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Faculty of Graduate Studies

**The impact of organizational culture on workplace
diversity in the Palestinian banks**

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Requirements for the Master`s Degree in Human
Resources Management**

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Thesis Approval

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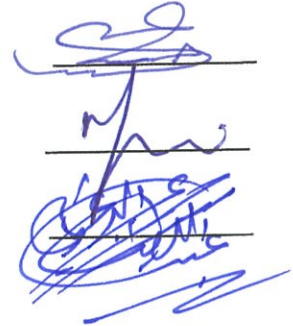
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Declaration

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Abstract

This study aims to demonstrate the impact of organizational culture on diversity in the workplace in Palestinian banks. This study relied on the use of quantitative methods in answering the questions and hypotheses of the study. The study population was defined as all the employees of the Palestinian operating banks, reaching approximately 4800 employees. The Convenience Sample consisted of 280 participants, and the questionnaire was used as the main tool for data collection, which included three sections: demographic data, the axes of the study variables, including: the effect of organizational culture (values, norms, expectations, and beliefs), on the diversity variable in the work environment. The study concludes a number of results, the most important of which is that diversity in Palestinian banks is positively affected by three dimensions of organizational culture in descending order: organizational beliefs, organizational values, and organizational expectations. And the effect of diversity negatively with the norms, since it is not of fundamental importance to participate in the social activities of employees or holidays. It was not a priority like the rest of the variables of organizational culture, especially in Palestinian banking banks, and the difficulty of harmony with it. The study recommends strengthening the organizational culture in the bank in involving employees in decision-making, strengthening norms in banks, encouraging participation in social activities, developing concepts and practices of justice among the levels of the bank's hierarchy, especially norms, and implementing strict banking policies against discrimination followed by penalties.

Keywords: Organizational culture, Workplace Diversity, HRM, Banks

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Chapter I

General Framework

Chapter I

General Framework

1. Introduction

Organizational culture is a way for understanding and analyzing human behavior in the workplace (Munjuri & Maina, 2013), and for thinking healthily to effect change (Taye et al., 2019). It affects the interactions between members and groups with other organizations as well as behavior. Therefore, Organizational culture is characterized by a group of beliefs, values and expectations that are built and then developed into principles guiding the behavior of members in the organization to reach internal integration and external adaptation (Nasrun, 2017). Understanding Organizational culture is important to be aware of what is going on in organizations and to study how to manage and improve them. It is considered an integral part of the environment to achieve a sense of pride in the planned activities (Chaniago, 2011), and is seen as a condition for joining the organization, as well as a system capable of overcoming environmental challenges by working together in problem-solving (Emmanuel, 2017).

The role of organizational culture showing the ideal character of distinguishing features from other organizations, regulating and shaping the behavior of individuals and the organization as a whole in creating a comfortable environment through cooperation in helping members perceive their environment and interaction with each other, achieving goals and successes in communication and mutual respect (Kalaichelvi et al., 2017). Therefore, a culture that values innovation and enhances mutual trust and teamwork must be encouraged to accept and respect diversity, as the researcher

considers that the main factor in the success of the diversity management strategy is the existence of an organizational culture that supports diversity.

Diversity is one of the basic things that the organization must focus on because of its importance, as diversity consists of visible differences such as (race and gender) and invisible ones that include (different opinions, ideologies, and personalities). These differences contribute to creating innovative and productive work environments that should be exploited and welcomed in adopting The peculiarities of others, which contribute to finding creative solutions through the impact of diverse experiences and expertise on decision-making processes. Diversity helps reduce institutional bias in human resources practices and systems during the recruitment process, making adjustments in the practice of manpower management, and reducing conflict. (Sambamurthy, 2017)

The banking sector in the West Bank was chosen for this study, as the researcher realizes the seriousness of the internal banking environment that must be carefully and sensitively studied, and to study the impact of organizational culture on diversity in the work environment in the Palestinian banking sector. The researcher also needs to educate employees and managers about the need for a sound organizational culture and the need to know its impact on diversity in Palestinian banks and the extent of readiness for implementation.

Finally, the researcher expects the effects of the organizational culture on the diversity in the workplace and promotes the workforce with diverse perspectives, experiences and ideas that can achieve progress and distinction for the organization. It is therefore important that employees feel satisfied and comfortable with the bank's culture regardless of differences in gender, age and physical ability.

1.1 Research Problem:

The work place environment is an important feature of any organization around the world (Foma, 2014), where studies have found that the employee is affected in the work environment helps the development and success of the organization, and makes the employees perform their responsibilities comfortably (Gitonga & Gachunga, 2015). Through the presence of organizational culture of assumptions, beliefs and expectations that diversity is an opportunity to embrace everyone, it plays a fundamental role in individual, group and general organizational behavior, and determines the behavior of the organization.

Whereas the research conducted by (Assaf, 2015), (Abbas, 2015), (Nassar, 2015) and (Safi, 2015) indicated that the Palestinian society has suffered and is still witnessing many effects of social change, and this is reflected in the social structure at present. And the need to build an organizational culture of directives, reinforce the habits of employees, and define the management style in diversity. Therefore, this study aims to determine the organizational culture in Palestinian banks, and to know the extent of its impact on diversity. So that the acceptance of the organizational culture of diversity is not limited to the international level only, but also to the local level, specifically in the Palestinian banks.

This is what the researcher resorted to because of her work in the banking sector, that the approach of organizational culture in the banking sectors in accepting others and respecting differences is limited. This limitation sometimes leads to the ignorance of ideas of women in management positions in the banking environment, and some do not accept them in senior positions. In addition to that the exception and non-acceptance of the presence of disabled people to work in the banking sector despite the existence of

Act # (13) of the Palestinian Labor Law No. (7) of 2000, which urges employing them at a rate of no less than 5% of the total workforce in all institutions. And also, in terms of behaviors and rules in excluding the aging people from jobs and getting rid of them and not appreciating and respecting their experiences by offering them what is called in Palestine “Exit-Package” by offering them of one to two years of their salaries in advance, thus replacing them with newly fresh graduates with low salaries in order to reduce costs, however for those refusing the “Exit-Package” they suffer from an uncomfortable work environment for the elderly people working with fresh graduates due to the difference in age and experiences among workers in the workplace. In contrast Dwyer et al. (2003), emphasized that diversity in age, physical, and sexual groups is an indicator of a team's creative ability, not the other way around.

The study shed light on variables such as values, norms, expectations and beliefs and their impact on diversity in Palestinian banks. Therefore, the problem of the current study is determined in the following main question:

What is the impact of organizational culture on diversity in Palestinian banks?

1.2 Research Significance and Justifications

Organizational culture is one of the topics that must be addressed and presented for discussion and consideration of its impact on diversity in Palestinian banks. Among all employees, it supports and accepts diversity in gender, age, and physical ability in Palestinian banks.

Considering organizational culture as a powerful and unique tool for understanding and analyzing human behavior in the workplace (Munjuri & Maina,

2013). It is defined as the set of assumed practices, beliefs, and values that suggest acceptable behaviors to its members (Mullins, 2011).

In most organizations' newcomers are pushed to adopt existing organizational values and artifacts in order to be accepted into the business (Mathew et al., 2012), while existing members mistrust, fear and despise people with different ideas (Gupta, 2013).

From the viewpoint of the researcher, organizations should endeavor to carry out a process of socializing and hiring employees from different socio-demographic backgrounds, of different ages, genders and physical ability such as people with special needs, retaining and assisting them through professional advancement and facilitating the informal integration of minorities. It requires strong cultures that support diversity and prevent barriers for minorities to reach their fullest potential.

As a theoretical significance, the study will be a research reference that researchers can benefit from in supporting the issue of the impact of organizational culture on diversity in Palestinian banks. As for the empirical significance, decision-makers can be helped by shedding light on the work environment of banks, and come up with research results that help them build an organizational culture that accepts and encourages diversity in all genders, physical abilities, ideas and ages.

1.3 Why Palestinian Banking Sector

The Palestinian banking sector was chosen for this study for many reasons: First, the results are presented to the Human Resources Department to solve its problems with diversity,

Second, the researcher is aware of the importance of the banking sector environment and the problems facing workers in the banking sector.

Third, the banking sector is important in Palestine and has great importance and risk.

1.4 Research Objectives:

Main Objective: To investigate the impact of organizational culture on diversity in the Palestinian banks.

Sub objectives:

SO1. To determine the reality of the organizational culture in the Palestinian banks.

SO2. To determine the reality of diversity in the Palestinian banks.

SO3. To determine the impact of organizational values on diversity in the Palestinian banks.

SO4. To investigate the impact of organizational norms on diversity in the Palestinian banks.

SO5. To determine the impact of organizational expectations on diversity in the Palestinian banks.

SO6. To investigate the impact of organizational beliefs on diversity in the Palestinian banks.

1.5 Research Questions:

The problem of the current study is determined in the following main question:

MQ: What is the impact of organizational culture on diversity in the Palestinian banks?

From this main question, the following sub-questions are derived:

SQ1. What is the reality of the organizational culture in the Palestinian banks?

SQ2: What is the reality of diversity in the Palestinian banks?

SQ3: What is the impact of organizational values on diversity in the Palestinian banks?

SQ4: What is the impact of organizational norms on diversity in the Palestinian banks?

SQ5: What is the impact of organizational expectations on diversity in the Palestinian banks?

SQ6: What is the impact of organizational beliefs on diversity in the Palestinian banks?

1.6 Research Hypothesis:

MH: Organizational culture has a positive impact on diversity in the Palestinian banks

H1: Organizational values have a positive impact on diversity in Palestinian banks.

H2: Organizational norms have a positive impact on diversity in Palestinian banks.

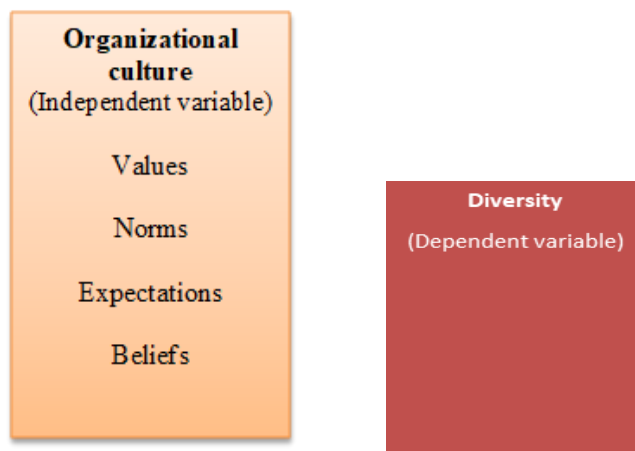
H3: Organizational expectations have a positive impact on diversity in Palestinian banks.

H4: Organizational beliefs have a positive impact on diversity in Palestinian banks.

1.7 Research Model

Figure No. (1) shows the variables of the study, where the independent variable is (organizational culture) from which four dimensions branch out, namely values, norms, expectations, and beliefs, which will affect the dependent variable, which is (diversity).

Figure (1):



Chapter II

Literature Review

Chapter II

Literature Review

Introduction

There are two sections in this chapter: the first deals with the theoretical framework, which covers organizational culture (OC) (concept, importance, characteristics and dimensions). The workplace's diversity (concept, importance, characteristics and dimensions). The researcher will discuss earlier Arab and international studies that dealt with organizational culture, diversity in the workplace, and the process of influence in the second section.

First Part: Theoretical Framework

2.1 Organization Culture

2.1.1 The Concept of Organization Culture

Organizational culture is regarded as being among the most crucial concepts in contemporary management, and it is the reason for the failure and success of the organization, as it is a feature that distinguishes one organization from another, and it consists of a set of criteria that are decided upon as desirable. And unwanted behavior, and individuals adhere to the special organizational culture in each organization (Ata et al., 2019).

According to Emmanuel & Prempeh (2020), who defined organizational culture in values, standards, principles, beliefs, vision, business language, procedures, business performance behavior, and decision-making in managerial practices that guide the way an organization operates. An organizational culture is

defined as derived from the national culture, as a basis for building the personality of organizations and their characteristics that distinguish one entity from another, and to make a creative contribution to society (Arthur W. Page Society, 2016).

(Schneider et al., 2013) defines organizational culture as “the collection(s) of assumptions, beliefs and symbols that arise from the interactions of the members of an organization.” According to (Martínez-Cañas & RuizPalomino, 2014) Emphasizing organizational culture is the way managers and employees solve problems in an organization, as the core values, beliefs, and shared assumptions of the organization's members.

Organizational culture is an essential part of the daily working life of all individuals in an organization, where formal practices are manifestations of culture such as job descriptions, hierarchical structures, and salary levels. For informal practices, such as behavioral rules such as rituals, banter, jargon, physical arrangements for dress code, architecture, and interior decoration. Organizational culture is associated with many benefits including a positive work environment and climate for communication, encouragement of a number of productive innovations, and increased organizational flexibility and productivity (Hofstede, 2001; Mannrtins and Terblanch, 2003; Døjbak Haakonsson et al., 2008; Naranjo - Valencia, Jiménez- Jiménez, and Sanz-Valle, 2011; Luoma-aho et al., 2012).

Kumar (2016) emphasized that organizational culture is a crucial concept that appears through the role of motivating employees to think creatively and innovate, which encourages organizational culture to compete with global environment and technological changes. By adopting appropriate organizational behaviors, it contributes to creating a competitive environment within the

organization and develops employees' sense of loyalty to the organization. Therefore, organizational culture helps influence the organization and employees, determine turnover rates, give employees a sense of group identity and encourage workers to perform their duties.

Therefore, there is more than one definition of organizational culture, and Al-Badrani (2017) defines organizational culture as the characteristics and features that denote the values, beliefs and principles of interaction, and its rules that separate the members of one institution from the members of other institutions, separately, a different approach in thought Adaptation and resolving multiple crises.

The researcher summarizes that organizational culture is an agreed set of social, intellectual and behavioral patterns adopted by individuals or the institutions to which they belong, which constitute common moral components among them and control their behavior patterns.

2.1.2 The importance of Organizational Culture

According to the opinion of the researcher, organizational culture is the basis of the organization, as there is no organization without an organizational culture that depends on procedures, beliefs, values, nature of work, and senior management policies that turn into practices and experiences, which is indirectly called organizational culture.

The importance of organizational culture can be summarized as follows:

1. The culture in the organization is considered an element to attract workers to it, including the creative and ambitious in the leading organizations. (Masmoudi and Pasha, 2015).

- 2- The organizational culture meets the needs of the employees in the organization and recognizes them as members of a single work environment, establishes excellent performance for its members, and strives to provide mutual respect between management and individual employees and enable their participation. in Decision Making (Kamal, 2015)
3. The culture of the organization encourages predicting the behavior and behavior of groups, through the individual dealing with problems or situations that he is exposed to in his culture, and accordingly the individual is able to predict his behavior. (Al-Maghribi, 2017)
4. A strong organizational culture provides a deeper understanding and clear vision for employees and a common way to get things done. (Al- Maghribi, 2016)

2.1.3 Characteristics of Organizational Culture:

Organizational culture contains four important characteristics (Foma, 2014).

- Closely associated with the people of the organization who contribute socially and symbolically to the creation of that culture.
- It is neither static nor dynamic.
- A complex and evolving system that includes competing values and assumptions, whereby subcultures emerge with distinct and overlapping elements.
- Emotional, considering the association of organizational culture consisting of assumptions, beliefs and values with the feelings of the organization's members.

2.1.4 Organizational Culture Types:

According to (Al-malik, 2020), who indicated that there is more than one type of organizational culture, as it differs from organization to another and in various sectors, including:

- **Bureaucratic culture**

A culture committed to organizing authorities and duties, with hierarchical responsibility based on control and commitment, characterized by the arrangement of activities and harmony between departments.

- **Supportive culture**

A culture that focuses on working in a collaborative atmosphere and employees helping each other, working as a harmonious family that cares about good values such as justice, honesty, humanity and solidarity.

- **Process culture**

A culture concerned with the method or procedure by which work is carried out, without focusing on the outputs. Caution and focus spread to maintain the level of success in terms of accuracy and order at work.

- **Unfamiliar culture**

This culture relies on spreading an atmosphere of stimulation on creativity and innovation, encouraging unconventional and outside-the-box thinking, and taking the initiative in making competitive decisions.

- **Task culture**

The culture focuses on performing the work and getting it done right to reach the desired goals, by making sure that resources are consumed and that optimal results are achieved at as modest a cost as possible.

- **Role culture**

This culture is concerned with the type of job and job description, and focuses on systems, foundations, and work continuity in terms of addressing problems more than the employee himself, his qualifications, and his job position.

From the researcher's point of view, each type of culture that was discussed in the previous section is important for its presence in the organization, and each of them complements the other type. For example, there cannot be a bureaucratic culture that focuses on powers and duties without a culture of tasks that urges ideal work performance, and a role culture that focuses on the foundations. And each of them needs the other kind of culture, such as the supportive culture that helps create a fair and honest cooperative environment by cultivating human values, as well as the unfamiliar culture that encourages difference and innovation.

2.1.5 Dimensions of Organizational Culture

Organizational culture should be one of the biggest theoretical levers needed to understand an organization. Validating these theories and their minimal use requires comparisons of different corporate cultures, which in turn means identifying common dimensions for evaluating organizational cultures.

Organizational Beliefs: It is what the worker values and believes in, as they appear clearly in the organization and more effectively in work and social life. (Mangi et al., 2015)

Organizational Expectations: It is known as the unwritten psychological contract of the expectations of the members or the organization from the other

during work, such as the expectations of colleagues from the rest of the colleagues, and the subordinates from the superiors, and the superiors from the subordinates of the qualities of respect with the other and the creation of a climate and a good organizational environment, in order to reach the psychological requirement of the members of the organization. (Al-Amyan, 2010).

Organizational Values: are agreements shared between the members of the organization in a place or work environment, aimed at guiding the behavior of workers under various organizational factors, including respect for others, equality among workers, and attention to time management. where behavior is determined by values, and values appear indirectly. Values are also considered rules of behavior for employees from beliefs about religion, culture, peer group, and society. (Mangi et al., 2015).

Organizational Norms: are unwritten standards that the employee must follow and adhere to while working in the organization. (AlAmyan, 2010)

The researcher found its role in selecting the study variables in the organizational culture, for example, to be suitable for the general situation in the banking sector in Palestine, and to suit the banking environment, such as making sure that the existence of the Norms variable, for example, "imposing penalties when violating laws, and participating in social activities", and the variable of beliefs is appropriate. Such as "completion of work according to approved performance standards and involvement in the decision-making process" and adherence to values such as: "giving priority to bank interest over personal

interest, distributing responsibilities and duties among bank employees without bias", and the variable of organizational expectations such as "fair application of business rules, understanding needs of employees", so it was noted by the researcher the importance of setting the variables accurately that contribute to evaluating the organizational culture there in order to reach real and realistic results and recommendations that support the impact of organizational culture on work diversity in Palestinian banks.

2.2 Diversity

2.2.1 The Concept of Diversity

Many researchers have defined the term diversity in broad ways based on the demographic features of the workforce, and the concept of diversity has become so valuable today due to people migration and globalization (Al-Ariss and Sidani, 2016), As there is no universal definition agreed upon by the authors.

According to (Weber et al., 2018) knew that diversity is all about the difference between people even if the organization is relatively consistent, as employees differ in demographic variables and have nothing to do with the organization such as race, gender, age, or cultural beliefs and values.

Ravazzani, (2018) explained diversity, by recognizing human differences and exploiting the dimensions of social diversity such as age, culture, gender, work style, values and habits, and defined another definition as a strategic process in building a diverse and inclusive environment, which prepares the potentials of different employees, to achieve all achievements, goals and ideas regulatory.

The definition of (Saxena, 2014) also included the diversity of the workforce, there are similarities and differences between employees in opinions, views and biases, so that it is not limited only to demographic and personality differences in race, physical ability, gender, age, religion and cultural background.

Alliston et al., (2020) explained that human diversity is intersectional and multi-directional, dividing diversity into innately acquired characteristics and experiences, such as race, gender identity, sexual orientation, and age, and the other section such as language, marital status, and religion that is acquired and altered in life, and that the combination of experiences and traits People are made different and innovative.

As for the researcher's point of view after reading about the concepts of diversity, the researcher summarizes diversity in the workforce in visible and invisible differences, or direct and indirect features, for example, requires the presence of cultural, social, economic and psychological differences that characterize individuals in each other's organization such as: religion, political orientation , age, race, sex, color, thinking, behavior, marital status, language, culture and physical appearance.

2.3 The Dimensions of Diversity

(Chitra & Chandra, 2017; Singal, 2014) identified diversity in four main areas such as the both the internal and external features of diversity in the workplace, organizational characteristics of diversity and personality traits, where the internal characteristics of diversity such as intelligence included gender and ethnicity and includes sexual orientation and external characteristics of sexual diversity Culture, social status, religion, and personality traits such as a person's skills and abilities, while organizational characteristics included attitude, union, and division in the workplace.

The role of the researcher appeared in determining the variables of diversity in light of the work environment in Palestinian banks, such as (gender, age, and physical ability) because of their compatibility with the work environment of banks in the inclusiveness of diversity. The Palestinian banks, and the researcher took these variables due to the necessity of discussing them in the issues that exist in the Palestinian banks, such as ignoring the role of women in administrative positions, excluding the employment of people with special needs, ignoring the elderly and preferring the youth over them, which need to contribute to finding out the cause of the problem and finding solutions to these issues. Knowing the common relationship and the extent of influence between variables organizational culture and diversity, where the role of the researcher appeared in emphasizing the importance of the relationship of variables to each other and their reflection on the Palestinian banking environment, where there is no diversity in work except with the presence of a positive organizational culture with a mentality that accepts diversity, difference and innovation, and this is due To build a good administration that creates an organizational culture that is receptive to change and diversity.

2.4 The Importance of Diversity

Diversity in the workplace has significant advantages, enhancing efficiency and productivity that help improve performance (Handayani, 2017) and enhances critical thinking abilities, simplifies problem-solving, deepens employee knowledge and professional skills, and diversity contributes to the assimilation of creative talents (Cletus et al., 2018) And it helps people to work in synergy between experiences and competencies, as scientists considered that diversity is a strength in organizations, and it

can be utilized because of the set of talents, knowledge, skills and identity used for productivity and this helps in building organizations that encourage knowledge, give a wide scope for openness, enhance creativity and also develop the effectiveness of decision-making It improves productivity and performance. (Tamunomiebi & John-Eke, 2020)

Therefore, most organizations aim to embrace diversity to gain a competitive advantage through acceptance of the other, encourage change and creativity, improve the reputation of the organization, reduce costs, improve the resources of talented employees, provide effective customer services, increase flexibility, enhance trust in relationships, improve worker commitment and satisfaction, and enhance customer relationship management (Rohverder, 2017; Amalia, 2015).

However, in all of these advantages there are many challenges to diversity in the workplace, such as the challenge of organizational rudeness and issues of racial discrimination (Cletus et al., 2018). Considering diversity as a source of problems, doubt and conflict, which affects work in terms of low quality and profits, lack of competition and team spirit, and frequent absenteeism (John-Eke & Gabriel, 2019)

However, from the researcher's point of view, the advantages still outweigh these limitations, and the obligated person in facing these challenges is the senior management who must integrate diversity with the organization to promote a healthy workplace that contributes to consciously thinking and accepting the similarities and differences among employees.

2.5 the Palestinian Banking Sector

The banking sector is one of the most important components of the Palestinian financial system and one of the most important economic sectors, which plays a major role in economic and financial stability. Shabib, & Raad. (2020). As a financial intermediary between investors in carrying out banking services such as simplifying payment and purchase processes, settling import and export, and simplifying obtaining life facilities such as loans and others for various purposes in life, facilitating economic activity and contributing to its rapid growth and raising its efficiency, as the number of local banks in Palestine is 7 Banks, one British bank, and 9 Arab banks. (Shabib, & Raad, 2020).

Part Two: Previous Studies

2.6 Previous Studies

In this section the study summarizes previous research examining the following variables of organizational culture and diversity, then exploring references to the impact of organizational culture on diversity in the workplace (gender, age, and physical ability). Although there are positive and negative perspectives for every organizational culture.

- The study of (Shea et al., 2021) aims to conduct an empirical study of knowledge management practices as a mediator in the relationship between organizational culture and performance, by studying four organizational culture types dimensions: consistent and collaborative culture, innovative culture, effectiveness culture and its impact on performance and their effects on performance, and examining knowledge management practices as a basis for empirically enhancing the relationship between culture and

performance, using the method of distributing the questionnaire and collecting Data from 1255 people from 10 information technology companies in India, and the results summarized that each of the consistent and collaborative culture, innovative culture and effectiveness culture are positively related to organizational performance, and knowledge management practices are correlated with organizational performance, and knowledge management practices helped to modify the relationship between the dimensions of culture organization and organizational performance.

- The study by (Alhalwachi and Mordi, 2021) that discussed the challenges Bahraini women face in reaching high administration positions, from not accepting the gender roles of individuals and interacting with others in what is acceptable for men and women. And that men are better than women and exceed their skills, authority and efficiency in taking decision-making positions, even if women are able to take these positions. The study aims at investigating these obstacles that women face and finding solutions to them. The study used the qualitative research method through interviews to collect information for a study sample consisting of 40 female managers in the banking and financial sector specifically in Bahrain. The results of the study summarized that describing the role of gender is due to adherence to standards, norms and independence that control the career advancement of women. And that efficiency and habits in institutions, and self-improvement are solutions to overcome the barriers that women face in career advancement to reach senior management positions in these roles instead of men. However, fair representation empowers women in decision-making positions and protects them from violence and sexual harassment.

- The study of (Mousa et al., 2020) aims is to ascertain the existence of opinions about managing diversity and happiness at work among females compared to males, and

perceptions if diversity management mediates the relationship between organizational citizenship behavior and happiness in the workplace. 260 questionnaires were analyzed using this methodology from public hospitals in Egypt. The study summarized its results that the viewpoint of female doctors in diversity management protocols is more positive than males, and that there is no effect between gender and doctors' perceptions of happiness at work, and that the effect of happiness in the workplace has a positive impact on the behavior of organizational citizenship for doctors, and that diversity management practices mediate in The relationship between happiness in the workplace and organizational citizenship behavior of clinicians.

- The study of (Mande et al., 2019) aimed to determine the moderate effect of organizational culture on the connection between employee performance and workforce diversity in public colleges in western Kenya, due to the need for globalization to have more communication between culturally different people than before, as the global economy is diversified with a workforce that creates an environment different from the previous environment. The study used positivist research and designed a descriptive survey and correlational research, by selecting a sample of 120 people from the category of heads of departments in public universities in western Kenya, where the data were collected primarily by questionnaires, and a data abstraction model in university records and publications to collect secondary data, and analyzed using descriptive and inferential statistics. The rate of return of the questionnaire was 78% and a positive relationship was concluded between the diversity variables and the employee's general performance. The results of the hypothesis proved that the main element in moderating the relationship between workforce diversity and employee performance is the organizational culture in Kenyan public universities.

- The study of (Longman et al., 2018) aims to determine the role of organizational culture and organizational appropriateness in women's leadership aspirations, by studying aspects of organizational culture from considerations, expectations and decisions related to women's leadership in home institutions and its impact on experiences and experiences during work. The study of 16 emerging women in the faith-based college community in the United States took a qualitative approach by conducting initial face-to-face interviews for an hour asking questions about the concept of leadership, future aspirations in supporting or thwarting leadership, and how women leaders perceive and experience the gender climate. The study summarized the results of data analysis into four groups, including: persons who were unaware of the impact of gender issues in culture on their work (2), people who did not see gender issues as an institutional problem (3), some identified gender inequality in their institutions (4), and people who offered clear criticisms of the dynamics Sexuality in culture in their institutions and in Christian higher education. The results focused on knowing the effects of leadership development to either encourage or discourage participants in building organizational culture and transition to leadership.

- The study of (Talavera et al., 2018) aims to investigate the impact of board diversity on risk and profitability. The study took a community of banks, and chose 97 Chinese banks as a sample during the year 2009 to 2013, and it was noted that there is a negative correlation between the age diversity in the directors' board and the profitability of banks. The study analyzed the age diversity in directors' boards and the reason for its impact on the bank's performance, through a questionnaire analyzing the personal values of managers. The results are summarized in the disagreement of the board members' opinions regarding wealth and risk, as conflicts are expected in the decision-

making processes and this limits the bank's profitability and the effective work of the board of directors.

- The study of (Abdullah et al., 2017) examines the diversity of boards of directors in countries that implement a single-tier board system, such as Malaysia. A sample of the top 100 Malaysian non-financial companies was sampled, and annual reports of companies were used as a means of data collection in 2007. Evidence revealed a lack of diversity in Malaysian boards of directors. The analysis's findings indicated a negative relationship between gender and age diversity and Tobin's q and ROA. Ethnic diversity is positively correlated with return on assets. Therefore, the results between the impact of the diversity of the board of directors and the performance of the company are different.

- The study of (Chitra, 2017) purpose to identify the key organizational culture elements that influence workplace inclusion and diversity, so organizations and banks need to build a culture that accepts diversity and recognizes differences , and how to take advantage of their advantages rather than ignore them or cause problems, and pay attention to the differences and similarities between diversity groups in an organization, specifically the differences in senior management that often influence organizational culture. Therefore, relying on affirmative action in integrating diversity, each employee feels involved in work activities and follows the style of freedom in exchange of opinions, participation, morale and appreciation to ensure that their decisions are taken for implementation. Therefore, the study followed the use of a survey questionnaire to enumerate a sample of the IT industry community in India, specifically Chennai, consisting of 229 members. The survey questionnaire includes data from OCS and a question about diversity and inclusion factors in the workplace. The results of the

survey were summarized in knowing that organizational culture is one of the main influence factors and drivers on diversity and inclusion at work using multiple regression analysis.

- The study of (Bana, 2016) aimed to examining college deans' perspectives on the effects of organizational culture on workplace diversity in Kenya's public universities. department managers and schools, as it poses a challenge to public universities in exploiting a diverse workforce of talented and innovative people, the study used a cross-sectional descriptive survey design in Kenya. A purposeful sample that includes 22 public universities in Kenya and 245 principals, adopted correlation and regression analysis to determine the variables, and the results of the study concluded that there is a positive relationship between organizational culture and diversity at work, that is, organizational culture significantly affects diversity.

- The study of (Mangi et al., 2015) aims to know organizational culture practices (values, Assumptions, and beliefs) towards organizational performance and its impact on employees in particular. Where the mutual influence of employees appears on organizational behaviors, and the culture of the organization can differ in whole or in part in a contradictory and varied way. Therefore, one can define the organizational culture and thus be able to identify weaknesses and problems and how to solve them, and develop the culture for the better. The study indicated that the organizational culture should be an agreed upon behavior by employees towards achieving their goals.

- The study of (Neck, 2015) focuses on finding out why women left Australian investment and financing companies, which encouraged women to prove themselves in senior positions. The study used the qualitative research method and exploratory interviews as a research tool to study with 27 women to determine the organizational

culture environment faced by this number of women in Senior financial positions, and understanding the factors that helped in making the decision to leave work and leave their positions, by resorting to the elements of ethnography in its theoretical orientation for credibility and accuracy in qualitative analysis. Findings from the interviews summarized several reasons why women were allowed to leave, including that cultural aspects of working in finance cause frustration with expectations and beliefs that women do not have the leadership traits often associated with men, and biases in the persistence of conscious and unconscious traditional stereotypes. For women to avoid hiring and promoting women in leadership roles, and to choose men instead at all levels with higher wages, the problem lies in discouraging women from seeking opportunities and frustrating them from gaining experiences and diminishing the desire to manage these persistent frustrations. Which affects her progress, so women have an increased desire to change and leave the position and take a role with less salaries and more flexibility, or not to work. The study's findings showed that the cause for leaving is not just tied to one particular case, but rather secondary cases, including other secondary reasons such as the difficulty in balancing work and family and organizing work, which affects its progress. The study suggested that it was necessary to provide an understanding of the cultural environment in financial organizations and organizing work, and avoiding prejudice and frustration.

- The study of (Hagner et al., 2015) intended to aid in the integration of diverse people in the workplace, including people with disabilities for rehabilitation, as the second most important social unit in a person's life after the family, by presenting reports of the results of descriptive study On the organization cultures that consist of standard, habits and values in dealing with people with special needs that can be observed through

informal communication channels, and studying the culture of employment and inclusion of individuals with disabilities in the workplace in addition to the strategies that were used by specialists in the field of employment. 53 professionals were selected to conduct training on cross-cultural analysis in the workplace and online support strategies. The results of the study showed by distributing the strength of culture in the workplace into two groups, including the older group, the weaker or negative culture was less likely to interact with their colleagues and less accepting of individuals with disabilities, and the smaller group was the strongest and positive culture, that is, the most likely to interact socially with co-workers, and their colleagues at work were more Receptive to employees with disabilities, the inclusion of individuals with disabilities appeared in an average of 83% of their workplace cultures. Specialists found many barriers, including strategies. Therefore, the aim of this study was to present a comprehensive descriptive analysis of workplace cultures that accept the diversity of individuals with disabilities and the efforts made by employment professionals to facilitate inclusion in the diversity of workplace cultures.

- The study of (Joseph, 2014) discusses the strategic competencies that provide firms a competitive advantage, and that it is one of the most diverse demographic variables in the workforce. The study used the questionnaire as a study tool to collect the opinions of employees in manufacturing industries and services in Singapore, given that Singapore is the most competitive country in the world in attracting innovative people. The study adopted the SPSS program to measure the relationship between employee age and organizational performance. The finding found a negative linkage between the age and performance of employees, taking into account the difference in the culture of the

organization and the nature of work in terms of strategies, laws, objectives and practices of human resources for companies from each other.

- The study of (Azhar, 2014) aims to determine a course of action in accepting age, gender and disability in the banking sector in Saudi Arabia, with the aim of encouraging the effective management of diversity, and benefiting from the diversity of the workforce for all economic and social reasons. The study took the banking sector community in the Kingdom of Saudi Arabia, a sample of 24 managers from 12 banks, that is, 2 managers from each bank, in interviews to present their opinions. The study used objective analysis in analyzing the data after taking the questionnaire as well as a study tool in collecting and distributing data on 10 managers from 12 banks. Since the study is under implementation, the results may be theoretical and practical. Theory on the one hand that it is the first study that helps in the issuance of academic literature related to the management of diversity in the banking sector in the Kingdom of Saudi Arabia, and assistance in understanding the management of the diversity of ages, gender, physical and mental structures in terms of disability in the banking sector in the Kingdom of Saudi Arabia, and increasing the integration of women workers Persons with disabilities and people of varying ages.

- The study of (Polat, 2012) aims to identify organizational values necessary for effective management of staff diversity in schools, it is important for school principals to know what values are necessary to manage differences in terms of defining or creating values The organizational, improvement and management of the school, which are assimilated by the workers standards, are the goals, ideas, moral principles or basic beliefs that reflect to the organizations and their members their own existence, attitudes and ideals to be accepted by all, and also considered the reference in evaluating

attitudes, actions, things and individuals in a desirable way and unwanted. Therefore, value must be considered an approach that helps transform differences into advantages for work and achieve personal and organizational goals without discrimination, and accordingly educational organizations must manage differences efficiently in order to achieve success by identifying the necessities in differences and giving them importance to appear, and keen to intensify awareness of educational efforts in respect The differences of individuals and their exploitation in achieving organizational goals that drive creativity, innovation, enterprising spirit and develop confidence. Therefore, the study used the qualitative research method from a limited number of individuals, where the standard and purposeful sampling method was used by conducting face-to-face interviews with 17 principals out of 57 principals during the years 2011-2012 from various schools from the town of Kocaeli in the city of Izmit, where they accepted The number of participating principals out of 17 principals, and the study used categorical descriptive analysis d, and the results summarized that school principals emphasized 23 associated employees and 27 diversity related to the organization, which they believe are common among all school members in order to manage effective diversity.

- The study of (Doherty et al., 2010) aims to identify the personal and collective forces that accept diversity and are able to work on a culture of diversity, where the advantages of the workforce appear when there is a culture of diversity that accepts difference from respect, equality and flexibility in dealing with difference by going towards people to perform certain tasks and rewarding them. The study used the method of personal interviews to take a sample of 11 employees from the sports administration community in the NCAA Division III. A model of strength and change was informed by the analysis of workers' perceptions about organizational culture and diversity and how they

perceive it, and knowledge of collective and individual driving forces and their constrained ones at the deep and superficial level. The relevant findings on the theory are discussed and regulatory implications are suggested.

- The study of (Cuomo & Mapelli, 2007) aims to analyze and identify the requirements necessary to manage diversity positively, as an analytical model was created on the basis of the Quinn E. Rorbo (1983) model that combines organizational culture, integration values, and managerial competencies such as the Witten and Cameron (2005) model. The research followed the methodology of the case study using the questionnaire tool, and the study took 4 large companies characterized by the presence of multicultural groups in Italy or foreign countries, to verify the relationships between values, organizational culture and competencies and their relationship in managing diversity effectively and identifying the necessary requirements to achieve diversity. Where the study did not show any results so far, because the model's execution has only begun and the results are insufficient.

- The study of (Spataro, 2005) titled *“Diversity in context: How organizational culture shapes reactions to workers with disabilities and other demographically diverse.”* The study's objective was to discuss managers who are challenged by the presence of persons with disabilities at work despite the existence of laws against discrimination against them and that People with disabilities are less productive than other teams and are not sufficiently exploited in organizations. Reconsider laws that support people with disabilities in the workplace, but they will not overcome this stigma alone, and need to create opportunities for positive encounters. Specific arrangements such as parking are suggested. and other facilities to facilitate their affairs. However, the main need is to change the organizational culture in organizations and to understand its effects on

workers with disabilities to know how and why they are avoided from work experiences. The study examined the arguments for accommodating the inclusion of workers with disabilities, while mentioning the complexities of the harms and benefits of increasing this diversity without answers. He explained the types of organizational culture such as the culture of differentiation, the culture of unity and the culture of integration, with a comment on their content and effects on the management of diversity. The study presents its finding in that culture as an essential tool for managing the integration of workers with disabilities from adopting the deeper values and virtues, habits of thinking, feeling and attitudes that constitute the prosperity of the individual and society in justice, humanity and appreciation Diversity and inclusion of workers with disabilities.

- The study of (England, 2003) talks about people with disabilities suffering from poverty and are employed in low-paid jobs, especially women. The study used the example of the "Big Six" banks (Bank of Montreal, National Bank, Bank of Nova Scotia, Royal Bank and Toronto Dominion Bank, CIBC) in Canada as a sample study to ascertain the occupational distribution of individuals and women with disabilities in the Canadian Federal Government's Employment Equity Act compared to others. And studying the social and economic reasons why people with disabilities are marginalized in the workplace, to get rid of discrimination that impedes access to social justice in work related to the quality of social relations, by building an organizational culture and an atmosphere that supports persons with disabilities to influence them and make them feel respected and appreciated and supports supervision, Providing administrative training focused on the Equality Law to improve employment practices related to groups of women, persons with disabilities and minorities and their participation in the

labor market, to enhance the vision of persons with disabilities as independent and complete citizens. the Study used qualitative and quantitative 1 methods. However, the findings showed that the "big six" banks had little success in achieving equality for people with disabilities in the workplace.

- The study of (Dwyer et al., 2003) focuses on identifying the impact of sexual diversity in management on performance. The study took a sample of 535 banks in the United States of America, including officials and managers, more broadly than previous diversity studies, which included senior management. As against measuring performance at the organizational level, supporting the formative theory and contingency, the results indicated that the effects of social diversity on the performance of the company are due to its organizational context, its strategic direction and the organizational culture in it, and another result indicated that gender diversity in management contributes to enhancing the performance of companies that They aspire to grow, and that an appropriate and configuring organizational culture or environment is needed to realize the benefits of gender diversity.

2.5.1 Arabic Studies

- The study of (Al-Attar and Al-Waked, 2021) aims to study the organizational culture such as values and ethics in organizations and their impact on the behavior of management and employees in the companies of the Hashemite Kingdom of Jordan, and to know the factors of organizational culture in organizations and its importance, then to determine the relationship between organizational culture and organizational behavior using an electronic questionnaire on a random sample of employees and managers of Jordanian companies . The results summarized that the strong organizational culture

constitutes the organizational unit and the affiliation that is reflected in communication with the other and the quality in reaching solutions to the problems it faces in different ways and methods.

- (Al-Qurashi and Mohsen, 2020) The goal of the study was to determine how organizational culture affected, including (beliefs, organizational standards, organizational expectations, organizational values, and employee performance) on knowledge management that It included (explicit knowledge, organizational knowledge, and tacit knowledge) in private sector hospitals in Amman. The study took the descriptive analytical approach in distributing 416 questionnaires to doctors, nurses, technicians, and administrators of a private hospital in Amman. The results of the study summarized that there is a moderate impact and variation in organizational culture variables on knowledge management in Private hospitals in Aman.

- (Ata et al., 2019) The study aims to know the role that aspects of organizational culture, such as organizational values, expectations, beliefs, and regulations, play in defining the strategic direction with its elements of defensive, preventive, analytical and response, in the office of the Ministry of Higher Education. The statistical program (SPSS ver-20) was used to measure the nature of the connection between the research variables and to answer the questions and hypotheses of impact testing through a questionnaire as a measurement tool by (46) officials at the level of senior administrative leadership. The results concluded that there is a statistically significant positive correlation between organizational culture and strategic direction, which indicates that organizational culture has an important and effective role in drawing the strategic directions of the ministry.

- The study of (Hamdi and Hibeh, 2019) purpose of the research is to establish how organizational culture affects job satisfaction through the impact of each of the dimensions (values, beliefs, expectations, and organizational norms) on job satisfaction. When the study began in the Directorate of Employment in the state of Biskra on a study sample of 34 employees, The Spss statistical analysis tool was applied, and the findings showed a strong organizational culture and a medium level of job satisfaction.

- (Al-Zawaida, 2018) The purpose of the study was to determine how organizational culture affected productivity of all kinds (the culture of role, strength, quality and mission) on organizational commitment in Jordanian companies operating in the Jordanian pharmaceutical industry (Dar Al-Hikma). The study population consists of all employees at the upper, middle and lower managerial levels (manager, deputy director, department head, employee). The study sample was taken randomly, number 221. The results summarized the aspects of organizational culture having a statistically significant influence at the significance level (0.05) on organizational, emotional, and normative commitment.

- (Rawah, 2018) The purpose of the study is to determine the perceptions of leaders in the sectors of the Saudi Ministry of Education about the dimensions of organizational culture and its relationship to the professional growth of Saudi women. The study followed the descriptive survey on a sample of 250 people in 78 directorates and 172 supervisors of educational leaders (principals, supervisors, heads of departments) in the educational sections of the Ministry of Education in the Kingdom of Saudi Arabia. The results indicated from the point of view of women leaders the elements of organizational culture that are most important In the Saudi Ministry of Education, which is the dimension associated with (results, closed administrative style, strict control, job

and performance). A descending order was found for the degree of professional growth, including (achievement, work environment, opportunities for promotion). According to the study, there is a strong and statistically significant correlation between the dimensions of organizational culture and professional growth in the sectors of the Ministry of Education in Saudi Arabia, while there is an insufficient link between the strict control dimension and professional growth.

- (Masharqa and musleh ,2018) The study aims to identify the determinants of organizational culture and the level of job loyalty among workers in the Palestinian ministries, as well as the significance of a relationship between organizational culture (bureaucratic culture, creative culture, and supportive culture) and the level of job loyalty. The study took the employees of some Palestinian ministries in Ramallah as the study population, following the descriptive analysis. The results showed that the bureaucratic culture constituted a high percentage, and the supportive and creative culture constituted a medium percentage, and somewhat high for the three levels of job loyalty. The study also revealed that there is a strong and positive relation between the dimensions of organizational culture and the dimensions of job loyalty, while there is a negative relationship between bureaucratic culture and continuous loyalty, as well as the absence of a relationship between creative culture and continuous loyalty.

- (Awad, 2018) The study aims to identify the role of organizational culture in promoting The Palestinian National Authority's institutions administrative creativity in its dimensions of fluency, originality, flexibility, ability to analyze, and sensitivity to problems. The study used the descriptive approach, and the questionnaire was adopted as a tool for data collection, random distribution to 111 employees and managers in the Palestinian Ministry of Interior, and statistical analysis using the SPSS program. The

study concluded that there is a statistically strong relationship between organizational culture and administrative creativity in the ministry, and that the level of organizational culture in the ministry occupies a medium degree, as the culture of the ministry is primarily influenced by organizational values and expectations, then beliefs, attitudes, and organizational norms, and the level of administrative creativity appeared to a medium degree, and that Flexibility, fluency, and sensitivity to issues come second to originality and analytical ability in terms of factors that lead to administrative success in the ministry.

- (Al-Taie and Abdul-Jabbar 2017) The study aims to search for the cultural reality in the Iraqi public institution, the study shows organizational culture's influence in creating successful organizations adapts to diversity and environmental changes, and to identify the most important cultural values and principles that are consistent with the goals and must be adhered to. The study used the descriptive approach to collect and analyze data on organizational culture and its dimensions from the task culture (strength, competition), the culture of individuals (achievement, self-realization), the culture of safety (approval, dependability), and the culture of satisfaction (participation, wage system, communication). The results summarized that the administrations of public institutions must adhere to cultural values that are commensurate with the current work environment to achieve sustainable development. The study recommended the need to raise awareness of the officials of the departments of public organizations of the importance of the organizational dimension in formulating the organization's strategies

- The study of (Al-Sahbani and Salem, 2016) aims to identify the impact of organizational culture in developing creativity in the Palestinian ministries. To achieve this goal, the descriptive analytical approach was used, and a stratified random sample

of (287) respondents was selected using the questionnaire as a study tool. The study confirmed the existence of a strong statistically significant relationship between organizational culture and creative behavior in the Palestinian ministries. The results indicated that there was no significant effect on the level of creative behavior as the dependent variable for all variables (organizational principles, organizational values). Although it is highly statistically affected by other variables (procedures, policies, organizational beliefs, and organizational expectations).

- (Al- Hwahi and Ismail, 2015) The study aims to find out the relevance between organizational culture and administrative creativity in Palestine's governmental and private universities in the governorates of Gaza. The study followed the analytical descriptive approach and distributed a questionnaire to a stratified random sample of all administrative and academic staff who occupy administrative positions in private universities (Palestine University and Gaza University) and public universities (Islamic University and Al-Azhar University). The study suggested that there was a high approval rate (82%) of the study sample on the field of administrative creativity in public and private universities in the governorates of Gaza, where the acceptance rate for private universities was (80%), and for public universities the highest rate was (82%). And confirmed the existence of a statistically significant relationship between organizational culture and administrative creativity in private and public universities in the governorates of Gaza.

- (Al- Somaili, 2015) The study aims to determine the role of organizational values in bringing about organizational change in security and civil institutions. The sample consists of 214 managers of the National Water Company in Riyadh. A random sample of them was chosen, 143 of them are directors. The sample of officers at King Fahd

Security College is (337) officers, from whom a random sample of (196) officers was chosen. The study used the descriptive analytical method using the questionnaire. The results summarized that there are four organizational values that occupied the same top four positions in the security and civil institutions in descending order as follows (the value of honesty, the value of cooperation, the value of integrity, the value of fair dealing). And that the most important organizational values in influencing organizational change in civil institutions are (the value of fair procedures and the value of creativity). As for the security institutions, they are (the value of participation and the value of creativity).

- (Al-Bashouti and Lotfy, 2013) The study aims to determine the relationship between organizational culture and the management of human resources diversity and its impact on the level of performance in multinational companies in Port Said, and to develop a vision for administrative practices by senior management in companies and to define the dimensions and practices of managing the diversity of the workforce. The study indicated that the correlation is directly statistically significant between organizational culture and human resource diversity management. One of the recommendations is that commitment must be made to improve the relationship between organizational culture, managing the diversity of human resources, and the level of performance of the organization.

- (Talib, 2011) the study aims to search for the level of organizational loyalty and to know the relationship between organizational culture and organizational loyalty of faculty members in Palestinian universities in Gaza, including the Islamic University, Al-Aqsa and Al-Azhar. The study used a questionnaire as a data collection method by taking a stratified random sample and distributing it to (450) employees, and following

descriptive analytical programs. The results of the study showed that the organizational culture such as values, positive behavioral attitudes, and commitment to policies and procedures exist in both Al-Azhar and the Islamic University of Gaza, while Al-Aqsa University does not have any positive behavioral attitudes and organizational values, and the faculty members' lack of commitment to work procedures and rules. The study indicated that there are three high levels of loyalty in the Islamic University and Al-Azhar, and a medium level of loyalty in Al-Aqsa University. The research showed a statistically significant link between organizational culture, organizational expectations and procedures, and organizational loyalty.

- The study of (Abdel-Ilah and Mohamed ,2006) It concentrates on knowing the reality of organizational culture and the level of organizational development in the three universities: Al-Aqsa University, the Islamic University, and Al-Azhar University in the Gaza Strip, and to determine the relationship between organizational culture and the level of organizational development that exists in Islamic universities. The study followed the descriptive approach, using the questionnaire to collect data and distribute it to a stratified random sample of 340. 264 employees of the university staff (council members, administrators and academics) in the three universities answered, and the results indicated that the culture of achievement is the prevailing organizational culture in the Islamic University, while the culture of systems Roles exist in Al-Azhar and Al-Aqsa universities, so the study confirmed that senior management constitutes the university's culture. And it proved the existence of a statistically significant relationship between organizational culture and organizational development.

2.5.2 Summary and Conclusion:

This section covers linking the impact of organizational culture on workplace diversity in several dimensions of previous studies in all areas of all factors with the current study.

The current study aims to complement the results of previous studies on the impact of organizational culture on diversity in general in terms of the researcher's knowledge. This study was distinguished from other studies in that it is a sectoral study, as it includes the entire Palestinian banking sector, and that it took many interrelated dimensions of organizational culture variables such as norms, values, beliefs, expectations, and diversity variables such as gender, age, physical ability, and the link between them. It was also distinguished that the current study included foreign and Arab studies. and the design of the questionnaire for the current study benefited from previous studies. The current study agreed with previous studies in most areas of the theoretical framework and the method of studying and defining the study tool. Previous research benefited from studying the impact of organizational culture on diversity in the workplace in several dimensions and explains how organizational culture affects diversity across the board for all factors. Such as the study (Chitra, 2017), which helped the current study to know the main factors of organizational culture that affect diversity and inclusion in the workplace and strongly agreed with it.

The current study agrees and supports many previous studies on the role of organizational culture in gender diversity, highlighting the role of women, diversity in ages, and diversity in physical capabilities. The study (Al-Halwaji and Mordi, 2021) talked about the role of standards and adherence to them, and independence in achieving gender and career advancement so that women would reach managerial positions

instead of men. The results confirmed that females' perceptions of diversity are more positive than males, and that there is no effect of gender diversity with perceptions of happiness at work, so that diversity mediates happiness management and citizenship behavior. Likewise, the study (Neck, 2015) contributed to the research in knowing the reason for women leaving senior management positions and the financial field in Australia by identifying the reality of the current culture, and the results showed supportive of the current study that the environment and culture are the reason for the formation of negative expectations and beliefs about women that they are not leaders Like a man who contributes to her frustration and prevents her from advancing and searching for opportunities and higher positions.

Other studies emphasized the importance of organizational culture in age diversity and disability and supported the current study in it, including the study (Al-Azhar, 2014) that focuses on creating diversity management. The results of the study put forward a theory by allowing studies related to diversity in Saudi banks and contributing to the integration of people from Different ages, special needs and women. While there are studies that did not agree with the researcher's idea, for example, the study (Joseph, 2014), which dealt with the issue of using age diversity to gain a competitive advantage, through diversity in the workforce in the manufacturing and service industries in Singapore, with a negative relationship between age diversity and employee performance. The same applies to the study (Talavera et al., 2018) This study aims to determine the impact of the age diversity of the board of directors in Chinese banks on risks and profitability. However, the researcher emphasizes the advantages of the existence of organizational culture and its impact on diversity in various aspects, rather than ignoring or not accepting it, and creating a positive work environment. Therefore,

the view was supported by the study (Mande et al., 2019) that there is a positive relationship between the variables of diversity and the general performance of the employee and that the main element in modifying the relationship between them is the organizational culture in Kenya. A study (Al-Bashouti and Lutfi, 2013) recommended strengthening organizational culture and its relationship to managing the diversity of human resources and their performance. The results indicated that there is a positive relationship between organizational culture and managing the diversity of human resources.

Chapter III

Methodology

Chapter III

Methodology

Introduction

This chapter describes the used approaches, procedures, and methods, including: population, sample, and the tool of the study.

3.1 Design of the Study

This study examines the impact of organizational culture on workplace diversity in the Palestinian banks. It uses a quantitative approach in which a structured questionnaire was used to collect data from employees in the Palestinian banking sector in West Bank. In addition, secondary data was obtained from previous literature including published and unpublished articles.

3.2 Population

The population of the study consisted of all employees in the Palestinian banking sector, which numbered (6) banks, and they are: Bank of Palestine, Al-Quds Bank, National Bank, Arab Islamic Bank, Palestine Investment Bank, and Al-Safa Bank.

3.3 Sample of the Study

In order to conduct this study, a Convenience sample of 350 bank employees was selected, of which 280 responded. The study used questionnaire tools to benefit from data collection, in addition to resorting to reviewing the books and literature of previous studies, to be used in analysis and to answer the study questions.

3.4 Tool of the Study

This section discusses the study's questionnaire including; a general description, its validity, and its reliability.

3.4.1 Description of the Questionnaire:

The study used the questionnaire to collect data after modification by editing some of the formulas used to make them more suitable and clearer with the vocabulary of banks. Three parts of it included demographic data, the axes of the study variables, including: the effect of organizational culture (values, norms, expectations, and beliefs on the diversity variable in the work environment.

Part One: demographic information about the respondents that consists of six factors: (gender, age, years of work in the bank, education, type of bank, job).

Part Two: The research consists of the first variable: Organizational culture. Consists of four dimensions, and each dimension consists of four elements in the questionnaire: values, habits, beliefs, and expectations, as the scale was taken from the study of (Awad, 2018).

Part Three: The Second Variable: Diversity. Consists of three dimensions in the questionnaire, including: gender, age, and physical ability and Some of Diversity questions (QuestionPro, 2023).

3.4.2 Validity of the Tool:

To examine whether or not the collected data covers the area being studied; two types of validity have been tested; Content and Construct Validities. Both types are discussed in this section.

- **Content Validity:**

A group of arbitrators with specialization whose names are attached in Appendix No. (2) examined the tool and wrote many notes, based on which appropriate modifications were made to the questionnaire.

- **Construct Validity:**

Exploratory Factor Analysis (EFA) was conducted in which the correlation matrix showed that all correlation coefficients representing relationship upon the study's variables are statistically significant with acceptable values. This indicates a good construct validity of the tool, demonstrating that it measures the aim for which it was established.

3.4.3 Reliability of the Tool:

The Cronbach's alpha coefficient had a total value of {97.2%} for the items forming the questionnaire which shows a high level of reliability, indicating that these items measure the same construct.

3.4.4 Sample Description

This section describes the distribution of the participants (the sample) according to certain demographic factors including; Age, Gender, Educational Degree, Job Title, Years of Experience, and the bank in which they work, as shown in Table (3.1). The following are the most important observations:

- The highest number of the participants was of ages less than 30 years old (57.7%).
- The higher percentage of the participants consisted of Males (53.4%).
- Most participants were Bachelor's degree holders or less (81.7%).
- In relation to their job titles, the majority of the participants were employees (59.9%).
- Most of the participants had experience of less than five years (40.9%).
- The highest percentage of the participants consisted of those working at the National Bank TNB (21.5%).

Table (3.1): Sample Description			
Demographic variable	Class	Frequency	Percent (%)
Age	Less than 30 years old	<u>161</u>	<u>57.7</u>
	From 30 to less than 40 years old	104	37.3
	From 40 to less than 50 years old	13	4.7
	50 years old or more	1	0.4
	Missing	-	-
	Total	279	100.0
Gender	Male	<u>149</u>	<u>53.4</u>
	Female	127	45.5
	Missing	3	1.1
	Total	279	100.0
Educational Degree	Bachelor degree or less	<u>228</u>	<u>81.7</u>
	Higher Education	43	15.4
	Missing	8	2.9
	Total	279	100.0

Job Title	Employee	<u>167</u>	<u>59.9</u>
	Supervisor	38	13.6
	Head of department	52	18.6
	Manager	19	6.8
	Missing	3	1.1
	Total	279	100.0
Years in Experience	Less than 5 years	<u>114</u>	<u>40.9</u>
	5 years to less than 10 years	102	36.6
	10 years to less than 15 years	38	13.6
	15 years or more	24	8.6
	Missing	1	0.4
	Total	279	100.0
Bank	Bank of Palestine	45	16.1
	Al-Quds Bank	46	16.5
	The National Bank TNB	<u>60</u>	<u>21.5</u>
	Palestine Investment Bank	46	16.5
	Arab Islamic Bank	44	15.8
	Safa Bank	38	13.6
	Missing	-	-
	Total	279	100.0

Chapter iv

Data Analysis and Discussion

Chapter iv

Data Analysis and Discussion

Introduction

This chapter covers the statistical analyses of the collected data and its discussion arranged according to the applied statistical tests. The chapter begins by discussing the descriptive statistics of the main dimensions of the study and the related One-Sample t-Test results, followed by applying Pearson's Correlation among these dimensions. The chapter then ends by carrying out Multiple Linear Regression.

4.1 Descriptive Statistics

In addition to descriptive statistics (including; Frequencies & Percentages, standard deviations, Means, and coefficients of Variation), this section investigates the One-Sample t-Test results as means to test the following Hypotheses:

H₀: there are **no statistical differences** between the sample means of the dimension and the test value (3). (Failure to reject at sig. P-value of $\alpha > 0.05$)

H₁: there **are significant statistical differences** between the sample means of the dimension and the test value (3). (Accepted at a sig. P-value of $\alpha \leq 0.05$)

4.1.1 Organizational Culture

Organizational Culture includes four dimensions that are; Organizational Values, Organizational Norms, Organizational beliefs, and Organizational Expectations. In this section, each of these dimensions is discussed in terms of its descriptive statistics and its One-Sample t-Test results.

- **First Dimension: Organizational Values**

Regarding **items related to organizational values** and as **Tables (4.1 - a & b)** show; participants' answers **leaned towards agreement for all of the statements with moderate to high percentages (46.3% to 70.3%)**. In addition, values of the **Coefficient of Variation (CV) revealed acceptable variability levels (CV ≤ 30%)** among the participants' answers in most of the statements except in the two statements that are:

- "The managers treat all employees of the bank equitably without any prejudice".
- "Responsibilities and duties are distributed upon employees of the bank without distinction or discrimination".

That is; these two statements showed CV values indicating levels of variability that are a little higher than the acceptable ones.

Results of one sample t-Test for **all of the statements** in **Tables (4.1 - a & b)** revealed sig. (2-tailed) values of less than ($\alpha \leq 0.05$), this means the **rejection of the null hypothesis**: "there are no statistical difference between the samples means of **organizational values** and the test value (3)", and **acceptance of the alternative hypothesis**.

Table (4.1 - a): Descriptive Statistics and the One-Sample T-test results for **First Dimension: "Organizational Values"**

#	Statement	Strongly Disagree		Disagree		Don't Know		Agree		Strongly Agree		Mean	SD	CV	T	Sig.
		F	%	F	%	F	%	F	%	F	%					
(1)	Procedures are applied justly to all employees of the bank	5	1.8	22	7.9	80	28.7	135	48.4	37	13.3	3.63	0.875	24.1	12.1	0.000
(2)	The managers encourage the employees to participate in the decision-making process related to their work	4	1.4	37	13.3	84	30.1	125	44.8	28	10.0	3.49	0.898	25.7	9.1	0.000
(3)	Procedures and decision-making are carried out with transparency and clarity in the bank	5	1.8	28	10.0	88	31.5	126	45.2	29	10.4	3.53	0.880	24.9	10.0	0.000

(4)	In the bank, Problems are solved using innovative and creative ways	4	1.4	38	13.6	107	38.4	97	34.8	32	11.5	3.41	0.914	26.8	7.5	0.000
(5)	Bank interest is given priority over personal interest	1	0.4	25	9.0	54	19.4	123	44.1	73	26.2	3.88	0.918	23.7	15.9	0.000
(6)	In the bank, the work is carried out using modern and advanced methods	2	0.7	19	6.8	86	30.8	132	47.3	35	12.5	3.65	0.817	22.4	13.2	0.000

Table (4.1 - b): Descriptive Statistics and the One-Sample T-test results for **First Dimension: "Organizational Values"**

#	Statement	Strongly Disagree		Disagree		Don't Know		Agree		Strongly Agree		Mean	SD	CV	T	Sig.
		F	%	F	%	F	%	F	%	F	%					
(7)	The managers treat all employees of the bank equitably without any prejudice	13	4.7	42	15.1	87	31.2	106	38.0	30	10.8	3.35	1.015	30.3	5.8	0.000
(8)	The managers treat all employees of the bank with respect and appreciation	2	0.7	11	3.9	71	25.4	155	55.6	40	14.3	3.79	0.760	20.1	17.3	0.000
(9)	Competition between the employees is in the interest of the bank's work	7	2.5	26	9.3	84	30.1	128	45.9	33	11.8	3.55	0.909	25.6	10.2	0.000
(10)	Responsibilities and duties are distributed upon employees of the bank without distinction or discrimination	16	5.7	44	15.8	83	29.7	106	38.0	30	10.8	3.32	1.047	31.5	5.1	0.000
(11)	Team spirit prevails upon employees of the bank	10	3.6	24	8.6	83	29.7	113	40.5	48	17.2	3.59	0.989	27.5	10.0	0.000

As shown in Table (4.1-b), the highest percentage approved by employees appeared in the organizational values dimension, which is; “Banking interest is given priority over personal interest”, it was a moderate degree ($M = 3.88$, $SD = 0.918$) given that the bank seeks to achieve its goals of high rates of interest, commissions, loans and other banking matters away from any personal interests of customers and this is normal in Any banking and financial institution in their focus on the objectives that belong to the bank itself. And the least favorite phrases by the employees appeared, which are; "Responsibilities and duties are distributed among the bank's employees without distinction or discrimination", it was with a score of ($M = 3.32$), $SD = 1.047$) considering that the researcher is an employee of the bank, it occurs in banks, especially in some departments, of bias in distributing tasks and duties among others, The first reason could be: such as distributing many tasks to a person who accomplishes the work quickly and more accurately than an employee who is slow and inaccurate in his work, and this is in the interest of the bank in that it brings profit and perfection in speed and completion for the benefit of the bank or financial institution. As for the second reason: the managers' bias towards a specific person without a developmental reason for the bank only because of personal interests between the manager and the employee, i.e., following the "bias" method.

Second Dimension: Organizational Norms

In **Table (4.2)** showing the participants' answers on **items related to organizational norms**; participants' answers **leaned towards agreement with moderate to high percentages (55.9% to 78.8%) for all of the statements. CV revealed acceptable variability levels** between the participants' answers in all of the statements. The one

sample t-Test indicated **rejection of the null hypothesis**: “there are no statistical differences between the sample means of **organizational norms** and the test value (3)”, and **acceptance of the alternative hypothesis**.

As shown in Table (4.2), the highest percentage that employees agreed upon appeared in the organizational norms dimension, which is; “Banks impose penalties on employees who violate their laws and regulations.” The average score was ($M = 3.94$), ($SD = 0.833$) according to the researcher’s point of view. Being an employee in the bank, she sees that banks adhere to the laws and procedures of violations and mistakes, and punishes every person who is negligent or violates the laws. This is by submitting an alert, attention, or even a review in the annual and semi-annual evaluation. The least favorite sentences by the staff were; “The bank shows interest in participating in social events in the lives of its employees”, the mean score was ($M = 3.51$), ($SD = 1.028$). From the researcher's point of view, this is true and exists in the banking environment, especially most of the Palestinian banks, due to the lack of interest in participating in social activities, such as an annual party or getting to know each other, offering trips to employees from time to time, or presenting gifts on holidays and religious occasions.

Table (4.2): Descriptive Statistics and the One-Sample T-test results for **Second Dimension: "Organizational Norms"**

#	Statement	Strongly Disagree		Disagree		Don't Know		Agree		Strongly Agree		Mean	SD	CV	T	Sig.
		F	%	F	%	F	%	F	%	F	%					
(1)	Norms dominating the bank support the development of traditional methods	2	0.7	19	6.8	70	25.1	154	55.2	32	11.5	3.70	0.789	21.3	14.9	0.000
(2)	Employees are keen to adhere to the bank's instructions and regulations	2	0.7	7	2.5	49	17.6	172	61.6	48	17.2	3.92	0.715	18.2	21.6	0.000
(3)	Norms dominating the bank support the education of the	5	1.8	17	6.1	75	26.9	147	52.7	35	12.5	3.68	0.837	22.7	13.6	0.000

	employees and assist the development of their abilities															
(4)	The dominating norms enable the bank to adapt with any developments or updates in the work environment	4	1.4	17	6.1	84	30.1	143	51.3	30	10.8	3.64	0.811	22.3	13.2	0.000
(5)	Norms dominating the bank support creativity and innovation in the enhancement of the provided services	7	2.5	24	8.6	91	32.6	122	43.7	34	12.2	3.55	0.905	25.5	10.1	0.000

(6)	The bank carries out periodic introduction ceremony for new employees and for all employees to get to know each other	10	3.6	27	9.7	76	27.2	122	43.7	43	15.4	3.58	0.983	27.5	9.8	0.000
(7)	The bank shows interest in participating in the social events in its employees lives	10	3.6	38	13.6	75	26.9	112	40.1	44	15.8	3.51	1.028	29.3	8.3	0.000
(8)	Banks impose <u>penalties</u> on employees violating its laws and regulations	4	1.4	9	3.2	55	19.7	144	51.6	67	24.0	3.94	0.833	21.1	18.8	0.000

- **Third Dimension: Organizational Beliefs**

Table (4.3) detailing the participants' answers on **items related to organizational beliefs**; reveals that the participants' answers **leaned towards agreement for all of the statements with moderate to high percentages (53.1% to 73.9%)**. In addition, **CV values in all of the statements showed acceptable levels of variability** among the participants' answers. The calculated results of the one sample t-Test for **all of the statements** in **Table (4.3)** showed sig. (2-tailed) values of less than ($\alpha \leq 0.05$), this indicates the **rejection of the null hypothesis**: “there are no statistical difference between the samples means of **organizational beliefs** and the test value (3)”.

As shown in Table (4.3), the highest percentage that employees agreed upon appeared in the Organizational Beliefs dimension, which is; "The Bank's employees believe in the importance of completing the work according to the approved performance standards." The average score was ($M = 3.92$, and the SD score = 0.739), as this is due to the employees' confidence in completing their work with the ideal performance standards, which is represented by applying the instructions of the Monetary Authority, and then following up on that by special departments such as (internal and external auditing, control of branches and management department) and the violation of all those who exceed it. The least favorite sentences indicated by the staff are; "The bank believes in the importance of involving its employees in the decision-making process", the mean score was ($M = 3.39$, and the standard deviation score $SD = 1.002$) given that the manager and the investment owners are the only ones who make decisions and have knowledge of the goals and interests of the bank, ignoring ideas and points of view Employees who are immersed in work matters and more knowledgeable about it, who may make non-traditional decisions that achieve more quality and less time.

Table (4.3): Descriptive Statistics and the One-Sample T-test results for **Third Dimension: "Organizational Beliefs"**

#	Statement	Strongly Disagree		Disagree		Don't Know		Agree		Strongly Agree		Mean	SD	CV	T	Sig.
		F	%	F	%	F	%	F	%	F	%					
(1)	The bank adopts a code of conduct that helps distinguish right practices from wrong ones	2	0.7	7	2.5	64	22.9	152	54.5	54	19.4	3.89	0.760	19.5	19.6	0.000
(2)	Employees of the bank believe in the importance of completing work in accordance with the approved performance standards	1	0.4	5	1.8	67	24.0	148	53.0	57	20.4	3.92	0.739	18.9	20.7	0.000
(3)	The bank promotes teamwork spirit among its	3	1.1	13	4.7	78	28.0	135	48.4	49	17.6	3.77	0.831	22.0	15.4	0.000

	employees															
(4)	The bank pays attention to the principle of <u>delegation of authority</u>	3	1.1	9	3.2	59	21.1	157	56.3	48	17.2	3.86	0.774	20.1	18.5	0.000
(5)	The bank promotes the principle of sharing information, knowledge, and experience among its employees	4	1.4	7	2.5	66	23.7	150	53.8	50	17.9	3.85	0.793	20.6	17.8	0.000
(6)	The bank's management continuously strives to develop the abilities of its employees	10	3.6	22	7.9	80	28.7	133	47.7	33	11.8	3.56	0.928	26.1	10.2	0.000
(7)	The bank believes in the importance	12	4.3	42	15.1	74	26.5	121	43.4	27	9.7	3.39	1.002	29.6	6.6	0.000

	of involving its employees in the decision-making process																
(8)	The employees believe that the bank's culture supports the completion of work in an efficient, effective manner that complies with the standards of quality	8	2.9	16	5.7	87	31.2	130	46.6	38	13.6	3.62	0.893	24.7	11.7	0.000	

- **Fourth Dimension: Organizational Expectations**

The participants' answers on **items related to organizational expectations** are revealed in **Table (4.4)**; these answers **leaned towards agreement in all of the statements with moderate to high percentages (43.0% to 76.7%)**. CV showed **acceptable variability levels** among the participants' answers in all of the statements. The one sample t-Test results for **all of the statements** led to the **rejection of the null hypothesis**: “there are no statistical differences between the sample means of **organizational expectations** and the test value (3)”.

As shown in Table (4.4), the highest percentage that employees agreed upon appeared in the dimension of organizational expectations, which is; “Bank employees expect fair application of work rules” and the mean score was ($M = 3.91$, $SD = 0.823$) and this is due to the employees' hope for fair application in all wages at work, due to not receiving fair grades for employees. For example, there are many employees with many years in the bank who did not get a promotion or a higher degree, and they wish to adjust the level of salaries, adjust the level of annual increases, bonuses, and amend the appointment contract system to become contracts that end with your confirmation, and not annual contracts on probation. The least favorite sentences indicated by the staff are; "The bank's senior management understands the needs of its employees," the mean score was ($M = 3.25$, and the standard deviation score $SD = 0.975$), which is due to the employees' frustration in understanding their needs and requests, from providing psychological comfort in an appropriate and good work environment and providing material and moral incentives.

Table (4.4): Descriptive Statistics and the One-Sample T-test results for **Fourth Dimension: "Organizational Expectations"**

#	Statement	Strongly Disagree		Disagree		Don't Know		Agree		Strongly Agree		Mean	SD	CV	T	Sig.
		F	%	F	%	F	%	F	%	F	%					
(1)	The bank's employees expect the just implementation of work rules	4	1.4	12	4.3	48	17.2	156	55.9	58	20.8	3.91	0.823	21.0	18.4	0.000
(2)	The bank's employees expect authorities delegated to them to suit the scale of their responsibilities	4	1.4	11	3.9	51	18.3	168	60.2	45	16.1	3.86	0.783	20.3	18.3	0.000
(3)	The employees expect the bank to continuously encourage them and motivate their	7	2.5	20	7.2	60	21.5	140	50.2	51	18.3	3.75	0.924	24.6	13.5	0.000

	performance															
(4)	The bank takes into consideration the suggestions of its employees	9	3.2	33	11.8	105	37.6	109	39.1	23	8.2	3.37	0.912	27.1	6.8	0.000
(5)	Higher management of the bank understands the needs of its employees	15	5.4	40	14.3	102	36.6	100	35.8	20	7.2	3.25	0.975	30.0	4.3	0.000
(6)	The bank takes into consideration the efforts of any distinctive competent employee striving to maintain its reputation and prestige	13	4.7	35	12.5	81	29.0	114	40.9	36	12.9	3.45	1.020	29.6	7.3	0.000

4.1.2 Diversity

In this section, descriptive statistics of **Diversity** and its One-Sample t-Test results are discussed. In **Tables (4.5 - a & b)** showing the results of these statistics; the participants' answers **leaned towards agreement for all of the statements with moderate to very high percentages (45.1% to 83.8%)**. In addition, **CV values indicated acceptable levels of variability among** these answers in most of the statements except in the two statements that are:

- "The bank's management is committed to hiring employees with special needs".
- "The bank provides employees with special needs with a suitable work environment".

In these two statements, CV values indicated levels of variability that are higher than the acceptable ones. This is what the researcher noticed, as she works in a Palestinian bank, in the lack of presence and appointment of people with disabilities in banks, knowing that there is a text in the Labor Law urging the employment of people with special needs.

The one sample t-Test results for **all of the statements** in tables (4.5 a & b) **showed sig. (2-tailed) values of less than ($\alpha \leq 0.05$)**, leading to **the rejection of the null hypothesis:** "there are no statistical difference between the samples means of **diversity** and the test value (3)", and **the acceptance of the alternative hypothesis.**

Table (4.5 - a): Descriptive Statistics and the One-Sample T-test results for "Diversity"

#	Statement	Strongly Disagree		Disagree		Don't Know		Agree		Strongly Agree		Mean	SD	CV	T	Sig.
		F	%	F	%	F	%	F	%	F	%					
(1)	The bank is committed to diversity and inclusion	2	0.7	9	3.2	70	25.1	143	51.3	55	19.7	3.86	0.790	20.5	18.2	0.000
(2)	There are employees of different races and ages working in the bank	1	0.4	3	1.1	39	14.0	165	59.1	69	24.7	4.08	0.679	16.6	26.4	0.000
(3)	The bank equitably treats employees from different backgrounds (opinions and thoughts)	2	0.7	17	6.1	81	29.0	140	50.2	38	13.6	3.70	0.807	21.8	14.5	0.000
(4)	Employees coming from different backgrounds freely interact with each other	2	0.7	16	5.7	76	27.2	143	51.3	41	14.7	3.74	0.806	21.6	15.3	0.000

(5)	The bank's management is committed to hiring employees with special needs	19	6.8	46	16.5	88	31.5	89	31.9	37	13.3	3.28	1.100	33.5	4.3	0.000
(6)	The bank provides employees with special needs with a suitable work environment	18	6.5	56	20.1	78	28.0	91	32.6	35	12.5	3.25	1.111	34.2	3.7	0.000
(7)	The bank pledges to take <u>drastic measures</u> against discrimination	8	2.9	32	11.5	86	30.8	117	41.9	33	11.8	3.49	0.948	27.2	8.6	0.000

Table (4.5 - b): Descriptive Statistics and the One-Sample T-test results for "**Diversity**"

#	Statement	Strongly Disagree		Disagree		Don't Know		Agree		Strongly Agree		Mean	SD	CV	T	Sig.
		F	%	F	%	F	%	F	%	F	%					
(8)	There is equality of opportunity in career development for different races and ages	10	3.6	36	12.9	90	32.3	107	38.4	35	12.5	3.44	0.988	28.7	7.3	0.000
(9)	The manager deals with any diversity issues in a suitable manner	8	2.9	18	6.5	82	29.4	137	49.1	33	11.8	3.61	0.884	24.5	11.5	0.000
(10)	The bank has <u>strict</u> policies against discrimination	7	2.5	29	10.4	97	34.8	108	38.7	36	12.9	3.49	0.935	26.8	8.8	0.000
(11)	The bank rejects any form of racism	4	1.4	14	5.0	82	29.4	125	44.8	53	19.0	3.75	0.870	23.2	14.4	0.000

(12)	There are specific procedures designated to follow up complaints related to discrimination	6	2.2	22	7.9	52	18.6	147	52.7	52	18.6	3.78	0.914	24.2	14.2	0.000
(13)	Teamwork spirit prevails among the employees of the bank	4	1.4	18	6.5	85	30.5	120	43.0	52	18.6	3.71	0.893	24.1	13.3	0.000

As shown in Table (4.5-b), the highest percentage that employees agreed upon appeared in diversity, which is; “There are employees of different races and ages working in the bank”, the mean score was ($M = 4.08$, $SD = 0.679$). This confirms that Palestinian banks employ many people of different ages such as recent graduates and others of different ages and genders, whether women or men.

And the least favorite phrases by the employees appeared, which are; “The bank provides employees with special needs an appropriate work environment.” The mean score was ($M = 3.25$, and the standard deviation score $SD = 1.111$). Since there is no noticeable percentage of employees with special needs in banks, knowing that there is a legal article stipulating the employment of people with special needs, there are no appropriate facilities to facilitate their daily affairs at work, such as parking, bathrooms, offices and special chairs. And other things that suit their circumstances, such as good treatment, patience and respect.

4.2 Pearson Correlation

This section shows Pearson correlation results investigating the existence and the strength (if found) of a relationship between the independent variables (the four Organizational Culture dimensions) and the dependent variable (Diversity) of the study.

Table (4.6) shows Pearson correlation results **between organizational culture dimensions and diversity**. All sig. (2-tailed) values were less than ($\alpha \leq 0.05$) as highlighted, this indicates; **the presence of statistically significant relationships**.

Values of the correlation coefficients **ranged from (+0.696) to (+0.786)** which represents **strong positive correlations**.

Table (4.6): Pearson Correlation between the independent variables and the dependent variable					
Independent Variables					
Dimension		Organizational Values	Organizational Norms	Organizational Beliefs	Organizational Expectations
Diversity (Dependent Variable)	Pearson Correlation	0.728**	0.726**	0.786**	0.696**
	Sig. (2 tailed)	0.000	0.000	0.000	0.000

4.3 Multicollinearity Diagnostics

The most prominent method used to estimate multicollinearity is Variance Inflation Factor (VIF), in which a value of less than (5.0) is considered acceptable. As the highlighted section in **Table (4.7)** shows; after diagnosing the collinearity between the dimensions of organizational culture as explanatory variables of diversity, all VIF

values were less than the acceptable value (5.0). This indicates there is no multicollinearity among the explanatory variables which means **the assumption: (no organizational culture dimension is a perfect linear function of any of its other dimensions) is TRUE**, and no correlations of significant magnitudes that affect regression estimates between any of the organizational culture dimensions exist.

Table (4.7): Multicollinearity Test for the Organizational Culture dimensions		
Coefficients		
Model	Collinearity Statistics	
	Tolerance	VIF
Organizational Values	0.325	3.1
Organizational Norms	0.287	3.5
Organizational Beliefs	0.272	3.7
Organizational Expectations	0.432	2.4
The Dependent Variable is Diversity		

4.4 Multiple Linear Regression

This section examines the impact each of the organizational culture dimensions has on diversity in the Palestinian banks. As means to investigate that; the following equation was formulated to represent the estimated multiple regressions model:

$$\hat{y} = \beta_0 + \beta_1 \text{OV} + \beta_2 \text{ON} + \beta_3 \text{OB} + \beta_4 \text{OE}$$

Where:

\hat{y} : Diversity (dependent variable)

β_0 : the constant

OV: Organizational Values (independent variable)

ON: Organizational Norms (independent variable)

OB: Organizational Beliefs (independent variable)

OE: Organizational Expectations (independent variable)

β_{1-4} : the coefficient of each independent variable

Building on that;

The null hypothesis for the overall model is: $H_0: \beta_1, \beta_2, \beta_3, \beta_4 = 0$

While the alternative hypothesis for the overall model is: $H_A: \text{At least one } \beta_i \neq 0$

And those for each of the organizational culture dimensions are:

H_0 : The dimension has NO impact on diversity in the Palestinian banks.

(Failure to reject at a β_i with a sig. of $\alpha > 0.05$)

H_A : The dimension has a significant impact on diversity in the Palestinian banks.

(Accepted at a β_i with a sig. of $\alpha \leq 0.05$)

To study the impact that all four dimensions of organizational culture (OV, ON, OB, and OE) as explanatory variables have on diversity in the Palestinian banks as the response variable; multiple linear regressions analysis was conducted. The Findings were summarized in **Table (4.8)** and the following was concluded:

- The F-test has a sig. value of is less than {0.01}. And so, the null hypothesis: ($H_0: \beta_1 = \beta_2 = \beta_3 = \beta_4 = 0$) is rejected and the alternative hypothesis is accepted, that is; **the overall model is considered statistically significant.**

- The value of the **Adjusted R Square** indicates that **the moderate percentage of (67.2%)** of diversity in the Palestinian banks is explained by the included significant independent variables.
- **The constant (β_0)** has a sig. value of more than ($\alpha \leq 0.05$); therefore **it's excluded from the model.**
- The **Organizational Values** variable has a sig. value of less than ($\alpha \leq 0.05$), hence, the null hypothesis: "OV has no impact on diversity in the Palestinian banks" is rejected. OV has a significant impact of which the coefficient (β_1) is estimated to be (+0.196) indicating **a positive impact on diversity** that could be explained by; a one unit enhancement in organizational values leading to a (0.196) unit enhancement in diversity in the Palestinian banks.
- The **Organizational Norms** variable has a sig. value that is greater than ($\alpha \leq 0.05$) implying failure to reject the null hypothesis: "ON has no impact on diversity in the Palestinian banks. Hence, **ON is excluded from the model.**
- The **Organizational Beliefs** variable has a sig. value of less than ($\alpha \leq 0.05$), hence, the null hypothesis: "OB has no impact on diversity in the Palestinian banks" is rejected. OB has a significant impact of which the coefficient (β_3) is estimated to be (+0.418) indicating **a positive impact on diversity** that could be explained by; a one-unit enhancement in organizational beliefs leading to a (0.418) unit enhancement in diversity in the Palestinian banks.
- The **Organizational Expectations** variable has a sig. value of less than ($\alpha \leq 0.05$), hence, the null hypothesis: "OE has no impact on diversity in the Palestinian banks" is rejected. OE has a significant impact of which the coefficient (β_4) is estimated to be (+0.178) indicating **a positive impact on diversity** that could be explained by; a

one unit enhancement in organizational expectations leading to a (0.178) unit enhancement in diversity in the Palestinian banks.

Based on these findings derived from Table (4.8) of each dimension's impact on diversity in the Palestinian banks; **the estimated model equation that could be used to predict this impact is the following:**

$$\hat{y} = 0.196 \text{ OV} + 0.418 \text{ OB} + 0.178 \text{ OE}$$

Where:

\hat{y} : Diversity in the Palestinian banks

OV: Organizational Values

OB: Organizational Beliefs

OE: Organizational Expectations

This equation shows that diversity in the Palestinian banks is positively impacted by three out of four of the organizational culture dimensions. **The extent of these positive impacts is in the following descending order; O. Beliefs, O. Values, then O. Expectations.** As for Organizational Norms, this variable was found to have no impact on diversity in the Palestinian banks.

Table (4.8): The Impact of the Organizational Culture dimensions on Diversity					
Coefficients					
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	0.238	0.145	-	1.64	0.103
Organizational Values	0.196	0.059	0.199	3.31	0.001
Organizational Norms	0.134	0.068	0.125	1.96	0.051
Organizational Beliefs	0.418	0.069	0.398	6.05	0.000
Organizational Expectations	0.178	0.051	0.184	3.48	0.001
R = 0.823, Adjusted R square = 0.672, F = 143.66, sig. for F = 0.000					
a. Dependent Variable: Diversity					
b. Predictors: (Constant), O. Values, O. Norms, O. Beliefs, O. Expectations					

Chapter v

Results and Recommendations

Chapter v

Results and Recommendations

Introduction

Depending on the findings of the previous sections of this study; this chapter strives to answer the secondary questions and the main question of the study. During this process the main conclusions and recommendations of the study are derived.

5.1 Results

This section builds on the previous statistical analysis as a means to answering the study's questions.

1. Sub-Question [1]: What is the reality of the organizational culture in the Palestinian banks?

Depending on the discussion of statistical findings related to the descriptive statistics of the four dimensions of organizational culture in Tables (4.1 – 4.4); the reality of each dimension of organizational culture in the Palestinian banks is concluded to be as illustrated in Table (5.1). As the table shows, the participants agreed that **organizational culture exists in the Palestinian banks with a moderate average percentage of {62.4%} and an average mean of {3.65}, with organizational beliefs being the most prominently existing dimension of the four.**

Table (5.1): the Reality of Organizational Culture in the Palestinian banks		
Dimension	Percentage Reality of Existence (%)	Total Mean
Organizational Values	57.4	3.6
Organizational Norms	64.9	3.7
Organizational Beliefs	66.4	3.7
Organizational Expectations	60.9	3.6
Total for Organizational Culture	62.4	3.65

0. Sub-Question [2]: What is the reality of diversity in the Palestinian banks?

From the previous discussion of Table (4.5) representing the descriptive statistics related to diversity, it could be concluded that **diversity exists in the Palestinian banks with a moderate average percentage of {60.7%} and an average mean of {3.6}.**

1. Main Question: What is the impact of organizational culture on diversity in the Palestinian banks?

Building on findings from Table (4.8) of each dimension's impact on diversity in the Palestinian banks; **the answer for this main question and the sub-questions derived from it** can be concluded from the following estimated equation of the regression model:

$$\hat{y} = 0.196 \text{ OV} + 0.418 \text{ OB} + 0.178 \text{ OE}$$

This equation shows that diversity in the Palestinian banks is positively impacted by three out of four of the organizational culture dimensions. **The extent of these positive**

impacts is in the following descending order; **Organizational Beliefs, Organizational Values, then Organizational Expectations. However, Organizational Norms were found to have no impact on diversity in the Palestinian banks.**

5.2 Main Conclusions

Based on previous sections of this study, the following are its main conclusions:

- Organizational Culture exists in the Palestinian banks with the moderate average percentage of {62.4%}, with organizational beliefs being the most prominently existing dimension of the four. This is what appeared in previous literary studies, especially in the study (Al-Sahbani and Salem, 2016), where organizational beliefs emerged from one of the variables that have a significant statistical effect, but at the level of creative behavior. From the researcher's point of view, the reason for the emergence of the organizational beliefs dimension at a higher rate is due to the employee's high belief that the bank's culture contributes to the completion of work efficiently and effectively in accordance with quality standards, and to enhance the spirit of teamwork in developing expertise and involving employees in decision-making.
- Diversity exists in the Palestinian banks with a moderate average percentage of {60.7%}.
- Diversity in the Palestinian banks is positively impacted by three out of four of the organizational culture dimensions. The extent of these positive impacts is in the following descending order; Organizational Beliefs, Organizational Values, then Organizational Expectations. This is what appeared in previous studies of the impact

of organizational culture on diversity, especially in the studies of (Chitra, 2017), the study of (Bana, 2016), and the study of (Al-Bashouti and Lutfi 2013).

5.3 Recommendations

In accordance with the conclusions, the following are this study's main recommendations directed to the Palestinian banks:

- Developing the organizational culture in the Bank by involving all employees in the decision-making process.
- Promoting the concept of standards in Palestinian banks and helping to understand it among employees and managers.
- Applying Norms and including them in the organizational culture of the Bank through participation in the social activities of employees and the activities of the Bank in general.
- Sharing and understanding employee needs by paying attention to (listening) to the thoughts, ideas and opinions of bank employees to better understand employee needs and expectations.
- Develop and implement strict anti-discrimination banking policies that impose penalties for violations.
- Seek to distribute responsibilities and duties among the bank's employees without discrimination.
- Contribute to providing a suitable work environment for employees with special needs.
- Enhancing the role of interest and participation in employee social events.

- Promoting concepts and practices of fairness among the various levels of the Bank's hierarchy.
- Empowering employees to support their contribution to improving the Bank's various procedures and practices.
- Contribute to holding workshops and training courses for the Bank's employees to develop their problem-solving skills in innovative and creative ways.
- Contribute to holding workshops and training courses for bank employees that enhance innovation and creativity in providing services.
- Focusing on obtaining the ISO 26000 (Social Responsibility) certificate as a means of meeting the needs of society, especially those related to supporting people with special needs.
- Contribute to the provision of research related to the fields of organizational culture and future diversity.

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<https://www.questionpro.com/en/survey-templates/workplace-diversity-survey-template/>

Dear Employee,

The researcher is conducting this study titled:

**"The impact of organizational culture on workplace diversity in the
Palestinian banks"**

in order to investigate the impact of organizational culture on diversity in the Palestinian banks. This study will be submitted as a fulfillment of the requirements for the Degree of Master of Human Resources Management at Arab American University.

Please take a few minutes to answer this questionnaire. Your honest opinions are very important to help achieve the goals of the study. Please be assured that your individual answers will not be disclosed and will only be used for academic purposes.

Thank you in for your interest and cooperation

Researcher: Layaly Sabha

Supervisor: Dr. Ahmad Herzallah

Part II: Organizational Culture

Please determine your level of agreement with the following statements regarding the organizational culture in the Palestinian banks by marking the suitable choice with a (X) sign.

1- Dimension: Organizational Values						
No.	Statement	Strongly Disagree	Disagree	Don't Know	Agree	Strongly Agree
1.	Procedures are applied justly to all employees of the bank					
2.	The managers encourage the employees to participate in the decision-making process related to their work					
3.	Procedures and decision-making are carried out with transparency and clarity in the bank					
4.	In the bank, Problems are solved using innovative and creative ways					
5.	Bank interest is given priority over personal interest					
6.	In the bank, the work is carried out using modern and advanced methods					
7.	The managers treat all employees of the bank					

	equitably without any prejudice					
8.	The managers treat all employees of the bank with respect and appreciation					
9.	Competition between the employees is in the interest of the bank's work					
10.	Responsibilities and duties are distributed upon employees of the bank without distinction or discrimination					
11.	Team spirit prevails upon employees of the bank					

2- Dimension: Organizational Norms						
No.	Statement	Strongly Disagree	Disagree	Don't Know	Agree	Strongly Agree
1.	Norms dominating the bank support the development of traditional methods					
2.	Employees are keen to adhere to the bank's instructions and regulations					
3.	Norms dominating the bank support the education of the employees and					

	assist the development of their abilities					
4.	The dominating norms enable the bank to adapt with any developments or updates in the work environment					
5.	Norms dominating the bank support creativity and innovation in the enhancement of the provided services					
6.	The bank carries out periodic introduction ceremony for new employees and for all employees to get to know each other					
7.	The bank shows interest in participating in the social events in its employees lives					
8.	Banks impose penalties on employees violating its laws and regulations					

3- Dimension: Organizational beliefs						
No.	Statement	Strongly Disagree	Disagree	Don't Know	Agree	Strongly Agree
1.	The bank adopts a code of conduct that helps distinguish right practices from wrong ones					
2.	Employees of the bank believe in the importance of completing work in accordance with the approved performance standards					
3.	The bank promotes teamwork spirit among its employees					
4.	The bank pays attention to the principle of <u>delegation of authority</u>					
5.	The bank promotes the principle of sharing information, knowledge, and experience among its employees					
6.	The bank's management continuously strives to develop the abilities of its employees					
7.	The bank believes in the importance of involving its employees in the decision-					

	making process					
8.	The employees believe that the bank's culture supports the completion of work in an efficient, effective manner that complies with the standards of quality					

4 Dimension: Organizational Expectations						
No.	Statement	Strongly Disagree	Disagree	Don't Know	Agree	Strongly Agree
1.	The bank's employees expect the just implementation of work rules					
2.	The bank's employees expect authorities delegated to them to suit the scale of their responsibilities					
3.	The employees expect the bank to continuously encourage them and motivate their performance					
4.	The bank takes into consideration the suggestions of its employees					
5.	Higher management of the bank understands the needs					

	of its employees					
6.	The bank takes into consideration the efforts of any distinctive competent employee striving to maintain its reputation and prestige					

Part III: Diversity

Please determine your level of agreement with the following statements regarding diversity in the Palestinian banks by marking the suitable choice with a (X) sign.

No.	Statement	Strongly Disagree	Disagree	Don't Know	Agree	Strongly Agree
1.	The bank is committed to diversity and inclusion					
2.	There are employees of different races and ages working in the bank					
3.	The bank equitably treats employees from different backgrounds (opinions and thoughts)					
4.	Employees coming from different backgrounds freely interact with each other					
5.	The bank's management is committed to hiring employees with special needs					

6.	The bank provides employees with special needs with a suitable work environment					
7.	The bank pledges to take <u>drastic measures</u> against discrimination					
8.	There is equality of opportunity in career development for different races and ages					
9.	The manager deals with any diversity issues in a suitable manner					
10.	The bank has <u>strict</u> policies against discrimination					
11.	The bank rejects any form of racism					
12.	There are specific procedures designated to follow up complaints related to discrimination					
13.	Teamwork spirit prevails among the employees of the bank					

THANK YOU FOR YOUR TIME & COOPERATION

الجامعة العربية الأمريكية

عمادة الدراسات العليا

أخي الموظف/ اختي الموظفة المحترم/ة

تحية طيبة وبعد،،،

تقوم الباحثة بإجراء دراسة بعنوان

"مدى تأثير الثقافة التنظيمية على التنوع في مكان العمل في البنوك الفلسطينية".

وذلك استكمالاً لمتطلبات الحصول على درجة الماجستير في بناء المؤسسات وتنمية الموارد

البشرية من الجامعة العربية الأمريكية.

وقد صممت هذه الاستبانة لجمع المعلومات حول موضوع الدراسة، ونظراً لأهمية رأيكم في هذا

المجال، فإن الباحث يأمل منكم التكرم بالإجابة على فقرات الاستبانة بصدق وموضوعية لتفي

بالغرض الذي أعدت من أجله، علماً بأن المعلومات التي ستدلي بها ستوظف لأغراض البحث

العلمي فقط، وسوف تحظى بالسرية التامة.

شاكرين لكم جهودكم وحسن تعاونكم

الباحثة: ليالي صبحه

إشراف الدكتور: أحمد حرز الله

تعليمات للمبحوثين:

- يرجى قراءة العناوين والشرح.
- يرجى وضع إشارة (X) أمام الخيار الأكثر ملاءمة بك حسب خبرتك في مجالات الدراسة.
- يرجى مراعاة الدقة في قراءة بنود الاستبانة.

• القسم الأول: البيانات الديموغرافية

- أخي الموظف/اختي الموظفة: يحتوى هذا القسم على البيانات الشخصية الخاصة بك، الرجاء وضع إشارة (X) في الخانة التي تناسبك:

1.	العمر	<ul style="list-style-type: none"> • أقل من 30 سنة • من 30 - أقل من 40 سنوات • من 40 - أقل من 50 سنوات • سنة فأكثر 50
2.	الجنس	<ul style="list-style-type: none"> • ذكر • أنثى
3.	المؤهل العلمي	<ul style="list-style-type: none"> • بكالوريوس فأقل • دراسات عليا
4.	المسمى الوظيفي	<ul style="list-style-type: none"> • موظف • مشرف • رئيس قسم • مدير دائرة / فرع
5.	سنوات الخبرة	<ul style="list-style-type: none"> • أقل من 5 سنوات • من 5 - أقل من 10 سنوات • من 10 - أقل من 15 سنة • سنة فأكثر 15
6.	البنك	<ul style="list-style-type: none"> • بنك فلسطين • بنك القدس • البنك الوطني • بنك الاستثمار الفلسطيني • البنك الاسلامي العربي • بنك الصفا

• القسم الثاني: الثقافة التنظيمية

هي عبارة عن مجموعة القيم والافتراضات والتوقعات والمعتقدات وقواعد السلوك المشتركة بين أعضاء المنظمة الواحدة.

فيما يأتي مجموعة من المحاور والفقرات عن الثقافة التنظيمية في البنوك الفلسطينية، وعليه يتمنى الباحث منكم وضع إشارة (X) مقابل كل فقرة وتحت درجة موافقتك عليها.

• المحور الأول: القيم التنظيمية

هي كافة القواعد السلوكية، والأخلاقية التي يتميز بها الأفراد ضمن النظام الواحد، والتي تحدد طبيعية الأشياء، والأمور المقبولة، وغير المقبولة، والجيدة، وغير الجيدة، والمهمة، وغير المهمة، والتي تساهم في التأثير على بيئة العمل بشكل مباشر، بحيث تعمل على توجيه سلوك الأفراد وفقاً لنظام محدد.

الرقم	العبارة	موافق بشدة	موافق	نوعاً ما	غير موافق بشدة	غير موافق بشدة
1	يتم تطبيق الإجراءات على جميع العاملين في البنك بعدالة.					
2	يقوم الرؤساء في البنك بتشجيع العاملين على المشاركة في صنع القرارات الخاصة بأعمالهم.					
3	تتم الإجراءات واتخاذ القرارات في البنك بشفافية ووضوح.					
4	يتم حل المشكلات في البنك بطرق مبتكرة وإبداعية.					
5	يتم تقديم مصلحة البنك على المصالح الشخصية.					
6	يتم إنجاز الأعمال في البنك بأساليب متجددة ومتطورة.					
7	تتم معاملة الرؤساء للعاملين في البنك بانصاف ودون تحيز.					
8	تتم معاملة الرؤساء للعاملين في البنك					

					بتقدير واحترام.
					9 تتم المنافسة بين العاملين في البنك لصالح العمل.
					10 يتم توزيع (الأعمال والواجبات) بين العاملين في البنك دون تفرقة أو تمييز.
					11 تسود روح الفريق الواحد بين العاملين في البنك.

• المحور الثاني : الأعراف التنظيمية

هي عبارة عن معايير يلتزم بها العاملون في المنظمة على اعتبار أنها معايير مفيدة للمنظمة.

الرقم	العبارة	موافق بشدة	موافق	نوعا ما	غير موافق	غير موافق بشدة
1	الأعراف السائدة في البنك تساهم في تطوير الأساليب التقليدية.					
2	يحرص العاملون على الالتزام لأنظمة والتعليمات المعمول بها في البنك.					
3	تسهم الأعراف السائدة في البنك في زيادة تعلم العاملين وتنمية قدراتهم.					
4	تمكن الأعراف في البنك التكيف مع التطورات والمستجدات في بيئة العمل.					
5	تشجع الأعراف البنك عملية الإبداع والابتكار في تحسين الخدمات.					
6	يهتم البنك في القيام بمراسم دورية للتعريف بالعاملين الجدد وتعريف العاملين ببعضهم البعض.					

					7 يهتم البنك بمشاركة العاملين في مناسباتهم الاجتماعية.
					8 تعمل البنوك على معاينة العاملين المخالفين لقوانين وأنظمة البنك.

• المحور الثالث: المعتقدات التنظيمية

هي عبارة عن أفكار مشتركة حول طبيعة العمل، والحياة الاجتماعية في بيئة العمل، وكيفية إنجاز العمل والمهام التنظيمية.

الرقم	العبارة	موافق بشدة	موافق	نوعاً ما	غير موافق	غير موافق بشدة
1	يعتمد البنك مدونة سلوك تمكنها من تمييز الممارسات الصحيحة من الخاطئة.					
2	يؤمن العاملين في البنك بأهمية إنجاز العمل وفق معايير الأداء المعتمدة.					
3	يعزز البنك روح العمل الجماعي بين العاملين.					
4	يهتم البنك بمبدأ تفويض الصلاحيات.					
5	يشجع البنك مبدأ تبادل المعلومات والمعرفة والخبرات مع الآخر.					
6	تعمل إدارة البنك على تنمية قدرات العاملين بشكل مستمر.					
7	يؤمن البنك بأهمية إشراك العاملين في عملية اتخاذ القرارات.					
8	يعتقد العاملين أن ثقافة البنك تسهم في إنجاز العمل بكفاءة وفاعلية وفق معايير الجودة.					

• المحور الرابع: التوقعات التنظيمية

التعاقد السيكولوجي غير المكتوب والذي يعني مجموعة من التوقعات يحددها أو يتوقعها الفرد أو المنظمة كل منهما من الآخر خلال فترة عمل الفرد في المنظمة.

الرقم	العبارة	موافق بشدة	موافق	نوعا ما	غير موافق	غير موافق بشدة
1	يتوقع العاملون من البنك أن يتم تطبيق قواعد العمل بعدالة.					
2	يتوقع العاملون أن تتناسب الصلاحيات الممنوحة لهم مع حجم مسؤولياتهم.					
3	يتوقع العاملون قيام البنك بتحفيز أدائهم وتشجيعهم بشكل مستمر.					
4	يراعي البنك اقتراحات العاملين.					
5	لدى الإدارة العليا في البنك فهم لاحتياجات العاملين.					
6	يأخذ البنك بعين الاعتبار الجهود التي يبذلها العامل الكفاء المميز الذي يحافظ على سمعة ومكانة البنك.					

• القسم الثالث: التنوع

هو تقبل أوجه تشابه واختلاف بين الموظفين في الآراء ووجهات النظر، بحيث لا يقتصر فقط على الاختلافات الديموغرافية والشخصية في القدرة البدنية والجنس والعمر والدين والخلفية الثقافية.

الرقم	العبارة	موافق بشدة	موافق	نوعا ما	غير موافق	غير موافق بشدة
1	يلتزم البنك بالتنوع والشمول.					
2	يعمل العاملون من أجناس وأعمار مختلفة في البنك.					
3	يتم التعامل مع العاملين ذوي الخلفيات (الآراء والأفكار) المختلفة بإنصاف.					
4	يتفاعل العاملون من خلفيات مختلفة					

					بحرية مع بعضهم البعض.
					5 تلتزم إدارة البنك في توظيف العاملين ذوي الإعاقة .
					6 يوفر البنك بيئة عمل مناسبة للعاملين ذوي الإعاقة .
					7 يتعهد البنك باتخاذ إجراءات صارمة ضد التمييز.
					8 هناك فرص تطوير وظيفي متساوية لجميع الأجناس والأعمار .
					9 يتعامل مديري مع مسائل التنوع بشكل مناسب.
					10 البنك لديه سياسات صارمة ضد التمييز.
					11 يرفض البنك جميع أشكال العنصرية في التعامل.
					12 يوجد أماكن جديدة للتبليغ عن الشكاوى التي تتعلق بالتمييز.
					13 تسود روح الفريق الواحد بين العاملين في البنك.

Appendix (A): Evaluators List

Name	Affiliation	Contact Information	Academic Rank
Dr. Sharif Abu Karsh	AAUP	Sharif.abukarsh@aaup.edu	Associate Professor
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Dr. Atieh Musleh	Al-Quds Open	atiehm@yahoo.com	Associate Professor
Dr. Akram Hamdan	AAUP	akram.hamdan@aaup.edu	Assistant Professor
Dr. Samir Baidoun	BZU University	sbaidoon@birzeit.edu	Associate Professor
Dr. Zahi Yaseen	AAUP	zahi.yaseen@aaup.edu	Assistant Professor
Dr. Yahya Salahat	NNU	Yahya.Salahat@aaup.edu	Associate Professor

الملخص

تهدف هذه الدراسة إلى توضيح أثر الثقافة التنظيمية على التنوع في مكان العمل في البنوك الفلسطينية. اعتمدت هذه الدراسة على استخدام الأساليب الكمية في الإجابة على أسئلة وفرضيات الدراسة. تم تعريف مجتمع الدراسة على أنه جميع العاملين في البنوك الفلسطينية العاملة ، وقد بلغ عددهم حوالي 4800 موظف. تكونت العينة الملائمة من 280 مشاركاً ، وتم استخدام الاستبيان كأداة رئيسية لجمع البيانات ، والتي اشتملت على ثلاثة أقسام: البيانات الديموغرافية ، محاور متغيرات الدراسة ، ومنها: تأثير الثقافة التنظيمية (القيم ، المعايير ، التوقعات ، ... والمعتقدات) حول متغير التنوع في بيئة العمل. توصلت الدراسة إلى عدد من النتائج أهمها أن التنوع في البنوك الفلسطينية يتأثر إيجابياً بثلاثة أبعاد الثقافة التنظيمية بترتيب تنازلي: المعتقدات التنظيمية ، القيم التنظيمية ، و التوقعات التنظيمية. وتأثير التنوع سلبي مع الأعراف ، إذ ليس من الأهمية الأساسية المشاركة في الأنشطة الاجتماعية للموظفين أو الإجازات. لم تكن أولوية مثل باقي متغيرات الثقافة التنظيمية وخاصة في البنوك المصرفية الفلسطينية وصعوبة الانسجام معها. أوصت الدراسة بتعزيز الثقافة التنظيمية وخاصة في البنوك المصرفية إشراك الموظفين في صنع القرار ، وتعزيز الأعراف في البنوك ، وتشجيع المشاركة في الأنشطة الاجتماعية ، وتطوير مفاهيم وممارسات العدالة بين مستويات التسلسل الهرمي للبنك ، وخاصة الأعراف ، وتطبيق النظام المصرفي الصارم. سياسات مناهضة للتمييز تليها عقوبات.

الكلمات الرئيسية: الثقافة التنظيمية ، التنوع في مكان العمل ، إدارة الموارد البشرية ، البنوك