

# Exploring the Role of Diversity on Management and Attitude: A Bibliometric Analysis

Ahmed Mohammed Abdullah AlSahari AlShehhi<sup>1</sup>, Badlihisham Bin Mohd Nasir<sup>1</sup>, Ahmad Kilani<sup>1</sup>, Hassan Abuhashna<sup>3</sup>, Fareed Awae<sup>2</sup>

<sup>1</sup>Academy of Islamic Civilization, Faculty of Social Sciences and Humanities, Universiti Teknologi Malaysia, 81310 Skudai, Johor, Malaysia, <sup>2</sup>Islamic education programme, Academy of Islamic Studies, University Malaya (UM) 50603 Kuala Lumpur, Malaysia, <sup>3</sup>Faculty of Social Sciences & Humanities, School of Education, Universiti Teknologi Malaysia, 81310, UTM Skudai, Johor, Malaysia.

Email: ahmed-alsahari@hotmail.com, badlihisham@utm.my, kilani@utm.my, mahassan@utm.my, afareed@utm.my

To Link this Article: <http://dx.doi.org/10.6007/IJARPED/v11-i3/15370>

DOI:10.6007/IJARPED/v11-i3/15370

Published Online: 25 September 2022

## Abstract

These The goal of this study is to determine the size of the intellectual production characteristics of the Journal of Diversity in Management and Attitudes. Using bibliometric search indicators from the Scopus database, the visualization software was used to examine articles published between 2002 and 2021. (Vosviewer). The study examined 2,815 publications from the Scopus database and discovered that articles on management diversity and attitudes vary up and down. We also discover that a few authors, such as Elsevier and Walters Kluwer Health, are interested in managing diversity in attitudes, as are a few countries, such as the United States, the United Kingdom, and Australia, who contribute significantly to the dissemination of research and scientific publications on diversity in management and attitudes. In addition to the most used and prevalent terms: Human - organization and management - cultural diversity, the magazine: Nurse Education Today, the research provides a roadmap for researchers, with the productivity of authors in articles, preparing a bibliographical list, and building indexes of authors and titles to facilitate the search process for researchers.

**Keywords:** Diversity, Management, Attitudes, Bibliometric Analysis, VOSviewer

## Introduction

Imposed on the various institutions that rely on the diversity of the human element at work is an exciting topic for all human resource management decision makers (Al-Bashuti, 2013; Ahmed, 2012). The term "human resources" refers to all the individuals and groups that comprise the company at any given time. These people differ in terms of managerial roles and levels, as well as backgrounds, experiences, behaviours, attitudes, and goals (Wassila, 2004). As a result, many governments have included or taken care of diversity and attitudes

management, as well as equality legislation, to ensure equal opportunities in institutions. Human resource policymakers must be aware of this conflict within the work team. According to Al-Amri (2016), this diversity necessitates effective and conscious management that recognises and appreciates worker differences, believes that each person is unique in himself, and works to explore these differences in a safe, positive, and caring environment (Al-Amri et al., 2020). Furthermore, understanding each other and moving beyond simple tolerance to maximising and celebrating the rich dimensions of diversity in each individual raises the issue of revealing the role of diversity in management and the situation in a way that contributes to the development of institutional performance. The study examined management publications for diversity in attitudes in terms of time evolution, authors, co-authorship, geographical distribution, educational institutions, conferences, and to achieve this goal, bibliometric search indicators included in the Scopus database were used, from 2002 to 2021. Using the visualization software to capitalise on the similarities (Vosviewer). Bibliometric analysis has been widely used among researchers for instance (Abuhassna & Awae, 2021). A total of 2,815 publications from the Scopus database were examined. To avoid conflicts and maintain the cohesion of one team within the organisation, resulting in the maintenance of the level of performance between employees and the organisation. To achieve this, we must cultivate justice and equality among the one working team in institutions and organisations, and when individuals from various groups feel valued, fair, and equal in dealing with organisations, they will do their best to raise the level of performance. Creativity and innovation can be the key to team competition (Abuhassna & Yahaya 2018; Abuhassna et al., 2020a; Abuhassna et al., 2022a; abuhassna 2020b). As a result, this study quantifies management diversity and attitudes in general. We will also conduct a bibliometrics analysis of research published in the Scopus database in the field of diversity in management and attitudes as part of this study. Bibliometric analysis has been used to evaluate the academic outcomes of many fields of study; it is intended to provide recommendations. Publications from the Web of Science (Scopus) database were examined. For this, he conducted a systematic analysis of the intellectual structure and trends in investigating the role of diversity in management and attitudes, as well as clarifying scientific societies, through senior journals and contributors. The research papers examined quantitatively diversity in management and attitudes in relation to scholarly collaborations, author profiles, and research topics. Create an analytical picture of publications on managing diversity in attitudes using data from the indexed database Scopus, which is the world's leading abstracts and citations database for research. As a result, data included research in these many leading journals in management diversity and attitudes. This analysis will introduce us to the most important writers, countries, and institutions, as well as the most widely published publications in this field. Furthermore, this study will emphasise the significance of diversity in management and attitudes. The question can be posed in light of the foregoing.

### **Research Questions**

1. How has the distribution of diversity publications in management and positions changed between 2002 and 2021?
2. Which journals and authors are most relevant to management and position diversity from 2002 to 2021?
3. Which countries were the most productive in terms of management and attitude diversity between 2002 and 2021?

4. What are the keywords for research on diversity in management and attitudes from 2002 to 2021?

To reveal the network visualization in the analysis. An initial plan has been drawn up as follows:

Table I

*Map of the objective structure of the study area*

Search strategy	type Articles	Bibliometric analysis	
		Genre	Software
database (scopes) Research topic (The role of management is diversity in the situation) Search time frame 2002"to 2021" History of data extraction from Scopus (28-8-2021)	Essay data sheet conference papers	Article data Years Composers Institutions Countries Publications cited Keywords	VOSviewer program Drawing graphs Excel drawing percentage graphs

The Scopus database was used in this study because it is one of the most comprehensive databases of citations, summaries, and citations for literature such as scientific journals, books, proceedings, and conferences, and it is freely accessible on the Internet. We have Chosen the Scopus database to ensure that their work is not lost.

We accessed the UTM University website (5) using my account, and then went to Scopus, where we typed the terms "management of diversity in attitudes" were used as a research topic in the title of the article "The Role of Diversity in Management and Attitudes. "At the same time, results from the year 2022 were excluded because the year was not over when we wrote the article, and search results far from our field of research were also excluded despite the possibility of a search term in it, and the search was between the last period from 2002 to 2021. Below is the map for the date search according to PRISMA framework.

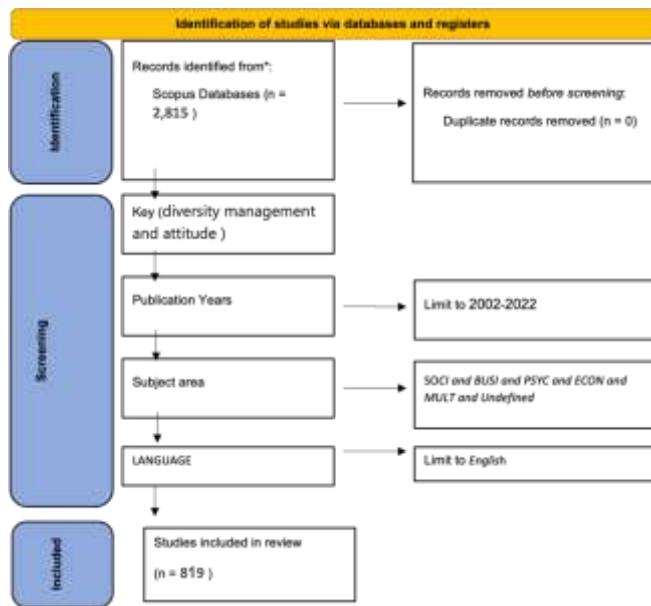


Fig. 1. PRISMA Framework

Table 2

*Inclusion and exclusion criteria*

inclusion criteria	Keywords + any related keywords + social sciences + business + psychology + economics + multidisciplinary + undefined
exclusion criteria	Medical fields Engineering fields Conference papers Nonindexed papers Computer science

Based on what was previously established in Table 1 and Figure 1, the inclusion and exclusion criteria is shown in Table 2. When loading publications databases, they are entered into Excel to extract the results of publications production, and the direction of development timeline of the topic; The goal of the study is to reveal the file of studies on the role of diversity in management and attitudes over the last decade. The findings will be discussed in relation to the research questions.

**Research Question 1**

How has the distribution of diversity publications in management and positions changed between 2002 and 2021?

To address the finding, an analysis of article publication years from 2002 to 2021 was performed. In the last two decades, there has been a steady increase in the number of publications in the field of research (2002-2021). Figure [2] depicts the publication trend in the field of research on the role of diversity in management and attitudes. Whereas there was no large production of research in the early years (2003-2005), especially in 2003, when it was at its lowest level, there was a noticeable increase in the number of research and then a decline in 2018, with the world in need of such articles and publications, especially in the crisis

of the Covid 19 pandemic, to deal with diversity in management and attitudes. Institutions and organisations involved in human resource management. During the period (2002 - 2021), the total number of publications in the management of diversity of attitudes reached 2815. While articles published in the last five years (2016-2021) have increased interest in the topic of the role of diversity in management and attitudes. The chart below shows the number of publications on diversity in management and positions over the years.

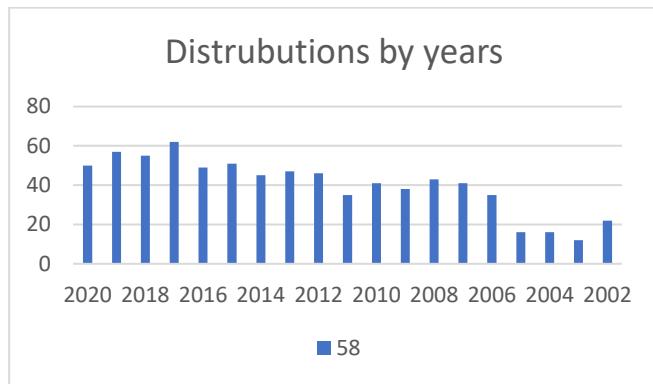


Fig. 2. Distributions by years

The figure also depicts the studies in years of management and attitude diversity. The number varied by declining and rising from 2002 to 2021 in the "Scopus" database, as in 2017, the year that contributed the greatest number of articles stating the importance of focusing diversity on management and attitudes, as well as attention to the diversity of human resources, in order to increase worker efficiency. The graph also depicts the studies in years of management and attitude diversity. The number varied by declining and rising from 2002 to 2021 in the "Scopus" database, as in 2017, the year that contributed the greatest number of articles stating the importance of focusing diversity on management and attitudes, as well as attention to the diversity of human resources, to increase worker efficiency.

### Research Question 2

Which journals and authors are most relevant to management and position diversity from 2002 to 2021?

In the content analysis for the most cited journals, the criteria analysis on "total publication," "total citation," "journal citation score," "most cited article," "number of times cited," and "publisher" were chosen (2002-2021).

TABLE 3

*Top 10 SOURCES journals in diversity management and attitude*

Journal	TP	TC	Cite score	The most cited article	Times cited	Publisher
Nurse Education Today	6443	1222	5.3	Clinical placement experience of nursing students during the COVID-19 pandemic: A	58	Elsevier

				cross-sectional study		
Nurse Educator	1051	574	1.8	Quality of Life, Resilience, and Related Factors of Nursing Students during the COVID-19 Pandemic	14	Wolters Kluwer Health
Nursing Education Perspectives	833	554	1.5	Nursing Faculty Experiences during the COVID-19 Pandemic Response	6	Wolters Kluwer Health
PLoS ONE	365216	65549	5.6	Psychological impacts from COVID-19 among university students: Risk factors across seven states in the United States	197	Public Library of Science
Academic Medicine	7238	1067	6.8	Normalizing Service Learning in Medical Education to Sustain Medical Student-Led Initiatives	1	Wolters Kluwer Health
Journal of Ethnobiology and Ethnomedicine	1662	294	5.7	The use of medicinal plants to prevent COVID-19 in Nepal	28	
Journal of Nursing Education	1183	485	2.4	Traditional clinical outcomes in prelicensure nursing education: An empty	14	Slack Incorporated

				systematic review		
Home Healthcare Nurse	207	213	1.0	Integrating a pharmacist into a home healthcare agency care model: Impact on hospitalizations and emergency visits	18	Wolters Kluwer Health
Journal of Dental Education	1813	849	2.1	Advancing Through Innovation	0	Wiley-Blackwell
Journal of Applied Psychology	3565	335	10.6	When Discretionary Boundary Spanning Relationships Cease Becoming Discretionary: The Impact of Closed Ties on Informal Leadership Perceptions	2	APA

TP= Total publications, TC= total citations

Table 3 depicts the diversity in management and attitudes publications, and the table below lists the ten most productive authors in the field of diversity in management and attitudes research. (1222), total publications (6443), followed by the author "Wolters Kluwer Health" with total citations (574), total publications (1051), as the controversy [5] explains the lowest citations for each publication.

### Research Question 3

Which countries were the most productive in terms of management and attitude diversity between 2002 and 2021?

Table [ 6] presents the ten most productive countries in the field of diversity research in management and attitudes.

Table 4

*Top 10 countries and educational institutions*

Country	educational institutions	TP
USA	National Kaohsiung Normal University	299
UK	Roehampton University	99
AUSTRALIA	National Kaohsiung Normal University	84
Canada	York University	44
Netherlands	Erasmus University Rotterdam	35
Germany	Renmin University of China	29
Spain	Universidad De Granada	26
South Africa	University of Pretoria	21
France	Natl. Sante	19
Sweden	University of Lund	16

Table 4 displays management publications diversity in attitudes in the "Scopus" database for research diversity in management and attitudes by countries and universities. It also displays publications and documents by country, and the survey on the Scopus database includes a group of journals by country and the country with the most published research papers. The number of publications in the United Kingdom was (97) A published paper, then (Australia) the number of publications (80), then (Netherlands, Germany, Spain, South Africa, France, Sweden, India, and China).



Fig. 3. top 10 countries interconnected In VOS viewer.

Figure 3 depicts various countries. The findings indicated that investing in human capital, which is the person with their diversity, raises the competitive value in work and the organization, and that working in a highly competitive environment fosters creativity and innovation among them. In a content analysis for the most productive countries in the field of attitude management research, the criteria for analysis were "Country," "Total Publications," and "Most Productive Academic Institution," as shown in Table [2] and Figure [5]. They show, the 10 most productive countries in diversity in administration and attitudes. Shows subject distributions for the most productive countries/regions and organizations. From the country's point of view, most of the countries/regions listed showed a consistent

interest in all research questions related to management of attitudinal diversity. Different countries/regions, on the other hand, have expressed a keen interest in specific trends. "The United States," for example, was the most productive country, with a total of 299 publications at Kaohsiung National Normal University. It was followed by the "United Kingdom," which had 99 publications within the University of Roehampton, and "Australia," which had 84 publications within University Technology. In addition to studying the role of diversity in management and attitudes, National Kaohsiung Normal University. According to Table [5,] the most productive journals in terms of management diversity in situations were "Nurse Education Today" with a total number of publications (6443), and a total citation of (1222), followed by the magazine "Nurse Educator" with a total number of publications (1051), and a total Citation (574), as well as the magazine "Nursing Education Perspectives" with a total number of publications (833), and a total citation of (574). (544). Furthermore, the distribution of the most productive journals in terms of management diversity in positions is shown in the table [6]. Elsevier, on the other hand, has investigated the most prolific authors in the field of management research on attitude diversity. A "Nurse Education Today" field of research was chosen in the content analysis provided to Wolters Kluwer Health, with "58. "Times cited." Figure 3 depicts the country analytic results for the most productive countries in situational management research, using the VOSviewer software.

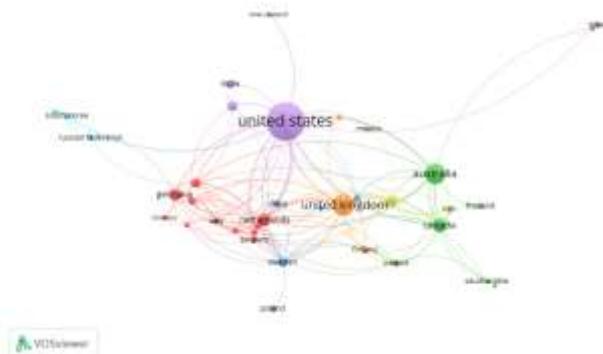


Fig. 4. top 10 countries interconnected In VOS viewer.

Figure 4 depicts the research findings from the producing countries on the role of diversity in management and attitude.

The cooperation network of countries/regions was analysed using the (VOSviewer) programme, where the clarity of the circle colours represent the common relationship of the state with the rest of the countries, the thickness of the links represents the strength of participation, and the time represents the participation groups. There are four major groups; the colour purple represents the United States of America, India, and New Zealand. In orange, Finland is clustered around the UK; A green cluster around Australia includes Canada, Ireland, Saudi Arabia, and Thailand; a red cluster includes the Netherlands, Belgium, Italy, and Germany, with a weak cluster of Sweden, Russia, South Korea, and Mexico. Thus, in contrast to the countries/regions, the institutes included in the figure demonstrated greater interest in the subject, and the most productive country was "the United States," followed by "the United Kingdom," and then "Australia." Furthermore, Sweden, the Netherlands, Canada, France, Germany, Austria, Switzerland, Spain, Belgium, Denmark, Ireland, and Finland were included in the table's list of the best countries in the field of research. Starting with the analysis, it was clear that countries/regions within the same institutions and continents within the same countries/regions with similar academic interests tended to collaborate more in

areas of research on management diversity and attitudes.

#### Research Question 4

What are the keywords for research on diversity in management and attitudes from 2002 to 2021?

It was determined using the terminology analysis to the titles and extracts from the publication under study for the bibliometric analysis of the most frequently used keywords, so that we will be able to analyse the terms accurately with the main topics and research trends in the field of management and the diversity of situations, as shown in Figure 5, and 6.

Selected	Described	Count	Time
human	human	324	7142
human	human	209	6983
attribute	attribute	214	6983
organisation and management	organisation and management	194	4811
cultural diversity	cultural diversity	156	4652
attribute of health personnel	attribute of health personnel	142	3724
health personnel attribute	health personnel attribute	140	3771
cultural anthropology	cultural anthropology	139	3584
female	female	139	3583
male	male	137	3583
dimensions	dimensions	117	8074
adult	adult	116	3588
selected status	selected status	111	2763
psychological aspect	psychological aspect	98	2848
attribute by health	attribute by health	100	2315
morning education	morning education	80	2386
health knowledge, attributed, position	health knowledge, attributed, position	79	1438
attitude towards	attitude towards	65	1775
health care quality	health care quality	58	4751
attitude towards	attitude towards	64	1678

Fig. 5. Top used keywords.

It was made available through VOSviewer. Figure 5 depicts the results, where the sizes of the circles represent the frequency of the term in publication titles and abstracts, and the distance between the circles represents the strength of the association between them. There are five term groups: green set, yellow set, blue set, red set, and violet set. Diversity management - age diversity - diversity - general attitude - knowledge - biodiversity are the terms that appear the most in the red group. The majority of the blue group's terms concern education, health care quality, and educational exchange. Human characteristics - cultural anthropology and females - standards, development of the human relations programme are the terms used by the green group. In terms of the purple group's terminology, They are as follows: Lifestyle - Religion - Public Health Communication Issues in Nursing - Kindness - Cross-Cultural Care As previously stated, the results of publications are analysed using keywords.

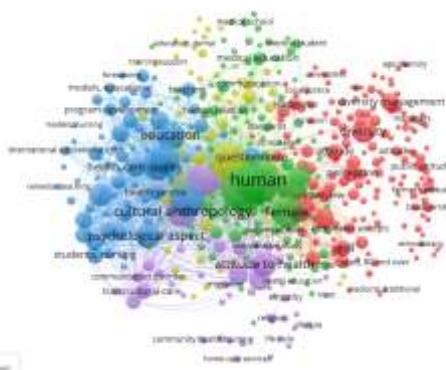


Fig. 6. Analysis of the results of publications by keywords

When looking at Figure 5, and 6, the following keywords were found in the studies: "human (cases" Oc = 324), "organisation and administration" (Oc = 194), "cultural diversity" (Oc = 156),

"attitude of health personnel" (Oc = 142), "Cultural Anthropology" (Oc = 142), and "Attitude of health personnel" (Oc = 142). Female, male, adult education, psychological aspect, attitude toward health, nursing education, health knowledge, attitudes, and practise came next. When the keywords for publications are tested, it is discovered that the number of people who use keywords like administration and attitudes is increasing.

## Discussion

This review aims to reveal the profile of studies conducted over the last decade to investigate the role of diversity in management and attitude. The study used both bibliometric and visualisation methods to achieve this goal. Furthermore, bibliometric analysis is dependent on following up on studies on a specific topic and revealing the results by analysing, applying mathematical and quantitative methods to study the structural characteristics of intellectual production, and comprehending the information flow process. "Analysis of data related to the document to understand the characteristics of the information flow using a set of statistical and mathematical methods," according to the bibliometric study. The study accessed high-quality articles by extracting relevant publications from the Scopus database, as shown in Figure 1. On August 29, 2022, search for keywords in the title, summary, or keyword sections by selecting the "topic" option. The study included the following version. 'Management and attitude' were invoked as keywords and phrases. As shown in Figure 2, Scopus was used to obtain journals about the role of diversity in the situation. '2815' publications were published. Furthermore, to ensure the relative importance of the analysed publications in terms of the role of diversity in management and attitudes, we performed a manual screening to exclude irrelevant publications using the criteria shown in Figure 2. As a result, the "819" publications were left for further examination. Figure 3 depicts the analytical research framework as well. It was also used in this study on the VOSviewer software programme, which is a software that analyses data in the form of relationships (between the publisher and the country, as well as the most used terms in publications), and it is a type of analysis, and it is one of the programmes widely used in visualising bibliometric networks.

Because the importance of human resources performance has emerged more through institutions being affected by several current challenges such as technological progress, innovation, diversity, and other challenges that came because of major changes to all systems, particularly the economic ones, the world, organisations, and institutions are now changing the way in which the importance of the human element can be confirmed to raise the level of performance. who is primarily responsible for achieving effectiveness, maximising material gains and outputs, and reducing costs, and on this basis the role of the human resource management process is expanding through the practises and functions it performs in making the human element qualified, trained, and able to belong to the work environment career and the organisation in which he works To learn about research topics and their dynamics in the research field, as well as the role of diversity in managing attitudes.

Bibliometrics and content analysis are used in this paper's analysis of 2815 publications ready for diversity in management and situations. The annual number of publications distribution The Role of Diversity in Management Attitudes reflects the growing interest in the research field. This active research on the role of diversity in situation management points to a promising future development path. Research on the role of diversity in management and

attitudes is conducted in interdisciplinary journals that focus on the relationship between human resources, human diversity, and attitude management. In terms of publishing research on the role of diversity in management situations, Kaohsiung National University has been the most productive and productive country. Diversity in human resource management can contribute to the need to understand cultural differences among employees in order to successfully manage their relationships in light of the emphasis on strategic thinking principles, as well as changing traditional policies within institutions and making them dependent on the global economy. Diversity in Situation is a phrase that is frequently used and mentioned in management publications. Prevalent research topics include quality integration in the workplace, training, and development. Most topics, including societal diversity, learning, teamwork, job satisfaction, creativity and innovation, and technology, have received significantly increased attention from human resource diversity researchers. This search has been limited in scope. At first, only the Scopus database was used to collect data. As a result, it does not include all academic journals.

As a result, journals from other databases, such as WOS, may be excluded from this analysis. Furthermore, the most recent Scopus publications for 2021 were incorrect. These limitations, however, are unlikely to have an impact on the trends and patterns identified in this study. Furthermore, in the data retrieval, only "management\*" and "diversity\* attitudes" were used as search terms. Although using precise search terms can result in a more limited data set. Because all future techniques that could be used to achieve situational diversity management were considered, more specific search terms were used in this analysis, focusing on achieving diversity management in situations rather than potential approaches that could be included.

According to the findings of this study, the direction of the development of publications was in the first few years and then began to increase, as the importance of publications increased. The increasing number of these studies in view of the increase in the cumulative number of them during the study period and then declined for unknown reasons with the need for the time period between 2020 and today due to what the world has gone through as a result of the Corona pandemic and the reason for the lack of effective communication. As a result, the management role was the diversity of attitudes among workers is an important matter in this period; Very few authors have contributed significantly with their publications serving the management side of diversity of attitudes; Looking at the geographical distribution, we find that a small number of countries contributed significantly to the publication in the management of attitude diversity, and the study also provided information in terms of authors,

It is shown in the table that the countries that publish the most on the topic of managing diversity in attitudes are the United States, the United Kingdom, and Australia, while the National Kaohsiung Normal University is the most published on the topic of managing diversity in attitudes, authors such as Elsevier and Walters Kluwer Health have an interest in managing diversity in attitudes.

Furthermore, according to bibliometric analysis of research publication 2815 from the Scopus database, keywords such as religion, kindness, lifestyle, general attitude, training support, and human relations programme development research are less popular. We use positional diversity, content analysis, and bibliometric measurements. The research review's trend analysis reveals a growing interest in management research as a promising field of study in

the situation. According to a review of published sources, HRM through diversity management is primarily welcomed by interdisciplinary fields that focus on the relationship between HRM and its implications for human diversity in general. Please see Figure (6). (America, the United States of America) The most productive educational institution was Kaohsiung National University, which contributed nearly 60% of the literature examined.

Furthermore, an examination of scientific cooperation reveals that countries/regions with a stronger interest in global cooperation (such as the United States, the United Kingdom, Australia, and Canada) are more likely to develop rapidly. Cooperation between institutions or regions is also more important. This study identified the research topics most relevant to the role of management and diversity in the situation. These topics include (dealing with diversity, managing diversity, creativity and innovation). It demonstrates that the majority of management research tendencies and trends are diversity in attitudes, which can be divided into six main axes: (1) preparedness in dealing with human diversity, (2) developing employees through training courses to deal with situational management, (3) the model resulting from the diverse workforce and the benefits of diversity, (4) communication and self-efficacy in managing situations, and (5) managing in situations.

### **Recommendations**

several recommendations based on the findings of this study can be recommended. Universities should encourage their students to participate in this type of study, which is represented in the bibliometric analysis of research published on a subject, because this type of study provides other researchers with a foundation for references that can be launched for their research; A bibliometric analysis of research articles published in databases other than Scopus. Management's role, situational diversity. Renewing the topic for future years is linked to a specific time period, so the results will differ from the previous year, especially when the year 2022 is included.

### **Conflict of Interest**

"The authors declare no conflict of interest".

### **Author Contributions**

All authors had approved the final version.

### **References**

Abuhassna, H., & Awae, F. (2021). The Effect of Employing Animated Films in Teaching Arabic as a Foreign Language (AFL) to Non-Native Speakers in Thailand Schools. *Innovative Teaching and Learning Journal*, 5(2), 1–10. Retrieved from <https://itlj.utm.my/index.php/itlj/article/view/65>

Abuhassna, H., & Yahaya, N. (2018). Students' Utilization of Distance Learning through an Interventional Online Module Based on Moore Transactional Distance Theory. *Eurasia Journal of Mathematics, Science and Technology Education*, 14(7), 3043-3052. <https://doi.org/10.29333/ejmste/91606>

Abuhassna, H., Awae, F., Alsharif, A. H., Yahaya, N., & Alnawajha, S. (2022b). Understanding Online Learning Engagement and Challenges during COVID19: Qualitative Evidenc. *International Journal of Academic Research in Progressive Education and Development*, 11(1), 651–661.

Abuhassna, H., Busalim, A. H., Mamman, B., Yahaya, N., Megat Zakaria, M. A. Z., Al-Maatouk, Q., & Awae, F. (2022a). From Student's Experience: Does E-learning Course Structure Influenced by learner's Prior Experience, Background Knowledge, Autonomy, and Dialogue. *Contemporary Educational Technology*, 14(1), ep338. <https://doi.org/10.30935/cedtech/11386>

Wassila, H. (2004). Human Resources Department, Directorate of Publication at the University of Guelma, Algeria, 2004, p. 25.

Al-Amri, S., Amal, I. (2020), "The Impact of Diversity and Inclusion Management Practices on the Performance of the Female Teaching Staff exploratory research for the opinions of a sample of the female teaching staff in some universities", Al-Kut Journal of Administrative and Economic Sciences, Wasit University, No. 35.

Al-Bashuti, R. (2013). The role of organizational culture in increasing the effectiveness of human resource diversity: a field study, *The Scientific Journal of Business and Environmental Studies*, 4 (1), 1-2.

Ahmed, N. C. (2012). Evaluating the performance of human resources, the case of Sonatrach and Cevital, PhD graduation thesis, University of Algiers 3, 2012, p. 7.