

The reality of the application of diversity and difference management in some governmental institutions in the governorates of Cairo and Giza

واقع تطبيق إدارة التنوع والاختلاف في بعض المؤسسات الحكومية بمحافظات القاهرة والجيزة

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Abstract

The current study was interested in talking about the diversity & difference management, in terms of shedding light on: diversity and difference between humans, and its results, and the negative and positive effects of diversity and difference in the work environment.

Then the research presented the definition of diversity & difference management, and monitored the reasons for increasing interest in this administrative style, the importance of managing diversity and difference, the benefits of good management of diversity and difference on human resources in organizations, the stages of development of interest in them, and conditions that must be available in organizations to benefit from diversity and difference in the workforce , policies and principles for managing diversity and difference in human resources.

The main aim of the current study was to add some knowledge of the subject of diversity & difference management and how to practice it efficiently and effectively in organizations that are currently teeming with people belonging to multiple cultures, and diverse and different among themselves in various matters, aspects and aspects.

The current study was a type of field studies that aim to shed light on a point of knowledge that is not clear to some, while clarifying its dimensions and importance. The social survey method was guided in identifying the reality of the application or practice of managing diversity and difference in some governmental institutions in the governorates of Cairo and Giza, which operate in many areas in the field of public administration.

The required data were collected by a questionnaire distributed and collected by hand, from a non- random sample of 48 from some workers in human resources departments in 7 government institutions in the governorates of Cairo and Giza, as follows: The Ministry of Agriculture, the Ministry of Manpower, the Ministry of Social Solidarity, the Ministry of Health and the Faculty of Commerce, Ain Shams University and the Faculty of Social Work, Helwan University, and the Higher Institute of Social Work in Cairo.

Many research studies and scientific books in the field of the management profession, especially those related to the topic of behavioral management or organizational behavior and public administration, were benefited from in preparing this study.

The main reason for preparing this study was due to the scarcity of books, whether Arab or foreign, and the lack of research studies, whether Arab or foreign, that dealt with the subject of the reality of the application of diversity & difference management in organizations in general and in governmental agencies in particular.

One of the most important results of the study was to answer all questions, test all hypotheses, and present a number of recommendations that can contribute to improving the reality of the application or practice of managing diversity and difference in the work environment or in organizations.

Keywords: Diversity and difference, diversity and difference management.

المستخلص:

الدراسة الحالية أهتمت بالحديث عن إدارة التنوع والاختلاف، وذلك من حيث لقاء الضوء علي : التنوع والاختلاف بين البشر ، ونتائجه ، والآثار السلبية والايجابية للتنوع والاختلاف في بيئة العمل. ثم عرض البحث

تعريف إدارة التنوع والاختلاف ، ورصد أسباب زيادة الاهتمام بهذا النمط الإداري ، وأهمية إدارة التنوع والاختلاف ، وفوائد الإدارة الجيدة للتنوع والاختلاف علي الموارد البشرية في المنظمات ، ومرآح تطور الاهتمام بها ، وشروط يجب توفرها في المنظمات للاستفادة من التنوع والاختلاف في القوي العاملة ، وسياسات ومبادئ إدارة التنوع والاختلاف في الموارد البشرية.

والهدف الرئيسي للدراسة الحالية هو إضافة بعض المعرفة بموضوع إدارة التنوع والاختلاف ولكيفية ممارستها بكفاءة وفعالية في منظمات تعج حاليا بأشخاص ينتمون إلي ثقافات متعددة ، ومتنوعين ومختلفين فيما بينهم في أمور وجوانب ونواحي متعددة.

والدراسة الحالية من نمط الدراسات الميدانية التي تهدف إلي إلقاء الضوء علي نقطة معرفية غير واضحة لدي البعض مع توضيح أبعادها وأهميتها. وتم الاسترشاد بمنهج المسح الاجتماعي في التعرف علي واقع تطبيق أو ممارسة إدارة التنوع والاختلاف في بعض المؤسسات الحكومية بمحافظة القاهرة والجيزة والتي تعمل في مجالات عديدة في ميدان الإدارة العامة.

وتم جمع البيانات المطلوبة بواسطة استبيان تم توزيعه وجمعه باليد ، من عينة عمدية حجمها 48 من بعض العاملين في إدارات الموارد البشرية في 7 مؤسسات حكومية في محافظتي القاهرة والجيزة ، هي كالتالي : وزارة الزراعة ووزارة القوي العاملة ووزارة التضامن الاجتماعي ووزارة الصحة وكلية التجارة جامعة عين شمس وكلية الخدمة الاجتماعية جامعة حلوان والمعهد العالي للخدمة الاجتماعية بالقاهرة .

وتم الاستفادة من العديد من البحوث والدراسات والكتب العلمية في مجال مهنة الإدارة وخاصة المرتبطة بموضوع الإدارة السلوكية أو السلوك التنظيمي والإدارة العامة في إعداد هذه الدراسة.

ولعل السبب الرئيسي في اعداد هذه الدراسة يرجع إلي ندرة الكتب سواء العربية أو الأجنبية وقلة البحوث والدراسات سواء العربية أو الأجنبية التي تناولت موضوع واقع تطبيق إدارة التنوع والاختلاف في المنظمات بصفة عامة وفي المؤسسات الحكومية بصفة خاصة.

ومن أهم نتائج الدراسة الإجابة عن جميع التساؤلات واختبار كل الفروض ، وتقديم عدد من التوصيات التي يمكن أن تساهم في تحسين واقع تطبيق أو ممارسة إدارة التنوع والاختلاف في بيئة العمل أو في المنظمات.

الكلمات المفتاحية : التنوع والاختلاف ، إدارة التنوع والاختلاف.

Introduction:

Diversity and difference management in the work environment is the process of creating a diverse and inclusive work environment, and a set of measures aimed at combating all forms of negative discrimination, while maximizing the importance of each individual in the organization regardless of his or her gender, identity, race, age, color, health status and political orientation...

The concept of diversity and difference management is one of the most important relatively recent concepts that are being circulated at the present time, especially in the literature of the management profession in general and in organizational behavior or behavioral management in particular. This topic began to be raised in the United States of America in the mid-eighties of the twentieth century, and then spread to the rest of the world.

Higgs & Perrin (2002) indicates the need to increase attention to the diversity and difference management and its proper and effective practice, and that the idea of diversity and difference must be extended to cover all considerations of diversity and difference in individuals' patterns, behaviors and cultures... especially in multinational companies and cross-border companies and in the case of building international business teams...

This modern administrative style is considered one of the modern responsibilities of human resources management. Which it must manage in a humane, scientific, professional, objective, balanced and appropriate manner for each organization, so that it can be benefited from in increasing the efficiency, effectiveness and productivity of organizations, and be useful for work and not an obstacle to it or a source of problems, discord, conflicts, negative discrimination, intolerance and bias..

The current study was concerned with talking about the diversity and difference management, in terms of shedding light on the issue of diversity and difference between humans in human life in general, and its results, and the negative and positive effects of diversity and difference in the work environment.

Then the study presented some of the definitions available for diversity and difference management and the reasons for the increased interest in this management style were monitored, and the importance of managing diversity and difference was presented, and the benefits / advantages of good management of diversity and difference on human resources in organizations, and the stages of development of interest in them, and determining conditions that must be met in organizations.

Also, the study talked about the advantages of diversity and difference in the workforce. The policies and principles of managing diversity and difference in human resources were addressed.

In the sense that the current study aimed to add some knowledge about the issue of diversity and difference management and how to practice it efficiently and effectively in organizations that are currently teeming with people belonging to multiple cultures, and diverse and different among themselves on the basis of gender, origin, color, religion, language, age, nationality, physical and health status geographic or ethnic origins, political opinions and orientations, ...

The current study is a type of field studies that aim to shed light on a point of knowledge that is not clear to some, while clarifying its dimensions and importance. The social survey method was guided in identifying the reality of the application or practice of diversity and difference management in some governmental agencies in the governorates of Cairo and Giza, which operate in many areas in the field of public administration.

Many research studies and scientific books in the field of the management profession, especially those related to the topic of behavioral management or organizational behavior and public administration, were benefited from in preparing this study.

Perhaps the main reason for preparing this study was due to the scarcity of books, whether Arab or foreign, and the lack of research studies, whether Arab or foreign, that dealt with the subject of the reality of the application of diversity and difference management in organizations in general and in the governmental agencies in particular.

The study Problem:

In light of the foregoing, the study problem can be identified in the following: The reality of the application of diversity and difference management in human resources departments in some governmental agencies in the governorates of Cairo and Giza, from the point of view of a sample of employees in these departments.

The study aims:

- 1- Adding some knowledge about the subject of diversity and difference management and how to practice it efficiently and effectively in organizations that are currently teeming with employees belonging to multiple cultures, diverse and different among themselves on the basis of gender, origin, color, religion, language, age, nationality, physical or health status, and geographical origins or ethnic, political opinions and tendencies...
- 2- Identifying the reality of the application or practice of diversity and difference management by human resources departments in some government agencies, in terms of knowledge of it, its negative and positive effects, the benefits and advantages resulting from the application or practice of diversity and difference management, good practices for managing diversity and difference in the work environment, obstacles and suggestions to overcome them...

The study questions:

- 1- What is the degree of knowledge of diversity and difference management by the employees in human resources departments?
- 2- What is the degree of application or practice of diversity and difference management by the employees in human resources departments?
- 3- What are the reasons for the increased interest in managing diversity and difference in the work environment from the point of view of employees in human resources departments?
- 4- What are the negative effects or consequences of diversity and differences in the work environment from the point of view of employees in human resources departments?
- 5- What are the positive effects or outcomes of benefiting from diversity and differences in the work environment from the point of view of employees in human resources departments?

- 6- What are the benefits / advantages of good management of diversity and difference on human resources in the work environment from the point of view of employees in human resources departments?
- 7- Do human resources departments apply the conditions for benefiting from diversity and difference in the governmental agencies?
- 8- What are the good practices carried out by human resources departments in the governmental agencies to implement diversity and difference management as required?
- 9- What are the obstacles to the application or practice of diversity and difference management in the governmental agencies from the point of view of employees in human resources departments in these agencies?
- 10- What are the suggestions or recommendations to overcome the obstacles to the application or practice of diversity and difference management in the governmental agencies from the point of view of employees in human resources departments?

The study hypotheses:

- 1- The first hypothesis: There is a statistically significant relationship between some demographic variables for employees and their identification of the reasons for increasing interest in diversity and difference in the work environment.
- 2- The second hypothesis: There is a statistically significant relationship between some demographic variables for employees and their identification of the negative effects of diversity and difference in the work environment.
- 3- The third hypothesis: There is a statistically significant relationship between some demographic variables for employees and their identification of the positive effects of diversity and difference in the work environment.
- 4- The fourth hypothesis: There is a statistically significant relationship between some demographic variables for employees and their identification of the advantages of good management of diversity and differences on human resources in organizations.
- 5- The fifth hypothesis: There is a statistically significant relationship between some of the demographic variables for employees and their determination of the conditions that must be met in organizations to benefit from the diversity and difference in the workforce.

- 6- The sixth hypothesis: There is a statistically significant relationship between some demographic variables for employees and their identification of good practices for managing diversity and difference in the work environment.
- 7- The seventh hypothesis: There is a statistically significant relationship between some demographic variables for employees and their identification of obstacles to the application of diversity and difference management in the work environment.
- 8- The eighth hypothesis: There is a statistically significant relationship between some demographic variables for employees and their identification of suggestions to activate the application of diversity and difference management in the work environment.

Previous research studies:

1- Cox and Blake (1991) study:

It is entitled managing cultural diversity. Managing cultural diversity is concerned with accepting cultural diversity among employees and recognizing and respecting the many cultural differences between them. The Department of Cultural Diversity is also concerned with combating any form of disrespect for employees as a result of their culturally different nature with some of their colleagues.

The main aim of cultural diversity management is giving a great care to combat all forms of discrimination, while maximizing the importance of each individual regardless of his gender, identity, race, age, color, His health and physical condition, his organizational and political orientation...

2- The study of Knippenberg & et.al. (2004):

It is entitled the diversity of work group and collective performance. The study concluded that there is a positive relationship between the diversity of the work group and team performance. The study made a number of recommendations, including: the need for organizations to adopt diversification management strategies at the present time in response to the increasing diversity of the workforce around the world.

3- The study of Abdelnasser Mohamed (2005):

It is entitled the Managing Cultural Diversity in Human Resources. It is a theoretical study that sheds light on a lot of research studies that dealt with the topic of managing diversity and difference in a detailed and direct way with linking it to contemporary and international human resources management. The study clarified how individuals in organizations differ in many matters, including: language, culture, behavior patterns, values, and attitudes... Rather, the organizations themselves are different among themselves and there is a great diversity among them. Among the dimensions of this diversity: individual versus collective, masculine versus feminine, present versus future...

4- The study of the American Association of Training and Development (2006):

The study was applied to 1,000 American companies in many states, and found that the reasons for companies' interest in the subject of diversity management are as follows:

- 1- Companies' commitment to non-discrimination laws, especially against women, blacks and minorities.
- 2- Governmental pressures
- 3- Senior managers' awareness of the importance of managing diversity
- 4- A sense of social responsibility
- 5- Compliance with business ethics
- 6- To provide an encouraging work environment to benefit from the energy of all employees
- 7- Sensing the need to attract and stabilize a skilled and trained workforce (Jerald Greenberg & Robert Baron: 2007).

Regarding the extent of interest in the issue of diversity, it became clear from the results of the previous American study that the issue does not come among their top priorities, as 11% of companies reported that the issue is among their top priorities, and 33% reported that they started thinking about the issue. In general, about a

quarter of the companies studied did not do anything about the topic (Gerald Greenberg and Robert Barron: 2019).

5- The study of Fida Mohamed Nasser (2006):

It is entitled the impact of cultural differences on performance evaluation systems, incentives and organizational affiliation in multinational companies in Egypt. It found that there is an impact of cultural differences on performance evaluation systems, incentives and organizational affiliation in multinational companies in Egypt.

6- The study of Harold & Vincent (2012):

It is entitled managing diversity in the work environment, issues and challenges. It is a field study that was applied to some computer companies in India. Data was collected from a sample size of 300 employees of these companies. The study concluded the importance of the keenness of all organizations to create and maintain a positive work environment, and the importance of evaluating the similarities and differences between employees and respecting these aspects.

Also, the study confirmed that good diversity management has a positive impact on loyalty, organizational affiliation, job satisfaction, administrative performance, and increasing the profitability of organizations. The study identified some challenges facing diversity management, including: negative discrimination, prejudice, harassment, victim-blaming, racial and ethnic stereotypes, miscommunication, misunderstanding and violent reaction.

7- The study of Shaima Ali Freij (2013):

It is entitled the Impact of Cultural Differences on Ethical Leadership Behaviors, which found that there is an impact of cultural differences on ethical leadership behaviours.

8- The study of Enas Ahmed Ismail (2016):

It is entitled the impact of diversity management in the relationship between the strategic performance of the organization and the competitive advantages of human resources, which found that there is a positive impact of diversity management in

the relationship between the strategic performance of the organization and the competitive advantages of human resources.

9- The study of Amira Yahya Mustafa (2020):

It is entitled the impact of cultural and individual differences on collective decision-making, which found that there is an impact of cultural and individual differences on collective decision-making.

10-The study of Samar Abdel Rahman Salameh (2020):

It is entitled the relationship between sexual diversity in the board of directors and accounting conservatism, which found that there is indeed a relationship between sexual diversity (male / female) in the board of directors and accounting conservatism.

11-The study of Rehab Muhammad Mustafa (2021):

It is entitled the impact of diversity management on innovative thinking, an applied study on the pre-university education sector in Greater Cairo, which found that good management of the issue of difference and diversity encourages innovative thinking among workers.

12-The study of Medhat Mohamed Abo El-Nasr (2022):

It is entitled managing diversity and difference from an administrative and social perspective. This study was concerned with defining diversity and difference and its causes, defining diversity and difference management, monitoring the reasons for increasing interest in this management, the importance and advantages of managing diversity and difference, advantages and benefits of diversity and difference working in organizations, types and principles of diversity and difference management, and stages of development of interest in it.

Then, in the end, the tasks of managing diversity and difference were identified, and what should organizations do now about managing diversity and difference? All this from an administrative and social perspective.

Commenting on previous research studies:

- 1- The current study presented 12 previous research studies directly related to the issue of diversity and difference management.
- 2- These previous research studies were conducted in the United States of America, Britain, India and Egypt.
- 3- All previous research studies are field studies, except for two studies, which were a theoretical study.
- 4- All previous research studies were of the descriptive/analytical research style, and used the descriptive method or the social survey method, and the data in most of these research studies were collected from samples of employees in organizations using the questionnaire tool. The current study was guided by the same methodology.
- 5- These research studies contributed to shedding light on the issue of diversity and difference management from various aspects and angles of this subject.
- 6- The field previous research studies were utilized in preparing the theoretical framework, designing the methodological framework, constructing the questionnaire, and commenting on some of the current study tables.
- 7- The vast majority of previous research studies were applied to some companies (the field of business administration), while the current study was applied to human resources departments in some governmental agencies (the field of public administration and human resources).

Diversity and difference between people:

يقول الله سبحانه وتعالى : (يا أيها الناس إنا خلقناكم من ذكر وإنثي وجعلناكم شعوبا وقبائل لتعارفوا إن أكرمكم عند الله أتقاكم إن الله عليم خبير) صدق الله العظيم.

Diversity and difference is a human reality, and God created people as people and tribes with diversity and difference in them, and this is a reason for people to get to know each other, and a reason for people to help each other, not to be a cause for conflict, as indicated by some western writings such as the book *The Clash of Civilizations*.

All organizations have highly diverse human resources. But these organizations differ among themselves in the degree of diversity.

Diversity indicates a difference in the following, for example:

- 1- Age: young, middle or old.

- 2- Gender: male and female.
- 3- Nationality: a citizen, coming from many countries.
- 4- Religion: Muslim, Christian, Jew or without religion.
- 5- Color: white, yellow, black and red.
- 6- Geographical affiliation: from the city, from the village, from Upper Egypt, from the northern regions, and from the southern regions...
- 7- Race.
- 8- Intelligence: the difference in the degree of intelligence of people
- 9- Capabilities: low, medium and high capabilities
- 10- Disability: healthy and handicapped
- 11- Socio-economic status
- 12- Marital status: single, married, divorced, and deserted.
- 13- Political affiliation: from the ruling party, the opposition party , or not in politics.

Labor Law in Egypt No. 12 of 2003 and the subject of diversity and difference in the work environment:

Law No. 12 for the year 2003, regulating relationship between employers and employees in private sector

The Egyptian labor law refrains from discrimination by age, gender, sex, race, religion and nationality. It guarantees many rights for employees , such as: justice, equality, respect...

Certain articles in the Egyptian labor laws shed the light on the topics that addresses diversification and discrimination and how they are prohibited and refrained by the law.

For example:

Article No. 35:

Discrimination in wages on the grounds of gender, origin, language, religion or belief is prohibited.

Article No. 120:

The following reasons are not considered legitimate and sufficient justifications for the termination of the work contract:

- 1- Colour, gender, marital status, family responsibilities, pregnancy, religion or political opinion.
- 2- The worker's affiliation with a union organization or his / her participation in a union activity within the scope of what the laws specify.

Diversity results:

This diversity leads to many things, including:

- 1- A difference of opinion
- 2- Differences in understanding and perception
- 3- A difference in culture (in values, ethics, customs, traditions, customs, principles, lifestyle...)
- 4- Differences in dress and appearance
- 5- A difference in work habits...

Negative effects of diversity and difference in the work environment:

Diversity and difference in the work environment may lead to negative effects or results, including:

- 1- Obstruction of work unless controls are established for that.
- 2- It also leads to prejudices and negative discrimination by some employees and managers (including officials in human resources management) against some minorities, women, people with disabilities, and against some nationalities...
- 3- Diversity and difference may lead to conflicts at work.
- 4- It may lead to harmful psychological effects for minorities, women, persons with disabilities and some nationalities due to prejudice, stereotyping, negative discrimination and stigma practiced against them.

Positive effects or results of taking advantage of diversity and difference in organizations:

Some research studies have proven that diversity and difference in organizations and benefiting from it can contribute to achieving positive effects or results, including:

- 1- Diversity in age groups becomes an indicator of the innovative ability of the team and not the other way around.
- 2- Diversity in nationality and job background has a positive impact on the innovative ability of employees.
- 3- Diversity in age has a positive impact on leadership success.
- 4- Diversity may contribute to improving the performance of employees due to the presence of the element of competition.
- 5- Diversity creates a competitive advantage in attracting and retaining talents and competencies.

- 6- Diversity has a role in responding quickly to changes and showing greater flexibility.
- 7- Diversity has a role in creating a multicultural organization, not a monocultural organization.
- 8- Diversity of employees contributes to increasing the number of diversified clients.
- 9- Diversity of employees contributes to the formation of better relationships with diverse clients.

Defining diversity and difference management:

There are a few definitions of diversity and Deference Management, including:

- 1- Cox & Blake (1991) define diversity management as a set of actions aimed at combating all forms of discrimination, while maximizing the importance of each individual regardless of his gender, identity, race, age, color, health and physical condition and orientation organizational and political...
- 2- Knippenberg & et.al. (2004) define diversity management as an organizational actions that aim to promote the inclusion of more employees from different backgrounds into the organization's structure through specific policies and programs. Organizations are now adopting diversity management strategies in response to the increasing diversity of workforces around the world.
- 3- Harold & Vincent (2012) define diversity management as a process aimed at creating and maintaining a positive work environment, in which similarities and differences between employees are valued and respected.
- 4- Roosevelt (2014) defines diversity management as a relatively modern management style or style that allows the organization to achieve a good level of productivity and profitability through a heterogeneous and asymmetric workforce, and to work as one homogeneous group with the benefit of all skills and knowledge of all employees regardless On their diversity and differences (see: Ilham Moussaoui and Saadi Ayyad: 2019).
- 5- Rema Bizri (2017) defines diversity management as the department responsible for providing an organizational climate that recognizes and respects diversity and difference between employees in the organization.

6- Medhat Abo El-Nasr (2022) defines diversity and difference management as the recognition and acceptance of the existence of diversity, difference and individual differences between the employees of the organization and the organization's clients, respecting and appreciating that, and even benefiting from this diversity and difference in achieving a competitive advantage for the organization in the labor market, and in improving The work climate, enhancing performance, increasing productivity, strengthening organizational loyalty and increasing job stability, and this is done by achieving non-negative discrimination, combating racism, prejudice, intolerance and sectarianism, and applying organizational justice, equality, equal opportunities and tolerance...

Reasons for increasing interest in managing diversity and difference:

There are many reasons for increasing interest in diversity and difference management, including:

- 1- The strong trend towards achieving sustainable and green development.
- 2- The expansion of globalization movement in various countries of the world.
- 3- Increasing global openness between different countries of the world.
- 4- Increasing awareness and interest in the issue of social responsibility and business ethics, which contributed to changing many of the old traditional beliefs related to discrimination, factionalism and negative discrimination between employees on some grounds, especially gender, color, religion, language, culture, identity and nationality... (Medhat Abo El-Nasr: 2022).
- 5- Increasing and rising calls for the necessity of improving the quality of life of employees in the organizations in which they work, and combating all kinds of racial and negative discrimination between people in general and employees in particular.
- 6- Women's liberation movements and their widespread exit into professional life contributed to an increase in interest in the issue of managing diversity and difference.
- 7- Demographic diversity in societies and the demographic changes that occur in them. For example, in the year 2040 in the United States of America, half of the labor force will be from Africans, from Latin America and from Asia, and that women will occupy more than half of the labor force (Jerald Greenberg & Robert Baron: 2007; Gary Dessler: 2019).

- 8- Increasing the number of multinational companies and international companies and increasing the number of regional and international organizations.

Importance and benefits of diversity and difference management:

The diversity and difference management within the organization or in the workplace is a relatively modern administrative mechanism, means and approach that aims to combat negative discrimination between employees within the organization and build a culture of positive communication, tolerance and mutual cooperation, and facilitate the integration of employees into the organization in which they work.

It also increases their social and administrative empowerment ... without any discrimination on the basis of gender, age, color, origin, language, religion, age, identity, nationality, culture, marital or marital status, political, geographical or ethnic affiliations... (Medhat Abo El-Nasr: 2022).

The correct practice of managing diversity and difference will achieve many benefits, including - as mentioned above - the performance of employees will be better, their productivity will increase, their innovative thinking will appear, their loyalty and organizational affiliation will be rooted, and job stability will increase... Furthermore, among the advantages of managing diversity and difference is the reduction of job alienation among employees in the organization, knowledge of other cultures and benefiting from them, and opening markets in new regions and in other countries (see: Nabihah Jaber: 2013; Elham Moussawi and Saadi Ayyad: 2017).

Benefits of good management of diversity and difference on human resources in the organization:

- 1- When an organization can overcome the difficulties of diversity, then it has better competitive advantages than those organizations that could not overcome the difficulties of diversity.
- 2- Successful organizations in managing diversity increase their ability to attract good human resources.
- 3- The high speed of the organization and its ability to work productively and in marketing.
- 4- Diversity in ideas, creativity, innovation and the ability to solve problems.
- 5- Increasing the organization's flexibility in facing problems in general.

Stages of development of interest in managing diversity and difference:

Thomas (1990) identified the stages that diversity management went through in four stages:

- 1- The stage of collective action programs, and the motive for development here was the legal motive that obliges organizations to take into account equality, justice and teamwork.
- 2- The stage of assessing individual differences, and the motive for development here was to take advantage of the available opportunities.
- 3- The stage of diversity management, and the motive for development here was to achieve a competitive advantage over competing organizations.
- 4- The stage of managing global diversity, and the motive for development here was to achieve a global workforce, especially for multinational companies.

While Medhat Abo El-Nasr (2022) identified these stages as follows:

- 1- The stage of not recognizing the issue of diversity and difference, and focusing on homogeneity, harmony and similarity between the workers in the organization so that there are no differences or conflicts between them. The slogan of this stage is that diversity and difference is a curse, not a blessing.
- 2- The stage of recognizing the issue of diversity and difference, and realizing the fact that there is diversity and difference between people and employees in organizations, and that this is a reality in any human society and in any organization of whatever type or size.
- 3- The stage of respect for diversity and differences among the employees of the organization (acceptance, respect and consideration for the feelings of the employees).
- 4- The stage of respect for diversity and differences between the organization's clients and the residents or citizens of the environment surrounding the organization and the population of society as a whole.
- 5- The stage of benefiting from diversity and differences among the employees in the organization in the processes of making and taking decisions, in planning, in marketing and selling, and in facing crises... The slogan of this stage is that diversity and difference is a blessing, not a curse.

Conditions that organizations must meet to benefit from the diversity and difference in the workforce:

Diversity and difference in organizations can achieve positive results and benefit work in the event that these organizations meet a set of conditions, including:

- 1- Understanding
- 2- Acceptance
- 3- Respect
- 4- Not to practice negative discrimination
- 5- Implementing equality policies
- 6- Implementing justice policies
- 7- Ensuring the presence of diversity in the workforce
- 9- Adopting an understanding, flexible, objective and tolerant organizational culture.
- 10- Looking at diversity and difference as a blessing, not a curse, and an opportunity to enrich organizational life.

Policies for managing diversity and difference in human resources:

The management of diversity and difference in human resources needs the organization to adopt clear and enforceable official policies in this field, and it is concerned with the following areas:

- 1- Human resource management practices are free from prejudices and negative discrimination against certain groups or minorities.
- 2- Building an organizational culture that accepts diversity and rejects discrimination and prejudice
- 3- Training employees and human resources officials on impartiality, non-negative discrimination and acceptance of diversity.
- 4- Strongly confronting prejudices that are directed against others.
- 5- Encouraging communication and interaction between different types of human resources.
- 6- Commitment to the laws relating to equality, justice and non-negative discrimination.
- 7- Developing programs to manage diversity and difference in the work force.
- 8- Giving vacations on customary religious occasions.
- 9- Allowing vacations for family and private purposes.

10- Providing training programs aimed at familiarizing employees with the subject of diversity and difference and how to deal with this diversity and difference.

If the organization, especially the upper management and the human resources departments can adopt the previous policies, this means that it is able to overcome the negative effects of diversity and difference and obtain the benefits of this diversity and difference in human resources.

Principles of diversity and difference management:

There are many principles for diversity and difference management, including:

- 1- Impartiality
- 2- No negative discrimination
- 3- Respect for others
- 4- Accept the other
- 5- Transparency
- 6- Accountability
- 7- Questionability
- 8-Realism

Study Methodology:

1- Type of the study:

This study was one of the descriptive and analytical studies aimed at determining the reality of the application or practice of diversity and difference management in human resources departments in some governmental agencies in the governorates of Cairo and Giza.

2- Method of the study:

The study used the social survey method, though taking a sample of employees of human resources departments in some governmental agencies.

3- Fields of the study:

A- The Spatial field:

The study was applied to 7 governmental agencies or institutions in the governorates of Cairo and Giza, as follows: The Ministry of Agriculture, the Ministry of Manpower, the Ministry of Social Solidarity, the Ministry of Health and the Faculty of Commerce, Ain Shams University and the Faculty of Social Work, Helwan University, and the Higher Institute of Social Work in Cairo.

b- The human field:

A non-random sample of 48 employees from human resources departments in some of the above mentioned governmental agencies.

c- The time field:

Data was collected from the field during March and April 2022.

4- Data collection tool:

A questionnaire was designed by the researcher on the reality of the application or practice of diversity and difference management in human resources departments in some government agencies in the governorates of Cairo and Giza.

The questionnaire included 17 questions, divided into ten main items as follows:

- 1- Basic data
- 2- Knowledge of diversity and difference management
- 3- Reasons for increasing interest in managing diversity and difference
- 4- Negative effects of diversity and difference in the work environment
- 5- Positive effects or outcomes of benefiting from diversity and difference in organizations
- 6- Benefits/advantages of good management of diversity and difference on human resources in the organization
- 7- Conditions that must be met by organizations to benefit from the diversity and difference in the workforce
- 8- Good practices for managing diversity and difference in the work environment
- 9- Obstacles to apply or practice diversity and difference management
- 10-suggestions to overcome obstacles to the application or practice of diversity and difference management in the work environment.

The questionnaire was of the type that was distributed by hand and collected by hand to these employees in their work places by the researcher and with the help of other researchers who were trained on the questionnaire and on the process of data collection.

The validity of the questionnaire:

The researcher presented the questionnaire to a group of 7 arbitrators from some faculty members at the Faculty of Commerce at Ain Shams University, Helwan University, the Arab Academy for Administrative, Financial and Banking Sciences, and a professor at the Faculty of Social Work at Helwan University, specializing in behavioral management or organizational behavior.

The researcher made the necessary amendments, deletions and additions in light of the amendments proposed by the arbitrators.

The reliability of the Questionnaire:

The questionnaire's reliability was verified by calculating Cronbach's alpha reliability coefficient, and its result was 91. It is considered a high reliability coefficient.

The Statistical Analysis Methods:

The data was processed through the computer using the program (SPSS.V. 24.0) statistical packages for the social sciences, and the following statistical methods were applied: frequencies, percentages, arithmetic mean, standard deviation, range, simple regression analysis, pearson correlation coefficient, and coefficient of determination, two independent t-test and one-way analysis of variance.

The results of the field study:

The first axis: Description of the employees in the human resources departments of the study community:

Table No. (1)

Description of employees in human resources departments (n = 48)

Arithmetic deviation	Average	Rang	Main Personal and Professional Data	No .
7	47	27	Age	1
6	19	20	Number of years of work experience	2
%	F	Sex		No .
27.1	13	Male		1
72.9	35	Female		2

100	48	Total	
%	F	Qualification	No
58.3	28	university qualification	1
12.5	6	Postgraduate Diploma	2
18.8	9	Master	3
10.4	5	Ph.D.	4
100	48	Total	
%	F	Administrative level	No
14.6	7	Top Level	1
60.4	29	Middle Level	2
25	12	Executive Level	3
100	48	Total	

The results of Table No. (1) show that:

- 1- The average age of employees in human resources departments is (47) years, with a standard deviation of approximately (7) years, and the difference between the oldest and youngest age – range- is (27) years.
- 2- The average number of years of experience for employees in human resources departments is (19) years, with a standard deviation of approximately (6) years, and the difference between the largest and smallest number of years of work experience – range- is (20) years.
- 3- The largest percentage of employees in human resources departments are females, with a percentage of (72.9%), while the percentage of males is only (27.1%).
- 4- The largest percentage of employees in human resources departments have a university degree with a percentage of (58.3%), followed by those with a master's

degree (18.8%), then those with a postgraduate diploma with a percentage of (12.5%), and finally those with a doctorate with a percentage of (10.4%).

- 5- The largest percentage of employees in human resources departments are at the middle management level (60.4%), then at the executive management level (25%), and finally at the top management level (14.6%).

The second axis: knowledge of the topic of managing diversity and difference:

Table No. (2)

Knowledge of diversity and difference management (n = 48)

%	F	Knowledge of diversity and difference management	No.
100	48	Yes	1
-	-	No	2
100	48	Total	
%	F	Knowing the meaning of diversity and difference management	No.
35.4	17	Yes	1
64.6	31	No	2
100	48	Total	
%	F	Reading information on diversity and difference management	No.
25	12	Yes	1
75	36	No	2
100	48	Total	

%	F	Attending training programs diversity and difference management	No.
8.3	4	Yes	1
91.7	44	No	2
100	48	Total	

The results of Table No. (2) show that:

- 1- All employees in human resources departments (100%) have knowledge of the subject of diversity and difference management.
- 2- Only (35.4%) of employees in human resources departments have knowledge of the meaning of diversity and difference management.
- 3- Only a quarter of employees in human resources departments (25%) have readings about diversity and difference management.
- 4- A very small percentage (8.3%) of employees in human resources departments attended training programs on diversity and difference management.

The third axis: the reasons for the increased interest in diversity and difference management:

Table No. (3)

Reasons for increasing interest in diversity and difference management (n = 48)

Rank	%	F	Reasons	No.
5	47.9	23	Increased globalization movement	1
1	83.3	40	Increasing global openness	2
3	58.3	28	Increasing the number of multinational companies	3
2	68.8	33	Increasing the number of regional and international organizations	4
4	52.1	25	Social Responsibility and Business Ethics	5

Rank	%	F	Reasons	No.
7	41.7	20	Increasing and rising calls for the necessity of improving the quality of life of employees in the organizations in which they work	6
6	43.8	21	Increasing demands to combat all kinds of racial and negative discrimination between people in general and employees in particular	7
7	41.7	20	Demographic diversity in societies and the demographic changes that occur in them	8
	54.7	210	Total	

The results of Table No. (3) show that:

- 1- The reasons for the increased interest in diversity and difference management as determined by the employees at human resources department were as follows: The first order increased global openness by (83.3%), followed by the second order, the increase in the number of regional and international organizations by (68.8%), and the third was the increase in the number of multinational companies by (58.3%).), and finally the seventh order, the increasing and rising calls for the necessity of improving the quality of life of employees in the organizations in which they work, and the demographic diversity in societies and the demographic changes that occur in them at a rate of (41.7%).
- 2- This result is consistent with the study of Cox & Blake (1991), the study of Abdel Nasser Mohamed (2005), and the study of Inas Ahmed Ismail (2016).

Fourth Axis: Negative Effects of Diversity and Difference in the Work Environment:

Table No. (4)

Negative Effects of Diversity and Difference in the Work Environment (N = 48)

Rank	%	F	Negative Effects	No.
3	66.7	32	May interfere or obstruction with work	1
2	72.9	35	It may lead to some prejudices and negative discrimination by some employees and managers against some minorities, women and persons with disabilities and against some nationalities	2
1	75	36	May lead to conflicts at work	3
4	52.1	25	May lead to adverse psychological effects for minorities, women, persons with disabilities and some nationalities due to prejudice, stereotyping, negative discrimination and stigma practiced against them	4

The results of Table No. (4) show that:

- 1- The negative effects of diversity and difference in the work environment as determined by the employees of human resources departments were as follows: The first rank may lead to conflicts at work by (75%), followed by the second rank may lead to some biases and negative discrimination by some employees and managers against some minorities, women and people with disabilities and against some nationalities by (72.9%), then the third rank may lead to interfere or obstruction of work by (66.7%), and finally the fourth rank may lead to harmful psychological effects for minorities, women, people with disabilities and some nationalities due to prejudice, stereotyping and negative discrimination and the stigma that was practiced against them by (52.1%).

2- This result agrees with the study of Harold & Vincent (2012), and the study of Shaima Ali Farij (2013).

Fifth Axis: Positive effects of diversity and difference in the work environment:

Table No. (5)

Positive Effects of Diversity and Difference in the Work Environment (N = 48)

Rank	%	F	Positive Effects	No.
1	79.2	38	Diversity in age groups becomes an indicator of team innovation	1
6	47.9	23	Diversity in nationality and occupational background has a positive impact on the innovative ability of employees	2
2	70.8	34	Diversity in age has a positive effect on leadership success	3
4	56.3	27	Diversity may contribute to improving the performance of employees due to the presence of the element of competition	4
3	64.6	31	Diversity creates a competitive advantage in attracting and retaining talent	5
3	64.6	31	Diversity has a role in responding quickly to changes and showing greater flexibility	6
5	52.1	25	Diversity has a role in creating a multicultural organization, not a monocultural	7
4	56.3	27	Diversity in employees contributes to an increase in the number of diverse clients	8
7	43.8	21	Diversity in employees contributes to better relationships with diverse clients	9

Rank	%	F	Positive Effects	No.
	59.5	257	Total	

The results of Table No. (5) show that:

- 1- The positive effects of diversity and difference in the work environment as determined by the employees were as follows: The first rank, diversity in age groups, becomes an indicator of the team's innovative ability at a rate of (79.2%), followed by the second rank, diversity in age has a positive impact on leadership success at a rate of (70.8%).), then the third rank diversity creates a competitive advantage in attracting and retaining talents and competencies, and diversity has a role in responding quickly to changes and showing greater flexibility by (64.6%), and finally the seventh rank, diversity in employees contributes to the formation of better relationships with diverse clients by (43.8%). .
- 2- This result agrees with the study of Cox & Blake (1991), the study of Samar Abdel Rahman Salameh (2020), and the study of Rehab Muhammad Mustafa (2021).

The sixth axis: the advantages of good management of diversity and difference on human resources in organizations:

Table No. (6)

The advantages of good management of diversity and difference on human resources in organizations (n = 48)

Rank	%	F	The advantages	No.
4	62.5	30	When the organization can overcome the difficulties of diversity, then it has better competitive advantages than those organizations that could not overcome the difficulties of diversity	1

Rank	%	F	The advantages	No .
8	52.1	25	Successful organizations in managing diversity are more likely to attract quality human resources	2
1	79.2	38	Increasing the organization's speed and ability to work productively and in marketing	3
3	64.6	31	Diversity in ideas, creativity, innovation and ability to solve problems	4
2	70.8	34	Increasing the organization's flexibility in facing problems in general	5
7	54.2	26	Building a culture of positive communication, tolerance and mutual cooperation	6
8	52.1	25	Facilitating the integration of employees into the organization in which they work	7
9	50	24	Increasing the social and administrative empowerment of employees	8
6	58.3	28	Increasing job stability for employees in the same organization	9
9	50	24	Reducing job alienation among employees of the organization	10
5	60.4	29	Learning about other cultures and benefiting from them	11
10	43.8	21	Opening markets in new regions and in other countries	12
	58.2	335	Total	

The results of Table No. (6) show that:

- 1- The advantages of good management of diversity and difference on human resources in organizations as determined by the employees were as follows: The first rank increased the organization's speed and ability to work productively and marketing by (79.2%), followed by the second rank, increasing the organization's flexibility in facing problems in general by (70.8%).), then the third rank was diversity in ideas, creativity, innovation and the ability to solve problems by (64.6%), and finally the tenth rank opened markets in new regions and in other countries with a rate of (43.8%).
- 2- This result is consistent with the study of Knippenberg & et.al. (2004), the study of Abdel Nasser Muhammad (2005), the study of Harold & Vincent (2012), the study of Enas Ahmed Ismail (2016), and the study of Rehab Muhammad Mustafa (2021).

Seventh Axis: Conditions that must be met by organizations to benefit from diversity and differences in the workforce:

Table No. (7)

Conditions that must be met by organizations to benefit from diversity and differences in the workforce (n = 48)

Rank	%	F	Conditions	No.
1	91.7	44	Understanding	1
1	91.7	44	Accept the other	2
3	87.5	42	Respect	3
2	89.6	43	No negative discrimination	4
4	83.3	40	Not being biased towards another religion	5
5	79.2	38	Implementing the Equality Policy	6
6	77.1	37	Implementation of the Justice Policy	7

Rank	%	F	Conditions	No.
7	68.8	33	Ensuring the presence of diversity in the workforce	8
8	66.7	32	Adopting an understanding, flexible, objective and tolerant organizational culture	9
8	66.7	32	Looking at diversity and difference as a blessing, not a curse	10
9	60.4	29	Seeing diversity and difference as an opportunity to enrich organizational life	11
	78.4	414	Total	

The results of Table No. (7) show that:

- 1- The conditions that must be provided in organizations to benefit from the diversity and difference in the workforce as determined by the employees are as follows: the first order is understanding, and acceptance of the other by (91.7%), followed by the second order with respect (87.5%), then the third order is respect with a percentage (87.5). %, and finally the ninth rank looking at diversity and difference as an opportunity to enrich organizational life by (60.4%).
- 2- This result agrees with the study of Cox & Blake (1991), and the study of Knippenberg & et.al. (2004).

Eighth Axis: Good practices for managing diversity and difference in the work environment:

(1) Practicing Diversity and Difference Management in Existing Work:

Table No. (8)

Practicing Diversity and Difference Management in Existing Work (n = 48)

%	F	Practicing Diversity and Difference Management	No.
			.

25	12	Yes	1
75	36	To some extent	2
-	-	No	3
100	48	Total	

The results of Table No. (8) show that:

- 1- Only 25% of employees in human resources departments practice diversity and difference management in the current work.
- 2- While 75% of employees in human resources departments practice diversity and difference management in their current work to some extent.
- 3- This result agrees with the study of Abdel Nasser Mohamed (2005), the study of the American Association of Training and Development (2006), the study of Harold & Vincent (2012), and the study of Medhat Mohamed Abo El-Nasr (2022).

(2) Good Practices for Managing Diversity and Difference in Work Environment:

Table No. (9)

Good Practices for Managing Diversity and Difference in the Work Environment
(N=48)

Rank	%	F	Good Practices	No .
2	72.9	35	Reducing any kind of prejudice, bigotry or negative discrimination against any individual or group of employees for any reason	1
1	79.2	38	Providing training for employees on diversity and difference management	2

Rank	%	F	Good Practices	No .
4	60.4	29	Studying and understanding different cultures	3
3	62.5	30	Avoid using offensive body language	4
5	58.3	28	Organizing joint meetings to improve positive communication between employees	5
5	58.3	28	Avoid using vocabulary that has a bad meaning for some employees	6
7	45.8	22	Avoid stereotypes or stereotypes about some types, groups or segments of employees	7
6	50	24	Not allowing jokes that offend some employees and make fun of them for any reason	8
	60.9	234	المجموع	

The results of Table (9) show that:

- 1- Good practices for managing diversity and difference in the work environment as determined by the employees were as follows: The first rank was to train employees on the subject of diversity and difference management with a percentage of (79.2%), followed by the second rank to reduce any kind of prejudice, intolerance and negative discrimination against any individual or group of employees for any reason , with a percentage of (72.9%), then the third rank avoids using body language that offends others with a percentage of (62.5%), and finally the seventh rank avoids stereotyping or stereotypical ideas about some types, groups or segments of employees with a percentage of (45.8%).
- 2- This result agrees with the study of the American Association of Training and Development (2006), the study of Harold & Vincent (2012), and the study of Medhat Mohamed Abo El-Nasr (2022).

The ninth axis: Obstacles to applying diversity and difference management in the work environment:

Table No. (10)

Obstacles to applying diversity and difference management in the work environment (n = 48)

Rank	%	F	Obstacles	No.
3	70.8	34	practicing of negative discrimination	1
2	75	36	Bias	2
4	66.7	32	Intolerance	3
6	62.5	30	Harassment	4
7	60.4	29	Blaming the Victim	5
9	41.7	20	Stereotyping (putting people into predetermined patterns)	6
6	62.5	30	Ethnic	7
5	64.6	31	Bad communication	8
1	77.1	37	Misunderstanding	9
8	47.9	23	Violent reaction	10
	62.9	302	Total	

The results of Table No. (10) show that:

- 1- Obstacles to implement diversity and difference management in the work environment, as determined by the employees, are as follows: the first rank is misunderstanding with a percentage of (77.1%), followed by the second rank with bias (75%), then the third rank is the practice of negative discrimination with a percentage of (70.8%), and finally the ninth rank stereotyping (putting people into predetermined patterns) by (41.7%).
- 2- This result is consistent with the study of Harold & Vincent (2012), and the study of Amira Yahya Mustafa (2020).

The tenth axis: testing the study's hypotheses

(1) Test the first hypothesis of the study: “There is a statistically significant relationship between some demographic variables for employees and their identification of the reasons for increasing interest in managing diversity and difference”:

Table No. (11)

The relationship between some demographic variables for employees and their identification of reasons for increasing interest in managing diversity and difference (n = 48)

Reasons as a whole			Demographic variables	No.
Significance	the value of the parameter	The parameter used		
Not Significant	13.412	Q2	Sex	1
Not Significant	0.248	Pearson	Age	2
Not Significant	0.039	Gamma	Academic qualification	3
Not Significant	0.043	Gamma	Administrative level	4
Not Significant	0.114	Pearson	Number of years of work experience	5

** Significant at (0.01) * Significant at (0.05)

The results of Table (11) show that:

There is no statistically significant relationship between some demographic variables for employees and their identification of the reasons for increasing interest in managing diversity and difference, and this means that determining the reasons for increasing interest in managing diversity and difference does not differ according to some demographic variables for employees in human resources departments (sex,

age, educational qualification, and administrative level, and number of years of work experience). Which makes us reject the first hypothesis of the study, which is that "there is a statistically significant relationship between some demographic variables for employees and their identification of reasons for increasing interest in managing diversity and difference."

(2) Testing the second hypothesis of the study: "There is a statistically significant relationship between some demographic variables for employees and their identification of the negative effects of diversity and difference in the work environment":

Table No. (12)

The relationship between some demographic variables for employees and their identification of the negative effects of diversity and difference in the work environment (n = 48)

Negative effects as a whole			Demographic variables	No.
Significance	the value of the parameter	The parameter used		
Not Significant	7.076	Q2	Sex	1
Not Significant	0.110	Pearson	Age	2
Significant *	0.391	Gamma	Academic qualification	3
Not Significant	0.045	Gamma	Administrative level	4
Not Significant	0.114	Pearson	Number of years of work experience	5

** Significant at (0.01) * Significant at (0.05)

The results of Table No. (12) show that:

- 1- There is a direct statistically significant relationship at the level of significance (0.05) between the academic qualification of the employees and their

identification of the negative effects of diversity and difference in the work environment. In other words, the higher the educational level of the employees, the higher their identification of the negative effects of diversity and difference in the work environment.

- 2- There is no statistically significant relationship between some demographic variables for employees and their identification of the negative effects of diversity and difference in the work environment, and this means that determining the negative effects of diversity and difference in the work environment does not differ according to some demographic variables for employees in human resources departments (sex, age, and administrative level, and number of years of work experience).
- 3- Which makes us reject the second hypothesis of the study in part, which is that "there is a statistically significant relationship between some demographic variables for employees and their identification of the negative effects of diversity and difference in the work environment."

(3) Test the third hypothesis of the study: “There is a statistically significant relationship between some demographic variables for workers and their identification of the positive effects of diversity and difference in the work environment”:

Table No. (13)

The relationship between some demographic variables for employees and their identification of the positive effects of diversity and difference in the work environment (n = 48)

Positive effects as a whole			Demographic variables	No.
Significance	the value of the parameter	The parameter used		
Not Significant	11.091	Q2	Sex	1
Not Significant	0.187	Pearson	Age	2

Significant *	0.029	Gamma	Academic qualification	3
Not Significant	0.066	Gamma	Administrative level	4
Not Significant	0.029	Pearson	Number of years of work experience	5

** Significant at (0.01) * Significant at (0.05)

The results of Table No. (13) show that:

- 1- There is no statistically significant relationship between some demographic variables of employees and their identification of the positive effects of diversity and difference in the work environment, and this means that determining the positive effects of diversity and difference in the work environment does not differ according to some demographic variables of employees in human resources departments (sex, age, educational qualification, and level administrative, and number of years of work experience).
- 2- Which makes us reject the third hypothesis of the study, which states that "there is a statistically significant relationship between some demographic variables for employees and their identification of the positive effects of diversity and difference in the work environment."

(4) Test the fourth hypothesis of the study: "There is a statistically significant relationship between some demographic variables for employees and their identification of the advantages of good management of diversity and difference on human resources in organizations":

Table No. (14)

The relationship between some demographic variables of employees and their identification of the advantages of good management of diversity and difference on human resources in organizations (n = 48)

as a whole advantages of good management of diversity and difference		
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Significance	the value of the parameter	The parameter used	Demographic variables	No.
Not Significant	13.401	Q2	Sex	1
Not Significant	0.001	Pearson	Age	2
Not Significant	0.074	Gamma	Academic qualification	3
Not Significant	0.141	Gamma	Administrative level	4
Not Significant	0.043	Pearson	Number of years of work experience	5

** Significant at (0.01) * Significant at (0.05)

The results of Table No. (14) show that:

- 1- There is no statistically significant relationship between some demographic variables of employees and their identification of the advantages of good management of diversity and difference on human resources in organizations (sex, age, educational qualification, administrative level, and number of years of work experience).
- 2- Which makes us reject the fourth hypothesis of the study, which is that "there is a statistically significant relationship between some demographic variables for employees and their identification of the advantages of good management of diversity and difference on human resources in organizations."

(5) Test the fifth hypothesis of the study: "There is a statistically significant relationship between some demographic variables for workers and their determination of the conditions that must be met in organizations to benefit from diversity and differences in the workforce":

Table No. (15)

The relationship between some demographic variables for workers and their determination of the conditions to be met in organizations to benefit from diversity and differences in the workforce (n = 48)

conditions to be met in organizations to benefit from diversity and differences as a whole			Demographic variables	No.
Significance	the value of the parameter	The parameter used		
Not Significant	6.041	Q2	Sex	1
Not Significant	0.169	Pearson	Age	2
Significant *	0.379	Gamma	Academic qualification	3
Not Significant	0.073	Gamma	Administrative level	4
Not Significant	0.184	Pearson	Number of years of work experience	5

** Significant at (0.01) * Significant at (0.05)

The results of Table No. (15) show that:

- 1- There is a statistically significant relationship at the level of significance (0.05) between the academic qualification of the employees and their determination of the conditions that must be met in organizations to benefit from the diversity and difference in the workforce. In other words, the higher the educational level of the employees, the higher their identification of the conditions that must be met in organizations to benefit from the diversity and difference in the workforce.
- 2- There is no statistically significant relationship between some demographic variables for employees and their determination of the conditions that must be available in organizations to benefit from diversity and differences in the workforce, and this means that determining the conditions that must be available in organizations to benefit from diversity and differences in the workforce does not differ according to some demographic variables for employees (sex , age,

management level, and number of years of work experience) in human resources departments.

- 3- Which makes us reject the fifth hypothesis of the study in part, which is that "there is a statistically significant relationship between some demographic variables for employees and their identification of the conditions that must be met in organizations to benefit from diversity and differences in the workforce."

(6) Test the sixth hypothesis of the study: "There is a statistically significant relationship between some demographic variables for employees and their identification of good practices for managing diversity and difference in the work environment":

Table No. (16)

The relationship between some demographic variables of employees and their identification of good practices for managing diversity and difference in the work environment (n = 48)

Identification of good practices for managing diversity and difference as a whole			Demographic variables	No.
Significance	the value of the parameter	The parameter used		
Not Significant	7.828	Q2	Sex	1
Significant*	0.298	Pearson	Age	2
Not Significant	0.280	Gamma	Academic qualification	3
Not Significant	0.111	Gamma	Administrative level	4
Not Significant	0.192	Pearson	Number of years of work experience	5

** Significant at (0.01) * Significant at (0.05)

The results of Table No. (16) show that:

- 1- There is a statistically significant relationship at the level of significance (0.05) between the age of employees and their identification of good practices for managing diversity and difference in the work environment. In other words, the higher the age of the employees, the higher their identification of good practices for managing diversity and difference in the work environment.
- 2- There is no statistically significant relationship between some demographic variables of employees (sex, educational qualification, administrative level, and number of years of work experience) and their identification of good practices for managing diversity and difference in the work environment.
- 3- Which makes us partly reject the sixth hypothesis of the study, which states that “there is a statistically significant relationship between some demographic variables for employees and their identification of good practices for managing diversity and difference in the work environment.”

(7) Test the seventh hypothesis of the study: “There is a statistically significant relationship between some demographic variables for employees and their identification of obstacles to the application of diversity and difference management in the work environment”:

Table No. (17)

The relationship between some demographic variables of employees and their identification of obstacles to the application of diversity and difference management in the work environment (n = 48)

Obstacles as a whole			Demographic variables	No.
Significance	the value of the parameter	The parameter used		
Not Significant	13.108	Q2	Sex	1

Not Significant	0.094	Pearson	Age	2
Significant *	0.336	Gamma	Academic qualification	3
Not Significant	0.011	Gamma	Administrative level	4
Not Significant	0.018	Pearson	Number of years of work experience	5

** Significant at (0.01) * Significant at (0.05)

The results of Table No. (17) show that:

- 1- There is a statistically significant relationship at the level of significance (0.05) between the academic qualification of the employees and their identification of the obstacles to the application of diversity and difference management in the work environment. In other words, the higher the educational level of the employees, the higher their identification of obstacles to the application of diversity and difference management in the work environment.
- 2- There is no statistically significant relationship between some demographic variables of employees and their identification of obstacles to the application of diversity and difference management in the work environment, and this means that determining the obstacles to applying diversity and difference management in the work environment does not differ according to some demographic variables of employees in human resources departments (sex, age, level administrative, and number of years of work experience).
- 3- Which makes us partly reject the seventh hypothesis of the study, which states that "there is a statistically significant relationship between some demographic variables for employees and their identification of obstacles to the application of diversity and difference management in the work environment."

(8) Test the eighth hypothesis of the study: "There is a statistically significant relationship between some demographic variables for employees and their identification of suggestions to activate the application of diversity and difference management in the work environment":

Table No. (18)

The relationship between some demographic variables for employees and their identification of suggestions to activate the application of diversity and difference management in the work environment (n = 48)

Suggestions as a whole			Demographic variables	No.
Significance	the value of the parameter	The parameter used		
Not Significant	8.418	Q2	Sex	1
Not Significant	0.190	Pearson	Age	2
Not Significant	0.187	Gamma	Academic qualification	3
Not Significant	0.033	Gamma	Administrative level	4
Not Significant	0.018	Pearson	Number of years of work experience	5

** Significant at (0.01) * Significant at (0.05)

The results of Table No. (18) show that:

- 1- There is no statistically significant relationship between some demographic variables for employees and their identification of suggestions for activating the application of diversity and difference management in the work environment, and this means that determining proposals for activating the application of diversity and difference management in the work environment does not differ according to some demographic variables for employees in human resources departments (sex, age, academic qualification, administrative level, and number of years of work experience).
- 2- Which makes us reject the eighth hypothesis of the study, which states that "there is a statistically significant relationship between some demographic variables for employees and their identification of suggestions to activate the application of diversity and difference management in the work environment."

The eleventh axis: Suggestions for activating the application of diversity and difference management in the work environment:

Table No. (19)

Suggestions to activate the application of diversity and difference management in the work environment (n = 48)

Rank	%	F	Suggestions	No .
6	64.6	31	Should human resource management practices be free from prejudices and negative discrimination against certain groups or minorities	1
4	70.8	34	Building an organizational culture that accepts diversity and rejects discrimination and prejudice	2
3	72.9	35	Strongly confronting prejudices against others	3
1	87.5	42	Encouraging communication and interaction between different types of human resources	4
2	75	36	Compliance with the laws on equality, justice and non-negative discrimination	5
5	66.7	32	Developing programs to manage diversity and difference in the workforce	6
7	58.3	28	Giving holidays on customary religious occasions	7
8	52.1	25	Allowing holidays for family and private purposes	8
6	64.6	31	Providing training programs aimed at familiarizing employees with the subject of diversity and difference and how to deal with this diversity and difference	9
6	64.6	31	Developing a written, deliberate and objective policy for managing diversity and difference to treat any such imbalances	10
5	66.7	32	Elimination of any kind of negative discrimination, segregation, racism, factionalism, intolerance, prejudice and bullying among employees of the organization	11

Rank	%	F	Suggestions	No
	67.6	357	Total	.

The results of Table No. (19) show that:

- 1- Suggestions for activating the application of the management of diversity and difference in the work environment as determined by the employees were as follows: The first rank encourages communication and interaction between the different types of human resources at a rate of (87.5%), followed by the second rank of commitment to the laws on equality, justice and non-discrimination with a percentage of (75%), then The third rank is facing severe prejudices that are directed against others with a percentage of (72.9%), and finally the eighth rank is allowing vacations for family and private purposes with a percentage of (52.1%).
- 2- This result is consistent with the study of Cox & Blake (1991), and the study of Knippenberg & et.al. (2004), the study of Abdel Nasser Muhammad (2005), the study of Enas Ahmed Ismail (2016), and the study of Medhat Mohamed Abo El-Nasr (2022).

The Study Recommendations:

In addition to the above recommendations made by the study sample, the following recommendations can be suggested:

- 1- To achieve a good management of diversity and difference, it is necessary to study and analyze the characteristics of the employees in the organization and to achieve a kind of positive balance between the different types, categories and segments of employees.
- 2- Setting standards for diversity and difference between employees to guide them when developing a plan for diversity and difference.
- 3- Developing a written, studied and objective policy to manage diversity and difference to treat any such imbalances, with the need to involve employees in developing this policy.

- 4- Elimination of any kind of negative discrimination, segregation, racism, factionalism, intolerance, prejudice and bullying among the employees of the organization.
- 5- Working to achieve equality and justice and spread a culture of acceptance of others, pluralism, tolerance and respect in the organization.
- 6- Eliminating any obstacles to achieve equal employment, which achieves the appropriate rates of diversity and difference among the employees of the organization.
- 7- Developing programs to manage diversity in the workforce (such as: programs to combat intolerance, prejudice and discrimination..., programs to combat harassment of all kinds in the work environment, awareness programs on the importance and benefits of pluralism, diversity and differences among workers, giving vacations on recognized religious occasions and holidays, etc.). ..) (Medhat Abo El-Nasr: 2022).
- 8- Providing training programs for employees on the management of diversity and difference, with the aim of strengthening employees' sense of the subject of diversity and difference in the field of work, and familiarizing them with the need for diversity and difference in the work force in light of the current business conditions, and the effects resulting from this diversity, and the development of employees' skills required to interact with others , and understanding the cultural variation responsible for the variation in the behavior of individuals at work, and training employees to avoid misunderstanding resulting from cultural variation,... (Gerald Greenberg and Robert Barron: 2019).

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