

# The Impact Of Human Resource Diversity Management On High Performance An Applied Study In The General Directorate Of Education Of Baghdad / First Rusafa

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## Abstract

The study aims to identify the impact of diversity management of human resources in high performance by adopting an integrated approach . Accordingly, the study addressed two variables, namely diversity management of human resources As an independent variable with its dimensions (support and commitment of senior management - Diversity training ) High performance as a dependent variable To form the framework around which the study revolves.

The problem of the study was that there is a weakness in the diversity management of human resources, which negatively affects its high performance, and this problem was framed by a set of questions that were the basis for building the practical side .the General Directorate of pavement education was chosen as the first field to conduct the study, while the sample of the study was the intention ( for the director general, assistants, department managers, divisional officials and unit managers) in order to answer the questions related to the problem of the study. The main hypotheses were formulated with sub-hypotheses for each of them to find out the correlation relationship To answer the questions raised in the Study Problem, a scheme was designed The hypothesis of the study reflects the relationship of correlation and influence between its variables and a questionnaire was developed depending on the sources The scientific method adopted as the main tool for collecting the necessary data from the members of the study sample in its practical aspect within the The research directorate . The study came out with a set of conclusions, the most important of which are: - the results of the descriptive analysis of the dimensions of Diversity Management showed The relative importance of the dimension of support and commitment of senior management came first and this indicates However, this dimension is important for managing diversity by building and spreading the vision of diversity to all human resources The most important recommendations were: - creating a high managerial commitment to diversity by spreading the vision of diversity to all working individuals and a high level of management that recognizes the existing differences and works To explore them in a way that contributes to enhancing their behavior towards high performance .

**Keywords:** (diversity management for Human Resources, high performance ).

## INTRODUCTION

Contemporary business organizations strive to achieve high performance in their activities through the successful implementation of a set of interrelated processes and practices and through

special programs and multiple methods and Means It aims to increase and improve performance so that it can respond quickly to the requirements of the environment and contribute to the achievement of Excellence and excellence

in its work to ensure the success of its business and achieve its goals, and the result of its work under very accelerated, interactive and complex environmental conditions and factors has taken on a wider scope than it was before, and has become. These contemporary factors have significant and powerful influences on both organizations and resource management practices. One of these influences is diversity as one of the contemporary challenges in the human resources management environment, which is determined by many areas such as gender, age, nationality, religion, etc. With the increase of diversity and importance to benefit from, invest and employ it positively to enhance the high performance of the organization, an effective management of this diversity should accommodate and recognize these diverse backgrounds in the workplace in ways that entice human resources to stay in the organization, and provide them with diverse and continuous contributions through their skills, abilities and experiences that enable the organization to

As an important indicator that indicates the strength or weakness of the organization's management.

Based on the above, the research was divided into six sections, where the first section of the research methodology came. The second department of diversity for human resources and the third research for high performance. The fourth research results of data analysis. The fifth part of the conclusions and the sixth part of the proposed recommendations.

## Research Methodology

### First : The Problem Of Research

The main aspect of the research problem concerns how to deal with the diversity management of human resources in a way that helps to make the most of its advantages and avoid its problems and adopt the policies of the Department effectively, and the other aspect related to high performance, which forms a basic pillar related to the attitudes of the Directorate's cadres towards its employees, which affects their behavior. Their

3. provide a set of conclusions and recommendations that will enhance the

performance, which is becoming increasingly important and difficult in light of the diversity of the human resources of the Directorate. Based on this, the research problem can be framed by asking the following questions :-

1. is there a clear perception among the managers of the research directorate of the concept of diversity management for Human Resources And its importance?
2. are there any serious attempts to foster human resources with various personal dimensions?
3. What is the level of understanding of the concept of high performance in the surveyed sample?

### Second: The Importance Of The Study

The importance of the study lies in the importance of the researched variables (diversity management for Human Resources, high performance), which represent modern topics in contemporary administrative thought, especially the field of Human Resources Management, and despite the growing global interest in studying these variables, there is a scarcity in Iraqi studies in particular, so the researcher is trying to enrich knowledge in the field of business Human resources and relying on the latest relevant Arab and foreign sources.

### Third: objectives of the study

The main objective of the study is to identify the impact of diversity management of human resources on high performance in The main objective is a set of the following objectives :-

1. knowledge framing of the main study topics (diversity management of human resources and high performance )And its sub-variants to increase knowledge of these modern topics and try to fill part of the shortage with this. The aspect of the literature reviewed is related to the subject of the study.
2. clarify and explain the nature of the correlation relationship and the influence between the main and sub-study variables.

level of knowledge and application among the study sample members of the

study variables in the light of the results of the study and in a way that helps to take appropriate decisions on human resource diversity management practices and achieving high performance.

#### Fourth: The hypotheses of the study

The hypothesis represents a possible solution to the problem by proving its validity or negation (Abdul Rahman, 2018: 87). The hypotheses of the study can be identified, which consist of two main hypotheses and two sub-hypotheses to embody the goals to be achieved, which can be clarified as follows:

##### 1- The first main hypothesis

There is a significant, statistically significant correlation between (diversity management of human resources and high performance), and two sub-hypotheses emerge from it, as follows:

1-1 There is a statistically significant correlation between training on diversity and high performance.

1-2 There is a significant statistically significant correlation between the support and commitment of senior management and high performance.

##### 2- The second main hypothesis:

There is a significant and statistically significant effect (for managing diversity for human resources in high performance) and two sub-hypotheses emerge from it, as follows:

2-1 There is a statistically significant effect between training on diversity in high performance.

2-2 There is a statistically significant effect between the support and commitment of senior management in high performance.

#### Fifth: The Hypothesis Of The Study

According to the theoretical framework of the variables of the study and what is required for the systematic treatment of the problem of the study, and the objectives expected to be achieved in a systematic and practical sequential manner, it is required to build a hypothetical scheme that depends on two main variables, namely the independent variable (diversity management for human resources) and includes two dimensions (diversity training - support and commitment of senior management) and performance High as a dependent variable, as shown in Figure (1), which expresses the nature of relationships and trends of influence between variables.

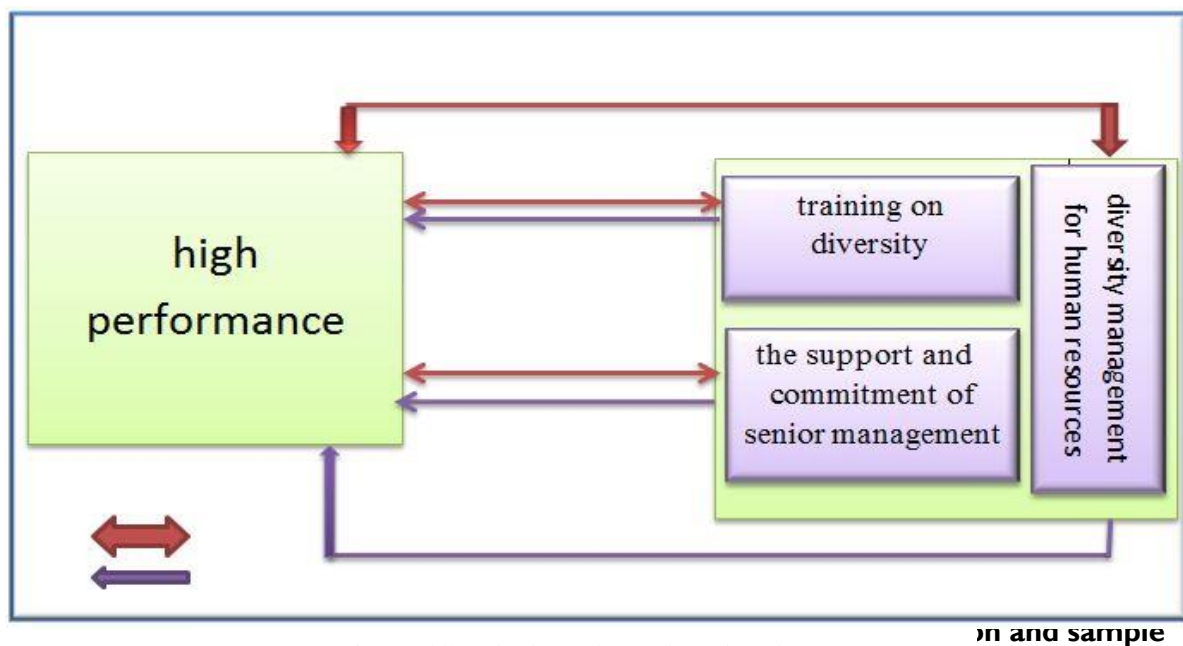


Figure (1): The hypothetical study scheme

1- The study population is represented by the General Directorate of Education of Rusafa,

given that the researcher is an employee in the mentioned directorate.

2- The sample of the intentional study was represented by the leaders of the above-mentioned directorate of all those occupying the functional positions represented by (the general manager, the general director's assistants, heads of departments, people's officials, and unit managers) as they are the most familiar with the variables of the study and in a manner that ensures the accuracy of the results of the analysis (descriptive and analytical) as a result Their functional experience, administrative levels, and their active participation in the field of guidance for high performance through the diversity management of human resources, and the researcher's dependence on two intentional samples, which are as follows:

**A- Sample of personal interviews:** The researcher conducted personal interviews with a number of officials in the aforementioned directorate, with the aim of collecting general information, diagnosing the problem and clarifying the nature and purpose of the study and to serve the subject of the study. This sample included (15) fifteen directors of the people's officials and managers units.

#### **B- A sample of the questionnaire**

(101) questionnaires were distributed to the members of the study sample, whose total number is (101) managers, and the number of forms that were retrieved was (98) forms, and the valid ones for statistical analysis were (93) forms and (5) forms not valid for statistical analysis, representing a sample final study.

### **Diversity Management For Human Resources**

#### **First: the concept of diversity for human resources**

Although the concept of diversity in the management literature has been present for more than twenty years until now. However, the academic interest in this subject was modest in its clarification, and today the term diversity attracts the interest of many researchers who study social phenomena from a variety of points of view. There is an interest in holding an annual conference to discuss the issue of diversity.

Many academic works on diversity have been published in the past few years. Diversity has also entered academic institutions, in addition to its teaching in universities at the level of business administration colleges. (Al-Baghdadi and others, 2018: 192)

The views of researchers on the definition of diversity of human resources differed, as each researcher defined it according to his own concept, where he defined it (Dessler, 2013:81) as the difference carried by one or more groups of workers, and this difference includes race, religion, nationality, culture, gender and age, while he defined it ( Nasser, 2021: 5) as a fundamental difference that distinguishes a person or an individual from others, so that each individual possesses a wide range of visible and hidden characteristics and qualities.

#### **Second: The concept of diversity management for human resources**

Although diversity research is more rigorous in theory, there is ambiguity regarding diversity management, as it depends on the way in which social identities are understood according to the basic characteristics of individuals and whether diversity management will lead to any changes in organizations where diversity management has become A common practice (Al-Baghdadi et al., 2018: 200)

Based on the foregoing, researchers differed in setting a unified definition of diversity management for human resources, where each researcher defined it from his point of view, and it is as follows, where he defined it (Jabr, 2016: 234) as having a fair interaction between diverse cultures with the possibility of creating common cultural expressions through dialogue. And mutual respect at the local, regional and international levels, and from the point of view of (Abu Lifa, 2020: 270) he defined it as the practices followed by organizations to provide an atmosphere that accepts dealing with diversity in various forms, taking advantage of the advantages of diversity, and following administrative procedures that address differences in human resources and integrating ideas of diversity in Administrative processes, while (Nasser, 2021:27) defined them as voluntary organizational procedures designed to create greater integration of employees from

different backgrounds in formal and informal organizational structures through deliberate policies and programs.

### **Third: The Dimensions Of Diversity Management For Human Resources**

#### **1- Training On Diversity**

Diversity training is defined as a set of activities and programs designed and directed, to raise the level of employees' skills and experiences, or to positively modify their behavior and behavior with regard to the diversity of human resources in the organization, acceptance and interaction with them (Al-Rubaie, 2019: 58).

As for (Lemon, 2019: 224), training on diversity is defined as training courses that help to understand the benefits of diversity through special centers affiliated with the organization. This training allows individuals to identify the similarities and differences between them and work with each other, which leads to a common language between them as well as Developing awareness among employees and openness to different cultures.

#### **2- The Support And Commitment Of Senior Management**

The organization's interest in the diversity of its human resources and its management by setting the necessary procedures, policies and laws for an effective management of diversity and integrating them into all organizational processes and the basic values of organizations through a visionary mission and objectives of the organization (Al-Lemon, 2019: 225)

(Noe, 2020, 473) refers to a set of foundations for the success of the support and commitment of senior management through the following points:

- 1- Working on a feasibility study for diversity.
- 2- Inclusion of diversity as part of the business strategy and company objectives.
- 3- Participation in diversity programs, and encourage all managers to attend.

- 3- Ensuring that the composition of the executive management team reflects the diversity of the workforce.

### **High Performance**

#### **First, The Concept Of Performance**

The historical tracking of performance and attention to it and the development of indicators to measure it is as old as human civilization and the advancement in the features of this civilization. The evidence indicated that the Pharaohs, the Babylonians and the ancient Chinese were the first to refer to the concept of performance. The traditional view of thinkers in this field, including the engineer (Taylor), the pioneer of the school of scientific management, is embodied in giving an accurate concept of performance and attention to its measurement, and this is through careful study of the movement that was performed by the workers and the timing of each of them in order to reach the time required to perform each movement and how to perform it. That is, within the framework of what is known as the study of (time and motion). (Shehab, 2016:38).

(Al-Waeli, 2020: 54) believes that the organization that has the ability to use all its resources in an efficient and successful manner in order to achieve its goals by maximizing its outputs in a greater proportion than its inputs is the organization whose capabilities are stronger to confront environmental challenges and occupy advanced positions over its competitors In the field of work itself, performance is defined as the last link that the organization wants to achieve, or it is the goals that the organization seeks to reach effectively and efficiently. (Amer, 2020: 59) defines performance as the extent to which employees are able to obtain good results in the least time and effort to contribute to solving the problems faced by organizations and achieve the required goals that ensure staying in the organization as long as possible.

## Second, The Concept Of High Performance

High performance is one of the contemporary management concepts that has received a high level of attention by many organizations as the essential and decisive element for the success and survival of organizations in light of the business environment characterized by rapid changes and intense competition that maintain the sustainability of the organization.

It is considered one of the important topics, as Adam Smith published his book *The Wealth of Nations* in 1776, in which he discussed the basic labor organizations and their divisions adopted by factories at the end of 1700, which coincided with the emergence of the Industrial Revolution and the taking of individuals to work in jobs organized in a hierarchical hierarchy called organization. This traditional formula is present and applied during the twentieth century, but recent years have witnessed remarkable changes, whether in jobs or organizations themselves under the influence of many variables, the most important of which are: globalization, technological developments, increasing public requirements, information technology ... etc., and organizations began to search for new forms of organization and investment of resources. The need for new forms of organization is considered a good base for high-performance work and an essential and integral part of the organization's strategy, which in turn supports innovation technology, social skills and strengthens links in the workplace (Al-Joufi, 2010: 62).

Writers and researchers in the field of business administration in general and human resources management in particular differed about the development of a unified definition of high performance, as (Al-Joufi, 2010: 64) defined it as the degree to which the organization exceeds the normal performance and reaches the stage after success through leadership capabilities and core competencies and building teams. Work within the organization, and defined (Al-Ghazawi, 2021:44) a set of administrative practices and employee behaviors supported by high performance work systems and the good management and participation they provide for organizations in work that leads to employee satisfaction, increase their skills, develop their innovations, and then improve organizational

performance in order to reach to superior organizational performance.

## Practical Analysis

### First: Descriptive Analysis Of Diversity Management For Human Resources And Its Dimensions

#### *1- Descriptive analysis of the level of the sample's answers to the training items on diversity.*

We see in Table (1) that he achieves the weighted arithmetic mean value of (3.815) for the independent dimension of diversity training, which is greater than the value of the hypothetical average. The response of the sample members, to prove that the level of importance of the sample's answers to all the items of diversity training tended towards agreement and with a high response level, and the standard deviation was (0.622), which shows the extent to which the sample's answers match with regard to the diversity training items, and formed the relative importance of the diversity training dimension. (76.31%), documenting the agreement of three quarters of the study sample on the interest of the General Directorate of Education in Baghdad, Rusafa First, in diversity training, according to the opinions of the study sample

Table (1) achieves the levels of importance of the paragraphs within the independent dimension of diversity training, and it was distributed among the highest level of response was to paragraph (6) among all the paragraphs of training on diversity with a weighted arithmetic mean value of (4,333) and a standard deviation (0.441), and relative importance formed (86.67%) To confirm this, more than three quarters of the study sample agreed that the Directorate provides training opportunities for all its human resources regardless of their cultural diversity.

Table (1) documents that paragraph (10) achieved the lowest response level among all paragraphs of the independent dimension of diversity training, as the weighted arithmetic mean value was (3.333) and the standard

deviation was (0.73), and the relative importance constituted (66.67%). To confirm this, the agreement of more than two-thirds of the study sample that the General Directorate of Education in Baghdad, Rusafa First, focuses in its training programs on introducing workers to the advantages of the diversity of human resources and how to benefit from it.

**Table (1)** The level of the sample's answers to the paragraphs of the independent dimension Diversity training

Response level	% Relative importance	standard deviation	weighted arithmetic mean	the scale					vertebrae	Symbol
				Non Agreed Completely	Non Agreed	neutral	Agreed	Totally agree		
				1	2	3	4	5		
				Repetition	Repetition	Repetition	Repetition	Repetition		
very high	86.67%	0.441	4.333	1	2	5	42	43	The Directorate provides training opportunities for all its human resources, regardless of their cultural .diversity	Q06
high	76.13%	0.564	3.807	1	8	18	47	19	The directorate identifies training needs based on the results of continuous assessment of human resources without discrimination	Q07
high	76.77%	0.617	3.839	1	10	15	44	23	Training programs in the Directorate are designed based on the functional needs of its human .resources	Q08
high	78.06%	0.613	3.903	1	6	23	34	29	The Directorate holds training courses in order to solve the problems resulting from diversity in human resources	Q09
high	66.67%	0.73	3.333	3	21	22	36	11	In its training programs, the directorate focuses on introducing employees to the advantages of the diversity of human resources and how to benefit .from it	Q10
high	73.55%	0.765	3.677	2	16	15	37	23	The general manager, assistants, department managers and divisional officials participate in training programs when dealing with the diversity of .its human resources	Q11
high	76.31%	0.622	3.815	training on diversity						X2

## **2- Descriptive analysis of the level of the sample's answers to the paragraphs of support and commitment of the senior management.**

We see in Table (2) that the value of the weighted arithmetic mean reached (3.873) for the independent dimension of support and commitment of senior management, which is greater than the value of the hypothetical average. The value of the weighted arithmetic mean for this independent dimension came within the category between (3.4 to less than 4.2) in the power matrix. The response of the sample members, to prove that the level of importance of the sample's answers to the total paragraphs of support and commitment of the senior management tended towards agreement and with a high response level, with a standard deviation of (0.616), which shows the extent of homogeneity of the sample's answers regarding the paragraphs of support and commitment of senior management, and the relative importance of the dimension of support and commitment of the senior management (77.46%), which shows the agreement of more than three quarters of the study sample that the General Directorate of Education in Baghdad, Rusafa First, is concerned with the support and commitment of the senior management, according to the opinions of the study sample.

Table (2) achieves the levels of importance of paragraphs within the independent dimension of support and commitment of senior management has been distributed among the highest level of response achieved by paragraph (1) among all paragraphs of support and commitment of senior management with a weighted arithmetic average of (4.194) and a standard deviation (0.379), and the importance of A proportion of (83.87%), to confirm this, is the agreement of more than three quarters of the study sample that the senior management in the directorate supports the employment of both nationalities of human resources with diverse cultures.

Table (2) documents that paragraph (5) has achieved the lowest level of response among all the paragraphs of the independent dimension, the support and commitment of the senior management, as the value of the weighted arithmetic mean was (3.720) and the standard deviation was (0.719), and the relative

importance formed ( 74.41%) to confirm this the agreement of more than two thirds of the study sample that the Directorate shows respect for all cases of diversity in human resources.



*Table (2) sets out the sample's answers to the independent dimension's paragraphs. Senior management support and commitment*

Response level	% Relative importance	standard deviation	weighted arithmetic mean	the scale					vertebrae	Symbol
				Non Agreed Completely	Non Agreed	neutral	Agreed	Totally agree		
				1	2	3	4	5		
				Repetition	Repetition	Repetition	Repetition	Repetition		
high	83.87%	0.379	4.194	0	3	7	52	31	The directorate's senior management supports the recruitment of both genders from human .resources with diverse cultures	Q01
high	78.28%	0.551	3.914	1	5	19	44	24	The directorate introduces the required changes to the systems when needed to improve diversity .management	Q02
high	76.34%	0.781	3.817	3	11	15	35	29	The Directorate seeks to make changes in its mission, philosophy and policies to improve the management of the diversity of human resources, such as the inclusion of women in .administrative positions	Q03
high	74.41%	0.648	3.72	3	7	21	44	18	The directorate's philosophy is based on developing services for human resources regardless of the difference in personal .characteristics	Q04
high	74.41%	0.719	3.720	2	14	13	43	21	Appear Directorate out of respect for all cases of diversity in human resources.	Q05
high	77.46%	0.616	3.873	Support and commitment of senior management						X1

Source: Prepared by the researcher according to the answers of the study sample and the data of the SPSS V25 program

## Second, hypothesis testing

### *A- The link between diversity management for human resources, with its independent dimensions, and high performance.*

The researcher uses the (Z-TEST) test to test the hypotheses of the relationship between diversity management for human resources in its independent dimensions (diversity training, support and commitment of senior management) and high performance, as he will accept the hypothesis of association if the probabilistic value (p value) corresponding to the calculated Z value is smaller or The level of morale used in the study is equal (0.05), and the calculated Z-value will be greater than its tabular counterparts of (1.96), documenting acceptance of the correlation hypothesis with a confidence of 95%, while the researcher uses Spearman's correlation coefficient between variables to explain the strength and direction of the correlation between the diversity management of resources Humanity with its two dimensions of independence and high performance.

The results of the correlation hypothesis test were Between the diversity management of human resources with its independent dimensions and the dependent variable represented by high performance as follows:

#### **1- The link between training On versatility and between high performance**

Acceptance of the sub-hypothesis which is (there is a significant statistically significant correlation between training on diversity and high performance), which confirms the acceptance of the second sub-hypothesis emanating from the first main hypothesis with a confidence rate of (95%), as the calculated Z value reached (6.618), which is significant, While the value of the correlation coefficient between the independent axis of diversity training and high performance was (0.690 \*\*), which indicates a strong direct correlation between diversity training and high performance according to the opinions of the study sample members.

#### **2- The link between the support and commitment of senior management and high performance**

Acceptance of the sub-hypothesis which is (there is a significant statistically significant correlation between the support and commitment of senior management and high performance), which confirms the acceptance of the second hypothesis emanating from the first main hypothesis with a confidence rate of (95%), as the calculated Z value reached (7.194), which is significant, While the value of the correlation coefficient between the support and commitment of senior management and high performance was recorded (0.750 \*\*) to prove that there is a strong direct correlation between the support and commitment of senior management and high performance according to the opinions of the study sample.

### *B- The impact of diversity management for human resources with its independent dimensions on high performance.*

The researcher uses the (F-TEST) test to accept or reject the hypotheses of the impact of diversity management for human resources in its two dimensions (diversity training, support and commitment of senior management) on high performance. Also, the calculated F value is greater than its tabular counterparts of (4.0012), documenting the hypothesis acceptance by (95%). As for knowing the percentage of interpretation of diversity management for human resources for changes in high performance, the researcher benefits from the coefficient of determination R<sup>2</sup> (Coefficient Of Determination). In this stage of the analysis, the researcher will test the second main hypothesis and the sub-hypotheses that emanate from it:

The results of the statistical analysis to test the hypothesis of the impact of diversity management for human resources in its independent dimensions on the dependent variable represented by high performance were as follows:

#### **1- The effect of training on diversity in high performance**

Acceptance of the first sub-hypothesis that (there is a significant and statistically significant effect of training on diversity in high performance) derived from the second main hypothesis with a confidence percentage of (95%), as the calculated F value was (82.816), which is significant, and the value of the coefficient of

determination was (47.6%).) which indicates the percentage of interpretation of diversity training for the variable that expresses high performance.

## **2- The impact of senior management support and commitment on high performance**

Acceptance of the second sub-hypothesis that (there is a significant effect of statistical significance for the support and commitment of senior management in high performance) derived from the second main hypothesis with a confidence percentage of (95%), as the calculated F value reached (116.796), which is significant, while the value of the coefficient of determination was (56.2%), which indicates the percentage of interpretation of the support and commitment of senior management to the variable that expresses high performance.

### **Conclusion**

Within the framework of this topic, the conclusions that have been reached based on the results of the statistical analysis of the practical side of the study are presented, which are as follows:

1- The results of describing and diagnosing diversity management for human resources showed that the answers of the study sample members were positive, but they are not at the required level compared to what leads to the provision of a set of organizational policies and practices related to the diversity of human resources as a necessary factor for the success of the organization.

2- The results of the study hypotheses test proved the existence of a significant correlation to the management of human resource diversity and high performance. This indicates that the surveyed directorate was able to use diversity management for human resources to enhance high performance. It has been shown that the support and commitment of the senior management is the most closely related dimension through financial commitment and granting equal opportunities and treatment with justice, which contributes to enhancing the behavior of all employees towards performance.

3- The results of the study hypotheses test showed a significant effect of diversity

management for human resources on high performance, which indicates that the surveyed directorate was able to employ the change in the diversity management of human resources to make more changes in high performance. The rest of the dimensions are in enhancing the behavior of all employees towards performance.

### **Recommendations**

Based on the foregoing conclusions in the fifth topic, it is possible to come up with a set of recommendations that contribute to reaching the best ways to achieve the impact of the management of diversity of human resources in high performance

- Supporting the process of building and developing the Diversity Department of Human Resources by the General Directorate of Education of Rusafa First by targeting all its dimensions, based on the fact that the sum of these dimensions has a greater impact on high performance than what each dimension does separately, as follows:

A- Finding a high administrative commitment to diversity by spreading the vision of diversity to all working individuals and at a high level of management that recognizes the existing differences and works to explore them, in a way that contributes to enhancing their behavior towards high performance.

B- Paying attention to training programs with various objectives on diversity to change the trainees' convictions and orientations about diversity management, including the concept, importance, dimensions, benefits and challenges to facilitate its efficient management.

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