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## **Management of cultural, ethnic, and gender diversity in improving organizational performance: a study on a sample from the directorate of culture in Djelfa province, Algeria**

### **ABSTRACT**

The study investigates the impact of cultural, ethnic, and gender diversity on organizational performance at the Directorate of Culture, focusing on innovation, collaboration, and service quality. Using a descriptive-analytical approach, data were collected through a questionnaire targeting 30 employees. Findings indicate that diversity significantly enhances innovation, with 50% of respondents emphasizing its role in idea development and 33.3% acknowledging its moderate influence. Additionally, 83.3% reported that gender diversity strengthens team interaction and collaboration. Similarly, 83.3% of participants believe cultural and ethnic diversity improves service quality, aligning with diverse cultural values by 80%. Despite these benefits, challenges in diversity management were identified. About 63.3% of respondents highlighted the impact of gender bias on task allocation, while 46.6% noted cultural gaps affecting employee collaboration. The study concludes that diversity plays a crucial role in enhancing organizational performance, fostering innovation, and improving service quality. However, addressing associated challenges is essential. It recommends adopting inclusive policies and implementing training programs to enhance cultural understanding and minimize workplace biases.

**Keywords:** cultural diversity, ethnic diversity, gender diversity, performance, organizational performance

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## **Gestión de la diversidad cultural, étnica y de género en la mejora del rendimiento organizacional: un estudio en una muestra de la dirección de cultura en la provincia de Djelfa, Argelia.**

### **RESUMEN**

El estudio investiga el impacto de la diversidad cultural, étnica y de género en el desempeño organizacional en la Dirección de Cultura, centrándose en la innovación, la colaboración y la calidad del servicio. Utilizando un enfoque descriptivo-analítico, se recopilaban datos a través de un cuestionario dirigido a 30 empleados. Los hallazgos indican que la diversidad mejora

significativamente la innovación, con un 50% de los encuestados enfatizando su papel en el desarrollo de ideas y un 33.3% reconociendo su influencia moderada. Además, el 83.3% informó que la diversidad de género fortalece la interacción y la colaboración en el equipo. De manera similar, el 83.3% de los participantes cree que la diversidad cultural y étnica mejora la calidad del servicio, alineándose con los valores culturales diversos en un 80%. A pesar de estos beneficios, se identificaron desafíos en la gestión de la diversidad. Alrededor del 63.3% de los encuestados destacó el impacto del sesgo de género en la asignación de tareas, mientras que el 46.6% señaló las brechas culturales que afectan la colaboración entre empleados. El estudio concluye que la diversidad juega un papel crucial en la mejora del desempeño organizacional, el fomento de la innovación y la optimización de la calidad del servicio. Sin embargo, abordar los desafíos asociados es esencial. Se recomienda adoptar políticas inclusivas e implementar programas de formación para mejorar la comprensión cultural y minimizar los sesgos en el lugar de trabajo.

**Palabras clave:** diversidad cultural, diversidad étnica, diversidad de género, rendimiento, rendimiento

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## **Gestão da diversidade cultural, étnica e de gênero na melhoria do desempenho organizacional: Um estudo em uma amostra da Direção de Cultura na província de Djelfa, Argélia.**

### **RESUMO**

O estudo investiga o impacto da diversidade cultural, étnica e de gênero no desempenho organizacional na Diretoria de Cultura, com foco na inovação, colaboração e qualidade dos serviços. Utilizando uma abordagem descritivo-analítica, os dados foram coletados por meio de um questionário direcionado a 30 funcionários. Os resultados indicam que a diversidade melhora significativamente a inovação, com 50% dos respondentes enfatizando seu papel no desenvolvimento de ideias e 33,3% reconhecendo sua influência moderada. Além disso, 83,3% relataram que a diversidade de gênero fortalece a interação e a colaboração da equipe. Da mesma forma, 83,3% dos participantes acreditam que a diversidade cultural e étnica melhora a qualidade dos serviços, alinhando-se com valores culturais diversos em 80%. Apesar desses benefícios, foram identificados desafios na gestão da diversidade. Cerca de 63,3% dos respondentes destacaram o impacto do viés de gênero na alocação de tarefas, enquanto 46,6% apontaram lacunas culturais que afetam a colaboração entre funcionários. O estudo conclui que a diversidade desempenha um papel crucial na melhoria do desempenho organizacional, no fomento da inovação e no aprimoramento da qualidade dos serviços. No entanto, é essencial enfrentar os desafios associados. Recomenda-se a adoção de políticas inclusivas e a implementação de programas de treinamento para aprimorar a compreensão cultural e minimizar vieses no ambiente de trabalho.

**Palavras-chave:** diversidade cultural, diversidade étnica, diversidade de gênero, desempenho, desempenho organizacional.

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### **INTRODUCTION**

Cultural, ethnic, and gender diversity in the workplace is one of the most significant factors influencing institutional performance. It brings with it a wealth of knowledge and diverse experiences that contribute to enhancing innovation and creativity. In cultural institutions, this diversity plays an even greater role as it reflects the diversity within society and impacts the quality of services provided and their relevance to community needs. In Algeria, cultural diversity forms an integral part of the national identity due to the plurality of its cultural,

ethnic, and gender components, making the management of this diversity an urgent necessity to achieve sustainable cultural development and strengthen social cohesion.

The Directorate of Culture in Djelfa Province serves as a microcosm of this dynamic, encompassing a mix of cultural, ethnic, and gender backgrounds. However, managing this diversity faces organizational and social challenges that may impact the achievement of cultural development goals. Therefore, this study aims to analyze the reality of diversity management at the Directorate, examine its impact on institutional performance, and provide practical solutions to enhance the effective management of diversity.

## **First: The Methodological Framework of the Study**

### **1. Significance of the Topic**

**Enhancing Organizational Performance:** Understanding the impact of cultural, ethnic, and gender diversity on institutional performance helps improve work efficiency and develop organizational processes.

**Achieving Sustainable Cultural Development:** Effectively managing diversity contributes to cultural and social integration, supporting sustainable development goals.

**Promoting Social Cohesion:** Diversity provides opportunities to foster mutual understanding and respect among various groups, creating a harmonious work environment.

**Addressing Organizational Challenges:** The study helps identify obstacles to diversity management, such as gender bias and cultural gaps, and proposes solutions to overcome them.

**Enriching Academic Literature:** This topic offers a fresh contribution to the field of diversity management studies, particularly in the Algerian context and cultural institutions.

### **2. Objectives of the Topic**

**Analyze the Reality of Cultural, Ethnic, and Gender Diversity at the Directorate of Culture:** Study how this diversity is reflected in the work environment and the quality of services provided.

**Identify Challenges in Diversity Management:** Analyze organizational and social barriers affecting effective management.

**Explore the Impact of Diversity Management on Institutional Performance:** Understand the relationship between diversity, employee productivity, and organizational efficiency.

**Propose Strategies to Enhance Diversity Management:** Provide innovative solutions to foster integration among employees and improve the work environment.

**Enhance Understanding of the Relationship Between Diversity and Sustainable Cultural Development:** Examine how diversity can be leveraged as a tool to support long-term cultural and social objectives.

## **3. Defining the Key Concepts of the Study**

### **A. Cultural Diversity**

**Definition 1:** Cultural diversity refers to the plurality of traditions, beliefs, and cultural values that distinguish a group of individuals within a single society. (UNESCO, 2001) This definition emphasizes the cultural and value-based dimensions reflecting the social identity of individuals and communities. It can be considered the foundation for understanding diversity in organizations.

**Definition 2:** Cultural diversity is the coexistence of multiple cultures within the same

environment, manifesting in the daily practices and values of individuals (Jamal, 2020). This definition focuses on daily interactions among different cultures and their impact on institutions, which is useful for analyzing everyday practices within the Directorate of Culture.

**Operational Definition:** In this study, cultural diversity refers to the plurality of cultural backgrounds, values, and traditions characterizing the employees of the Directorate of Culture in Djelfa, observable through their daily practices and interaction styles (Breitborde et al., 2009; Zimmermann et al., 2007).

## **B. Ethnic Diversity**

**Definition 1:** Ethnic diversity refers to the multiplicity of ethnic groups within a given society, distinguished by origin, language, or traditions (Ghosh, 2015; Thijs & Verkuyten, 2014). This definition highlights the foundational aspects that define ethnicities and their impact on social relations.

**Definition 2:** Ethnic diversity indicates the presence of distinct ethnic groups within a society, where these differences significantly shape collective identities (Said, 2018; Ahlerup & Olsson, 2012). This definition emphasizes the social and perceptual dimensions of ethnic diversity and its impact on institutional relationships.

**Operational Definition:** In this study, ethnic diversity refers to the variety of ethnic backgrounds among employees at the Directorate of Culture in Djelfa and its influence on teamwork and task distribution.

## **C. Gender Diversity**

**Definition 1:** Gender diversity refers to the balance in representation between genders in the workplace, reflecting equality in opportunities between men and women (UN Women, 2017; Reddy & Jadhav, 2019). This definition highlights the rights-based aspect of gender diversity, promoting equal opportunities.

**Definition 2:** Gender diversity refers to the variety of roles and responsibilities between genders, reflecting natural and social differences (Ibrahim, 2019; Rubin et al., 2020). This definition focuses on the variation in social roles and responsibilities, aiding in analyzing task distribution at the Directorate of Culture.

**Operational Definition:** In this study, gender diversity refers to the level of balance between men and women at the Directorate of Culture in Djelfa and its impact on the distribution of responsibilities and roles within the work environment.

## **D. Performance**

**Definition:** Performance is a measure of the ability of individuals, teams, or institutions to achieve specified goals and tasks within a certain timeframe. It encompasses various aspects, such as efficiency, effectiveness, achievement, and productivity. High performance is associated with the ability to achieve desired results using available resources efficiently and systematically (Tyler, 2015). In work environments, performance reflects employees' ability to successfully complete their tasks in line with quality standards, including creativity and adaptability to different challenges (Jeballah, 2017).

**Operational Definition:** In this study, "performance" is measured based on employee evaluations of their efficiency in completing daily tasks, focusing on service quality, workplace innovation, and employee satisfaction (Williams, 2012). It also considers teamwork and the ability to interact with cultural, ethnic, and gender diversity. Data is collected through surveys and interviews with employees to assess performance based on these indicators.

## **E. Organizational Performance**

**Definition:** Organizational performance refers to an institution's or organization's ability to achieve its goals and deliver effective outcomes in various areas, such as productivity, innovation, quality, and collaboration among individuals (Akpa et al., 2021). Organizational performance is influenced by several factors, such as efficient resource utilization, the institution's ability to adapt its strategies to environmental challenges, and employee and customer satisfaction with the services or products provided. Additionally, organizational performance is evaluated based on the organization's capacity to achieve strategic objectives and tangible results in innovation and sustainable growth (Murad, 2021).

**Operational Definition:** In the context of this study, organizational performance is defined as the Directorate's ability to achieve its strategic objectives through efficient resource utilization, high productivity, fostering collaboration among individuals, and enhancing innovation and service quality (Stone-Romero et al., 2009). It is measured using indicators such as team interaction, employee and client satisfaction, service or product quality, and the extent to which strategic goals are met.

## **Second: Methodological Field Procedures**

### The Method Used in the Study

In this study, we employed the descriptive-analytical method, which is defined as: "The process of studying phenomena as they exist in reality, with the aim of accurately describing them and analyzing their components and relationships to achieve a comprehensive understanding of the phenomenon" (Obaid, 2018).

The descriptive-analytical method is suitable for this type of study as it allows the analysis of the cultural and gender diversity reality in the directorate, understanding the relationships between its elements, and its impact on organizational performance.

### **Operational Definition:**

In this study, the descriptive-analytical method refers to the study and analysis of practices and policies regarding cultural and gender diversity in the Directorate of Culture in Djelfa. It also involves providing recommendations based on the description and analysis of data derived from the study's tools.

### **Data Collection Tools**

The questionnaire was chosen as the tool for data collection in this study, which is defined as: "A data collection tool consisting of a set of written questions presented to respondents to obtain accurate information on the subject of the study" (Zidan, 2021).

### **Operational Definition of the Questionnaire:**

In this study, the questionnaire is defined as a research tool consisting of a set of carefully designed questions directed to the employees of the Directorate of Culture in Djelfa. It aims to explore their opinions and experiences regarding the management of cultural, ethnic, and gender diversity and its impact on institutional performance. The questionnaire focuses on collecting data related to cultural and organizational aspects through closed-ended questions (with predefined answers) and open-ended questions (allowing respondents to express themselves freely). This aims to analyze the current reality and draw conclusions that support the study's hypotheses.

### **Study Sample**

The purposive sampling method was chosen because it allows the researcher to collect accurate and reliable data from individuals with practical and real-world experience in cultural, ethnic, and gender diversity. This sample is suitable for studying the potential effects

of these factors on organizational performance, as the selected individuals have direct and realistic knowledge of the subject.

Purposive sampling is defined as: "A type of non-random sampling in which individuals are deliberately selected based on certain characteristics related to the subject of the study. The researcher relies on selecting individuals who possess information or specific experiences related to the research topic, where participants are chosen based on their knowledge and experiences regarding the studied phenomenon" (Al-Aidi, 2013).

### **Operational Definition:**

In this study, the purposive sample consists of 30 male and female employees working in the Directorate of Culture. They were selected based on their knowledge of the impact of cultural, ethnic, and gender diversity on organizational performance in the workplace. Individuals who deal directly with issues of cultural and gender diversity in their daily work within the directorate were chosen.

### **Third: Presentation and Analysis of Data in Light of the Hypotheses**

#### **Axis One: Presentation and Analysis of Demographic Data**

**Table 1.** Distribution of the Sample by Gender

<b>Gender</b>	<b>Frequency</b>	<b>Percentage (%)</b>
<b>Male</b>	18	60%
<b>Female</b>	12	40%

The statistical data indicate that 60% of the sample are males, while females represent 40%. This percentage shows that males constitute the majority in the studied work environment. However, the 40% representation of females reflects a significant presence of women in the workplace, which may suggest a gradual improvement in gender diversity within the institution.

From a sociological perspective, this gender distribution reflects a historical disparity in gender participation within certain institutions. In many organizations, leadership and managerial roles often exhibit greater male representation, as evidenced by the higher percentage of males here. Nonetheless, the 40% female representation is a positive indicator of increasing opportunities for women, especially in light of recent trends advocating for gender equality in work environments.

This aligns with sociological concepts emphasizing the importance of empowering women and enhancing their participation in leadership roles. Therefore, it is crucial to implement policies and initiatives that aim to ensure equal representation of women across all roles and functional areas. Such measures align with global efforts to promote women's rights and provide an inclusive and equitable work environment.

**Table 2.** Distribution of the Sample by Age

<b>Age Group</b>	<b>Frequency</b>	<b>Percentage (%)</b>
<b>Under 30 years</b>	5	16.7%
<b>30–40 years</b>	12	40%
<b>41–50 years</b>	8	26.7%
<b>Over 50 years</b>	5	16.7%

The statistical data reveal that the age group "30–40 years" represents the largest portion of the sample, at 40%. This is followed by the "41–50 years" group at 26.7%, while both the "Under 30 years" and "Over 50 years" groups each account for 16.7%. This distribution

indicates that individuals in the mid-age range (30–40 years) form the majority of the workforce in the studied institution, reflecting the dynamic and interactive nature of this environment.

#### Greater Representation of the 30–40 Age Group:

The "30–40 years" age group reflects the sociological reality of individuals who have made significant progress in their professional careers. This group is often considered the most active in the labor market, possessing the necessary experience for administrative responsibilities while maintaining the capacity for renewal and creativity. These individuals are typically characterized by flexibility and adaptability to modern technologies and new ideas, enhancing their ability to innovate and collaborate within the work environment.

#### Challenges Facing the Under 30 and Over 50 Age Groups:

The "Under 30 years" and "Over 50 years" groups each account for 16.7% of the sample, which may reflect certain challenges in attracting them to work in specific institutions. Younger individuals under 30 may face difficulty finding employment due to a lack of experience or institutional preferences for older or more experienced individuals. Conversely, those over 50 years old may encounter challenges related to adapting to modern technologies or limited opportunities for leadership roles due to organizational policies favoring younger generations.

These dynamics may point to hidden gaps requiring comprehensive solutions. In light of contemporary sociological approaches, these age-related gaps highlight the need for inclusive employment policies that account for diversity across all age groups. It is recommended to adopt recruitment strategies that encourage balanced representation across age groups, providing equal opportunities for all. Moreover, tailored training programs should be introduced to develop the skills of individuals from various age groups, enabling them to adapt to technological changes and the evolving demands of the workplace. This would ultimately enhance the integration of all generations within the institutional framework.

**Table 3.** Distribution of the Sample by Educational Level

<b>Educational Level</b>	<b>Frequency</b>	<b>Percentage (%)</b>
<b>High School Certificate</b>	4	13.3%
<b>University Degree (License)</b>	15	50%
<b>Graduate Studies (Master/PhD)</b>	11	36.7%

The statistical data shows that the most represented group is "University Degree (License)" with 50%. This is followed by the group "Graduate Studies (Master/PhD)" with 36.7%, while the "High School Certificate" group represents only 13.3%. These distributions indicate that the vast majority of individuals in the sample possess high academic qualifications, with a greater focus on those holding a Bachelor's degree.

#### Significant Representation of University Degree Holders:

The 50% representation of individuals with a University Degree (License) reflects the contemporary sociological reality where university education is a basic requirement for entering jobs in government and professional sectors, especially in fields requiring administrative or specialized skills. This group represents a broad segment of ambitious individuals who seek career advancement, and they often possess advanced skills in handling technology and innovation in work environments. This trend reflects the transformations seen in modern societies, where university education is considered one of the foundations for building distinguished career paths.

#### Strong Presence of Graduate Degree Holders (Master/PhD):

Although holders of graduate degrees represent a smaller proportion than those with a university degree, the 36.7% share indicates a strong presence of this group. This reflects the growing trend toward developing scientific and specialized capacities within institutions. It also reflects the increasing interest in enhancing research skills and the ability to make informed decisions based on in-depth studies. This trend shows the importance of promoting a culture of scientific research and specialized knowledge, aligning with the transformations in modern societies that focus on intellectual innovation.

#### Limited Representation of High School Graduates:

The 13.3% representation of individuals with a high school certificate indicates that higher education has become a basic requirement for accessing jobs in government and professional sectors, including the cultural sector. This reflects sociological changes related to the evolution of the labor market, which requires higher academic qualifications. This also raises questions about the educational gap between individuals who have not had the opportunity to develop their academic skills and the limited opportunities available to them in the job market. These results highlight the need for policies aimed at improving educational and professional training opportunities for social groups that have not had sufficient access to higher education levels.

#### Educational Level-Related Challenges and Opportunities:

According to modern sociological approaches, this data represents an opportunity to study the relationship between education and job opportunities in cultural institutions. It is important to implement educational policies that ensure equal opportunities for all social groups, including individuals with a high school certificate. Moreover, educational policies should include greater opportunities for funding graduate studies to enhance the competitiveness of groups aiming for professional excellence in certain fields.

#### The Role of Graduate Degrees in Improving Institutional Performance:

Sociological analysis highlights the importance of promoting graduate degrees, as individuals holding advanced degrees have the ability to generate innovative ideas and lead change within institutions. This reflects the importance of investing in continuous education programs and graduate studies to develop individuals' skills, particularly in fields that require intellectual and technological creativity. This approach strengthens institutions' ability to innovate and adapt to contemporary challenges, contributing to improved institutional performance and promoting sustainable development.

**Table 4.** Distribution of the Sample by Years of Experience

<b>Years of Experience Category</b>	<b>Frequency</b>	<b>Percentage (%)</b>
<b>Less than 5 years</b>	6	20%
<b>Between 5 and 10 years</b>	10	33.3%
<b>Between 11 and 15 years</b>	7	23.3%
<b>More than 15 years</b>	7	23.3%

The statistical data shows that the most represented category is "Between 5 and 10 years" with 33.3%. This is followed by the categories "Less than 5 years," "Between 11 and 15 years," and "More than 15 years," each with approximately equal representation (23.3%). This indicates a balance of individuals with different levels of experience within the sample.

#### Significant Representation of the "Between 5 and 10 Years" Category:

The 33.3% representation of the "Between 5 and 10 years" group suggests that those with medium experience are the most represented. This indicates that most employees in the department have begun to develop practical knowledge and field experience, enabling them

to perform their tasks effectively. It can be concluded that this group forms the backbone of the institution, possessing distinguished practical abilities but needing continuous training programs to keep up with rapid changes in the field and to motivate them to develop skills in areas such as technological leadership and innovation.

Balanced Presence of "Less than 5 Years" and "More than 15 Years":

The balanced representation of both "Less than 5 years" and "More than 15 years" categories (each 23.3%) indicates significant diversity in experience levels within the department. New employees often have strong incentives to learn and acquire skills quickly, but may face difficulties understanding the organizational culture and institutional structure. On the other hand, individuals with long experience possess extensive knowledge that can be useful in making strategic decisions and guiding work, though they may struggle to adapt to technological developments and recent innovations.

Professional Development Challenges in Different Categories:

From this data, it can be inferred that the main challenge lies in the need to provide comprehensive training and professional development programs that meet the needs of each category. New employees (less than 5 years) need intensive training programs related to organizational culture and basic skills, while employees with long experience (more than 15 years) may need to update their knowledge on the latest trends and innovations in their field. It is essential for institutions to focus on providing continuous programs to support skill development that aligns with each experience level.

Focus on Diversity in Experience:

From a contemporary sociological perspective, this distribution reflects a rich diversity of experience within the department. Medium and long-term experience provide a balance between generations, allowing knowledge exchange between individuals with diverse experiences. This diversity can play a central role in transformational leadership, where long-term experience can be used as a tool to guide new employees and motivate them to innovate in the work environment. At the same time, new experiences bring fresh ideas that help drive change within the institution.

Future Trends:

According to contemporary sociological approaches, institutions should aim to achieve diversity in experience within teams. The significant proportion of new employees indicates the need to work on developing an inclusive environment that encourages learning and development, thereby increasing the overall productivity of the institution and ensuring sustainability in institutional performance. It is important for institutions to provide a flexible and supportive learning environment that allows employees to benefit from their previous experiences while acquiring new skills.

**Table 5.** Distribution of the Sample by Functional Department

<b>Functional Department</b>	<b>Frequency</b>	<b>Percentage (%)</b>
<b>Cultural Programs Management</b>	10	33.3%
<b>Human Resources Management</b>	8	26.7%
<b>Administrative Services</b>	7	23.3%
<b>Other Departments</b>	5	16.7%

Statistical Analysis:

The statistical reading indicates that the "Cultural Programs Management" department is the most represented in the sample with 33.3%, followed by the "Human Resources

Management" department with 26.7%. The "Administrative Services" department represents 23.3%, while "Other Departments" make up the smallest category with 16.7%. This distribution shows that the cultural department holds a priority position in the organizational structure, while the administrative departments play a supportive and complementary role in the institution.

#### Insights from the Distribution:

The results suggest a broad distribution of departments within the directorate and their impact on enhancing institutional performance. The 33.3% representation of the Cultural Programs Management department highlights the significant role of culture in strengthening social ties and fostering community belonging, aligning with sociological theories that emphasize the role of culture in driving social change and sustainable development.

On the other hand, the "Human Resources Management" department, representing 26.7%, reflects the importance of diversity within the institution, both culturally and gender-wise, in promoting creativity and innovation. It also highlights this department's role in integrating organizational policies with the professional development of individuals, contributing to greater efficiency and effectiveness within the institution.

The "Administrative Services" department, representing 23.3%, is a key element in ensuring coordination between the administrative and cultural aspects within the institution. These departments manage financial and logistical resources that support the implementation of cultural programs, contributing to the integration of various administrative functions.

The "Other Departments," representing 16.7%, indicate evolving organizational trends, adapting to contemporary challenges such as public relations and communication departments. This reflects the institution's ability to adapt to the evolving needs of the community.

#### Sociological Perspective on Interdepartmental Interactions:

From a contemporary sociological perspective, these interactions between various departments highlight how collaboration enhances overall institutional performance. The importance of coordination between the Cultural Programs Management and Human Resources Management departments is evident in ensuring that efforts are integrated and institutional goals are achieved more effectively and efficiently. This collaborative dynamic is essential for the success of the institution, as it fosters the synergy required for achieving long-term goals.

## Section 2: Presentation and Analysis of Results in Light of Partial Hypotheses

### 1. Presentation and Analysis of Data for the First Hypothesis:

Cultural, ethnic, and gender diversity contributes to creating a work environment rich in experiences and ideas that support organizational performance at the Directorate of Culture.

**Table 6.** The Impact of Cultural Diversity on Enhancing Innovation at Work

Response	Frequency	Percentage (%)
Yes, significantly	15	50%
Yes, to some extent	10	33.3%
No, to a limited extent	4	13.3%
No, not at all	1	3.3%

#### Statistical Analysis:

The statistical reading shows that 50% of the respondents believe that cultural diversity significantly enhances innovation, reflecting the opinion of the majority of individuals that

diversity in the work environment plays an important role in fostering creativity and innovation. On the other hand, 33.3% of the respondents think that cultural diversity enhances innovation to some extent, indicating their recognition of a positive impact, albeit to a lesser degree than those who perceive a major effect. Meanwhile, 13.3% of the respondents believe that the impact of diversity on innovation is limited, while only 3.3% think that cultural diversity has no impact on innovation at work.

Sociological Perspective:

From a sociological viewpoint, the results indicate that the majority of respondents (50%) perceive cultural diversity as significantly enhancing innovation, which reflects the central role of cultural diversity in promoting creativity within the workplace. This belief aligns with modern sociological theories, which emphasize that culturally and ethnically diverse teams are more likely to offer innovative solutions to the challenges they face, enhancing the organization's adaptability and ability to thrive in changing work environments.

For the 33.3% who believe that diversity somewhat enhances innovation, this can be attributed to their recognition of a positive, yet more limited, effect, which might be influenced by other factors such as leadership or organizational training. The 13.3% who see a limited impact of diversity on innovation may have had limited exposure to diversity or are working in an environment where diversity is not fully supported. Finally, the 3.3% who believe that diversity has no impact on innovation may reflect a preference for traditional approaches or biases against diversity, which could stem from social or cultural considerations that make it difficult for them to adapt to a culturally diverse environment.

**Table 7.** The Impact of Gender Diversity on Interaction Between Team Members

<b>Response</b>	<b>Frequency</b>	<b>Percentage (%)</b>
<b>Very Positive</b>	10	33.3%
<b>Positive</b>	15	50%
<b>Neutral</b>	4	13.3%
<b>Negative</b>	1	3.3%

Statistical Analysis:

The responses "Positive" and "Very Positive" received the highest percentages in this question. A total of 83.3% of the respondents indicated that gender diversity has a positive impact on the interaction between team members. Of these, 50% considered the impact to be positive in general, while 33.3% viewed it as very positive. Additionally, 13.3% of the respondents reported no noticeable effect (Neutral response), while only 3.3% considered gender diversity to have a negative impact on team interaction.

Sociological Perspective:

The responses of "Very Positive" and "Positive" (83.3%) indicate a strong consensus within the professional environment that gender diversity enhances team interaction. From a sociological standpoint, this acknowledgment reflects the recognized benefits of gender diversity in improving group dynamics. Gender diversity enriches the work environment through the exchange of diverse ideas and perspectives, which aligns with the concepts of participative leadership and pluralistic management that foster collaboration and innovation within teams. According to modern sociological development, gender diversity contributes to improving mutual understanding among individuals by enhancing social awareness and encouraging the exchange of diverse experiences, which strengthens communication skills and teamwork.

For the 13.3% who responded neutrally, this could reflect challenges in understanding or applying effective strategies for managing gender diversity. It may also indicate that certain

environments or teams have yet to fully capitalize on the benefits of gender diversity to enhance interaction. As for the small percentage (3.3%) who considered gender diversity to have a negative impact, this could stem from cultural or social biases that may hinder productive interaction between genders in some places. Sociologically, this could reflect a failure to direct policies effectively or a lack of institutional support that would help manage gender diversity positively, thereby improving communication and collaboration within teams.

Sociological approaches emphasize that gender diversity not only enhances personal interaction between individuals but also contributes to improving institutional performance by increasing the diversity of thinking approaches and enhancing innovative problem-solving strategies. This, in turn, supports organizational efficiency and boosts overall performance.

**Table 8.** The Contribution of Cultural and Ethnic Diversity to Improving Service Quality

<b>Response</b>	<b>Frequency</b>	<b>Percentage (%)</b>
<b>Always</b>	12	40%
<b>Often</b>	13	43.3%
<b>Rarely</b>	4	13.3%
<b>Never</b>	1	3.3%

Statistical Analysis:

The responses "Always" and "Often" received the highest percentages in this question, with 83.3% of the respondents believing that cultural and ethnic diversity contributes to improving service quality. Specifically, 40% of the respondents believed that this diversity contributes "Always" to quality improvement, while 43.3% thought it contributes "Often." Additionally, 13.3% of the respondents saw diversity contributing "Rarely" to service quality, and only 3.3% felt it has "Never" had an effect on improving service quality.

Sociological Perspective:

The answers of "Always" and "Often" (83.3%) reflect a strong belief among respondents that cultural and ethnic diversity significantly contributes to improving service quality. From a sociological standpoint, these findings indicate growing awareness of the importance of cultural diversity in enhancing organizational performance. Diversity within a team can improve individuals' ability to interact with clients from diverse cultural backgrounds, leading to better relationships and increased service effectiveness. Modern sociological research suggests that cultural diversity can improve communication and innovation within teams, which in turn positively impacts the quality of services provided. Additionally, theories of diversity in organizations support the idea that diversity fosters collective creativity by exchanging different experiences and viewpoints, leading to diverse solutions to problems and better service delivery.

For the 13.3% who believe that diversity contributes "Rarely" to improving services, this can be explained by the lack of effective policies that maximize the benefits of diversity. Some organizations may not fully exploit diversity within the work environment, leading to communication gaps or challenges that hinder the organization from fully benefiting from the cultural diversity of its workforce. Sociologically, this could reflect cultural or social divides within the workplace, making it difficult to integrate these differences for the benefit of the organization. In such cases, diversity might lead to cultural tensions or challenges in building an inclusive organizational culture.

The "Never" response (3.3%) represents a small minority and may indicate structural or cultural challenges within the organization. This perception could be due to a lack of awareness or limited personal experience with culturally diverse work environments, which reduces individuals' ability to recognize the potential benefits of diversity in improving

organizational performance. Sociologically, this may reflect social biases that lead to disregarding the advantages that cultural and ethnic diversity can bring in enhancing institutional performance.

From modern sociological approaches, cultural and ethnic diversity is seen as a key factor in improving institutional performance. Diversity in cultural and ethnic backgrounds enhances collective intelligence within teams, helping to provide innovative and context-appropriate solutions. Involving individuals from different cultural backgrounds enriches service inclusivity and increases its ability to meet the diverse needs of the community, thereby improving the quality and effectiveness of services.

**Table 9.** The Degree of Team Members' Alignment with Different Cultural Values in the Directorate

Response	Frequency	Percentage (%)
Very High	8	26.7%
Moderate	16	53.3%
Low	5	16.7%
Non-existent	1	3.3%

The results show that 80% of the respondents feel a sense of alignment with the cultural values in the Directorate, with 26.7% reporting "Very High" alignment and 53.3% indicating "Moderate" alignment. On the other hand, only 16.7% of the respondents consider the alignment "Low," and 3.3% believe there is "No alignment" with the cultural values at all.

The responses of "Moderate" and "Very High" (80%) suggest that the majority of respondents perceive a good or acceptable level of alignment with the cultural values in the Directorate. Sociologically, this result reflects the institution's ability to foster a corporate culture that embraces cultural diversity and tolerance. From a contemporary cultural theory perspective, this outcome emphasizes the importance of creating a work environment that allows for the coexistence of diverse cultures and values. This indicates that cultural diversity within the Directorate is not merely a physical presence of individuals from different backgrounds, but rather a reflection of an organizational culture that promotes dialogue and interaction among cultures. Therefore, cultural alignment within the Directorate can be considered a positive indicator of policies that encourage diversity and mutual understanding among individuals.

On the other hand, the "Low" response (16.7%) highlights structural or cultural challenges that might impact interaction and understanding between individuals from diverse cultural backgrounds. Sociologically, this result could signal that cultural diversity in the workplace is not being effectively managed, leading to weak alignment among individuals. It may also point to social disparities or cultural divides that become evident in daily interactions, which can amplify biases or cultural discrimination within the team.

The "Non-existent" response (3.3%) reflects real challenges that might hinder cultural alignment within the Directorate. Sociologically, this may suggest a work environment where cultural diversity is ignored or not sufficiently valued. This could be due to the absence of cultural diversity strategies or the resistance of certain individuals or groups to change. Such a situation could lead to cultural tensions or social fragmentation within the team, obstructing full alignment among its members.

From modern sociological perspectives, cultural alignment is seen as a fundamental aspect of creating an inclusive and sustainable work environment. Enhancing cultural alignment can stimulate collective creativity and innovation, whereas weak alignment can lead to social conflicts and cultural divisions that negatively affect team performance and service quality. Effectively managing cultural diversity requires clear policies that support diversity and foster mutual respect among individuals from various cultural backgrounds.

## 2. Proving or Rejecting the First Partial Hypothesis:

The data presented in the tables indicate that cultural, ethnic, and gender diversity significantly contributes to enhancing organizational performance in the Directorate of Culture, supporting the validity of the hypothesis. The results show that 50% of the respondents believe cultural diversity greatly enhances innovation, while 33.3% consider it enhances innovation to some extent, indicating a broad awareness of the importance of cultural diversity in creating an innovative work environment. Regarding gender diversity, 83.3% of the respondents pointed to its positive effect on interaction among team members, which enhances collaboration and harmony within the work environment. Moreover, 83.3% of the respondents believe that cultural and ethnic diversity contributes to improving the quality of services provided, reflecting the importance of this diversity in achieving more comprehensive and effective organizational goals. Finally, 80% of the responses indicated agreement with the different cultural values in the Directorate, which supports the sustainability of diversity as part of the institutional culture. Based on these results, it can be concluded that the first partial hypothesis is correct, as cultural, ethnic, and gender diversity plays a pivotal role in improving organizational performance and enhancing innovation and service quality.

## 3. Presentation and Analysis of Data for the Second Hypothesis:

There are organizational and social challenges that limit the effectiveness of diversity management in the Directorate, such as gender bias or cultural gaps between employees.

**Table 10.** Belief that gender bias affects task distribution within the Directorate.

Answer	Frequency	Percentage (%)
Yes, significantly	7	23.3
Yes, somewhat	12	40.0
No, to a limited extent	9	30.0
No, not at all	2	6.7

The results show that 63.3% of the respondents believe that gender bias affects task distribution within the Directorate, either significantly (23.3%) or somewhat (40.0%). In contrast, 30.0% of respondents believe the impact is limited, while 6.7% think gender bias does not affect task distribution at all.

The responses "Yes, somewhat" and "Yes, significantly" (63.3%) indicate that the majority of respondents acknowledge the impact of gender bias on task distribution within the Directorate. Sociologically, this can be understood as a result of gender discrimination still present in some institutional environments. According to the theory of gender superiority, this result reflects traditional patterns that differentiate roles assigned to men and women, such as assigning tasks requiring physical strength or leadership to men, leading to an unfair division of tasks based on gender.

Furthermore, this result suggests that the institution may need to address gender gaps by developing mechanisms to ensure task distribution based on competence rather than gender. This requires changing the organizational mindset and distribution practices to be more inclusive and balanced between genders.

On the other hand, the responses "No, to a limited extent" (30.0%) indicate that some respondents do not see a significant impact of gender bias on task distribution. Sociologically, this may reflect the existence of more neutral or gender-just organizational policies, where the Directorate may have taken steps to minimize gender bias. However, it may also indicate that subtle gender challenges are either invisible or not openly recognized within the institution.

Finally, the response "No, not at all" (6.7%) reflects the view of a few respondents who believe that gender bias does not affect task distribution. Sociologically, this may indicate a lack of awareness about gender challenges or that some individuals downplay the importance of the issue or perceive it as nonexistent. This result may be linked to the traditional gender pattern that sees gender bias as an invisible problem in some contexts.

These results reflect the ongoing challenges associated with gender bias in workplaces, which can affect task distribution and opportunities among employees. Sociologically, this discrimination could negatively impact development opportunities and work-life balance, hindering organizational performance and limiting creativity and innovation. From modern approaches to gender justice in the workplace, it is recommended that institutions take effective steps to reduce gender bias by developing organizational policies that promote gender equality and respect diversity. Additionally, institutions can benefit from incorporating gender equality training and addressing unconscious bias challenges to ensure task and professional opportunity distribution based on competence rather than gender biases.

**Table 11.** Cultural Gaps Between Employees Hinder Cooperation.

Answer	Frequency	Percentage (%)
Always	4	13.3
Often	10	33.3
Rarely	12	40.0
Never	4	13.3

The results of the responses related to the impact of cultural gaps on cooperation show a diverse distribution among the respondents. 13.3% of the respondents indicated that cultural gaps always hinder cooperation, while 33.3% thought these gaps often hinder cooperation. In contrast, 40.0% believed the impact of cultural gaps on cooperation occurs rarely, and 13.3% saw no impact from these gaps on cooperation within the organization. These percentages reflect a variation in the respondents' assessments of the extent of cultural diversity's impact on the work environment.

The results suggest that about half of the respondents (46.6%) believe cultural gaps hinder cooperation either always or often. Sociologically, this result can be interpreted as the challenges diversity can cause in work environments when employees from diverse cultural backgrounds interact. These gaps may lead to communication difficulties, hindering the exchange of ideas and innovation, and potentially creating social or psychological divides between cultural groups.

On the other hand, 40.0% of respondents believed that the impact of cultural gaps on cooperation occurs rarely, indicating that organizational efforts have successfully reduced these gaps. Sociologically, this reflects progress in the work environment, where policies or training programs have been implemented to minimize the negative impact of cultural gaps. As for the 13.3% who saw no impact from cultural gaps, they indicate that the organization has an inclusive and welcoming environment that enhances cooperation between employees from diverse backgrounds.

The results suggest that managing cultural diversity remains one of the major challenges institutions face in multicultural work environments. Sociologically, cultural gaps can pose an obstacle to positive interactions between individuals, affecting group dynamics and the effectiveness of cooperation within the organization. These gaps are often associated with differences in beliefs, values, and communication styles, which may lead to misunderstandings or tensions between employees.

These challenges highlight the need for institutions to develop inclusive policies that embrace cultural diversity and foster mutual understanding. This requires designing training programs

focused on building cross-cultural communication skills and teaching individuals how to effectively interact with colleagues from different backgrounds. Additionally, institutions should provide an inclusive and welcoming work environment where cultural diversity is seen as an asset and an opportunity for learning and growth, rather than a challenge that hinders performance.

Modern approaches to cultural diversity management emphasize the importance of creating mechanisms for coexistence among employees from diverse cultures. These mechanisms include enhancing dialogue and understanding, and encouraging the development of positive relationships between employees. Institutions should also adopt an organizational culture that supports cooperation and understanding while reducing the focus on cultural differences. Through these efforts, cultural diversity can be transformed into a strength that enhances innovation and creativity, contributing to the organization's goals more effectively.

**Table 12.** Clarity of Organizational Rules Addressing Cultural and Gender Diversity Challenges.

Answer	Frequency	Percentage (%)
Very Clear	5	16.7
Clear	15	50.0
Unclear	7	23.3
Absent	3	10.0

The statistical results show variation in respondents' perceptions regarding the clarity of organizational rules addressing cultural and gender diversity challenges. While 16.7% of respondents consider the organizational rules to be "very clear," reflecting a high appreciation for the clarity of these rules, the majority, 50.0%, believe the rules are "clear," indicating a good level of understanding among most respondents. However, 23.3% of respondents find the rules "unclear," suggesting gaps in communication or policy formulation. Meanwhile, 10.0% feel that these rules are "absent" entirely, reflecting a noticeable lack of guidance on cultural and gender diversity in some institutions.

Sociologically, the responses "very clear" and "clear" (66.7%) reflect a positive perception by the majority of respondents about the existence of organizational rules that contribute to addressing cultural and gender diversity issues. This indicates clear institutional efforts to enhance inclusivity and cooperation among individuals from diverse backgrounds. This result can be linked to the concept of institutional governance, which emphasizes the importance of clear policies to improve social interaction and reduce conflicts related to diversity.

The 23.3% of respondents who indicated that the rules are "unclear" highlight issues related to communication or understanding of policies concerning cultural and gender diversity. This deficiency may lead to misunderstandings and challenges that affect social cohesion within the institution.

For the 10.0% of respondents who indicated that the rules are "absent," this reflects a tangible lack of clear policies addressing diversity issues, which may result in feelings of exclusion or unintended discrimination. From a sociological perspective, this shows the urgent need for developing organizational policies that promote equality and inclusivity, which are essential for building a cohesive and diverse work environment.

Managing cultural and gender diversity is a fundamental challenge faced by contemporary institutions. Modern work environments require respect for cultural and gender differences among employees. To achieve this, the existence of clear and comprehensive organizational rules is crucial to ensure social justice and enhance equality. Gaps or ambiguity in these rules can lead to unequal opportunities for individuals or even to the emergence of forms of discrimination and exclusion among employees from diverse cultural and gender

backgrounds.

From a modern sociological perspective, studies emphasize the importance of adopting comprehensive strategies within institutions to promote transparency in rule and policy formulation. These strategies should focus on building an organizational culture that supports diversity, where differences are valued rather than seen as a source of conflict. Developing clear and well-thought-out policies enhances the work environment and reduces challenges related to cultural and gender diversity, contributing to integration and cooperation within the institution.

**Table 13.** Handling of Conflicts Arising from Cultural or Gender Diversity in the Directorate.

Answer	Frequency	Percentage (%)
<b>Very Effective</b>	6	20.0
<b>Effective</b>	14	46.7
<b>Ineffective</b>	8	26.7
<b>Not Addressed</b>	2	6.7

The survey results on how conflicts arising from cultural or gender diversity are handled in the directorate show a clear variation in respondents' opinions. While 20.0% of respondents expressed that the handling of conflicts was very effective, 46.7% considered it generally effective, making up the majority with a total of 66.7%. On the other hand, 26.7% of respondents believed that the handling of conflicts was ineffective, while 6.7% felt that the conflicts were not addressed at all.

The answers "Very Effective" and "Effective" (66.7%) reflect a high percentage, indicating the directorate's success in providing effective mechanisms and policies to address conflicts arising from cultural and gender diversity. From a sociological perspective, this can be explained by the presence of an institutional culture that supports inclusivity and understanding among employees. These institutions often rely on strategies such as conflict management training and fostering open dialogue among different parties. According to diversity and inclusion theory, creating a work environment that fosters mutual understanding helps reduce conflicts and at the same time enhances social cohesion within the institution. This approach reflects administrative maturity and a special focus on building a cohesive work environment despite cultural and gender diversity.

The answer "Ineffective" (26.7%) indicates that a quarter of respondents feel the handling of conflicts is insufficient. Sociologically, this can be attributed to the ineffectiveness of current institutional policies or a lack of specialized training in handling conflicts arising from diversity. It may also reflect the existence of biased or discriminatory behaviors that are ignored, thus exacerbating conflicts rather than resolving them. Based on cultural diversity theory, this deficiency points to gaps in diversity management, which could negatively affect team dynamics and overall productivity, requiring more comprehensive and effective interventions.

The answer "Not Addressed" (6.7%) reflects a small proportion of respondents who feel that conflicts are not addressed, which suggests the near-total absence of clear policies or mechanisms in some departments or teams. From a sociological perspective, this could be seen as an indicator of management neglecting the importance of diversity in the work environment or a lack of institutional awareness regarding the impact of these conflicts on productivity and harmony. According to institutional governance theory, the absence of conflict management strategies could lead to escalating tensions and increased feelings of exclusion among individuals, which could hinder the achievement of organizational goals effectively. This situation requires greater administrative attention to develop clear and comprehensive policies that ensure fairness and mutual understanding among all employees.

From a sociological perspective, managing cultural and gender diversity and resolving related conflicts presents a challenge that requires integrated strategies and a preventive approach. Recent studies highlight the importance of continuous education and training to enhance mutual understanding among individuals from diverse backgrounds, which helps reduce friction and promotes a cohesive work environment. Additionally, adopting clear and comprehensive diversity policies aids in providing proactive solutions to potential challenges, rather than relying on limited and inadequate reactions. According to diversity and inclusion theory, effective handling of these conflicts not only improves productivity and morale but also contributes to building social harmony within the institution. In contrast, failure to address these issues leads to escalating disputes and deteriorating relationships between individuals, negatively impacting overall institutional performance.

#### **4. Proving or Rejecting the Second Partial Hypothesis:**

The data analysis related to the second partial hypothesis reveals that organizational and social challenges, such as gender bias and cultural gaps among employees, significantly affect the effectiveness of diversity management in the directorate. The results showed that 63.3% of respondents consider gender bias to have varying degrees of impact on task distribution, highlighting an issue that requires addressing. Additionally, 46.6% pointed out that cultural gaps frequently or always affect collaboration among employees, reflecting the importance of strengthening diversity and inclusion policies. Based on these results, it can be concluded that the second partial hypothesis is partially supported by the data, indicating a need for further efforts to overcome these challenges in the organizational environment.

#### **5. General Results of the Study:**

The overall data derived from the study indicates that cultural, ethnic, and gender diversity in the Directorate of Culture significantly contributes to enhancing organizational performance, innovation, and the quality of services provided. The results confirmed that 50% of respondents consider cultural diversity to be a key factor in fostering innovation, with 33.3% considering it to be somewhat influential. This reflects a clear awareness of the importance of diversity in developing a dynamic work environment. Regarding gender diversity, the results showed that 83.3% of respondents acknowledge its positive effect on promoting interaction and harmony among team members, supporting the creation of a fruitful collaborative environment. Furthermore, 83.3% of respondents pointed out that cultural and ethnic diversity greatly contributes to improving the quality of services provided, while 80% expressed agreement with different cultural values, emphasizing the importance of adopting diversity policies to promote its sustainability as part of the institutional culture.

In terms of challenges, the results showed that gender bias and cultural gaps among employees pose a significant barrier to effective diversity management. 63.3% of respondents considered gender bias to impact task distribution to varying degrees, while 46.6% mentioned the impact of cultural gaps on collaboration among employees. Consequently, it appears that diversity plays a positive role in achieving organizational goals, with the need to address the associated challenges to ensure the maximum possible benefit.

### **CONCLUSION**

The study concluded that cultural, ethnic, and gender diversity plays a pivotal role in enhancing organizational performance in the Directorate of Culture. It contributes to improving innovation, collaboration among team members, and the quality of services provided. The results revealed a widespread awareness among employees about the importance of diversity in creating a dynamic and innovative work environment. The study also highlighted challenges related to diversity management, such as gender bias and cultural gaps, which negatively affect certain aspects of performance.

In light of these results, the study emphasizes the importance of developing inclusive policies that promote the sustainability of diversity as an integral part of organizational culture. It also recommends providing training programs to raise awareness about the importance of diversity and reduce biases. Furthermore, it suggests the necessity of activating mechanisms to support coordination and interaction among employees from diverse backgrounds to ensure maximum benefit from diversity.

In conclusion, this study is a step toward a deeper understanding of the role of diversity in the Algerian work environment, particularly in cultural institutions. It paves the way for future studies to explore more effective strategies to enhance diversity management, ensuring the achievement of sustainable and inclusive organizational performance.

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