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THE RELATIONSHIP BETWEEN THE DIVERSITY OF EMPLOYEES AND ORGANIZATIONAL PERFORMANCE

Review
Article

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Abstract

The current research aims to analyse the diversity of workers and its influence on the organizational performance. The success of an organization is achieved by bringing new creative ideas. Thus, adopting diversity management and diverse workforce inside organization, will create a behaviour to add several traits that will enhance the organizational performance by adapting the current work environment to the future work plan. The goal of the research is to identify the impact of diversity in being an independent variant resembled by: (Type, sex, age, religion, ethnicity) and the other one the organizational performance in being a dependent (Related) variant resembled by (market share, sales growth, customer satisfaction, the release cycle of a new product.) The present research reached numerous of conclusions, their highlights resembled by the importance of diversity relying on diversity strategy on improving the current products while offering continuous and effective support to the projects of development and research, considering it as the main tool to support the success of effective organizational performance. The results generally confirmed the relation and the expected impact between the effective organization performance and diversity in the researched organization.

INTRODUCTION

Ever since the late 19th century and until the 21st century, the subject of diversity management has attracted a lot of attention from researchers because it has such a great impact on the development of working systems, production growth and organizational performance.

The contributions of diversity management are summed in motivating individuals to achieve the best possible performance. That helped on collaborating new catalysts that contributed at supporting and developing the effectiveness or organizational performance.

After the change of the main theme of the current market environment, the growth and evolution bring a competitive part. The successful companies are the ones building on creativity that became its most important belongings and the foundation of its base, thus the diversity of workers is considered a main factor in the ability of the company to survive and grow. Also, it has a great impact on the improvement and development of the products pushed to the market and the releasing of new products. Developing new operations or enhancing the current ones became paths adopted by most companies while looking at the future deeply to create new experiences that guarantee the presence in the world of marketing.

THE METHODOLOGY OF RESEARCH

1. The problem with the research

The current business organizations offered great interest to the informational technology, stress was given to the necessity of giving importance to its dimensions and its impact on many variants including the variant of organizational performance, the fields lacked practical applications that relate to organizational performance. Under a management characterized by employees, diversity the Iraqi organization faces a real problem. Resembled by the limitations of applying diversity management and to make full use of it effectively in its organizations, the problem of the researches revolves on arising these questions:

a- Does the organizational performance link to the application of diversity management?

b- What is the nature of diversity tool in the aim of improving the organizational performance?

2. The goals of the research

a- Identifying the level of diversity management in the organization or foundation in evolving the levels of organizational performance.

b- Clearing the type and the mass of the relation that links the dimensions of diversity management and any dimension of the organizational performance.

c- Identifying the level of impact that can be caused by owning dimensions of diversity management in and dimension of organizational performance.

3. The research importance

a. For the sake of facing the current crises on the side of the business organizations, we highlight the importance of studying diversity management in being one of the strategies in organizations targeting organizational performance of these establishments in markets.

b. This study tries to reach the best gauges and the most stable ones that offer credibility to measure the level of diversity performance through the gauges counted on by the foreign studies.

c. The importance of the research lies in presenting a framework of offering a distinguished performance by using diversity management in Iraqi organizations earning it an importance in linking two variants.

4. The Study prototype

To build the studied prototype we consider the first variable (diversity of employees) (Eugene et al 2011) as well as the second variable (organizational performance) (Kaplan and Norton, 2000) as presented in the figure 1.

5. The research theories

a- The research theory builds a moral relation with a statistical indication between diversity management, organizational performance.

b- There is a moral impact to the diversity management in the organizational performance.

6. Tools of collecting data

This study relies on the known tools in collecting data and information for achieving goals through counting on the contributions of researchers and scholars linked with the subject of research.

Questionnaire is considered a main source of data that provided researchers with the required data and field information.

These steps were followed in making a questionnaire.

To get information from individuals a questionnaire is required to get general data in its first section (sex, age, educational attainment) the second section includes information on study variants, Likert's five points scale was used to answer the questions, the design was based on tested scales by the number of its variants and international studies, it was also relied upon by other researchers, the scale of (Eugene et al 2011) was used to mark the employees diversity, while (Kaplan and Norton, 2000). Scale

was used to measure organizational performance that includes 13 paragraphs.

DIVERSITY MANAGEMENT

Managers and leaders understand the increasing importance of type on the concepts of justice and equality and equal opportunities they respond to by making programs and practices that ensure the process of choosing employing and supporting new diverse employees, but how do they manage this process?

Thomas and Ely pointed out that realizing the rates of diversity between employees is not sufficient to earn all the benefits that exist between them, in accordance to this prototype for both researchers, leaders must seek the concept of management diversity deeply, focusing on making groups of employees (Age, ethnicity, traditions) since this resembles diversity in the working group not the work itself.

Diversity organization in human resources is accompanied by richness and diversity in knowledge, as well as unique improvements concerning organizational performance including decision making, mental communication, ways to achieve goals, ways to motivate the employees and other practices that can make a change in the orientation and the practices of the organization when it's required, when the organization allows diversity to make substantial impact on the work practices and its fundamental theories, that's when the leaders feel safe towards the existence of a diverse working force (Brooklyn, 2013).

Diverse organizations are characterized by focusing on employing and just treatment in other way diverse organizations have the policies and practices pointed out by the full form of human resources, supporting the abilities of the employees to make use of their potential also organizations can step one more step ahead to create a full organization, since full organization share the same opinions to determine its strategies, its work performance, operating system, also the fundamental values and the rules of success.

1. The concept of diversity management

Diversity management is the admission of individual differences and appreciation of those differences, also the concept of diversity includes justice and respect, meaning every person is linked to his own self realizing individual differences.

It's the last evolvement in the series of strategies that aims to get even opportunities in the number of ways to improve organization and their effectiveness, while focusing on positive treatment between different civilizations among the employees to encourage a cultured environment with performance (John, 2007).

(Ferlenius, 2004) Pointed out that diversity management is responsible for creating a new workspace and a new way that has a set commitments and values that reserves the differences between individuals, briefly it concentrates and redirects the organization's culture.

Diversity management is the management of individuals in a way that makes every one of them feel as a valuable and effective part of the organization.

(Cox, 2004) sees diversity management as the current and the commitment on the part of the organization that value the differences between the employees in the work environment by using diversity as a source of power to achieve the company's goals.

2. The concept of diversity

Diversity is the characteristics that differentiates members from each other like age, sex, culture, education, and social status. Employment level, religious beliefs and political beliefs, physical ability) some members may overlap in some of these characteristics (Gardenswartz, Rowe, 2010)

Every organization owns a variety of human resources but those organizations differ from each other on the level of variety or diversity, diversity arises from these differences (age: young or older), (type: male or female), (nationality) (religion: Muslim, Christian etc.), (colour: black or white) (Ahmed, 2014).

Munjuri (2012) pointed out that diversity is the way that can affect their relation within the organization such as age, gender, education, religion, and culture.

Mercs (2012) sees as diversity the difference in (age, sex, ethnicity, education, culture) as a strong factor to complete tasks inside the organization effectively).

Cox (2001) sees that differences in cultures and traditions whether social or cultural among the employees within the organization.

From what was previously discussed the researcher sees that diversity allows organizations to improve business performance, innovation, and creativity to create a competitive environment that allows the organization to survive and continue in a rapidly changing environment through a diverse mixture of employees and tasks.

3. Negative effects of diversity

Priscilla (2013) pointed out the high costs for diversity management, the increase in satisfaction can be costly, training using the best ways to interact with other employees, this type can lead to different types of view, values, work traditions, the things that can obstruct business if they don't impose criteria, which can also lead managers and some workers to bias against the minorities.

4. The positives of diversity management are:

- When the organization can beat the difficulties of diversity then this means it possess competitive characteristics better than those organization who couldn't coop with the difficulties of diversity;
- Successful organizations in diversity management increase their abilities to attract good human resources;
- The increase in the organization's speed and its ability to work productively along with market (Priscilla, 2013);
- Diversity in ideas and innovation and the ability to solve problems (McLauren, 2012);
- The increase in the organization's flexibility in facing issues generally (Ahmed, 2014).

Diversity management is the last in the series of strategies that aims to get the chances on the ways to improve competitiveness in organizations and their effectiveness, while focusing on the necessity of bringing different civilizations into the group of employees, as well as dealing flexibly with those differences to encourage a civilized environment between employees and to look at differences as the values that push employees to do their best.

5. Dimensions of diversity

The world is rapidly racing towards diversity
Diversity and cultural diversity on the country's level or the global level do not repulse with patriotic belonging, since patriotism is a very vast term that exceeds ethnicity. Language puts all the citizens of the country in one patriotic frame while reserving the different flavours of different cultures nested in it. No matter how big it is.

Diversity presents a great chance for the fusing of civilizations. Development and growing are assured by diversity and the bridge for monogamy and the symmetry of citizens and nations (Feroron, 2003).

The focus falls on the group of dimensions linked with diversity as pointed by (Gordenswartz and Rovos, 2010), as presented in the figure 2.

*Sex or type

The international work organization (ILO) points out that the lack of variety in the employees' base while putting holds on women participation might limit economic growth due to the fifth goal of the united states agenda expiring in 2030 encourages to achieve equality between the two sexes while allowing women to participate, teach and fill leadership roles (Davidson & Burke, 2011).

A study by (John Wiles, 2003) says that there is a minor difference between men and women in performing their jobs inside to organizations. Both men and women show no signs of differences in their ability to solve problems as well as their analysing and competitive skills along with their motivational skills and their ability to teach plus their social traits. In other studies, it was shown that women perform with more stability than men do, while they show less expectation to succeed than men do. Also, the absence percentage for women is higher than those of men due to pregnancy and maternity.

* Age (John & Burke, 2003)

The researcher found out that age is especially important, since people with 50 years and above compose 85% of expected businesses, from the expected work of years 1990-2005. Those workers are unstable concerning their jobs lacking flexibility and desire. In some cases, workers at the age of 40 are slow and suffer from the lack of daring. Their abilities are no longer taken in consideration by the organization

Treating the employees differently based on age has been found increasingly effective in the U.S and the U.K.

(Josiah & Omkar, 2015) Pointed out the young people in their first stages of learning are more driven to discover their role model and discover new things, as well as accepting better ideas, older people face the problem of lacking quality in solving issues. Geller and Veen, 2009) mentioned that inhomogeneous age group can impact the productivity of the organization, that can weaken it.

* Ethnicity (John Burke, 2003)

In the United States the working force was made of African, American Asian American, Spanish American, in a statistic during 2005 it was found that 27% of those form the working force.

(Hudson) formed an expectation that this percentage will increase to 32 % in the year 2020, this theory probably has an impact on the professional career chances and the progress of the employees within the minorities.

The problem of different ethnicities between individuals, groups and nations is one serious problem that made the misery of human history, difference leads to conflict if not contained and managed in accordance to the rights of sex will turn into injustice and deprivation. The type of ethnicity became a hot topic in organizations in the whole wide world. This factor might be less effective on the employee's performance in doing his job, opposed to sex, age, culture, and diversity management and those generated from the type of ethnicity itself.

Ethnicity type can arise challenges due to different individuals; ethnicity differences can impact the personal individual engagements.

*Religion

Religious easiness is just a way to respect people and treat them fairly, so that the individual can get a productive and homogeneous workplace, there is an extra benefit on the organization in that it learns at

the same time how to deal with Muslim, Jewish, Christian customers or the followers of other religions presenting them facilities through its workers (Cristopher Coonel, 2008).

*Cultural diversity
Cultural diversity in the workplace is just as important as religious type, sex equality, and linguistic diversity.
Culture is the human system for values, beliefs, behaviours and artistic works, those members can make use of to compete with outer environment and transfer it from one generation to another through education. (Cox, 1993).
(Barbara, 2010) sees that cultural diversity is to be able to work with different cultural beliefs, and to be interactive with people through these cultures, while developing the results of cultural competency in being able to understand communicating with it. Multiple cultural circles is one of the most complex dimensions that faces the management which affects the motivation of a person and also the expectations side by side with sex, age, physical and mental ability, education (Sinclair, Britton, 2000).
Priscilla (2013) pointed out that there are some factors that must be taken in consideration when the company adopts a diverse working force management.

a- company's location
It contributes in deciding if hiring or not hiring a diverse working force, Companies that have their own factory depot, don't have many options they resort to hiring employees of diverse cultures, while companies which are only located in their hometown own the option to hire or not to hire diverse working force.

b- organizational cultivation
It can be said that cultural cultivation is a sum of standards that are spread within the organization to reflect the effectiveness of the organization like; vision, value, location, organization history.
For every organization, there is a distinctive culture that separates it forms other organizations for this the decision that is based on the force of work type depends on the organization beliefs. (Coleman, 2013)

c- company's type
Company's type plays an important role in placing decisions connected with to hire a diverse working force. Organization differ in their sizes of activity, big organizations tends to hire more employees compared to private organizations, also the companies with limited responsibilities or governmental organization and other reflect on their decision concerning hiring diverse working force.

6. **The theories of diversity management**
(Elizabeth, 2002)

- The realization of the "diversity" meaning has changed from what it was in the past, in the theories states that the organizations prior to executing the strategy of getting "diversity " has to get clear understanding of what "diversity" means a lot of people still focus on the cases of social justice before those concerned with type, sex, or ethnicity, but now organization must focus on creating a communication incentive environment
- Making use of diversity to attract new clients by creating diverse employees base, the work becomes more focused into reaching a specific audience.
- Putting more focus into understanding the client aside from focusing on type in the work place, building a new product for marketing is more important than issues that arise behind closed doors. But that does not mean to neglect it, since building a diverse working group is an essential thing to acquire social justice on multiple levels.
The importance of type management should never be forgotten as a positive changing tool.

7. **The benefits of diversity management** (Preeti, et al, 2014)
-High amount of productivity
-Exchange of ideas and cultures
- Learning and growth
- Effective communication
- Diverse expertise
Kisha (2005) pointed out that sex diversity and cultural diversity as well as age diversity in the work place plays an important role in effecting organizational performance, the company that adopts diversity owns the following traits.
- Diversity gives a wide variety of talents which give the organization the validity to pick the best talent
- Knowing and understanding the best services provided to the society through diversity
- Offering equal employment opportunities
- Low absentees rate
- Increases the ability to innovate in different markets.

8. **The benefits of employee's diversity:** (Josh, 2004)
- The success of the organization depends on its ability to show diversify
- Increasing adaptation, diversity in the working force presents various options to resolve problems that appear in the organization
Employees with different backgrounds are the ones with experiences and talents in suggesting ideas to adapt with markets and customer requirements.
-    increase the level of services rate
Skills and expertise like language and understanding cultures allow the organization to present services on a global level
- various points of view. the organization where its employees are cooperative and communicative who share their points of view and ideas leading to rapid increasing in those ideas which allow the

organization to draw on those ideas to meet up with its strategies and the customer requirements efficiently.
- More effective execution
- Organization that follows diversity in their work will inspire all its workers to work effectively and that the organization strategies will be executed thus --- acquiring high productivity

9. Challenges that come with diversity (Eisenberg et al, 2010)
- Cooperation or communication
Languages and cultures, awareness tools, all of them must be overcome using various programs. Ineffective communication will cause distraction and shortage in the working team and the moral spirit
- Blocking change: Usually employees will reject accepting the truth, cultural change, and social change in their work base
- The policy of including diversity management in work
This challenge can overcome all diversity advocates through researches and dividing employees that implement strategies by increasing the effect of diversity in the organization.
Mitchell (2016) pointed out to a group of challenges that faces diversity management

* Every work place faces People that reject the process of diversity in work, change even in a perfect environment we find people that do not take plans seriously, this will be a big challenge for managers and owners to carry on with their plan, those negative habits can affect the moral spirit and cause disruption in the production process. This can be corrected by using workshops, achieving chemistry between workers to achieve the perfect working environment.

* Weak communication link due to different backgrounds and various cultures, age groups, sexes, religions; a result of these differences will be different communication patterns between employees there will be misunderstandings form one party to another, this causes a problem for the organization to manage differences with the existence of these problems
Misunderstanding leads to the wrong type of diversity which leads to bad relations between employees.

* Disorganization
Not putting a healthy plan about diversity for the organization or company since a plan is essential. A plan is carried on in many ways to be able to face this challenge.
-Brainstorming with managers and trainers concerned with making diverse and effective plans in the work base.

Or to bring consultants specialized in diversity to help the organization in carrying on the plan and to carry the plan to the employees, one of the problems that face organizations is the inability to transport plans to employees, this can be done by holding meetings about diversity. Putting employees in the battlefield is half the battle of achieving the plan.

*The dominance of the majority (Cox, 1991)
The majority in the work place goes back to homogeneous cultural backgrounds, this on its own resembles an implied threat that imposes on other backgrounds, and this usually happens coincidentally and produces huge numbers.
This dominance will impose pressure or stress on different work groups creating a small cultural work group that attracts bigger cultural work groups.

* Group belief (Turner, 1998)
It's usually when a group in the same organization adopts the same ideas to lessen the differences.
This sounds like a good thing. But the global economy requires various points of view
. A group with a belief will contain the opposing points of view. Without the difference in points of view the organization holds few chances to widen its horizon whether in a geographical area to invent something new.

* Factors of diversity success (Patricia, 2007)
-Leaders that appreciate and support diversity
- Employees behaviour and procedures that overlap with the values of the management lay, behaviour
- Strategies that attract diverse working force on all levels including the management.
- barriers that hold the whole working force from the participation of women, native people ‹workers of different cultural and linguistic backgrounds, sex diversity and to work on eradicating all of those.
Koonce (2001) sees that the factors of success are:

- Managers that believe a diverse working force is essential to achieve successful skills.

- The managers realize the truth behind diversity not based on the differences between groups but on the differences between individuals.

- The managers are ready to change the organization; the organization needs to learn the perfect way to handle diversity in the workplace to succeed in the future.

ORGANIZATIONAL PERFORMANCE

We will focus on the concept of organizational performance and how to measure it.

1 - The concept organizational performance
The subject of organizational performance is one of the lead subjects in the theories of organizational

management specifically and management behaviour generally aside from that. This subject is still mysterious and controversial one whether in its definition or the elements it contains. Knowing organizational performance helps discover the range of organization ability to face changing environment and the level of compatibility with the strategic procedures with the goals of the organization and its resources. (Tuggle, 1998)

Daft (2001) pointed out that organizational performance is the total of all processes done by the organization, any error within any part reflects on the performance which is the mirror of the organization.

Beard & Dess (1981) see organizational performance as the result of correspondence between strategy and internal environment factors for the organization.

Human resources strategies:
Organizational performance is the company's ability to achieve its market goals as well as financial goals and market share plus the growth rate. (Vickery, 1991)

Performance is the ability to produce effectively (consuming few resources) for products and services to respond to the market (type, options, price) which allows overflowing to push the economic system (Plorino, 1991)

Peterson et al (2003) added that organizational performance is the company's ability to use its resources effectively and produce homogeneous outlets;

David (2015) defines organizational performance as the set of results depending on the activities and practices done by the organizations. That is expected to be parallel with goals and plans placed.

The researcher sees organizational performance as the company's ability to meet with the requirements and desires of the customer in a way that achieves goals.

2 - Dimension of organizational performance
(Miller and Dess, 1996)
- Social responsibility
- Increasing profit
- Work abilities
- Adaptation
- Sales growth
-market share
The researcher will use those as indicators to measure organization performance

* Social Responsibility
The traditional concept of social responsibility of the organization in the necessity of achieving profit within the legal framework the product acquired its ingredients from the classic economic theory that the main calibre for the organization performance is its economic efficiency that falls in organizing self-

interest for the contributors by being the main responsibility for the management.

Besides a new direction appeared especially in capitalist societies call for the commitment necessity of the organization towards the society it falls in and towards the organization's task in solving social problems linked with doing those activities.

Shermehor (2001) sees that social responsibility is the organization's commitment to working in ways that serves its interests and those whose interest is affected by its behaviour generally.

Social responsibility is constant commitment on the side of the organizations by acting morally and contributing to making economic growth and working on improving the type of living condition of the working force and their families, native society, and society as whole (Capron, 2007).

*Increasing profit
Indicators were counted on to measure organizational performance in this field including, coping with change of organization profit and the returns of royalty rights.

*Market share
This is one of the most important gauges to coop with change in the organization performance that indicates the effectiveness of organization's strategy or the extent of the success of its work, programs, and products compared to its competitors.

*Adaptation
(Willi and Umlker, 2003) see that fulfilling individual needs, self-proving, and the increase of resistance to work under pressure and the increase of satisfaction level about his job, all of those are to allow improvement in employees' performance and their productivity in the organization which is an essential factor for the individual adaptation within the organization (Altaher, 2007).

Kotler (2000) pointed out to numerous factors that lead to a special organizational performance through sharing the characteristics of organizations with supreme performance, he presented four factors that lead to a supreme organizational performance:
1- Supreme performance happens through selecting those concerned (Customer, workers, suppliers, disrupters) the organization realizes to complete their needs.
2- Managing the operations of fundamental works resembled in developing a new product, attracting customers, cutting spending, fulfilling needs to allow the organization to fulfil its personal goals by satisfying those of interest.
3- Allocating human resources (financial, corporal, informational).
4- Effective management able to put a clear and known strategy for the workers as well was as setting goals and how to achieve them.

The researchers see that the organizational performance as a reflection of the organization's ability and its competency in achieving goals already planned for carefully by the organization which reflects positively on achieving their competitive capabilities.

3 - Organizational performance variables

Marques and Simon (2006) fall upon different indicators or dimensions that the organization can measure performance through.

These indicators include: Market share, sales growth, customer satisfaction, the release of a new product

Many researchers tried to show the indicators of organizational performance many of them resorted to cast his own ideas and his work towards changing the directions of the organizations to fulfil a supreme organizational performance, organizations today tends to own a strategic vision for change allowing it to achieve organizational performance which gives it the competitive trait with other organizations.

Miller and Dess (1996) pointed out some dimensions that the organization depends on in forming organizational performance (Responsibility, Sociability, Profit increase, Work cycle, adaptation, sales growth, market share)

Marques and Simon (2006) found out several indicators that the organization can determine organizational performance through (Market share, sales growth, customer satisfaction

Others counted on other economic indicators like (Competency, profit increase, sales growth, market share, and productivity, fluidity, and circulation rate) which gives it the ability to adapt to the environmental changes for the sake of innovation and revival in a way that assures the needs of the customer, while achieving profit for the organization (Hempel &Simonson, 1999)

The researcher sees that depending on the measurement of (Kaplon & Norton, 1992) to measure organizational performance is more important and more compatible with organizations as generally and with the environment of Iraqi organization specifically

*Sales growth

The success and supremacy of any organization is found through its ability to manage its sales, taking care of this leads to sales in becoming the main income source that funds all the organization activities. the sales contribute to get incomes that are necessary for survival, growth is also a required goal, the company can widen its horizon and improve its products and the ways of their production, as well as increasing jobs horizontally and vertically which allows grading managers progressively and creating new job spaces and increase their profit which provides more profit to the workers of the company through rewards and payment increase.

The mass of growth has a special importance; the financial analyst can determine the nature of company's growth if it's suitable with the economic growth rates which allow a sure growth.

*Market share (Long et al, 2013)

It's the organization's ability to have strategies and apply them which gives it a superior position compared to other organizations working with the same activities.

(Kotler, 2000) describes three ways to measure market share:

-Total market share which is measured by using the value of estimated profit to the total profit.

-Relative market share, which is measured through the sales value of the organization to the sales of competitors.

-Serviced market share can be measured by measuring the value of organization sales to the sales of serviced markets.

* Customer satisfaction

Customer satisfaction is an essential concept taken care of by those concerned with marketing. This concept means the happiness that the customer gets from using the product or service, whether that means the product quality or the organization's ability to provide this product in the market (Puul, 1997).

One of the common measurement tools to gauge customer satisfaction is known as gab prototype falling into the following formula customer satisfaction = received - expectations (Puul, 1997).

The word "received" provides the product in the market while expectations point out to customer satisfaction concerning the product or service.

*Renewal and creativity

Creativity is something new and strange connected with how the organizations perform or manage the products it releases. This includes any change that takes on the different kinds of products and production operations, management rules, organizational and strategic structures presented by the organization.

(Daft, 2001) sees that creativity is adopting an idea on new behaviour for the organization, its market and working environment.

*Human resources

It's the process of linking future needs with the expected offer of human resources while taking the current situation into confederation and the future guidance of the organization (Decenzo, Robbins, 1999).

It can be said that the strategy of human resources is linking human resources with strategic goals for perfecting work performance and developing the

organizational culture to reach creativity and flexibility (Dessler, 2003).

4 - Factors affecting organizational performance:

- Human relations

Many researchers agree that human relations play an important role in elevating performance of organizations, they found out that there is an effect of human relations on organization performance. Organizational performance is the interaction between the elements of production resembled by human resources – financial resources, tools, and raw material as well as time, all of them are interacted to raise organizational performance, most researchers agree on high organizational performance by the fusion of five main components (Employees participation, self-driven team, inclusive quality management, organizational education, production technology (Angrlo, 2005).

- Conflict

Starting from the point of organizational conflict as unfamiliar and unnatural as it leaves negative traits on performance and organization effectiveness thus it has to be dealt with (Abd Al-Wahd, 2008).

Modern management mentality sees that organizational conflict is avoided; the existence of conflict within the organization causes staleness or the falling of the company, high levels of conflict hit cooperation critically, moderate conflict levels are required. (Rogers, 2006).

- Informational technology

The concepts of informational technology are numerous in accordance with the opinions of researchers, the contributions of informational technology are manifested in motivating individuals to achieve better performance.

It helped in presenting new motivators contributing at enforcing the effectiveness of organizational performance, (Daft, 2000) pointed out that it's a strategical weapon than can help support the organization abilities.

- Permission

(Goodman, 2007) pointed out that permission is giving allowance to the follower holding him the responsibility, while assuring that the follower understands the task or duty and that he has the information, training, motivation, guidance, health skills to become successful).

(Quinn & Spreitzer, 1997) mentioned the width of calculation data of the workers concerning market share, growth chances and, competitiveness strategies all those are main steps in the right direction in the journey of permission program.

5 - Factors that effects employee's performance in work (Arindam, 2016)

- Personality

The problem falls in a person not trusting himself to do his job which reflects negatively on performance.

- Work pressure

Modern work is filled with responsibility and tasks, some employees do their jobs under pressure, others escape their jobs under this kind of pressure, organizations where job pressure is high, this kind of pressure will determine employees' performance (Ries & Penda, 2001).

- Sufficient resources and time:

Both of those allow employees to do their jobs and that's important for a better performance and the employees will have a sense of pride when they do their jobs.

- Lack of plan clearance:

This happens when the employees are given incomplete or vague plan this will produce pressure on the employees and impact the performance negatively, the employees will not have a clear idea on the organization decisions thus they resort to their own expectations, this will hurt the organization image and destroy performance trust.

*Outdated technologies

To make the employees efficient and productive they need to possess the right tools, ignoring the importance of updating the equipment can decrease the productivity level and performance.

- Ignoring health condition

Bad health condition for one of the employees can affect his ability to perform and this has an increasing impact against the goals of the organization.

There are several factors that affect performance (Ries and Pena, 2001)

- Long working hours

This negatively impacts the performance of the employees, their families and society (Lonnie Golden, 2011)

- Training

Organizations present awareness towards constant training.

New production information, new improvement plans for the organization, more importantly training employees on modern technologies. Since training plays an important role on the employees' performance.

- Pressure

Presumably, pressure has a positive impact on employees in every organization but to a known extent, in most organization it surpasses the limit that the employee can handle which leaves a negative trail.

- Communication

The link between social media sites and the employee performance will create obstacles for the employees to compete with their routine problems and to get solution for them from their managers (Nnuru, 2012).

- Cash rewards

There is a strong link between rewards and employees' performance, once the employee receives a reward he'll work harder and he'll be more active which motivates other employees (ukaejlofo, 2013).

SUGGESTION AND GUIDANCE CONCERNED WITH DIVERSITY

1 - Conclusions

A - Ethnical and cultural diversity in all side of an organization bring different points of view from the side of management, leadership and executing a decision.

B - Although there are quite big challenges to converting the organization into an inclusive one, these challenges can be faced by committing to diversity, modern programming training on the cases of ethnical diversity and cultural diversity, creating a base to support employees of different backgrounds.

C - Diversity comes to become effective worldwide and the main motivation that flies their horizon to draw back to the lack of talents and diverse market.

D - Most organizations that are multinational think that growth initiations might be designed and adapted to be compatible to fit with local rules, like values and beliefs or traditions.

E - A diverse working force is a reflection of a changing and evolved world, diverse working force brings a high value for the organizations, and diversity is beneficial in creating a fair environment, since everyone can get the same chances and opportunities.

2 - Suggestions and guidelines

A - Diversity might be set. It's an inseparable part of managing organizations, this helps the organization in allocating challenges and obstacles that faces diversity inside the organizations.

B - The plan concerned with diversity might flow through all the levels of the organization.

C - Organizing training based on diversity and on all levels.

D - Allowing close relation to employees of similar backgrounds while rewarding achieving goals of diversity from time to time.

E - The organizations might set and determine the increasing needs of diverse working forces for the purpose of supporting qualified employees in their organization.

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Annexes

Organizational performance	⇐	Diversity management including

- Sales growth

- Market share

- Customer satisfaction

- Renewal and creativity

- Sex

- Age

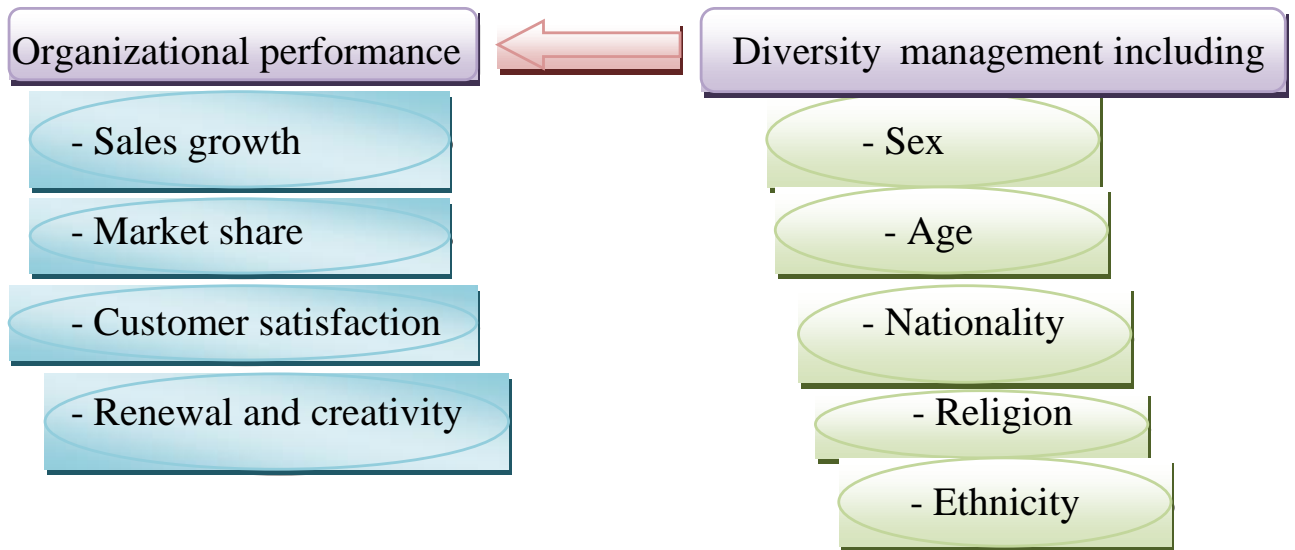- Nationality

- Religion

- Ethnicity

Figure 1. Study prototype presentation,
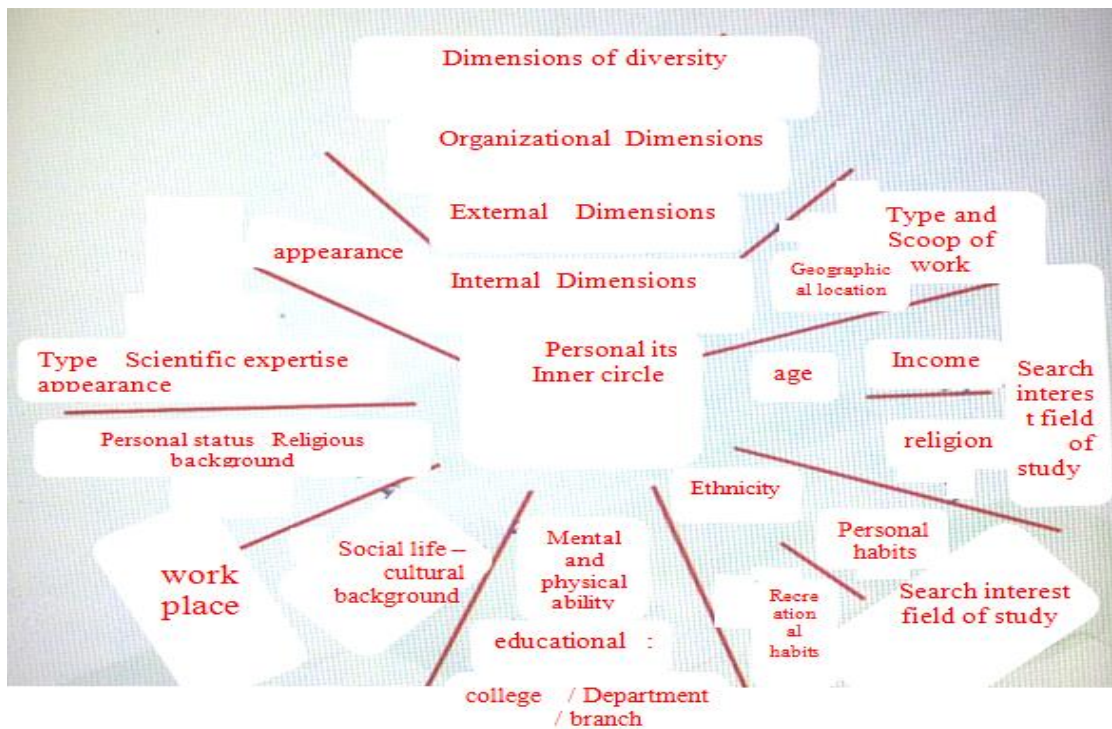Source: (the searcher)

Figure 2. Group of dimensions linked with diversity,
Source: (Gardenswartz, rowe, 2010)