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Intellectual Diversity Management and Workplace Equality in Enhancing Organizational Belonging: Iraqi Ministry of Higher Education

Hanan Nagem Alden Mahmood

Dept. of Business Administration, Administrative & Financial Directorate, Ministry of Higher Education and Scientific Research, Baghdad, Iraq.

Email: hanannagem2007@gmail.com, ORCID ID: <https://orcid.org/0000-0003-4241-5258>**Abbas Mohammed Hussein**

Dept. of Economics of Investment & Business Management, College of Business Economics, Baghdad, Iraq.

Email: abbas.mohammedh@nahrainuniv.edu.iq, ORCID ID: <https://orcid.org/0000-0001-7659-6398>

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Abstract

The study aimed to examine the impact of intellectual diversity in administration and promoting workplace equality on organizational affiliation. It employed a descriptive methodology using references and studies, as well as a statistical analysis methodology by designing a questionnaire. The theoretical contribution of the study is the extrapolation of SET to the Iraqi public sector context, and the empirical contribution is the identification of team-based diversity as a major lever to advance inclusion. A few effective recommendations are to restructure work units into intellectually heterogeneous units, ensure that diversity initiatives are linked to clear merit-based policies, and reform recruiting processes to reduce bias. The questionnaire was distributed to a random sample of 85 employees, with 80 responding, yielding a response rate of 89%. The research found that both intellectual diversity in administration and workplace equitable treatment have a significant impact on organizational affiliation. Additionally, it revealed that intellectual diversity in management has a significant influence on workplace equality. Furthermore, workplace quality plays a crucial role in enhancing the relationship between intellectual diversity in management and organizational affiliation. Therefore, the study recommends that the Iraqi Ministry of Higher Education and Scientific Research maintain this strategic orientation towards intellectual diversity and maintain policies for attracting and appointing human competencies that are intellectually and skillfully diverse, and develop training and development systems in addition to developing reward and incentive systems that encourage intellectual diversity and implementing fair and transparent policies in assigning jobs, promotions, and compensation.

Correspondence:

Researcher name:

Hanan Nagem Alden Mahmood

Email:

hanannagem2007@gmail.com

1. Introduction

Organizational affiliation is the extent to which employees are connected and interact with their organization. It reflects the extent to which they accept and adopt the organization's goals and values, as well as their willingness to work hard to achieve them. Organizational affiliation also includes employees' desire to remain in the organization and contribute to its success, an important factor that affects employee performance and work efficiency. The perception of organizational affiliation plays a pivotal role in understanding employees' behavior and interaction with their organizations, organizational affiliation is closely related to the extent to which employees accept the goals and values of the organization, their willingness to make great efforts to achieve those goals and their

desire to continue working in the organization and maintain their membership in it, the importance of enhancing organizational belonging stems from managing intellectual variety and fairness at job, intellectual diversity with equality, which focus on the balance between family and professional life, greatly affect employees' behavior towards their organizations, belonging experiences include a sense of self and others, personal and professional accomplishment, support from others, and engagement, on the other hand, the absence of belonging can lead to negative outcomes such as loss of credibility, conflicts, loss of stability and exclusion, it is important for organizations to enhance organizational affiliation by adopting management methods that encourage intellectual diversity, involve employees in decision-making and promote values of excellence and equality. "Unlike extensively studied demographic diversity (e.g., gender, age), intellectual diversity specifically refers to variations in cognitive orientations, problem-solving approaches, and professional expertise. This distinction is crucial, as the mere presence of diverse cognitive styles does not automatically yield organizational success without a supportive and equitable environment." This investigation aims to examine the influence of diversity- and equality-based approaches to leadership in the workplace on the commitment of employees at the Ministry of Education and Scientific Research in Iraq. The research aims to examine the impact of managing intellectual diversity on organizational belonging, as well as the impact of workplace equality on organizational belonging and on managing intellectual diversity. The research also seeks to examine the mediating role of workplace equality in the relationship between managing intellectual diversity and organizational belonging. The research sample comprised employees of the Administrative and Financial Directorate at the Ministry of Higher Education and Scientific Research. "Current literature reveals a fragmented understanding, primarily treating diversity and equality as isolated constructs. A critical knowledge gap exists in exploring equality as a mediating mechanism that translates diversity management into organizational belonging. Furthermore, empirical evidence is heavily skewed toward Western private sectors, leaving a significant void in Arab public institutions like Iraq, where bureaucratic and cultural dynamics uniquely shape these relationships," which is reflected in the advancement of work. "Grounded in Social Exchange Theory (SET), this study posits that organizational belonging emerges from a reciprocal exchange: when employees perceive that their intellectual contributions are valued through structured diversity management and reinforced by workplace equality, they are psychologically compelled to reciprocate with stronger commitment and loyalty."

2. research problem

To clarify the research problem, the following questions were formulated to express the study's problem:

1. Is there an effect of intellectual diversity on organizational affiliation?
2. Is there an effect of equality in the workplace on organizational affiliation?
3. Is there an effect of intellectual diversity management routines on equality in the workplace?
4. Is there an effect of intellectual variety on organizational affiliation through the mediating role of equality in the workplace?

3. Research Importance

The study of intellectual diversity management, workplace equality, and organizational affiliation is vital to employee performance and their orientation towards achieving the goals of the institution to which they belong.

The significant of this study is credited to the fact that it studies and researches relatively new concepts in the Arab studies, as it provides a comprehensive theoretical framework and practical results that can be used by decision-makers in institutions, as well as researchers and specialists in this field, it is also important to realize that this research has its own importance, as it can provide an updated and advanced vision for dealing with intellectual diversity and the challenges resulting from it in the Arab work environment in light of:

1. Participates in enhancing the performance of public institutions in Iraq, as this research is applied in the Administrative and Financial Directorate at the Iraqi Ministry of Higher Education and Scientific Research.
2. Offers results besides recommendations that will deepen interest in intellectual diversity in institutions in Iraq and elsewhere.

4. Research aims

The research seeks to quantify the impact of intellectual diversity, managerial performance, and workplace equality on organizational attachment. The research objectives also encompass the following:

1. Determine the impact of managing intellectual diversity on administrative affiliation.
2. Elucidate the impact of equality at work on organizational affiliation.
3. Determine whether there is a correlation between the presence of intellectual diversity in management and job equality.

The question is whether the management of intellectual diversity affects managerial affiliation through the mediating role of workplace equality.

The scope of this study is to examine the impact of intellectual diversity management and workplace equality on enhancing organizational affiliation among employees in the finance and administrative department of the Ministry of Higher Education in Iraq.

Provide suggestions to strengthen the belief of officials in the Administrative and Financial Directorate at the Iraqi Higher Education and Scientific Research Ministry in effectively managing intellectual diversity and promoting equality in the workplace to improve organizational affiliation.

5. Theoretical Framework

5.1 The Theory of Intellectual Diversity

"Intellectual Diversity Management (IDM) represents a strategic shift from traditional demographic diversity toward the systematic integration of cognitive differences [1]. Unlike 'competence attraction,' which focuses solely on recruiting diverse skills, IDM encompasses organizational practices that value, integrate, and leverage deep-level cognitive differences (e.g., problem-solving approaches, expertise, and mental models) to achieve institutional objectives [2, 3].

This stimulates the problem-solving and continuous product and service development processes [4].

For this research paper's purposes, management of intellectual diversity is defined as embracing all ideas and thoughts, giving value to differences in opinions and points of view, and involving a variation of disagreements in [5]:

1. Qualification diversity regarding culture, race, and gender.
2. Diversity in beliefs and values
3. Diversity in Skills and Proficiency.
4. Processes and techniques of mental focus on problem-solving.
5. Perspectives and ideas.

5.2. Aspects of Intellectual Diversity

Strategic commitment: refers to the extent of planned and coordinated activities in development and improvement regarding intellectual diversity at work [6].

Attract and appoint human competencies: This is one of the major practices in how organizations manage intellectual diversity. It means a variety of talents and experiences, a search for candidates with diverse educational, cultural, and experiential backgrounds, and a focus on the variety of individual skills and abilities, which enrich creative and innovative thinking.

Rewards: These are the returns and compensation provided by the company to enhance the culture of inclusion and diversity. These can be provided in tangible form, including performance- and achievement-based incentives and schemes [7].

Diversity Training: Diversity training is a set of programs and courses designed to enhance employees' capacity and competency in handling diversity [8].

Work teams can help increase diversity and inclusion when people with different backgrounds and experiences are part of the team. Diversity may be in composition, ensuring that during the formation of work teams, attention is paid to different backgrounds, skills, and experiences, and that the membership of these teams is diverse in age, gender, culture, and abilities. Hence, it can be concluded that work teams with diverse membership contribute to the effective realization of organizational goals by harnessing an inclusive culture and intellectual diversity. For this reason, employers need to ensure that everyone is accorded equal treatment and opportunity regardless of one's personal attributes, such as sex, age, race, nationality, or religion. It means providing equal opportunities for all to gain skills and develop careers [9, 10].

5.3. Workplace Equality

It is only when an organization feels the need for change and takes a serious stock of its internal environment that equality in the workplace can be achieved on the ground. One of the most critical areas that must be addressed is the pay gap, and greater equality can be achieved when organizations implement equal pay and compensation policies, ensure salary transparency regarding the scale of pay for any particular job, and no longer base new salaries on previous salaries. Attracting and appointing human competencies: One of the main practices in managing intellectual diversity within organizations, this concept refers to attracting diverse talents and experiences and searching for candidates with different educational, cultural, and experience backgrounds, and focusing on the diversity of individual skills and abilities in a way that enriches creative and innovative thinking [11].

5.4. Determining Equality's Factors at Work

5.4.1. The 1st Factor of Equality of Opportunity

This will show the percentage of the representation of different groups, based on race, religion, sect, and gender, at all levels of the Ministry's employment, meaning that the chart will indicate the policy of the Ministry in terms of openness to represent different groups at various jobs [12].

1. Rate of hiring the most meritorious applicants regardless of backgrounds: It would appear that the ministry actually does stick to a policy of openness toward the hiring of the most qualified candidates regardless of their background [13].
2. Presence of explicit policy against discrimination in employment: The very presence, therefore, comes to demonstrate that this ministry follows an open policy of combating discrimination in employment [14].
3. The percentage of representation in leadership positions: employees from different groups. This indicates that the Ministry follows an open policy to the representation of employees from different groups in its leadership positions [15].

5.4.2. The 2nd Factor of Justice in Treatment

The scale of wages of the employees as per different groups, whether it be race, religion, sect, or gender, in relation to their work and responsibilities: This is an indication that the Ministry is open in terms of policy regarding salaries for the different employee groups [16].

1. Opportunities for training and development of employees from various groups: Showing that the Ministry proceeds with an open policy on the issue of opportunities to obtain training and development for employees from different groups [17].
2. Evaluate the rate of performance for employees from different groups. This will show that the Ministry follows an open policy regarding the evaluation of employees from different groups [18].
3. Number of complaints regarding discrimination or harassment in the workplace: It means that the Ministry is approachable and investigates complaints when filed by employees with protection of their rights [15].

5.4.3. The 3rd Factor of Transparency and Accountability

1. Clarity of employment, promotion, and compensation policies and standards: There is a need to show that the Ministry adheres to a policy of openness regarding clarity of employment, promotion, and compensation policies and standards [19].
2. Ease of access to information related to salaries, benefits, and career opportunities: The Ministry stands for an open policy of ease of access to information regarding salaries, benefits, and career opportunities [3].
3. Presence of effective mechanisms for investigating complaints by employees with protection of rights: It indicates that the Ministry applies an open policy in investigating the complaints of employees while protecting the rights of the employees [19].
4. Periodic publication of equality practices at work within the Ministry: This practice shows that the Ministry follows an open policy, which includes periodic publication of equality practices within the Ministry at work, this practice shows [20].

5.4.4. The 4th Factor of Supportive Work Environment

Level of employees' satisfaction with the working environment: Showing that the Ministry has a liberal policy in light of their employee satisfaction with the work environment [21].

1. Employee membership feeling and commitment to the institution: This means that the Ministry follows an open policy in terms of the loyalty of employees to the institution [22].
2. The existence of opportunities for communication and interaction between employees coming from different groups: It gives evidence that the Ministry does follow an open policy on communication and interaction opportunities for personnel belonging to different groups [21].
3. Each organization encourages a culture of respect for diversity and difference by indicating that the Ministry adheres to an open policy in encouraging a culture that respects diversity and difference [23].

5.5. Theory of Organizational Belonging

These attempts at explanation have led to various definitions of organizational belonging. Organizational belonging has therefore been defined as an individual's sense of identification with his organization and its objectives, and his propensity to remain a member of the institution. On the other hand, job belonging shapes an employee's sense of attachment and loyalty to the institution where they work. As such, job belonging encompasses several important aspects [24].

Organizational Identity: The employee feels he is part of the institution and that his values and goals are consistent with the company's [25]. Belonging: The employee is committed to the institution's goals and does their best to achieve them [26]. Engagement: The employee actively participates in organizational activities and initiatives and shows enthusiasm for his work [22]. Continuity: The employee wants to stay with the institution in the long term and sees his professional future linked to it [27].

Strong job belonging leads to increased productivity and performance, as well as lower rates of employee turnover. It also enhances job satisfaction and work dedication. Therefore, organizations seek to enhance employee engagement through policies and practices such as professional development, rewards, recognition, and effective communication [28].

5.6. The Relation Among Intellectual Diversity, Equality at Work & Organizational Belonging

The concepts of diversity management and employee equality have gained significant importance and urgency in both our daily lives and academic research. Since the 1980s, there has been extensive study on this topic, particularly focusing on the effective management of diversity within organizations and its impact on outcomes [29] ,[10].

The national and international literature on this issue includes several studies. Conceptual studies on the relationship between diversity management and organizational belonging are based on the notions of social exchange and reciprocity outlined by Cropanzano and Mitchell (2005) [29]. Those studies show that organizations that consider diversity management an important concern build a more congenial work environment, enabling workers to express their opinions without restriction, thereby increasing their organizational loyalty, as mentioned by Shore et al. (2011) [9].

Intellectual diversity in organizations contributes to improved productivity while maintaining a sense of belonging. By integrating employees of different backgrounds and allowing freedom of expression, an organization creates a setting where there is diversity in ideas and, therefore, better problem-solving ability than a homogenous group [31]. Recent studies have found that intellectual diversity positively influences key performance indicators, including employee turnover, productivity, and overall satisfaction.

While existing literature extensively links diversity management to organizational outcomes, it predominantly treats diversity and equality as isolated constructs. A critical knowledge gap remains in conceptualizing Workplace Equality as a mediating mechanism that translates IDM practices into Organizational Belonging. Furthermore, empirical evidence is heavily concentrated in Western private sectors, leaving a significant void in Arab public institutions where bureaucratic and cultural dynamics uniquely shape these relationships. Grounded in Social Exchange Theory (SET), this study addresses this gap by proposing that when organizations systematically value intellectual contributions and reinforce them through equitable treatment, employees reciprocate with stronger psychological attachment and loyalty [31], [34], [35].

5.7. Research Hypotheses

H1: Intellectual Diversity Management has a strong positive impact on Organizational Belonging.

H2: Workplace Equality has a strong positive influence on Organizational Belonging.

H3: Intellectual Diversity Management is positively and significantly related to Workplace Equality.

H4: Intellectual Diversity Management and Organizational Belonging are mediated by Workplace Equality.

6. Methodology

6.1. Research Hypotheses and Model

1. Intellectual diversity management has a significant impact on organizational belonging.
2. Workplace equality has a significant impact on the sense of belonging inside an organization.
3. Workplace equality is significantly influenced by intellectual diversity management.
4. Workplace equality has a mediating function in the relationship between intellectual variety management and organizational belonging.

The model of the study

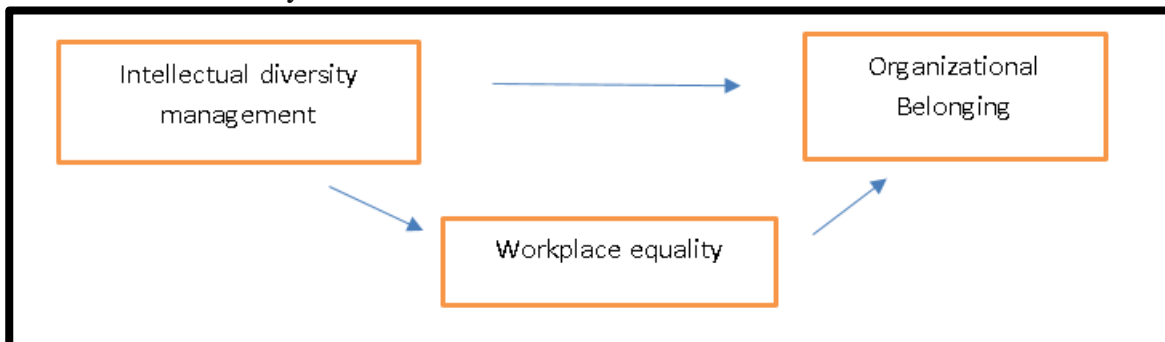


Figure (1): Model of the study

The study environment is the Iraqi Ministry of Higher Education and Scientific Research, this Ministry chosen due to its work and its close connection's nature to the educational system, its employees come from diverse intellectual backgrounds and scientific specializations, making it a fertile environment for studying the practices of managing intellectual diversity, as well as the importance of studying the topic of organizational affiliation in the public sector, enhancing the organizational affiliation of employees in government agencies such as the Higher Education is vital to ensuring effective performance and achieving the goals of the institution, a random sample of 85 employees was selected from the Administrative and Financial Directorate of the Ministry.

This research was conducted in the Iraqi Ministry of Higher Education and Scientific Research. This Ministry has been chosen as the research setting because of its significant influence on the

educational system in Iraq and its human resources, comprising employees from a wide range of intellectual, scientific, and academic backgrounds. This diversity makes the Ministry a perfect environment for exploring issues in Intellectual Diversity Management.

The study population comprises administrative and professional employees across several directorates within the Ministry, including the Administrative and Financial Directorate, the Planning and Follow-up Directorate, the Department of Studies, and the Cultural Relations Directorate. The inclusion of these various units helps to sample the entire structure of the Ministry and increases the research's generalizability to other contexts.

To account for the structural model's complexity and to provide statistical power, the study used a stratified random sampling method. The target population was divided into strata by major directorates within the Ministry to ensure representation from various units.

Sample Size: In SEM, larger sample sizes are usually required to obtain reliable estimates of the parameters (e.g., $N \geq 200$, recommended for models with several latent variables), and the study aimed for a sufficient sample size.

Data Collection: 100 questionnaires were sent electronically and in printed format to employees from the directorates.

Following data cleaning and exclusion of incomplete questionnaires, 80 valid questionnaires were identified, yielding an 80% response rate. The high response rate (80%) and the stratified design are, in fact, pragmatic sampling is often necessary in under-studied, hard-to-reach settings in the public sector (such as the Iraqi ministries), due to the high response rate (80%) and stratified design, which increases the representativeness and internal validity of the findings.

Statistical Robustness: A preliminary power analysis (G*Power) shows that with $\alpha = 0.05$, $\beta = 0.15$, and estimated medium effect sizes ($f^2 = 0.15, 0.20$), a sample size of $N = 85$ will be sufficient to reject non-significant relationships. Besides, the fear of the estimates' soundness is mitigated by the use of reliable and validated measures (confirmed using CFA and Cronbach's $\alpha > 0.80$).

Sample Size Justification: The final sample size ($N=80$) meets the minimum requirements for Structural Equation Modeling. Based on statistical recommendations (e.g., Hair et al., 2019), this sample size offers adequate power to detect medium effect sizes. It ensures the stability of the Maximum Likelihood estimation technique applied in the study. This shift from a single-directorate to a multi-directorate sample greatly enhances the study's representativeness, enabling the results to be applied with greater confidence to the broader context of Iraqi public higher education.

We used a questionnaire, which was broken into three main parts according to the variables of the study:

Intellectual Diversity Management: Measured using five dimensions (Strategic Commitment, Attraction of Competencies, Rewards, Training, and Diverse Teams).

Equality at Work: Measured using four dimensions (Equality of Opportunity, Justice in Treatment, Transparency, and Supportive Environment).

Workplace Identification: Measured using three dimensions (Identity, Engagement, and Continuity).

Items are assessed on a 5-point Likert scale from 1 (Strongly Disagree) to 5 (Strongly Agree). The validity and reliability of these instruments were confirmed using CFA and Cronbach's Alpha (see the results section below).

6.2. Experimental Study

The study environment is the Iraqi Ministry of Higher Education and Scientific Research, this Ministry chosen due to its work and its close connection's nature to the educational system, its employees come from diverse intellectual backgrounds and scientific specializations, making it a fertile environment for studying the practices of managing intellectual diversity, as well as the importance of studying the topic of organizational affiliation in the public sector, enhancing the organizational affiliation of employees in government agencies such as the Higher Education is vital to ensuring effective performance and achieving the goals of the institution, a random sample of 85 employees was selected from the Administrative and Financial Directorate of the Ministry.

6.3. The Practical Aspect

6.3.1. Evaluation of Research Standards

The results in Table 1 show that the variable's dimensions are highly stable. This could be identified by the Cronbach's alpha coefficient, which ranges from 0.889 to 0.734 and exceeds the 0.70 criterion.

From the above analysis, it can be deduced that there is a strong verity factor and that aspects demonstrate internal consistency, with a composite stability ranging from 0.758 to 0.890, far greater than the accepted standard of 0.70, thereby signifying that the verity factor and aspects are internally consistent.

Furthermore, the results show that the average variance extracted (AVE) for all variables and scopes falls within the satisfactory range of 0.669 to 0.500, surpassing the minimum threshold of 0.50. This suggests that all dimensions have convergent validity, which is a positive outcome.

Table (1): Conclusions of Internal Consistency Check for Variables & Factors

	Measure	Symbol	Number of Questions	Cronbach's Alpha	Compound Stability	Average Variance Extracted
Diversity Management	Strategic Commitment	SC	4	0.795	0.795	0.507
Practices	Attracting & Hiring Human Resources	AAHC	4	0.839	0.842	0.571
	Rewards	R	4	0.889	0.890	0.669
	Diversity Training	DT	4	0.734	0.758	0.500
	Diverse Work Teams	DWT	4	0.776	0.778	0.540
Equality in the Workplace	Equality in the Workplace	Equality in the Workplace	6	0.886	0.887	0.573
Organizational affiliation	Individual Attitudes Towards Maximum Effort	IATE	4	0.826	0.835	0.549
	Individual Compatibility with Ministry's Values	IAWM	4	0.784	0.795	0.500
	Individual's Eagerness to Remain in Ministry	IWKR	4	0.858	0.857	0.605

6.4. Constructive Validity

6.4.1. Intellectual Variety Managing performs Measure

Figure (1) illustrates the confirmatory factor analysis of the Intellectual Variety Management Performance Scale, which consists of five fundamental components and 18 items. The relevance of the questions is shown in Table (2), especially when compared to the tabulated value of (1.984). This comparison reveals the significance of the questions, making them a reliable indication.

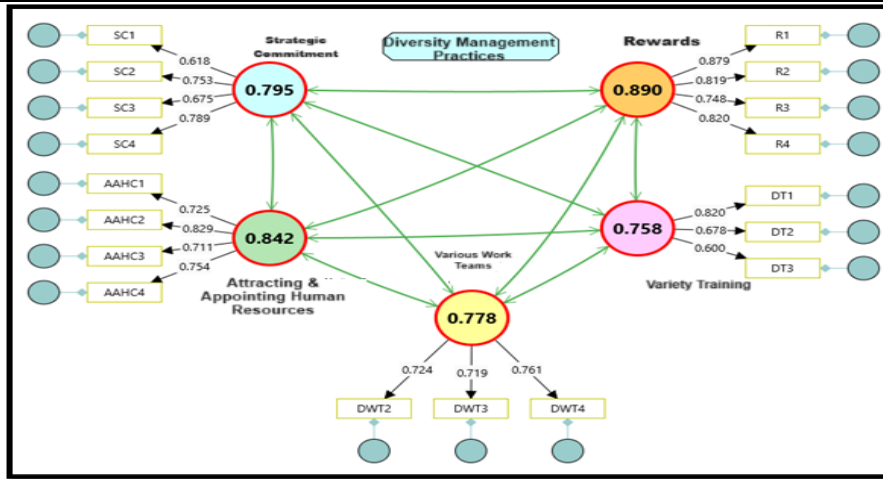


Figure (2): Measure of intellectual diversity management practices

Table (2): Measure of Intellectual Diversity Management Practices

Questions---Dimensions	Estimates	T	P
AAHC1 <- Attracting and Hiring Human Competencies	0.725		
AAHC2 <- Attracting and Hiring Human Competencies	0.829	7.327	0.000
AAHC3 <- Attracting and Hiring Human Competencies	0.711	6.106	0.000
AAHC4 <- Attracting and Hiring Human Competencies	0.754	6.365	0.000
DT1 <- Diversity Training	0.820		
DT2 <- Diversity Training	0.678	5.993	0.000
DT3 <- Diversity Training	0.600	4.692	0.000
DWT2 <- Diversity Teams	0.724		
DWT3 <- Diversity Teams	0.719	5.672	0.000
DWT4 <- Diversity Teams	0.761	5.868	0.000
R1 <- Prizes	0.879		
R2 <- Prizes	0.819	9.112	0.000
R3 <- Prizes	0.748	7.976	0.000
R4 <- Prizes	0.820	9.611	0.000
SC1 <- Strategic Commitment	0.618		
SC2 <- Strategic Commitment	0.753	5.321	0.000
SC3 <- Strategic Commitment	0.675	4.812	0.000
SC4 <- Strategic Commitment	0.789	5.495	0.000

Measure of the variable of equality at jobs. Shape 2 reviews confirmatory factor analysis of the equality scale at the job, which consists of 6 questions. Figure 3 highlights the significance of the questions; the entire set of questions is significant when compared to the tabular value of (1.984), which reveals the importance of the questions and is a good indicator.

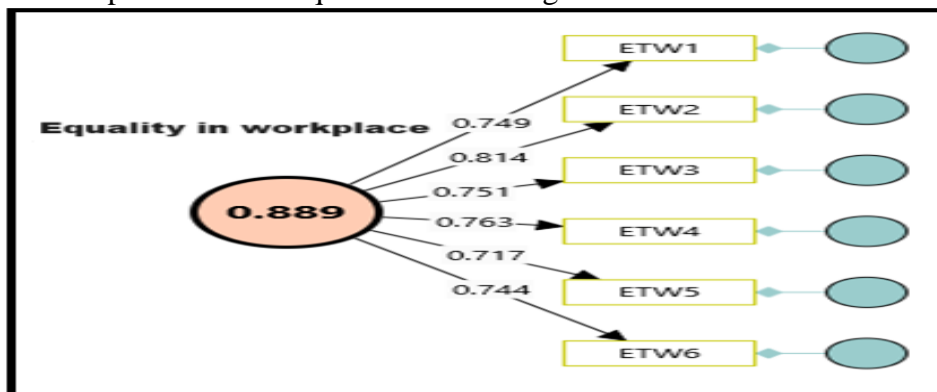


Figure (3): Equality measure in the workplace

Table (3): Equality measure in the workplace

Questions---Dimensions	Estimates	T	P
ETW1 <- Equality in the workplace	0.749		
ETW2 <- Equality in the workplace	0.814	7.401	0.000
ETW3 <- Equality in the workplace	0.751	6.225	0.000
ETW4 <- Equality in the workplace	0.763	6.799	0.000
ETW5 <- Equality in the workplace	0.717	5.978	0.000
ETW6 <- Equality in the workplace	0.744	6.121	0.000

Organizational affiliation variable scale: Table (3) reviews a positive factor analysis of the structural affiliation scale, which identifies three main factors with 12 items. Table 4 highlights the questions' significance, and the entire set of questions is significant if we compare them to the tabular value of (1.984), which reveals the importance of the questions, which is a good indicator.

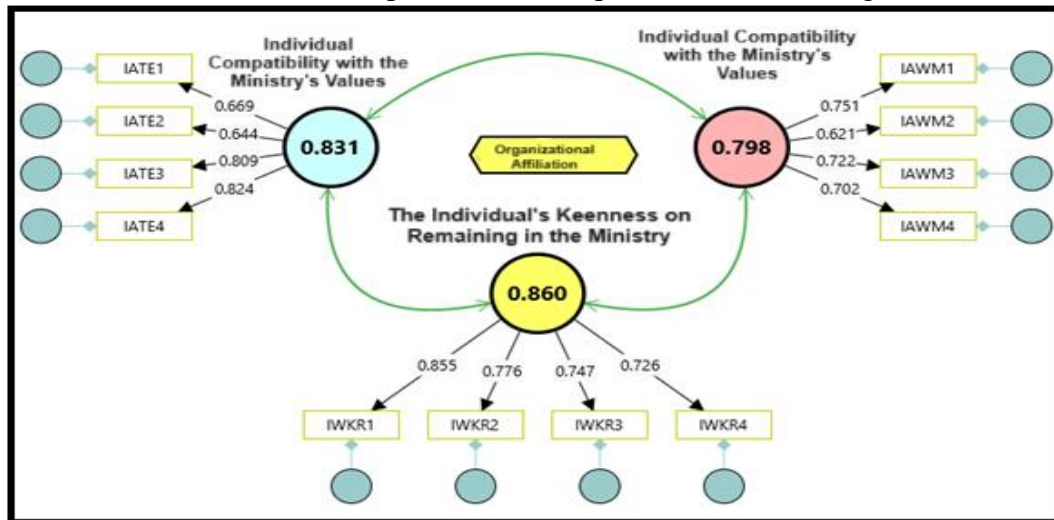


Figure (4): Organizational affiliation measure

Table (4): Organizational affiliation measure

Questions---Dimensions	Estimates	T	P
IATE1 <- Individual attitudes towards exerting maximum effort	0.669		
IATE2 <- Individual attitudes towards exerting maximum effort	0.644	5.305	0.000
IATE3 <- Individual attitudes towards exerting maximum effort	0.809	6.464	0.000
IATE4 <- Individual attitudes towards exerting maximum effort	0.824	6.521	0.000
IAWM1 <- Individual's compatibility with the Ministry's values	0.751		
IAWM2 <- Individual's compatibility with the Ministry's values	0.621	5.810	0.000
IAWM3 <- Individual's compatibility with the values of the ministry	0.722	6.901	0.000
IAWM4 <- Individual's compatibility with the Ministry's values	0.702	6.511	0.000
IWKR1 <- Individual's keeness on remaining in the Ministry	0.855		
IWKR2 <- Individual's keeness to remain in the ministry	0.776	8.255	0.000
IWKR3 <- Individual's keeness on remaining in the Ministry	0.747	7.423	0.000
IWKR4 <- Individual's keeness on remaining in the Ministry	0.726	7.328	0.000

The structural validity of the constructs was further examined using CFA. Tables (2, 3), and (4) present the factor loadings, t-values, and significance levels for the items measuring Intellectual Diversity Management (IDM), Workplace Equality, and Organizational Belonging, respectively. All item loadings were statistically significant ($p < 0.001$) and exceeded the standard threshold of 0.60, with t-values well above 1.96. This confirms that each item significantly contributes to its respective latent construct, establishing a robust measurement model.

6.4.2. Descriptive Analysis of Research Variables

1. Intellectual Diversity Management Practices As it examined in Table (5) that the maximum overall mathematics resulted from aspect of different work teams, as it reached (3.575) in high score, which considered a repaired rate from (0.673) with a constant of difference (18.83), the measuring of approval on the mentioned aspect is (71.5%), while the unacceptance (28.5%), and this resulted by analyzing significant for the minimum overall numbers way, the attracting aspect and appointing human competencies, as it got to (3.303) and at an average level and requirements deviation (0.840) and a factor of distinction (25.42), as the percentage of agreement on this aspect

reached (66.1%), that the unacceptance level is (33.9%), as the aspect scored the fourth for the related to importance for in general, the variable of intellectual variety managing performs with math way (3.475) with Good and a typical eccentricity by (0.681) in a constant of variance by (19.61) as the percentage of agreement on this component reached (69.5%), difference level by(30.5%) which the variable topped the concerning significant in any way.

2. Workplace Equality: According to Table (5), the variable of workplace equality was measured using a mathematical value of 3.463, indicating a high level of equality. The variable also had a typical eccentricity of 0.786 and a constant variance of 22.69. The acceptance rate for this aspect was 69.3%, while the difference level was 30.8%. Overall, the variable received the second-highest significance score.
3. Organizational Affiliation refers to the formal relationship between an individual and an organization, typically in a professional or employment context. Table (5) shows that the highest score in the mathematical concept component was achieved by individuals who agreed with the Ministry's values aspect. The score obtained was 3.378, with a typical variation of 0.823 and a variance factor of 24.36. The percentage agreeing with this aspect was 67.6%, while the acceptance rate was 32.4%. This aspect ranked second in terms of significance.

A minimum in the general mathematics aspect for determining an individual's interest in remaining in the Ministry is 3.269, with a typical level and typical variety of 0.797. There is a significant difference of 24.39 in this aspect, with acceptance and non-acceptance ratios of 65.4% and 34.6%, respectively. This aspect ranks third in terms of significance.

Regarding the overall organizational affiliation decision variable, the mathematics aspect has a score of 3.319, with a typical measure of 0.758, a typical distinction of 0.758, and a factor difference of 22.85. The acceptance ratio for this aspect is 66.4%, while the non-acceptance ratio is 33.6%. This variable also ranks third in terms of significance.

Table (5): Reviews descriptive indicators of research variables.

Dimensions of Research Variables	Milieu	Deviation	Coefficient of Variation	Agreement Rate	Disagreement Rate	Relative Importance
Strategic Commitment	3.519	0.806	22.91	70.4	29.6	3
Attracting and Hiring Human Competencies	3.303	0.840	25.42	66.1	33.9	4
Prizes	3.475	0.927	26.69	69.5	30.5	5
Diversity Training	3.503	0.714	20.39	70.1	29.9	2
Diverse Work Teams	3.575	0.673	18.83	71.5	28.5	1
Diversity Management Practices	3.475	0.681	19.61	69.5	30.5	1 st
Equality in the Workplace	3.463	0.786	22.69	69.3	30.8	2 nd
Individual Attitudes Towards Maximum Effort	3.309	0.803	24.26	66.2	33.8	1
Individual Alignment with Ministry's Values	3.378	0.823	24.36	67.6	32.4	2
Individual Eagerness to Remain in the Ministry	3.269	0.797	24.39	65.4	34.6	3
Organizational Affiliation	3.319	0.758	22.85	66.4	33.6	3 rd

6.5. Testing Research Theories

6.5.1. The Research Theory (1st Main)

It is the significance influence for managing intellectuals diversity and its dimension in organizational affiliation processes, as shown in the Figure 6 calculated (F) rate between actions of dealing with intelligent variance and its dimensions that range in organizational affiliation (134.500, 121.430, 89.798, 60.944, 99.856, 235.202) respectively, that is more if compared with the level F rate by (3.94) in an its significance a part of (0.000) and is lesser it contrasted in importance a part by (0.05), thus, hypothesis will be approved, that will approve an important influence among a controlling intelligent variety and its dimensions in organizational affiliation practices, as the an a

value of the impact reached (0.748, 0.705, 0.598, 0.703, 0.844, 0.964) respectively, which at first are of benefit proportions, this indicates that improving the practices of controlling intellectual diversity and its elements via single element will result advance in structure. affiliation of (74%, 70%, 59%, 70%, 84%, 96%) each of them as its Adj (R²) got to (0.628, 0.604, 0.529, 0.431, 0.556, 0.748) respectively, definition that the practices of managing intellectuals diversity and its aspects are available to detail (62%, 60%, 53%, 43%, 55%, 74%) respectively of the organizational affiliation variables in nature, it is steer clear coming from the determined (t) of (11.597, 11.020, 9.476, 7.807, 9.993, 15.336) which is better of various levels t rate by (1.984) at a significance ratio by (0.000) and is lesser if in comparison to importance ratio by (0.05) and hints at stability of the (β) values, which implies that its effect is real.

Table (6): Arithmetical values of intellectual variety managing performance aspects in organizational affiliation

Adopted Variable	Aspects of Diversity Management Practices	(R)	(R ²)	Adj (R ²)	(F)	(t)	Sig		
Organizational Affiliation	Strategic Commitment	(α)	0.686	0.796	0.633	0.628	134.500	11.597	0.000
		(β)	0.748						
	Recruiting & Hiring Talent Prizes	(α)	0.992	0.780	0.609	0.604	121.430	11.020	0.000
		(β)	0.705						
		(α)	1.241	0.732	0.535	0.529	89.798	9.476	0.000
	Diversity Training	(β)	0.598						
		(α)	0.856	0.662	0.439	0.431	60.944	7.807	0.000
	Varied Teams	(β)	0.703						
		(α)	0.302	0.749	0.561	0.556	99.856	9.993	0.000
	Diversity Management Practices	(β)	0.844						
		(α)	0.032-	0.867	0.751	0.748	235.202	15.336	0.000
		(β)	0.964						

6.5.2. Research Theory (2nd Main)

The examination of workplace equality and its correlation with structural affiliation, as illustrated in Figure (7), resulted in a computed (F) rate of (197.356), above the tabulated (F) value of (3.94). Therefore, the hypothesis is confirmed, demonstrating a substantial influence of workplace equality on organizational attachment.

The β coefficient for workplace inequality (0.817) suggests that a single factor promoting workplace equality would lead to an 81% increase in the structural affiliation variable. Similarly, the coefficient of determination (R²) of 0.713 indicates that workplace equality accounts for 71% of the variability in the dependent variable, structural affiliation. The computed t-value of 14.048 is considerably greater than the essential t-value of 1.984 at a significance level of 0.000, suggesting the strength and reliability of the β values. This indicates that the effect of employment equality is undeniably tangible.

Table (7): Statistical indicators of equality in the workplace in organizational affiliation

Adopted Variable	Dimensions of Equality in the Workplace	(R)	(R ²)	Adj (R ²)	(F)	(t)	Sig		
Organizational Affiliation	Equality in the Workplace	(α)	0.490	0.847	0.717	0.713	197.356	14.048	0.000
		(β)	0.817						

6.5.3. Research Theory (3rd Main)

It means the importance of impact among intellectual diversity managing performs and its dimensions on equal implementation in the workplace), as shown in Table 8 the calculated (F) test numerals between intellectual variety managing goes to work and equal treatment in a the workplace (60.371, 115.051, 84.094, 59.548, 127.872, 181.438) which at first is greater compared to the a the table (3.94) at an important value ratio of (0.000) that less if evaluates with importance ratio by (0.05) in which the concept will approved, that means the effect among analytical variation managing performs and its dimensions on equality in the work), as the effect value became to (0.644, 0.722, 0.610, 0.724, 0.920, 0.964) for instance, and this it shows that boosting the procedures of controlling intellectuals diversity by one unit will lead to an increase in equal treatment in the work by (64%, 72%, 72%, 61%, 92%, 96%) accordingly, as a values of Adj (R²) for it entered (0.429, 0.591, 0.513, 0.426, 0.616, 0.695) therefore, meaning that the practices of controlling intellectuals distinction are

allowed to discuss that which is (42%, 59%, 51%, 42%, 61%, 69%) respectively of the variables of equitable treatment in the workplace as successfully it is explicit with the estimated (t) of (7.770, 10.726, 9.170, 7.717, 11.308, 13.470), that more high in a value of it level t by (1.984) at an importance ratio of (0.000)' and it is smaller in size versus the importance ratio at (0.05) indicates a significant positive effect (β), meaning that it possesses a real effect.

Table (8): Statistical indicators of aspects of intellectual variety managing performance in equality in the workplace

Adopted Variable		Aspects of Diversity Management Practices		(R)	(R ²)	Adj (R ²)	(F)	(t)	Sig
Equality in the Workplace	Strategic	(α)	1.197	0.661	0.436	0.429	60.371	7.770	0.000
	Commitment	(β)	0.644						
Recruiting and Hiring Talent		(α)	1.077	0.772	0.596	0.591	115.051	10.726	0.000
		(β)	0.722						
Prizes		(α)	1.342	0.720	0.519	0.513	84.094	9.170	0.000
		(β)	0.610						
Diversity Training		(α)	0.927	0.658	0.433	0.426	59.548	7.717	0.000
		(β)	0.724						
Varied Teams		(α)	0.174	0.788	0.621	0.616	127.872	11.308	0.000
		(β)	0.920						
Diversity Management Practices		(α)	0.112	0.836	0.699	0.695	181.438	13.470	0.000
		(β)	0.964						

6.5.4 Testing Mediator Theories

Examining the fourth primary research hypothesis, which investigates the impact of intellectual diversity management on organizational attachment through the mediating function of workplace equality, it is evident from Table (9), Figure (4), and Table (5).

1. Measure the process of t rate between (intellectual variety Managing performs on equality in the workplace) reached (13.556), which is greater than the tabular value of (1.984), and this indicates the existence of a significant effect between (intellectual variety Managing performs on equality in the workplace).
2. Measure process t rate between (workplace equality in organizational affiliation) was (4.423), which is greater than the tabular value of (1.984), and this indicates the presence of a significant effect between (workplace equality in organizational affiliation).
3. From the mentioned results it is clear that there is a role for the mediating variable (workplace equality) in increasing the relation between (intellectual variety Managing performs and organizational affiliation), now we are trying to find out whether the mediating effect is a complete mediation or a partial mediation by comparing the values of the direct and indirect influence between the variables, which showed that the results of the indirect influence value between (intellectual variety Managing performs in organizational affiliation) amounted to (0.337) which is less than the value of the direct influence between (intellectual variety Managing performs in organizational affiliation) amounted to (0.587) and this means that the effect of the mediating variable (workplace equality) between the two variables (intellectual variety Managing performs in organizational affiliation) is a partial mediation, thus, this indicates that equality in the workplace plays an effective and influential role in improving the relation between intellectual variety Managing performs and organizational affiliation, this is due to the fact that the calculated t-value between (intellectual variety Managing performs in organizational affiliation) reached (5.754), which is higher than the tabular value of (1.984), meaning that the effect of the independent variable (intellectual diversity management practices) is non-existent, and therefore the mediating variable partially affected this relation.

Table (9): The direct & indirect effect between intellectual variety, managing performance, and organizational affiliation mediated by equality in the workplace

Search Variables		Indirect Impact	Direct Impact	S. E	T	P	Type of Mediation
Equality in the Workplace	---> Diversity Management Practices	---	0.964	0.071	Partial Mediation	***	Partial Mediation
Organizational Affiliation	---> Diversity Management Practices	0.337	0.587	0.102	5.754	***	
Organizational Affiliation	---> Equality in the Workplace	---	0.391	0.088	4.423	***	

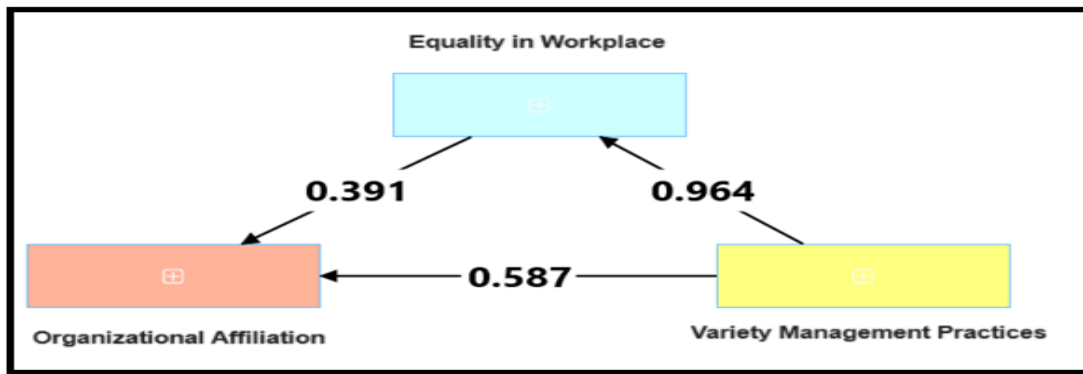


Figure (5): Impact values between intellectual variety, managing performance, and organizational belonging by mediating equality in the workplace

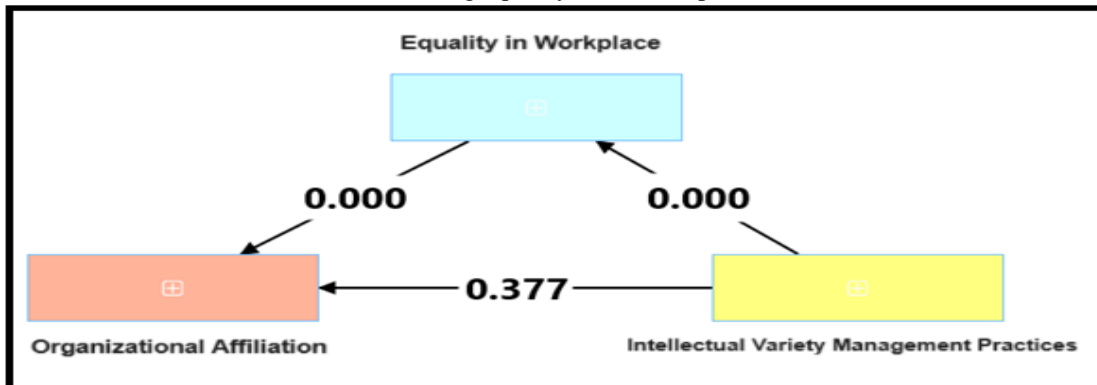


Figure (6): Values of indirect effect between intellectual variety, managing performance & organizational affiliation mediated by equality in the workplace

To verify what mentioned, so the mediator (equality in workplace) affects the relation between (intellectual variety Managing performs and organizational affiliation), it will be tested using the Soble test, as is clear in Figure (6), as it appears from the p-value test value in which lesser if compared with importance aspect by (0.05), it also seems from the Soble test value of (4.222) that it is greater than the table value of (1.984), thus, this confirms that the mediator variable represented by equality in the workplace affects the relation between (intellectual variety Managing performs and organizational affiliation).

Input:		Test statistic:	Std. Error:	p-value:
a	0.964	Sobel test: 4.22281962	0.08925884	0.00002413
b	0.391	Aroian test: 4.21251197	0.08947725	0.00002525
s _a	0.071	Goodman test: 4.2332033	0.0890399	0.00002304
s _b	0.088	Reset all	Calculate	

Figure (7): Sobel test based on direct effect value & standard error

7. Conclusions

The study concluded that the Iraqi Ministry of Higher Education and Scientific Research attaches great importance to intellectual diversity and enhancing organizational commitment, as reflected in its official mission and vision, as well as encouraging organizational commitment within the framework of equality in work and officially announcing this in forums and events, and has clear procedures for managing intellectual diversity. It is important to note that, according to the study, it is not the attraction of different talent but the organization of work that is the driving factor in belonging to an organization. Formal diversity policies tend to be merely symbolic, unless instigated in everyday collaborative practice. The general result was the creation of a variety of intellectual groupings, which became the most effective mechanism in that these forms of peer cooperation are horizontal and naturally overcome the rigidity of top-down bureaucratic organizations, and, to a certain extent, dilute informal patronage processes. When staff with disparate cognitive and professional bases approach the organization with the universal problem of how to solve it, mutual respect and a sense of fairness will naturally be fostered through the application of such a problem-solving strategy. The psychological security of such peer-level interaction ensures that staff can express abnormal ideas without fear of marginalization. Consequently, the ministry's focus on mixed teams renders the ideals of abstract diversity into lived equality in the workplace, which in turn forms a self-perpetuating cycle of improved organizations rewarded with better treatment and better treatment in return for better work, and so on.

8. Recommendations

As the formation of diverse work teams has been proven to be the most powerful force for belonging and equality, the Ministry should no longer rely on ad hoc team formations but instead systematically redesign work units to ensure cognitive heterogeneity. Project teams, task forces, and departmental committees should be deliberately constructed out of members with varying educational backgrounds, professional expertise, and problem-solving styles- as opposed to being constructed out of seniority or single specialization. Fairness protection should be coupled with a diversity program since equality mediates the association between diversity management and organizational membership. The Ministry should revisit the promotion, compensation, and performance evaluation criteria to ensure they are merit-based, transparent, and consistently applied across all employee groups. The impression that different contributions are equal will be strengthened by printing clear standards and decision-making rationales, which will, in turn, enhance the mediating role of equality. The Ministry should adopt structured, bias-reducing recruitment practices to overcome shortcomings in attracting intellectually diverse talent. This will include employing competency-based interviews, anonymous application reviews where feasible, and job advertisements that reflect an appreciation of the value of different ways of thinking and professional experience. These kinds of reforms indicate that intellectual diversity is not just a demographic goal but a strategic asset, and can be used to create a talent pipeline that enriches organizational innovation at the point of entry.

The intellectual diversity training should not be offered in a vacuum of the principles of fairness. The Ministry should also develop integrated learning modules that help managers and employees identify unconscious bias, engage in inclusive conversations, and ensure inclusive participation in team processes. Highlighting the fact that fair treatment is the medium through which diversity is translated into commitment will be used to affirm the theoretical rationale of Social Exchange Theory in the Iraqi context, both among the populace and the sector.

To improve the Transparency and Accountability component of workplace equality, the Ministry must publicly map career progression pathways and make information on training opportunities, promotion, and compensation structures easily available. In addition, the employees will be able to provide their perceptions of fairness and belonging, which will allow the practices of diversity to be refined based on evidence. Along with establishing multidisciplinary teams, the Ministry should also foster a culture of shared achievement and reward it. Incentive systems should recognize teams that demonstrate inclusive teamwork, innovative problem-solving, and strong mutual support. This

reinforces the virtuous circle in which fair treatment leads to multiple contributions, which, in turn, increase emotional attachment and commitment to the institution in the long term.

9. Supplementary Material

(Non).

10. Author's Contributions

Hanan Al-Dulaimi designed, wrote, and edited the research. Abbas Hussein conducted the analyses and interpreted the results.

11. Funding

(Non).

12. Data availability statement

The data supporting the findings of this study are available from the corresponding author upon reasonable request. The data were collected through a questionnaire distributed to employees of the Iraqi Ministry of Higher Education and Scientific Research and are not publicly available due to privacy considerations.

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(Non).

14. Conflict of interest

The authors declare no conflict of interest.

15. Declaration of generative AI use

During the preparation of this work, the authors used Chat GPT to translation and language polishing. After using this tool, the authors reviewed and edited the content as needed and take full responsibility for the content of the publication.

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التنوع الفكري في إدارة الأداء، وتعزيز المساواة في مكان العمل، وتأثير ذلك على الانتماء التنظيمي: دراسة تجريبية في وزارة التعليم العالي والبحث العلمي العراقية

حنان نجم الدين محمود

قسم إدارة الأعمال، الدائرة الإدارية والمالية، وزارة التعليم العالي والبحث العلمي، بغداد، العراق.

Email: hanannagem2007@gmail.com, ORCID: <https://orcid.org/0000-0003-4241-5258>

عباس محمد حسين

قسم اقتصاديات الاستثمار وإدارة الأعمال، كلية اقتصاديات الأعمال، بغداد، العراق.

Email: abbas.mohammedh@nahrainuniv.edu.iq, ORCID: <https://orcid.org/0000-0001-7659-6398>

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المراسلة:

أسم الباحث: حنان نجم الدين محمود

Email: hanannagem2007@gmail.com

المستخلص

هدفت هذه الدراسة إلى بحث أثر التنوع الفكري في الإدارة وتعزيز المساواة في مكان العمل على الانتماء التنظيمي. وقد اعتمدت الدراسة منهجية وصفية بالاستعانة بالمراجع والدراسات، بالإضافة إلى منهجية إحصائية للتحليل من خلال تصميم استبيان. المساهمة النظرية للدراسة هي استقراء SET للسياق العراقي للقطاع العام والمساهمة التجريبية هي اكتشاف التنوع القائم على الفريق كرافعة رئيسة لتعزيز الإدماج. وتتمثل بعض التوصيات الفعالة في إعادة هيكلة وحدات العمل لتشكيل وحدات غير متجانسة فكرياً، لضمان ربط مبادرات التنوع بسياسات واضحة خالية من الجدران، فضلاً عن إصلاح عمليات التوظيف للحد من التحيز. وُزِع الاستبيان على عينة عشوائية مكونة من 85 موظفاً، استجاب منهم 80 موظفاً، بنسبة استجابة بلغت 89%. أظهرت نتائج البحث أن كلاً من التنوع الفكري في الإدارة والمعاملة العادلة في مكان العمل لهما أثر كبير على الانتماء التنظيمي. كما كشفت الدراسة أن التنوع الفكري في الإدارة له تأثير كبير على المساواة في مكان العمل. فضلاً عن ذلك، تلعب جودة بيئة العمل دوراً حاسماً في تعزيز العلاقة بين التنوع الفكري في الإدارة والانتماء التنظيمي. لذا، توصي الدراسة وزارة التعليم العالي والبحث العلمي العراقية بالحفاظ على هذا التوجه الاستراتيجي نحو التنوع الفكري، ووضع سياسات لاستقطاب وتعيين الكفاءات البشرية المتنوعة فكرياً ومهاريًا، وتطوير أنظمة التدريب والتطوير، فضلاً عن تطوير أنظمة المكافآت والحوافز التي تشجع التنوع الفكري، وتطبيق سياسات عادلة وشفافة في توزيع الوظائف والترقيات والتعويضات.