

# Assessing the reality of the strategic diversification of human resources management in non-governmental organizations: A Case Study (University of Al-Qalam College)

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## **Abstract**

*Diversity is treated as a blessing from Allah, in which organizations have a significant diversity of experiences, obtained skills, thinking strategies, and the possibility of presenting new initiatives and ideas as a result of the strategic diversity of human resources that benefits the organization significantly. Moreover, respecting diversity and managing it well can lead to job stability. Productivity can also be increased, whether at the level of individuals or departments, because when individuals from various groups feel of appreciation, justice and equality in working, they will make every effort to raise the level of performance. Perhaps creativity and making up something new is the basic element of competition in today world,*

*Members of various groups usually attempt to prove their presence through perseverance. From this launching point, the current study aims at demonstrating the possibility of evaluating the strategy for human resources in the organization researched in Kirkuk governorate. After field visiting the organization and learning the mechanism of dealing and interviewing the general managers there, the data and required information were collected by depending on the examination list. After collecting the data, it is analyzed by means of the Excel program. In light of the results of the analysis, the study can reach a number of conclusions and recommendations that suit the nature of the study.*

**Keywords.** Organization, strategic diversification, Management, human resources

## **Introduction:**

Globalization, demographic changes, and lack of talented employees all contribute to increasing interest in strategic diversity in human resource management. The concept of diversity emerged in the 1980s, but nowadays it appears more often, especially in the business, scientific, social and legal context. Since the diversity of management (dm) is part of the European strategy. The study also contains different views on dm and its practical use. Therefore, the practical uses of the concept of dm, are conclusions from the research in the field of human resource management and the summary of the study review shows that there is a gap in rating strategic diversity in spite of reporting positive reviews by employers. But

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it can be solved because the researched organization tends to implement dm practices mainly to improve their aspect and to aspire to continuous development of human resource and for legal reasons. the contents of the research were framed according to the following axes;

- methodology and procedures of the study
- The theoretical framework of the study
- practical side
- conclusions and recommendations

### **1-methodology and procedures of the study**

**1-1 The problem of study:**The current problem of the study lies in the question “Do the managers in the researched organization have a clear perception of the diversity of the strategy for managing human resources? Do managers in the researched organization have a clear vision on the role of strategy diversity for human resources management in the organization? And do the surveyed organization use strategy diversity to manage human resources in whole or in part?

#### **1-2 The importance of the study:**

It is significant to be acknowledged about the diversity of the strategy for human resources management and the extent of the commitment of the researched organization. It also gains importance through trending towards the use of strategic management of human resources in organizations, which contributes to achieving competitiveness and empowering them in providing better services and focusing on strategic steps to manage the human resource that directly and directly serve employees.

#### **1-3 Study Objectives:**

The key objective of the study is the possibility of assessing the diversity of the strategy for human resources management in organizations working in Kirkuk governorate, especially for private education, through a case study by diagnosing the problems facing the application of the strategy diversity for human resources management in the researched organization and treating these problems by relying on both sides of the theoretical and practical study.

-Presenting a set of suggestions through the results of field research, which gives a clear perception of the importance of using strategic management of human resources in the organization.

#### **1-4 The hypothesis of the study:**

The current study depends on one hypothesis, which is the researched organization applies, in most of its aspects, the strategic diversity of human resources management in making administrative decisions.

#### **1-5 Methods of data collection:**

This paragraph is divided into two aspects: The first is the theoretical aspect, as it was covered depending on what is available in terms of books, research, letters, and narratives. The second: the practical side, the coverage was done by reference to a checklist that was designed for this purpose, as this list adopted three scales verified and weighed 3, partially verified and weighed 2, unrealized and weighed 1.

#### **1-6 Community of the study:**

The study community includes managers at higher levels and heads of departments, divisions, and units. The study relied on a descriptive analytical approach.

The indicators used to measure the results of the study: In order for the study to obtain an accurate result, the study used three indicators to measure its results:

First: the weighted arithmetic mean = the sum of (weights \* frequencies) / m total of the occurrences

Second: Application ratio = weighted arithmetic mean / highest degree of measurement which is 3

Third: The gap ratio = the difference between implementation or not, for example, if the application rate is 90%, then the gap is 10%.

### **1-7 The determinants of the study**

One of the most important determinants of the study is the time range, where data were collected on the study variables for the period extending from 2019-2020.

## **2- The theoretical framework of the study**

### **2-1 The concept of strategic diversity for human resources:**

The diversity of human resources is built on the basis of different characteristics, characteristics, backgrounds and other dimensions. And divided these dimensions into: The basic dimensions, which include age, race, gender, physical and mental capabilities, and sexual orientations, which are the dimensions which are born with the individual and affect him throughout his life. [1] The secondary dimensions, which are the qualities that the individual possesses during his life, they are acquired and subject to change, and they are also less effective and influential than the basic dimensions and include beliefs, social life, economic level, educational level, and work experiences. Diversity has been defined as all the aspects and characteristics in which individuals may differ[4] and diversity as a term that denotes the differences that exist between individuals in a single organization, in terms of age, gender, race, minority, religion, physical ability, or the individual's political and social orientations or others. The diversity is directly related to the culture of the organization.

The need to manage strategic diversity in human resources:

Many studies have dealt with the issue of diversity and evaluated its advantages and disadvantages. If diversity leads to positive results such as improving the performance of organizations, then these organizations will work to develop strategies, [5]policies and programs that encourage diversity in them and work to preserve the diverse human resources. If diversity leads to negative consequences such as a decline in the performance of organizations, then those organizations must work to understand how to find strategies, policies and programs to manage this diversity in a way that can deal with its negatives and problems, and this is what will constitute diversity management programs , and diversity is an important source for business success, especially as it frames and mixes the skills and knowledge of a large number of people who are distinguished in their capabilities and capacity. Thus, this combination gives the organization the ability to deal with complexity and uncertainty in the business environment, and creating a competitive advantage for the organization. It is based directly on respecting the diversity of its members and allowing each of them to use their capabilities and skills to the maximum. [6]

### **2-2 The procedural concept:**

The strategic diversity of human resources: a term denoting the differences exist between individuals in the same organization, in terms of age, gender, ethnicity, minority, religion, physical ability, or the individual's political and social orientations or others.[21]

### **2-3 Managing the diversity of human resources:**

The process of creating an atmosphere within the organization through which the possible advantages of diversity are used to improve the performance of individuals and groups in the organization and reduce its potential negative aspects. Advantages of strategic diversity in human resources: It is mentioned that many researchers and those interested in the topic of diversity pointed to many of the advantages of the diversity of human resources within organizations. Diversity management gives an economic and competitive advantage to organizations, and mental results represented in the ability of the organization members to increase creativity and innovation, and the diversity of human resources gives the system flexibility.[2]

This helps the organization to deal effectively and efficiently with environmental variables. Also, one of the features of an organization that includes diverse human resources is the so-called symbolic effects. These organizations are role models for others and an example to follow, and through the diversity of their human resources, they gain a positive reputation, which is reflected in their performance and profits. There are other features of diversity, such as pluralism, structural integration, organizational harmony, absence of prejudice, discrimination and less conflict between groups.[3]

### **2-4 The disadvantages of strategic diversity in human resources:**

It is indicated that against these advantages of diversity some drawbacks may arise, especially if this diversity is not dealt with properly, such as the increase in the cost and time to solve problems and make decisions within the organization and conflicts, the emergence of communication problems, and the emergence of negative. It is represented in the attitudes of

individuals in diverse organizations in human resources, such as problems with organizational commitment and job satisfaction, and the emergence of the phenomenon of bias or intolerance in the event that diversity is not managed properly. In addition to other negative aspects of diversity, such as increased absenteeism and work turnover, increased internal conflicts between individuals, cultural problems between individuals and groups, increased training and development costs within the organization and not giving all individuals equal opportunities to improve performance.[22]

### **2-5 Managing strategic diversity in human resources:**

Diversity management can be defined as the process of creating an atmosphere within the organization through which the possible advantages of diversity are used to improve the performance of individuals and groups in the organization and reduce its potential negatives. Diversity management includes the processes of creating an environment that allows its members to reach their full potential in order to achieve the goals of the organization. It focuses on creating specific skills and creating strategies and policies in order to benefit from the diversity of behaviors and practices of its members of the organization. These procedures aim to build specific skills and create strategies and policies to deal with diversity and appear through the progress of the organization and the achievement of its goals. [19]These procedures enable individuals to exploit their energies by making the organization culture absorb the diversity of its members and benefit from the features of this disparity.

It can be described as being considered a strategic direction to achieve the goals of the organization and increase its productivity. He adds that the organization includes human resources that vary in terms of age, gender, culture, level of education, environment, specialization ... etc., and these differences cause a difference in the needs, desires, opinions, trends and thinking of human resources. These differences need to be taken into consideration when developing strategies and policies for dealing with human resources.[18]

#### **2-5-1 Responsibility for managing diversity in human resources:**

It indicates that the responsibility for managing difference and diversity does not fall on the shoulders of human resources management only, but rather on all managers. The successful manager is the one who is able to bridge these differences, coexist with them and synthesize them. Difference is a challenge facing managers when they manage their subordinates, and they must accept and interact with it, and this requires them to understand, think and an open mind, because the issue of managing individuals of different types, ages, cultures ... etc. is not a simple easy matter.[20]

#### **2-5-2 Strategies for managing diversity in human resources:**

It clarifies that strategies are new and contemporary practices that draw a policy that the organization deals with in the long term with the human element at work with regard to managing the diversity of its human resources, and these strategies are in line with the general strategy of the organization, similar to strategic integration. Within the framework of the organization strategies, the organization can play an important role in managing diversity and understanding it through its policies and practices, which can be summarized in the policies[19]

#### **2-5-3 Diversity management policies in human resources:**

Diversity management programs include all administrative processes within the organization, such as the commitment and support of senior management, the development of policies that prevent bias, injustice and equal opportunities, recruitment, training and development, performance evaluation, promotions and compensation. In general, the management of diversity must be comprehensive and integrated so that it is reflected in all technical and administrative aspects, and in a manner that includes all administrative and technical levels in the organization.[18]

#### **2-5-4 Evaluating the effectiveness of strategic diversity management in human resources:**

To assess the effectiveness of managing diversity, the results of implementing diversity management programs must be reviewed and analyzed. Organizations that manage diversity efficiently are more distinct than organizations that practice biased policies that lead to discrimination in the treatment of their employees. Perhaps the reference for this disparity is

that organizations that implement diversity management well are more able to attract and retain distinguished talent. Also, good management of diversity needs constant attention on the part of senior management. The matter should not be limited to just a temporary concern, but rather it must be a stable and permanent policy that includes all the various activities of the organization. Some successful organizations in this field hold continuous training programs for this purpose that include all of their employees, and special rewards are given to managers who make special efforts in this field. Moreover, training in diversity management becomes successful when it is part of the strategy of the organization interested in bringing about changes in the organizational climate and in putting the results of this training into practice.[16]

## **2-6 The requirements of the diversity of human resource management strategies**

Generic strategies describe the overall order or set of complementary human resource practices that are:

The organization proposes adopting or putting into practice in order to improve organizational performance. The three main approaches are summarized below.

### **2-6-1 High performance management**

High-performance management or high-performance work aims to influence the organization performance in areas such as productivity, quality, customer service levels, and growth. High performance management practices include rigorous recruitment, selection procedures, comprehensive and related training, management development activities, incentive payment systems, and performance management processes. These practices are often called "high performance work systems" (HPWS) which, as known by[15] include practices that can facilitate employee participation, skill enhancement and motivation. Indicates

[14]referred to them as "high-performance" work-organization practices that, they say, "consist of work practices that invest in the skills and capabilities of employees, design work in ways that enable the employee to collaborate, solve problems and provide incentives to motivate workers to use their discretionary effort." More frequently than high-commitment management or high-commitment management, although there is a degree of overlap between these approaches, the terms "high performance" and "high commitment" are sometimes used interchangeably.

### **2-6-2 Highly committed management**

One of the characteristics of human resource management diversity is its focus on the importance of promoting mutual commitment. High commitment management is described as a form of management that aims to obtain commitment so that behavior is primarily self-regulating rather than being controlled by sanctions and external pressures of the individual. The relationships within the organization are based on high levels of trust where these relationships are distinguished by a special approach by employers to their employees, on the basis of the basic perception as assets to be developed instead of eliminating production factors, and the common use of some employee practices, such as job redesign, employability, problem-solving groups, and teamwork, minimal case differences and approaches[13]

### **2-6-3 Highly involved management**

As defined by [11] high-participation work practices are a specific set of human resource practices that focus on employee decision-making, authority, access to information, training and incentives. The term "high participation" is a description of various management systems. Commitment and participation based, as opposed to the old control-based bureaucratic model.

The basic hypothesis is that employees will increase their engagement with the company if they are given the opportunity to control and understand their work. He claimed that high-participation practices worked well. This approach includes treating employees as partners in an organization that respects their interests and has a voice in matters of concern to them. Feel anxious with communication and engagement. The goal of strategic human resource diversity is to create an environment in which a continuous dialogue between managers and their team members takes place in order to challenge expectations and share information about the mission of the organization, values and goals[17] This establishes a

mutual understanding of what needs to be achieved and a framework for managing and developing people to ensure its achievement. The practices included in the high-participation system have sometimes expanded beyond this original concept and included high-level management practices.[12]

### 3- Practical side

#### 3-1- Description of the checklist

(35) Checklists were distributed to employees in the researched organization, and (33) lists were recovered and upon analysis we found (3) lists that were not suitable for analysis and were neglected. The number settled on (30) lists, and the overall response rate of workers was (94%). Before the analysis, all respondents were unanimously agreed on one answer for each question, and in light of that a sign (\*) was placed for each question that was approved. In addition to that, the lists were distributed to managers in all departments and units of human resources, accounts, and finance, and general managers and department heads. The checklist dealt with three measurement indicators, and each indicator has a weight against it, as shown in Table (1).

#### 3-2- Describing and diagnosing the results of a strategic diversity assessment of human resources management

The results presented in Table (1) indicate the existence of a quasi-total realization of strategic diversity of human resources management in the researched organization, as the result of applying this system reached (82%). This means that the researched organization is interested in implementing a strategic diversity system for managing human resources in all its branches for its positive role in decision-making and accurate information speed, as well as high-quality information, and flexibility in dealing with administrative errors. This is what leads to accepting the hypothesis of the main study, which states “the researched organization applies in most of its aspects the strategy to human resources management in Taking administrative decisions”. As for the gap percentage, i.e. the percentage of non-implementation, it was (27%) and negatively affects the performance of the company administrative and informational work. Here we advise the company departments to implement the diversity system completely and not partially.

Table (1) Weights, frequency, application rate and gap, strategic diversity of human resources management in the researched organization

No	Phrases	completely verified	Partially verified	unverified
1	The administration shows respect for all aspects of diversity in its human resources	*		
2	The department encourages dialogue between its various types of human resources	*		
3	Management understands the diversity of its human resources.	*		
4	The university has done well in managing the diversity of its human resources	*		
5	The administration is keen on sharing its human resources in various activities	*		

6	The administration works to maintain contact with its various human resources	*			
7	The organization has clear strategies for dealing with its human resources		*		
8	The organization realizes the need to deal in a spirit of cooperation with its human resources	*			
9	The organization applies diversity management well to be better able to attract and retain outstanding talent	*			
10	Relationships within a diverse organization are based on high levels of trust.	*			
11	Diverse management systems based on commitment and participation.	*			
12	The department provides sufficient and appropriate number of various programs for my needs at work.	*			
13	The competent department provides modern software compatible with the diversity of individuals.	*			
14	Analyze the consequences of implementing diversity management programs	*			
15	Employees are treated as partners in the organization.	*			
16	The emergence of the phenomenon of prejudice or intolerance as a result of not managing diversity properly			*	
17	Diversity includes all administrative and technical levels in an organization.	*			
18	Workers participate in designing and developing the administrative system.		*		
19	The organization conducts periodic training courses for all dealers for the purpose of diversification success		*		
20	The department in charge of administrative diversity maintains a good level of services at all times.	*			
21	The competent department is committed to the diversity of human resources, as it promises on time according to the annual plan.		*		
22	The personnel of the competent department are aware of the system of administrative strategy diversity		*		
23	The organization includes human resources that vary in terms of age, gender, culture, education level, environment and specialization.		*		
24	The senior management monitors the workflow based on the use of the strategic administrative diversity system.		*		
25	Communication problems arise from the use of strategic diversity			*	
26	There is a problem of increasing absenteeism from work and turnover due to diversity			*	
27	Increase the costs of training and development within the organization			*	
28	There is heavy reliance on a team structure to disseminate information	*			
29	There are many similarities between high performance and high stickiness	*			
30	Managing for strategic diversity		*		
Weights			3	2	1
Duplicates			18	8	4
The result			54	16	4
Weighted mean					2.4
Application ratio					82%



Percentage of gap size	18%
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The source in the table prepared by the researcher depending on the respondents' answers and measurement indicators

#### **4- Conclusions and recommendations**

##### **4-1 Conclusions:**

The study revealed a number of theoretical and scientific conclusions, namely:

1- The field study showed that the percentage of applying the administrative diversity system in the researched organization is (82%) and that the gap in its application has reached (18%). Consequently, the hypothesis of the study was accepted.

2- Applications of information system to plan the resources of the organization in some of the works of the organization discussed to achieve diversity.

3- The results of the theoretical study indicated that the strategic diversity of the management used in the system has an effective role in the future decision-making process.

4- The strategic diversity system for human resources management makes data available within the hands of decision makers in record time compared to the manual system, which contributes to making these decisions have a successful impact and keep pace with market changes.

5- The speed provided by the strategic diversity of human resources management is of a suitable nature for decision-makers in general and for administrative and financial decision-makers in particular.

6- The study revealed that the system diversity is characterized by impartiality and high accuracy, as it made the decision-makers have confidence in the outputs of the administrative system.

#### **4-2 Recommendations:**

In light of the conclusions, the study reached a set of recommendations:

1. The need to enhance management interest in using the strategic diversity of human resources management with all its components and elements being an important variable that contributes to affecting the employees' job performance.
2. The need to keep pace with the technological developments in the field of strategic diversity in human resources management, by ensuring the use of modern devices and developed software because of their effect on the safety of applying and using the administrative diversity system.
3. The necessity of involving workers and employees in the process of designing and developing the administrative structure, because of its importance in achieving psychological satisfaction, raising the morale, and informing workers of their importance.
- 4- Increase the support of the senior management for users by encouraging them to use the diversity system, understanding their different needs, and seeking their views on the problems they face about using diversity in order to overcome them.

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