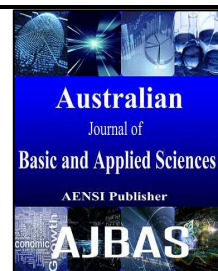




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Diversity Management and its impact on team effectiveness

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ABSTRACT

The current study sought to determine the impact of the diversity of workers in the effectiveness of the team, for a sample of the Iraqi government colleges. Finding a problem in a number of the most important questions were determined what is the nature of the relationship between the diversity of employees and the effectiveness of the team. Do the current organizations have the base for the diversity of its employees and using them to achieve the effectiveness of the team. In order to achieve the above mentioned objective of the study, and answer the questions the study was applied to a number of deans and departments heads and employees in a sample of governmental colleges. The study found a set of conclusions and the most important was the diversity of ideas, creativity and innovation, leading to the organization's ability to cope with problems, and provide solutions for them. And be the basis for the organization's ability to achieve competitive advantage and high. As well as the study also found a set of recommendations was the most important. The need to promote reliance on the completion of work teams in more than a reliance on individuals themselves to work, helping to spread the spirit of teamwork and strengthened at work

INTRODUCTION

The environmental challenges imposed on all the variety of organizations to possess a varied group of workers inside the organization to face the given challenges including sex diversity, religion, age, and educational background, they represent the result of the organization's interaction with the surrounding environment through knowledge exchange on the pace that serves its lead in business. The study aims to shine on the nature of role played by workers diversity in achieving team effectiveness, based on that, the goal of the current study mentioned can be realized through four topics.

The first topic focuses on the methodology of study, the second topic focus on the theoretical background which is on two sections, the first one is workers diversity while the second discusses team effectiveness, the third topic also is divided into two sections the first shows a number of results realized by the study and the second highlights the recommendations and conclusions that contributes to team effectiveness for the purpose of achieving lead success in organizations.

The first topic:

Research Methodology:

Scientific academic research requires placing a methodology, describes the intellectual foundation, which was based on the study, which shows the methodology as a path that shows directed the study to reach the goals set through the elucidation of the problem and the importance of the study and its hypotheses.

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Problem of the study:

Now it has become tangible and thus beyond doubt, that managing diversity is one of the contemporary intellectual developments in the modern management philosophy, and the practice of effective practices most suited to the rapid changes. For the purpose of seizing the opportunity of our organizations. And make them benefit from cultural diversity has and work to find a diversity of employees within the organization for the purpose of creating effective organization. As a result, the selection of the theme of this research. And selecting a sample of the Iraqi government colleges to apply this theme and so the great importance held by this sector.

It can highlight the problem of the study of questions following:

- What is the nature of the relationship between diversity and effectiveness of the team?
- Does the current colleges have the environment through which it can take advantage of the diversity of employees and their application?
 - What the limits of the contribution of diversity management.
 - How effective is the effectiveness of the team variables on the levels of the surveyed colleges.

Research goals:

- * enlighten the impact of the diversity of employees to push the organization towards the effectiveness of the team.
- * determine the level of effectiveness of the variables, the effectiveness of the team, and the diversity of workers in the colleges surveyed.
- * identify the nature of managing diversity in the Iraqi colleges surveyed environment.

The importance of research:

- Try to identify. The two concepts, are among the most prominent and the most recent topics in the impact of organizations, regulatory environment and working methods.
- The government colleges. Work according to traditional techniques. Do not realize the effects of diversity, and the effectiveness of the team, in achieving competitive advantage.

Research theories:***Model Study:******Diversity of workers and its impact on team effectiveness as seen in figure 1:******Second topic:******The concept of diversity:***

Diversity in the workplace not only refers to the differences between the staff but also accept these differences (Natalie, 2013) whilst (Richa, 2013) sees The diversity is something to be dealt with and that the added value of diversity to improve performance, (Wambui, 2013) believes The increasing globalization of the world, require more interaction between people from different cultures and different beliefs and backgrounds than ever before. Organizing diversity and benefiting from it in the workplace has become a necessity for managing today.

Diversity means acknowledging in all that is different in a diverse group. And (Cox, 1991) sees The diversity in the workplace involves a combination of people who have different backgrounds, religions and age groups in a cohesive and productive unit. Based on the above, the researcher believes that diversity is a different group of employees from a variety of races and different nationalities and religions have multiple and diverse ideas, making the organization more competitive and survive.

Importance of diversity for employees in the workplace:***(Ruth, 2016) pointed out the importance of workers diversity in a number of points:***

- * Diversity in the work place is important to workers, reflected in the large build up a reputation of the organization, leading to increased profitability and increase opportunities for workers, As well as practicing fair and estimation of the talents and this increases the attraction of the largest number of applicants, Through the organization's ability to gain access to markets in foreign countries.
- * Enhance function. Creates two types of opportunities for staff work, opportunities to enhance and develop staff, and the global market opens doors to employees with the skills of a multi-linguistic and multicultural understanding is the basis for building a global profit centers
- * Increased learning from experiences. Diverse work leads to increased expertise as a result of friction or mixing of the different cultures of the workers.

While he pointed (Natalie, 2013) to a set of points to the importance of diversity in organizations

- Save time and money in hiring costs and turnover of working and where it leads to attract the best talent from among diverse work group.
- diversity is an essential part of building awareness and cohesive working environment.
- diverse teams tend to be more creative and efficient in solving problems in the

basic steps to successful organizations when managing diversity:

(Greenberg, 2004) pointed to a set of points which are the basis for the success of organizations.

- Evaluate the diversity in the workplace. Major companies make process that evaluates diversity an integral part of the management system. This helps the organization to identify the challenges facing diversity, and re-evaluation determines the success of the diversity during the implementation of the Action Plan.

- Development of diversity in the work plan. The plan must be comprehensive, measurable, and the Organization must decide what changes should be done in and a timetable must be implemented till the goal is achieved.

Recommended solutions in the workplace where there is diversity:

(Greenberg, 2004) presented a number of solutions:

- The inclusion of a culture change. Involve all potential employees in the formulation and implementation of diversity initiatives in the workplace Encourage employees to express their ideas and opinions which attributes the feeling of equal value to all.

- promote diversity in leadership positions provides a new vision. And realize the benefits of diversity in the workplace.

- benefit from training on diversity and use a tool to formulate a diversity policy.

- Use the results to build and implement successful diversity in the workplace.

While (Rosado, 2006) sees the basic steps that organizations must follow in managing diversity in the workplace 1. employment strategy, which stresses the need for diversification as an organization mode. And the development of policies and principles for the directional behavior of the organization . 2-skilled staff appointed and this will make them experts in the affairs of diversification. Ensure that candidates are selected only those who are best suited for jobs.

Diversity dimensions:

(Wambui et al 2013) pointed out these dimensions:

****Age:***

At all times, there are at least three or four generations at work in any institution. There are, for example, people who delay retirement and stay in the workforce longer an age group (80-60) and Category medium between (50-35) and young people between the (34-24) All of these have the expertise and different global perspectives and they have power in the workplace .

****race:***

The color is always a problem in many organizations, especially in America - as well as South Africa - blacks Asians - Native Americans - Jews - Indians- Latinos.

****Education:***

The educational level of employees and life experiences help to know the global developments. Or how to respond to other educational levels. For example, someone who has a PhD in business management how would he have chemistry with someone with a high school degree, and how to find a common ground between them .

****Sex:***

Organizations use positive tools to address the imbalance between males and females in the workplace began. As the distinction between the sexes leads to conflict within the organization.

Diversity strategies in the workplace:

Where he indicated (Tom Ryan, 2013) to a set of points that illustrate strategies and the diversity of it; Focus on yourself. Diversity is a problem facing the administration in the workplace, evaluation of the staff and encourages interaction).

The advantages of having a diverse workforce:

While he found (Cadrain, 2008) companies that embrace diversity is a positive motivational tools by which to attract and maintain the best employees, as well as increase organizational competitiveness is considered. While (Okoro, 2012) sees the diversity in the workplace is a strategic necessity.

Challenges of diversity in the workplace:

(Joshi & Roh, 2009) cleared out challenges that face diversity in the workplace:

- language barrier. One of the main reasons that may lead to a lack of effective communication and therefore not reach the goals, and also leads to a lack of teamwork, as well as low morale. preventing the process of progress.

- The application of diversity policies in the workplace. Since the construction of strategies designed to expand the diversity raised, it could be the biggest challenge for all defenders of the diversity strategy. A strategy must be created or implemented and lead to the creation of a culture of diversity in every department of the organization departments, and this is a big challenge for the administration.

The third topic:

The concept of effective team:

Effective teams are characterized by many of the qualities that distinguish it from other inefficient work teams. Relations are characterized by respect, trust and cooperation, and the dispute between the members is considered normal, and is focused on the subjects and not the people, and that the information flow freely throughout the enterprise, involving all team members, and characterized by clarity and accuracy, as well as disappearance of the influence of the manifestations of power, and decisions are based on the information that everyone is committed to, and power depends on the efficiency and shared by everyone and not subject to the laws of reciprocity, nor withhold from the individuals or granted to him after many negotiations and be selected. And (Naquin & Tynan, 2003) sees that in the contemporary business environment that teamwork and team spirit is the key to the success in the business world while (Katzenbach & Smith, 2003) found The effectiveness of the team, is a group of employees working together, possess complementary skills necessary to complete a task or job or project. Doing tasks well while the results exceed all expectations. (Thomas & Inkson, 2004) pointed out that effective teams are a group of people or workers who have specific roles and have the talent and skills, high levels of cooperation and innovation and seek to achieve a common goal. According to the opinion of (Hackman, 1990) The effectiveness of the team is to focus on three dimensions (Group outputs - meet the quality standards - the Group's ability to interactively work in the future - and growth) (Gibson *et al.* 2003) the effectiveness of the team is the ability to performance or reduce errors committed during work while (Eccles & *et al.*, 2010) pointed out that The effectiveness of the team is the success in achieving the objectives of the project. According to (Smith & *et al.* 2010) the role of the team members is an important factor in the effectiveness of the team, in order to ensure that the team performs business effectively. It is essential the right mix of personnel in terms of skills and roles to achieve. This ensures that the team has the right balance to work efficiently and effectively. (Tyrone, 2015) sees The effective difference is the ability to perform at the highest level and for a long period of time and get the job done more efficiently and effectively. Although the purpose, goals and roles vary from one team to another, but the difference and do the following on a consistent basis.

(setting goals and plans, enhancing communication between members, Develop and maintain positive relationships between Member).

The dimensions of the effectiveness of the team:

(Amanda, 2015) pointed to a range of positive factors as possible that affect the effectiveness of the team.

* Support innovation. The most successful are the companies that remain flexible and innovative. It may be difficult claim to innovation and creativity. But it can help to create a workplace that depends on it and that can be adapted easily to audit the ideas in a comfortable working environment.

* Leadership should be driving a clear vision, and to have sufficient idea about efforts by individuals to achieve important strategic goals. The leadership can create a culture of continuous improvement. And it has the ability to open up to new ideas and willing to take risks in order to reach the highest levels of performance.

* hire the right people. The selection of good people is one of the basic factors that contribute to the success of the company. It is not only the base of the range of skills and knowledge. But also it will be a strong addition to the company's vision to push values forward.

* Exchange of roles or continue learning. There is no doubt that the team expects the development of skills, and to do new and different roles creates a culture of support and learning innovation. This means that the production department team to exchange ideas with the marketing department.

Effective team models:

There are many examples of effective teams and these models. (Tuckman, 1965) model. In this model, there are five stages of development teams

- modeling. The team becomes more cohesive - define the role of the Bay of each individual group, learn how to solve the conflict.

- performance. Team members work together and achieve the set goals in the storming stage.

- postponement. That's when the team will be resolved, so that every individual has the right to move to other projects.

The need for effective teams in the organization:

(Castka, *et al*, 2001) believes that organizations need to form an effective teams is crucial in these cases: the task is complicated; there is a need for creativity; the way forward is not clear; requirement to use resources efficiently; there is a need for a high quality results.

Steps to Create Team:

(David,2007) sees that Effective teams are characterized by:

common goal. The success of any joint action or a joint venture, must have a clear goal, as the organizations that seek to achieve success and excellence and sustainability, are those organizations that have a clear and common goal; clarity of purpose. Contact and repeatedly and continuously can be vital in maintaining the team. Contact keeps the team members, and helps not to abort the infrastructure of the project due to lack of understanding of the overall objective.

While (Rohini & Mary, 2008) sees that Effective teams are characterized by:

Goals and objectives, the team's ability to agree on a perception goals; resource use, so that is recognized by all the resources of the team members, and how to use them; trust and conflict. The more trust between the team members, increased the effectiveness of the team. As well as increase the team's ability to deal with conflict situations that occur between members; leadership. Sharing of leadership roles among team members played a major role in increasing the effectiveness of the team.

Factors affecting the effectiveness of the team:

See (Eccles, 2010) that there are a range of factors that influence the effectiveness of the team, including: reaction, which is the most important and which contributes to the effectiveness of the Working Group; goal, making sure all team members are actively working to achieve the same goals, which enhances communication and productivity; communications. It is the exchange of information and knowledge between team members and ensure that these teams are able to work and make decisions efficiently and highly effective; performance targets; performance targets are the basic incentives that encourage team members to work hard and excel as much as possible.

The impact of effective team performance:

The base element in the assessment and measurement of the teams, is the efficiency (Oxford Dictionary) identifies effectiveness as having the desired effect - to achieve the intended result - making the impression fun and strong. While (Gibson, 2003) sees that efficiency is the team's ability on how to lead, and reduce errors while working to complete the goal. (Pollock, 2009) sees that the team is more effective, in the following cases, individual performance within the team major impacts the success of the team, common effort of the individual contributes in team effectiveness and achieving required performance, team roles point to those behaviors and the characteristics of each member of the team, how the common relation between team members can effect its progress, some researchers see that teams with versatile performance are more effective than team with homogenous performance

Model of team effectiveness:

(Hackman,2005) and characterized by the following:

- a real team - team's mission and clear boundaries.
- Does the team and clear objectives.
- organizational support.
- rules enabling positive behavior, and behavior support to work as one team. As seen in figure 2

Conclusions:

Comprehensive diverse organizations have policies and practices. That facilitate its full utilization of human resources, and enhance the capacity of staff even exploit the maximum potential Diversity Management needs to build organizational culture that accepts diversity and refuses bias and discrimination, Also successful organizations in managing diversity. Increase their ability to attract the best human resources to the organization.

Diversity of ideas, creativity and innovation within the organization. Lead to the organization's ability to confront and solve problems, and be the basis for the organization's ability to achieve competitive advantage. In addition there is great interest by government colleges, research sample the diversity of workers in order to achieve outstanding performance.

Recommendations:

Prepare high-level programs for training, or ongoing seminars. You receive the senior leadership in the colleges of the university, intensive training center. It aims to equip them with confidence and do not hesitate in accepting change, which would apply to their faculties at the introduction of this new system. translation of the

objectives of the diversity of employees. In the letter of colleges of the university in the form of statements and practices should be clear and specific.

Due to the recent theme of managing diversity, and its applications in the Arab world in general. Iraqi and universities in particular. Therefore, the researcher suggests further studies, and applied research in this area.

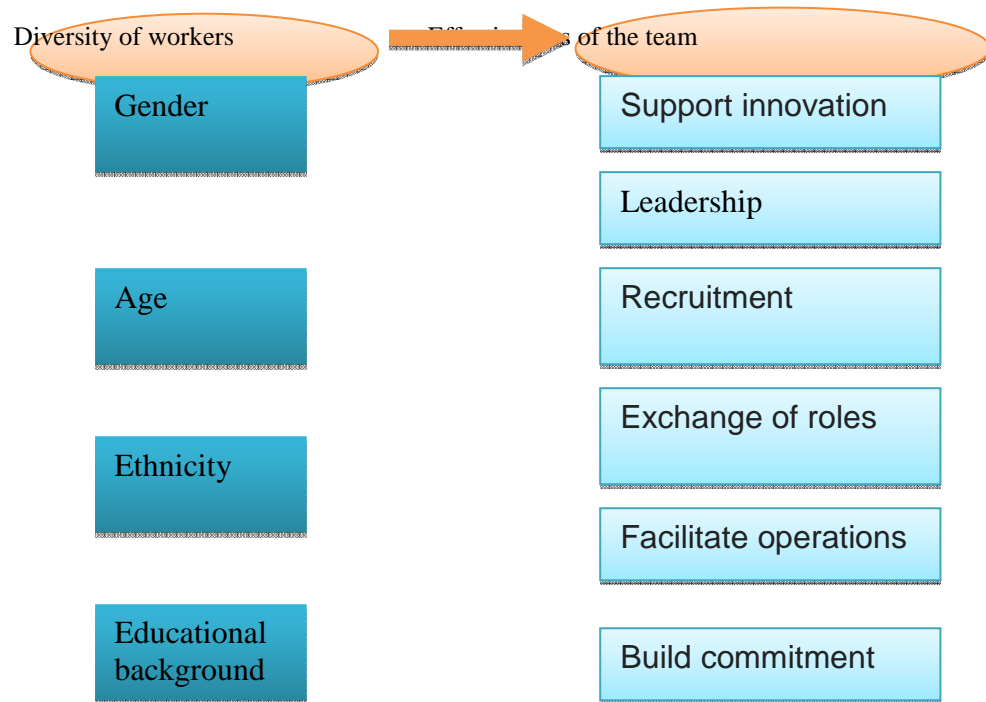


Fig. 1: Diversity of workers and its impact on team effectiveness

Source: By the researcher



Fig. 2: conditions for team effectiveness model Source Hackman 2005

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