

Diversity management of human resources as a response of environmental changes : an analytical vision

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Abstract : Diversity management of human resources as a response of environmental changes : an analytical vision This study are aimed to introduce analytical vision of impact Diversity management of environmental change in business organizations in order to determine response. The problem study is determined with question: Do diversity management is one factor that decide of the natural response with environmental changes? The hypothesis of the study is Diversity management as determined factor of response with environment changes an analytical vision and the study depend of analytical methodology concerned with this phenomenology

The study reached many conclusions such as there are impact of Diversity management on a response of environmental change an analytical vision of researcher and the study introduced many recommendations.

Key words : Diversity management, Human Resources, Response Environmental change

The introduction :

Human resources form the backbone of life in organizations, and in a way that makes them the actual basis for making changes and then interacting with these events, leading to the preparation of effective mechanisms to ensure a live response to them, and securing this requires acknowledging the diversity factor of these resources with the intention of benefiting from the outputs of this diversity and counting them as a basis for ensuring sustainability And continuity, it is true that the idea of managing diversity may be difficult in (some) environment, but in fact it represents a realistic matter in terms of its basis that the justifications for difference since humankind existed, see the Almighty's saying: "Oh people, we created you from male and female and resurrected and resurrected." And tribes so that you may know one another ۞ Indeed the most honorable of you with God is the most pious of you ۞ God is All-Knowing, All-Aware." Surah Al-Hujurat verse 13, which proves that the dilemma of the believer in which diversity is the inevitable management of this diversity. And we make the difference in ideas into links for communication and exchange of opinions in the world of business, and accordingly, an idea was crystallized from

the researcher in order to study this topic within an analytical approach through the following axes:

The first axis: the methodology of the study

First, the problem of the study:

Organizations prevail in a state of rethinking the vision when different numbers of individuals enter it and what makes it under the function of action and then move towards drawing plans and approving the state of prediction for various changes with the intent of an effective response that determines the facts as it sets the methods for how to contain it and the most endeavor to confront it. This means that the challenges are accompanied by a matter Diversity in human resources to the extent that they exist in light of contemporary environmental interferences, so the need arose to put forward the idea of managing diversity as an appropriate alternative to dealing well with the human masses and in a positive interaction with all and in a way that activates their abilities and puts them in the first line of work, so the study problem was represented in a basic question means:

Does the human resource management in business organizations have the means to

adopt the idea of diversity and to make it move on the work-related line with transparency and success in order to respond positively to environmental changes?

Second: the objectives of the study

These objectives were set as follows:

1. Providing a theoretical framework for managing the diversity of human resources in light of the ideas of writers and researchers in this field.
2. Determining the cases of response to environmental changes from the point of view of some researchers, indicating their diversity and identifying the characteristics of each response. .
3. Presenting a theoretical and analytical framework that reveals the management of the diversity of human resources in response to environmental changes from the viewpoint of researchers.

Third: the hypothetical scheme of the study

The study adopted the hypothetical scheme according to the researchers' theoretical analytical vision and as an indicator below

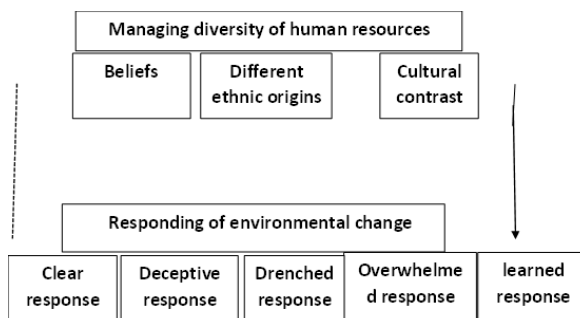


Figure (1) The hypothetical scheme of the study

* Leveraging on ideas (J. Lee and King, 2000)

Forth: the hypothesis of the study

The hypothesis of the current study was as follows:

The nature of responses to environmental changes is determined according to the researcher analytical vision, the level of availability of the explanatory dimensions of managing the diversity of human resources at the level of business organizations.

Fifth: Methods of collecting information

The researchers used scientific sources (relying on Arabic and foreign books, letters and articles related to the topic of research) to enhance their analytical vision and enable

them to add and diligence through the axes of the current study.

Sixth: Study Methodology

The researcher adopted the analytical approach in their study of the variables under study, which reflects their theoretical vision and paves the way for them to indicate all that is worthy of attention in the field of managing the diversity of human resources and its repercussions on the level of response to environmental changes.

The second axis: the theoretical framework of the study

First, managing the diversity of human resources

Talking about managing the diversity of human resources is still shrouded in some ambiguity among a group of organizations, which has led to raising the following question:

Does ignoring the issue of managing the diversity of human resources carry something strange to the extent that organizations are subject to cases of neglect and work in their shadows, or does the idea of human resources diversity carry a degree of modernity and what makes organizations exercise a degree of caution when dealing with it?

In order to answer that, it is necessary to have an analytical vision that indicates to us that the management of diversity of human resources carries implications and implications, including the breadth of organizations and the extent of their spread and the diversity of the work force in them within the framework of cultural variation and specialization, leading to the multiplicity of responsibilities coupled with the diversity of the environment in which this management operates and the most subject to conditions And the impact of events and the footprints of competitors, which means that managing the diversity of human resources requires invoking a number of mechanisms that translate their capabilities and express their broad view, so that they bear the burdens of individuals who are in their function as they think about them and accept cases of abuse at work as a result of their actions, taking into account that she is the mother. It extends a helping hand as it sets care and care programs, that is, it is not far from It oppresses them and does not abandon their complaints as much as you listen to them and put everything you have to earn them with

the intention of benefiting from their intellectual and muscular savings. To the container through its external shape as much as you focus on what is in it and whether it fulfills the purposes or not. And here is an invitation to say that the management of human resource diversity extends its action worldwide, which indicates the necessity of enjoying many of the characteristics that distinguish it from others because it did not bet on winning within narrow and limited boundaries as much as it resonates and raises its voice with the global and local and from the same country and outside, i.e. It has a strategic depth and a diplomatic legacy that puts it in the foreground, not the end, and we mean here that it is not really singular to share a specific culture or a particular race or even a particular nationality, that is, the distribution of interests around the clock and in a circle with a diameter of (360) degrees, and here is an indication that the increasing desire of organizations to go to the markets The world dictates it to adopt a flexible cultural model that respects the diversity of human resources[1]. and its views are comprehensive and its shadow is extended. From one of the areas that the human resources movement has not penetrated, it moves the population and deliberately activates some movements in favor of the situation and its secretions, meaning that this administration must be characterized by attitude and systematic to reach a state This is one of the cases of approaching integration. An organization that suffers from a shortage of manpower and scarcity of financial resources may tend to provide itself with capabilities from the surrounding environment, and here we mean benefiting from what is surplus in other organizations, whether foreign or even local, and this is an embodiment of asces of communication, give and take in The framework of relations in general and interests in particular, and here is an indication that the management of the diversity of human resources has ways and methods that can be employed for the benefit of work so that its outputs are inputs and factors of permanence and continuity for others. On the other hand, Atxt company has incited its managers to rapidly promote minority groups[2]. In line with that, the researcher might have a vision in this regard embodied in saying that managing the diversity of human resources must transcend

cases of bias in all its forms and extents. So that it shows that it is the incubator for all employees, regardless of their affiliations, to the point of creating a state of intimacy between the young people in the company and the elderly, because this situation means openness and sovereignty. The positive attitude and thus overcoming any contradictions arising from the nature of the outlook that each group has towards the other and even the level of expectations that revolve in their minds. In order to ensure awareness of the management of the diversity of human resources, we have been guided to present the explanatory dimensions of it and according to the following context:

1-Cultural contrast

Organizations embrace resources with a drink that differs from each other at all levels and characteristics, which made this a starting point for the necessity of positive containment and benefiting from the data of cultural variation among its employees so that the part is joined to the whole and the idea of organic affiliation before it has a formal characteristic, and in this regard he pointed out[3]. indicated that the cultural difference should be understood in a positive perspective away from the bidding and the case of discrimination between one group compared to another[4]. believes that this reflects the diversity of the prevailing cognitive pattern, and here is a reference to the diversity of human culture, in the world in terms of language, race, country, values, clothes, sexuality,

2- Different ethnic origins:

The idea of ethnic origins perpetuates a realistic situation at the level of organizations and nations, but the most difficult issue in it is when the perception and narrowness of interpretation towards ethnic origins is reduced to the point of focusing on a particular race without others. A question mark, as it represents a state of exclamation, therefore we say that whoever differentiates between individuals on the basis of ethnic origins does not have a holistic vision towards humanity, and moreover, he does not possess knowledge (ignorant of the history of nations) across its ranges because the issue of ethnic origins must be employed to secure the public interest not with the intention of courtesy as much as What the matter refers to is partnership and participation, and[5] adds that the administrative servant must use his

authority in serving the individuals working in the organization without distinguishing between them on the basis of gender, race, kinship, educational attainment, in addition to that, he indicated[6] To ensure equal employment opportunities for all individuals without any discrimination among them on the basis of ethnic origin.

3-Diversity of nationalities:

The issue of nationalities constitutes an existing topic within the framework of human history, as human resources were not created for one nationality as much as they settled in a geographical location and took it as their home and in a way that made them enjoy nationality within the borders of that country, but this should not represent a negative factor as much as it Explains a fact in the business world. Look at the multinational companies. You will find there is a different diversity in this issue, so that we find (French, Russian, Spanish etc.) standing on the line of work despite the presence of some differences between them, noting that the diversity of nationalities must be not to account for the contradictions Rather, it is preferable to invest in the interest of developments, and here is a reference to the need for departments and even the workers themselves to embrace the issue of diversity in nationalities in the field of work so that it is not a focus of tensions and the occurrence of conflicts as much as it is a forum for the exchange of energies and capabilities and the presentation of ideas even if it is difficult because the thing that is born from competition at work It can contain tensions and accept challenges, meaning that diversity in nationalities contributes to reducing differences when it is well employed[7] and in a manner that embodies interaction and achieve common ground in work

4- Beliefs:

It represents the ideas that individuals carry in the fields of work, and they are one of the influences that leave their action in the generation of views towards others, so that cases of acceptance or neutrality are manifested, and the situation may reach distance from them. This means that beliefs have a sensitivity characteristic in the field of work.) criticizes a certain behavior while we find it embraces another, which leads to meaningful indications in the same factors and what decides to do it so that attention is directed to certain behaviors while its features

are absent and the limit of ephemeral and neglect disappears in others and such effects of beliefs indicate to us their effective role in determining The degree of inclination in the behavior curve, as how many companies have made mistakes and bear burdens as a result of their prevailing beliefs to the extent that they mistrust many of their members, which reduced their loyalty points towards them to the level of weakness, meaning that beliefs have an effective contribution in determining the strength or weakness of bonds Organizational interdependence based on an idea based on the different personal and cultural characteristics of individuals that make them differ in their tendencies, tendencies and beliefs, which indicates that they fall into different situations and relationships[8]. Sikh organized ideas that fit with the values and conditions of society and within the framework of time and place [9] meaning that organizations when

It adopts new ideas and concepts that are able to meet the requirements of modernization and development, especially the human and financial requirements[10].

Second, responding to environmental changes

Environmental changes impose their impact on human resources, making them causes and causes for the birth of behaviors that embody the type and nature of responses. Which indicates to us that the environment, according to the general perspective, represents a wide ocean in which multiple variables roam, some of which have an impactful range, a perspective and the other an invisible one, which puts decision-makers in the organizations in front of a flood of questions. We give ourselves some time to re-evaluate and set a table of accounts and then observe the indicators so that we determine the movement of the clock and in favor of which direction it moves. It is imminent and what is expected so that the answers come in agreement with the precedents of events, we should not secure non-targeted responses that fall within the orbits of the uncalculated as much as we emphasize on To pursue targeted results, not for what is tactical, but for what we see strategically and moving within the axis of polarization, meaning that the stimuli of our work constitute an effective link in attracting us, and then the emergence of behaviors that reflect the transparency of our approach in the field of human resources,

which has become versed in the act of electronic and what accompanies it in directing the behavioral paths of resources. That is, the response is no longer confined to the scope of pointing stimuli only to the extent that it is led by other factors, which means a broadening of vision when processing and analysis so that insight exceeds expectation and the limits of action exceed the scope of saying, and this reflects the ability of actors in human resources management to move human capabilities and what it goes beyond the limits of speculation and enters the realm of certainty, and here is a reference to the need to adapt the variables and active factors in the environment for the benefit of human resources and within the positive trends without making them threatening sources and self-obstructing factors and even administrations, that is, the actual harnessing of everything that is apparent and latent and with a service perspective that employs one for the benefit of the other, as many cases it acknowledges that the latent plays an unexpected game in the life of the apparent, so that results are generated that are not within what is expected and even existing, which put the organizations in front of Challenges and a state of betting either proves itself through its management of the most valuable capital (human resources) or that it adopts volatility in dealing and in a manner that reveals the lack of stability of indicators of dealing with human resources, then the reactions (response) are floating and perpetrated by a state of opacity so that they are absent. Awareness function and everything that disturbs interactions prevails to the extent that negative discrepancies emerge that make the organization a scene of ineffective cases, so we say that whoever bets on the attention and care of human resources within the organizations must be proficient in the arts of human interaction so that his movement is effective towards the worker and even the place, the noise cases are accepted and the lighting factors he harnesses it for the benefit of work without boredom or boredom. He does not hesitate to work even if he encounters obstacles. Rather, he makes of them the noblest responses that move human resources. Look at the Japanese worker. You will find that his reactions to his work were positive, which means that his responses embodied the birth of positive behavioral

patterns towards his work. To present some types of responses according to the following context:[11]

1. Overwhelmed response

Individuals of the overwhelmed response category are unable to abandon everything that is old and inherited, as well as avoid the change process to the extent that they are frustrated and cannot adapt to any developments, knowing that this category is like it (Bunker, 1994) that it is professional victims and it intends to block the way to any changes.

2. Drenched response

This group performs work narrowly and according to old methods, and its ability to accept change is limited. Individuals of this group feel angry and tend to talk excessively about what is in the organization and make the past a wall to protect themselves from dealing with developments.

3. Learned response

The educated response category responds to change quickly, as well as its adherence to the organization and its high self-confidence within the framework of optimism. Any cases encountered.

4. Deceptive response

The owners of this response show a state of satisfaction with the change, but they deceive everyone and their slogan is (nothing of everything bothers me), knowing that they accept the challenge, but they do not occupy their minds much, and they have confidence in dealing with crises through aggression and suddenness. Impact, especially in times of change.

5. Clear response

This response reflects the cases of behavior in a visible and open manner and in a way that makes it in front of the eyes of employees, colleagues and even leaders, as well as it includes clear and emanating information about stimuli that aroused the interest of the owners of this category of response.

The third axis: managing the diversity of human resources as response to environmental changes (analytical vision)

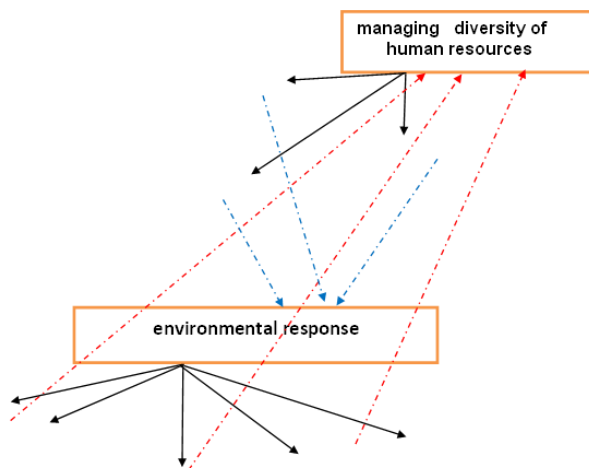
The diversity of human resources constitutes a state in the life of organizations, which leads them to seek all that is contemporary in this field, which has become in dire need of continuous renewal through the curves of development so that the human resources department can draw the true picture of the organizational and even global reality as it

embraces different groups in their characteristics, veins and beliefs. Which makes this a way to generate different visions in the interpretation of any cases of diversity about them, and here we mean the different purposes. What advocates for cases of diversity promote may find narrowness in the hearts of the opponents, which put the researchers in front of the function of analysis and diligence, not with the intention of launching prejudices without evidence as much as it indicates the pursuit. Serious interaction in order to enrich this topic, and he considered it a reality in the life of organizations, so that they take actual entrances from it for analysis, addition and explanation. The extent to which their vision corresponds to the orientations of their organization, and here is a modest bow to the necessity of actually mobilizing what motivates the motives inherent in the soul. Human resources throughout their history have not been the monopoly of a gender, race or belief in themselves as much as they reflect the comprehensive framework of diverse and disparate groups and perhaps even conflicting in their orientations, but this does not mean that there are no cases of understanding as much as it requires the management of these resources to put the part to serve the whole and approach things even if they are few. The importance for the purpose of analysis and diagnosis, and then moving towards treatments, which have become an existing and vital matter in all the joints of the organization, because the requirements of the response mean the possibility of its diversity. Human resources combined with the nature of the psychological climate that it witnesses and the type of stress under which it falls, which indicates to the researchers that the responses did not generate automatically, and the coincidence factors are as much as they are an actual translation of what is going on around them and what is subject to it by the influence factor, taking into account that the effects may be direct or indirect, i.e. here are intermediate variables that are likely to be effective in approving everything that is indirect, and this leads us to say that the diversity of human resources Jurisprudence means obtaining reactions that were not calculated, which leads the administration to think carefully about how to contain it not within the limits of formality as much as it means that the matter applies to what is

latent so that it is wandering through all levels and knowing the pulses because it contains signs of the health of the entire organization out of nowhere, so the justifications rolled because We say that the process of obtaining an enriching diversity in responses requires diversity in human resources, which are now living under the pressure of time and the drivers of change, its burden and the dynamics of work events. The responses came according to phases, including cases of adherence to everything that is inherited and old, within the framework of refusing and avoiding change, coupled with the lack of energy so that the idea of closing the outlets prevails. Everything that represents a factor of addition and renewal, and here the image of the defeated response appears, that is, its owner is helpless and loses his desire, he is hesitant, afraid and shaken. A group of working individuals emerges who shows a state of adaptation and acceptance of change to the extent of interacting with challenges, but the confusing dilemma is that he does not value or give them weight to the extent that his behaviors are deceptive. Optimism is to the point of employing experiences without hesitation, and a group of individuals may appear to adopt a clear response, so that their actions appear to be exposed to the public, and they do not think about surprises, but rather move on the continuum of transparency, which makes them in light of communication with reality that is attracted by movements and waves that may make the individual in the mood of thinking and what leads him to conjure Alternatives instead of being exposed to any deviations in the factor of time, the complexity of situations and the ambiguity of events, that is, the patterns of thinking did not take a self-defined path as far as what is easy. The case for inspection between levels and identification of protrusions and the most standing at each excitation may be a source of new births of behavior that bears an environmental charge that cannot be ignored to the extent that it determines the level of generosity or not, since the negative deviation in the analysis process means the absence of factors that may have value in human resources. Even the environment, which makes the interaction cases suffer from negligence. Therefore, the features of human resource maintenance become clear within preventive mechanisms before they are curative in order to secure

protection and care for them and to avoid the cycle of negative conflicts that represent one of the ills threatening them and their work in the organizational and environmental fields alike, and in a way that paves the way To secure conscious responses that represent actual summaries to benefit from the treasures of the environment and its savings within the framework of everything that falls within the scope of the human self.

In sum, managing the diversity of human resources is related as it affects the response to environmental changes, meaning that the existing link and the impact are clear, and this can be expressed in the figure below, according to the researcher vision.



Prepared by the researcher according to the analytical vision.

Conclusions and Recommendations

First: the conclusions

1.The low level of interest in the idea of managing the diversity of human resources in some organizations and in the manner that put it in front of challenges reflected in the difficulty of dealing with this diversity and a holistic vision.

2.Some organizations were unable to adopt the rules and regulations governing the diversity of human resources, which constitutes a dilemma that must be overcome.

3.The occurrence of intended and unintended responses in the reality of work, which resulted in the birth of different reactions regarding its containment and thus the birth

of different interpretations to the extent that it was difficult to adapt to it.

Second: Recommendations

Based on the above conclusions, a set of recommendations were presented, which were identified as follows:

1.The necessity of adopting the idea of managing diversity in organizations, in a way that enables them to absorb all the changes that accompany human resources, so that efforts are unified, harmony is established, and cases of discrimination between one group and another are avoided at the expense of work, except for cases imposed by the rules of precedence in work (victorious performance, transparency, loyalty, etc.). ..etc.

2.Work on approving regulations and legislation regulating the workflow in organizations despite the cases of diversity in human resources so that the working individual is assured of his rights as he recognizes and works to implement his duties in the public interest.

3.Adopting the issue of adaptation for any responses issued by the various human resources regarding environmental changes, and in what crystallizes the states of adaptation. It is true that there are situations that may result in reactions that reflect undesirable responses, but this does not mean submission as much as it means searching for reasons and securing understanding so that the part moves for the benefit of the whole.

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