performance .The table also indicates that the calculated T-value is 8.580 and its significance value is 0.000 which is less than $\alpha \leq 0.05$. Therefore, the null hypothesis is rejected and the alternative one is accepted. So there is a statistical impact of training at level $\alpha \leq 0.05$ on organisational performance in the Greater Amman Municipality in Jordan.

H01.3 There is no statistical significant impact of compensation at level $\alpha \leq 0.05$ on organisational performance in the Greater Amman Municipality

Table 11:

Variables	R	R ²	F	Sig	B	T	Sig
Compensation	.587 ^a	.345	62.155	.000 ^b	.587	7.884	.000

Table (11) indicates that the correlation coefficient (R) values is= 0.587. . This means that there is a relationship between compensation and organisational performance. Table (11) also indicates that the determination coefficient R² value is =0.345. This refers to the fact that compensation variable interprets as 34.5% variance in organisational performance .The table also indicates that the calculated T-value is 7.884 and its significance value is 0.000 which is less than $\alpha \leq 0.05$. Therefore, the null hypothesis is rejected and the alternative one is accepted. So there is a statistical impact of compensation at level $\alpha \leq 0.05$ on organisational performance in the Greater Amman Municipality in Jordan.

H01.4 There is no statistical significant impact of career development at level $\alpha \leq 0.05$ on organisational performance in the Greater Amman Municipality

Table 12:

Variables	R	R ²	F	Sig	B	T	Sig
Career Development	.764 ^a	.583	165.274	.000 ^b	.764	12.856	.000

Table (12) indicates that the correlation coefficient (R) values is= 0.764. . This means that there is a relationship between career development and organisational performance. Table (12) also indicates that the determination coefficient R² value is =0.583. This refers to the fact that career development variable interprets as 58.3% variance in organisational performance. The rest 41.7% is due to other factors that are not used in this research; the table also indicates that the calculated T-value is 12.856 and its significance value is 0.000 which is less than $\alpha \leq 0.05$. Therefore, the null hypothesis is rejected and the alternative one is accepted. So there is a statistical impact of career development at level $\alpha \leq 0.05$ on organisational performance in the Greater Amman Municipality in Jordan.

Results and recommendations

Results

Based on the above-mentioned analysis the following results were obtained:

- Means of sample responses regarding statements that measure human resource diversity management response are ranging between 3.90- 4.23. The results indicate sample agreement on all statements mentioned in this regard.



- The analysis indicates that human resources diversity management (recruitment and selection process, training, compensation, career development) had an impact on organisational performance in the Greater Amman Municipality, since diversity in the four practices enhance the performance through acquiring more knowledge and experience that enhance their performance

Recommendations

The research recommended that the Greater Amman Municipality has to explain the advantages of human resources diversity, and should make its employees aware with the diversified human resources contributions in its performance. The Greater Amman Municipality has to create and increase training opportunities for all workers without discrimination in a way that makes them benefit from their presence in one place despite cultural differences. The Greater Amman Municipality has to improve its selection policy to deal with the human resources diversity. Future researches are recommended in other organisations whose work nature requires human resources diversity.



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