

## Diversity management as a modern approach to human resource management in algerian hospitals: A case study

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**Abstract---** This study aims to explore the reality of diversity as a modern approach to human resource management in Algerian hospitals. Diversity is regarded as a strategy to enhance hospital performance by leveraging differences in gender, ethnicity, culture, religion, age, experience, and other characteristics within the workforce. The study population included employees of the Algeria-Cuba Friendship Eye Hospital in the Wilaya of Ouargla. Their opinions were gathered using a structured questionnaire designed to test the study's hypotheses. The questionnaire covered the main themes of the research and was distributed to a random sample. A total of 37 valid questionnaires were used for analysis. The findings revealed the existence of various internal, external, and organizational factors influencing diversity management, as perceived by the sample.

**Keywords---** diversity management, human resource management, internal factors, organizational factors, external factors.

### Introduction

Social, cultural, and economic changes, along with globalization and shifting client preferences, have significantly increased workforce diversity. This trend combines organizations to make their human resources more diverse, creative, and competitive. Such creativity can be fostered by recruiting talents from different backgrounds to improve the quality of products and services offered to customers. However, managing diverse human resources presents many challenges due to the differences among

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employees, which has led to the emergence of diversity management as a distinct field. Diversity management is a modern and advanced approach in human resource management. It aims to promote an inclusive and diverse work environment. This approach focuses on recognizing differences among individuals—whether related to gender, ethnicity, religion, age, cultural background, physical ability, or personal needs—and using those differences as opportunities to enhance organizational performance, innovation, and adaptability.

Over the past three decades, many studies on diversity management have demonstrated its positive impact on performance, creativity, innovation, problem-solving, and decision-making skills. At the same time, other studies have pointed to its potential negative effects, including group cohesion issues, conflicts, and communication barriers (Shatrughan Yadav & Usha Lenka, 2020, p. 902).

Hospitals are among the institutions where diversity is most clearly observed, due to the variety of cultural and social backgrounds of employees and the wide range of medical and administrative specializations. This makes diversity management both a challenge and an opportunity. In Algeria, there has been growing interest in reforming the health sector and modernizing management methods. Among these reforms is the adoption of contemporary approaches to human resource management that take into account human, cultural, and organizational specificities.

The importance of this topic lies in its focus on a relatively underexplored dimension of human resource management in both Arab and Algerian contexts, despite its increasing relevance in the administrative policies of advanced health systems.

### Research Problem

The present study seeks to answer the following main question: What is the reality of diversity management as a modern approach in Algerian hospitals, from the perspective of the study sample?

From this central question, the following sub-questions arise:

- Do internal factors exist in the Algeria-Cuba Friendship Eye Hospital, according to the views of the staff?
- Do external factors exist in the Algeria-Cuba Friendship Eye Hospital, according to the views of the staff?
- Do organizational factors exist in the Algeria-Cuba Friendship Eye Hospital, according to the views of the staff?

The study aims to test the following hypotheses:

- **First hypothesis:** There are internal factors in the Algeria-Cuba Friendship Eye Hospital, as perceived by employees.
- **Second hypothesis:** There are external factors in the Algeria-Cuba Friendship Eye Hospital, as perceived by employees.
- **Third hypothesis:** There are organizational factors in the Algeria-Cuba Friendship Eye Hospital, as perceived by employees.

The current study seeks to identify the level of diversity management and its internal, external, and organizational dimensions in the hospital under investigation.

### I.1 – The Nature of Diversity

Workforce diversity is a common and natural feature across organizations of all types. In recent years, it has gained increasing attention due to rising calls for equality, tolerance, and acceptance of others. This interest also stems from a growing awareness of the role diversity and cultural differences play in the development and growth of organizations. As organizations face growing challenges—such as increased

global competition, rising customer expectations, and constant environmental change—diversity has become an essential concern in both the public and private sectors.

Organizations today aim to provide high-quality services while maintaining their competitive edge. Diversity has come to be viewed not only as a reality to manage, but also as a valuable organizational resource. When used effectively, diversity can be transformed from a potential source of conflict into a driver of creativity and innovation (Nasser, 2021, p. 2).

Diversity is commonly defined as the variation in social and cultural identities among individuals within a shared work environment. It is also seen as the degree of difference among team members based on specific demographic factors, and how these differences affect team processes and performance.

Theoretical perspectives on diversity in organizations can be grouped into two main views: the positive and the negative. The positive view is grounded in information and decision-making theories. It argues that diverse backgrounds bring different skills and knowledge, enriching team performance. On the other hand, the negative view is rooted in social categorization theories. These suggest that diversity can fuel conflict, weaken social identity and cohesion, and negatively impact performance.

Cultural diversity connects employees at all levels of the organization. It helps shape an inclusive organizational culture where individuals can pursue their aspirations without being held back by gender, race, nationality, or other characteristics unrelated to performance (Viera Sukalova & Pavel Ceniga, 2020, p. 3).

## **I.2 – Diversity Management**

Diversity management is a relatively recent concept in the field of management. It emerged through the interaction of various historical movements and social issues. The origin of the term can be traced back to the United States, where civil rights movements pushed for equality. These efforts led to the introduction of anti-discrimination laws addressing workplace equality in terms of gender, skin color, and nationality.

In Europe, the development of diversity management is linked to the presence of international companies. At first, managers viewed cultural diversity as a threat. They believed that the best management practices were those that remained the same across all branches. However, as subsidiaries of American companies expanded into Europe, they introduced and spread diversification management practices. Over time, these practices were adopted more widely in the European context (Viera Sukalova & Pavel Ceniga, 2020, p. 4). Diversity management refers to the process of creating and maintaining a positive work environment where similarities and differences among individuals are valued. In such an environment, everyone is encouraged to reach their full potential and contribute meaningfully to the organization's strategic goals (Patrick & Kumar, 2012, p. 1).

Diversity management means enabling a diverse workforce to perform at its best within a fair work environment—one in which no group is given undue advantage or placed at a disadvantage (Thomas & Ely, 1996, p. 79). It involves aligning workforce diversity with business objectives in a way that supports the achievement of competitive advantage (Özbilgin & Tatli, 2008, p. 14). Diversity management also includes organizational practices aimed at promoting an inclusive culture. This is done by recognizing, respecting, and utilizing differences within the workforce to improve performance (Barak, 2016, pp. 6–7). It refers to the processes and programs through which managers increase awareness and responsiveness to the needs and differences of others (Robbins & Judge, 2019, p. 42). The aim of diversity management is to create and maintain a positive workplace where individual differences are not only acknowledged but also appreciated and used to advance business goals (Wentling & Palma-Rivas, 2000, p. 36). It also means ensuring that all individuals have the opportunity to contribute and realize their potential, regardless of their background or identity (Kirton & Greene, 2016, p. 21).

Diversity management represents a deliberate and structured commitment by organizations to recruit, retain, reward, and promote a heterogeneous mix of employees (Mor Barak, 2017, p. 8).

It encompasses policies and administrative tools designed to address specific challenges currently faced by managers in companies and institutions. These challenges have evolved over time, and so has the concept of diversity management. As a result, diversity management has come to be associated with three key issues (Cornet et al., pp. 5–6).

### **1. Increasing Customer and Market Diversity**

The growing diversity of customers, including in the local market, presents challenges that require a deeper understanding of user needs. This diversity helps improve communication with various groups. It also reflects the increasing demand from specific categories of users and customers, whose unique needs must be considered. One example is the growing attention to people with disabilities.

### **1. Increasing Diversity in the Workforce**

The labor market is witnessing greater diversity due to social changes. This includes, for instance, the increasing presence of women in the workplace. International mobility also plays an increasingly important role, adding to the diversity of the workforce.

### **1. Growing Heterogeneity Among Employees**

Workplaces are becoming more diverse in terms of gender and culture. This creates important challenges for human resource management policies. These issues include related to participation, cohesion, and the effective management of competencies.

### **I.3 – Dimensions of Diversity Management**

(Adapted from: Srin Shaker & Radwan Samara, 2017, pp. 56–65)

**a. Internal Dimensions** This group includes several factors such as age, gender, sexual orientation, physical ability, ethnic origin, and race. Among these, age is considered one of the most important. Workforce age diversity means that employees belong to various age groups.

Studies have shown a positive and significant correlation between age and organizational commitment. In general, organizational commitment tends to increase with age.

Gender differences also influence work and performance. These differences can be classified into two main areas:

- The first concerns mental abilities. Research indicates that females tend to have stronger verbal skills, while males usually score higher in numerical reasoning.
- The second concerns physical capabilities. In general, males tend to have greater muscular strength than females.

Another important factor is mental intelligence, which refers to the ability to understand complex ideas, adapt to the environment, learn from experience, respond wisely in various situations, and overcome challenges through sound reasoning. Different jobs require different levels of physical and mental ability. Key physical attributes include strength, flexibility, endurance, and speed. In practice, some roles demand more physical ability, while others rely more heavily on cognitive skills.

**Ethnic origin** is also a major factor in workforce diversity. Many view diversity mainly through this lens. Ethnic background can be considered at both the local and international levels. In the Arab world, labor sources can be classified geographically into regions such as north, south, center, urban, and rural areas. Internationally, workforce diversity can also be explained through differences in ethnic origin. The presence of multiple ethnic groups in one organization can lead to behavioral challenges. Moreover, how employees perceive organizational practices and administrative policies is often shaped by the identity of the group to which they belong.

### **b. External Dimensions**

The second main category of diversity includes a range of external dimensions. These consist of place of residence, personal habits, hobbies, religion, beliefs, educational background, work experience, physical appearance, parental status, and marital status.

The place of residence influences the behavior, values, and culture of employees. For example, cultural perceptions of time vary from one country to another, and even within the same country across regions. Rural workers tend to view time differently than urban workers, often placing less emphasis on punctuality.

Income is also an important factor in employment. Although salary remains a major motivator, other incentives also influence work, such as the need for respect, recognition, and self-fulfillment. In some cases, religious beliefs are also a motivating factor. Personal habits are part of an individual's personality, which lies at the heart of workforce diversity.

Political parties are not only a part of the political structure but also function as social institutions. They work alongside civil society organizations such as NGOs, professional unions, charitable associations, and groups representing women, workers, and students. Educational background is one of the most significant challenges in managing human resource diversity. This includes the level of illiteracy, the availability of specialized vocational training, higher education levels, fields of specialization, individual attitudes toward education, and the extent to which education aligns with job requirements. All of these elements contribute to workforce diversity from an educational perspective. Work experience is another essential dimension of diversity. Several studies have found that experience is linked to greater acceptance of diversity, particularly cultural diversity.

### **c. Organizational Dimensions**

The third main category of diversity involves organizational dimensions. These include job level, job content, seniority, workplace location, union membership, and managerial attitudes. Different administrative levels within the organization naturally introduce diversity into the workforce. Research has shown that job level is connected to several behavioral aspects, such as job satisfaction, feelings of alienation, work engagement, and job-related stress.

Different positions within an organization require different qualifications, skills, experiences, and areas of expertise. This variation necessitates diverse human resources to meet the wide range of job demands. Many organizations include various work groups, which can be formal or informal. The presence of these multiple groups is itself a form of diversity. Seniority refers to an employee's supervisory or leadership status within the organization. It is also linked to job roles, titles, academic qualifications, and professional experience.

Work location is another recognized dimension of diversity. It is important to note that viewing the organization as a unified workspace that integrates employees of different backgrounds, cultures, ages, and genders is a complex and challenging task. In some cases, employees may belong to different labor unions. This, too, contributes to workforce diversity.

## **I.4 – Assessing the Effectiveness of Diversity Management**

To evaluate the effectiveness of diversity management, a recent study compared the performance of two groups of companies between 1968 and 1992. The first group included companies that received awards from the US Department of Labor for their efforts in diversity management. The second group consisted of companies that paid little attention to diversity-related practices.

To assess performance, the study used stock return profitability as the main measure. The results were striking. Companies that effectively managed diversity were significantly more profitable than those that

followed biased practices and discriminated against employees. This difference in performance is likely due to the fact that the first group of companies was more successful in attracting and retaining highly skilled talent. A recent Egyptian study—discussed by the researcher at the Faculty of Commerce, Ain Shams University—investigated the impact of diversity management on innovative thinking. The findings showed that well-executed diversity management promotes and develops innovative thinking among employees (Abou Nasr, 2021, pp. 37–38).

## II – Methodology and Tools

### II.1 – Study Methods

This section presents the study's methodology, including the research design, sample, and data collection methods. To achieve the study's objectives, we used a descriptive-analytical approach. This allowed for the analysis of collected data and the identification of key findings. The aim of this research was to examine the current state of diversity management in Algerian hospitals.

For the empirical part, we relied on a questionnaire as the primary tool for data collection. Questionnaire forms were distributed to gather and record relevant information on the study topic. After collection, the responses were coded and analyzed using SPSS Statistics v26. The analysis aimed to generate meaningful indicators that were translated into results and recommendations supporting the research question and offering possible solutions.

**Population of the Study:** The study population included staff at the Algeria-Cuba Ophthalmology Hospital in Ouargla.

**Sample of the Study:** The sample consisted of a group of employees from the same hospital. A total of 40 questionnaires were distributed, and 37 were returned—representing a response rate of 92.5%. To explore the current topic and conduct analytical testing, several statistical methods were applied after processing the questionnaire data through SPSS. These methods included:

- **Cronbach's Alpha:** To assess the internal consistency and reliability of the questionnaire items.
- **Kolmogorov–Smirnov Test:** To determine whether the data followed a normal distribution.
- **One-Sample T-Test:** To evaluate the significance of mean differences.
- **Chi-Square Test:** To examine categorical variable relationships.

**Reliability Question:** We conducted a reliability test using Cronbach's Alpha coefficient. The results are presented in the table below:

**Table (01): Cronbach's Alpha Coefficient Values**

Number of Items	Cronbach's alpha value
12	0.745

**Source:** Prepared by the researchers based on SPSS output.

As shown in Table (01), the overall reliability coefficient (Cronbach's Alpha) for the questionnaire reached 0.745. This value is considered statistically acceptable for studies of this type. Accordingly, the researcher confirmed the reliability and validity of the questionnaire used to study diversity management in Algerian institutions. This result gives the instrument credibility and supports its effectiveness in achieving the study's objectives.

### 3. Measuring the Internal Consistency Validity of Questionnaire Items

The following table presents the correlation coefficients between each item within the first dimension and the total average score of that dimension:

**Table (02): Correlation coefficients between each item of the first dimension and the overall average**

Statistical indicators			
The number	Item	correlation	significant level
1	The hospital administration takes care not to discriminate between workers in treatment based on their origin.	0.48	0.003**
2	The hospital administration takes care not to discriminate between employees according to the geographical area to which the employee belongs..	0.33	0.04*
3	Nationality has an impact on how employees deal with each other.	0.82	0.000**
	There should be no discrimination between males and females when appointing to the hospital.	0.42	0.009**

**Statistically significant correlation at the 0.05 level**  
**Source:** Prepared by the researchers based on SPSS results.

From the table above, it is observed that the correlation coefficients range between 0.33 and 0.82, all significant at the 0.05 level. This indicates that the items under the first dimension are valid and measure what they were designed to assess.

**Table (03): Correlation coefficients between each item of the second dimension and the overall average score of that dimension**

Statistical indicators			
The number	Item	correlation	significant level
1	The hospital takes into account non-discrimination among employees based on political affiliation when selecting and appointing them..	0.69	0.000**
2	Your affiliation with a particular party or organization affects your interactions with your colleagues at work.	0.53	0.000**
3	I think that in the case of workers of different religions there will be no discrimination against them..	0.70	0.000**
4	Educational background is taken into consideration when promoting a career. .	0.53	0.0001**

**Statistically significant correlation at the 0.05 level**  
**Source:** Prepared by the researchers based on SPSS output.

As shown in Table (03), the correlation coefficients range between 0.53 and 0.71, all statistically significant at the 0.05 level. This indicates that the items within the second dimension are valid and appropriately measure the intended construct.

**Table (04): Correlation coefficients between each item of the third dimension and the overall average score of that dimension**

Statistical indicators			
The number	Item	correlation	significant level
1	Human resources are diversified to meet the job content.	0.86	0.000**
2	Working groups seek (unions, informal organizing groups) To achieve the hospital's goals	0.68	0.000**
3	The hospital administration takes into account seniority in appointment in the career progression..	0.70	0.000**
	I believe that diverse perspectives add value to the hospital.	0.67	0.000**

**Statistically significant correlation at the 0.05 level**

**Source:** Prepared by the researchers based on SPSS output.

As shown in Table (04), the correlation coefficients range between 0.67 and 0.86, and all are statistically significant at the 0.05 level. This indicates that the items under the third dimension are valid and measure what they were intended to assess.

#### 4. Data Distribution

The Kolmogorov–Smirnov test was conducted to determine whether the data follow a normal distribution. This test is essential when testing hypotheses, as most parametric tests require normally distributed data.

The hypotheses were defined as follows:

- **Null hypothesis (H0):** The data follows a normal distribution.
- **Alternative hypothesis (H1):** The data do not follow a normal distribution.

**Table (05):** Presents the results of the Kolmogorov–Smirnov test for data distribution.

dimension	dimension title	significant	z
The first dimension	<b>internal factors</b>	<b>0.08</b>	<b>1.25</b>
The second dimension	<b>External factors</b>	<b>0.21</b>	<b>1.05</b>
The third dimension	<b>organizational factors</b>	<b>0.03</b>	<b>1.44</b>

**Source:** Prepared by the researchers based on SPSS results.

From Table (05), it is evident that the Z-value for the first dimension is 1.25, with a significance level of 0.08, which is higher than the 0.05 threshold. The Z-value for the second dimension is 1.05, and its significance level is 0.21, which is also higher than 0.05.



However, the Z-value for the third dimension is 1.44, and its significance level is 0.03, which is below 0.05. According to Table (11-2), the significance levels for internal and external factors are both greater than 0.05, which means the data for these two dimensions follow a normal distribution. In contrast, the significance level for organizational factors is less than 0.05, indicating that the data for this dimension do not follow a normal distribution.

## II – Results and Discussion

### II.1 – Hypothesis Testing

To test the hypotheses, appropriate statistical methods were applied. Specifically, the One-Sample t-Test and the Chi-Square Test were used.

#### Testing the First Hypothesis:

- **Null Hypothesis ( $H_0$ ):** There is no statistically significant level of internal factors influencing diversity management from the perspective of the sample at  $\alpha \leq 0.05$ .
- **Alternative Hypothesis ( $H_1$ ):** There is a statistically significant level of internal factors influencing diversity management from the perspective of the sample at  $\alpha \leq 0.05$ .

**Table (06):** Results of the One-Sample t-Test for the First Hypothesis

The third hypothesis	Significant level	T
There is a level of internal factors to manage diversity from the sample's point of view when $0.05 \leq \alpha$ .	0.000	6.66

**Source:** Prepared by the researchers based on SPSS outputs.

From the table above, it is observed that the t-value is 6.66, with a significance level of 0.000, which is less than 0.05. Therefore, we reject the null hypothesis and accept the alternative hypothesis, which states that there is a statistically significant level of internal factors influencing diversity management from the perspective of the sample at  $\alpha \leq 0.05$ .

#### Testing the Second Hypothesis:

- **Null Hypothesis ( $H_0$ ):** There is no statistically significant level of external factors influencing diversity management from the perspective of the sample at  $\alpha \leq 0.05$ .
- **Alternative Hypothesis ( $H_1$ ):** There is a statistically significant level of external factors influencing diversity management from the perspective of the sample at  $\alpha \leq 0.05$ .

**Table (07):** One-Sample t-Test Results for the Secondary Hypothesis

The third hypothesis	Significant level	T
There is a level of External factors of diversity management From the sample's point of view $0.05 \leq \alpha$ .	0.000	4.35

**Source:** Prepared by the researchers based on SPSS outputs.

From the previous table, it is evident that the t-value equals -7.44, with a significance level of 0.000, which is less than 0.05. This indicates that we reject the null hypothesis and accept the alternative hypothesis, confirming the presence of a statistically significant level of external factors influencing diversity management from the perspective of the sample at  $\alpha \leq 0.05$ .

### Testing the Third Hypothesis:

- **Null Hypothesis (H<sub>0</sub>):** There is no statistically significant level of organizational factors influencing diversity management from the perspective of the sample at  $\alpha \leq 0.05$ .
- **Alternative Hypothesis (H<sub>1</sub>):** There is a statistically significant level of organizational factors influencing diversity management from the perspective of the sample at  $\alpha \leq 0.05$ .

**Table (08):** Chi-Square Test Results for the Third Hypothesis

The third hypothesis	significant level	Chi square x
There is a level of Organizational factors for managing diversity From the sample's point of view $0.05 \leq \alpha$ .	<b>0.000</b>	<b>24.94</b>

**Source:** Prepared by the researchers based on SPSS output.

From the previous table, we observe that the Chi-square value is  $x = 24.94$ , with a significance level of 0.000, which is lower than 0.05. Therefore, we accept the alternative hypothesis, which states that there is a significant level of organizational factors affecting diversity management, according to the sample's perspective at a significance level of  $\alpha \leq 0.05$ .

## II-2. Results of Hypothesis Testing

The study yielded the following findings:

- **There is a significant level of internal factors influencing diversity management.** This conclusion is based on the acceptance of the first hypothesis at the 5% significance level. These results indicate that the internal environment of the organization—including leadership, organizational culture, and internal communication—plays a key role in embedding diversity values. This finding aligns with previous research emphasizing the importance of conscious and supportive leadership in creating inclusive and equitable workplaces.
- **There is a significant level of external factors influencing diversity management.** This conclusion is based on the acceptance of the second hypothesis at the 5% significance level. It reflects that diversity management is influenced by external contexts, including legislation, cultural norms, and economic conditions. These factors require ongoing organizational awareness and engagement with the external environment. The result highlights the importance of incorporating external environment analysis into strategic planning for diversity initiatives.
- **There is a significant level of organizational factors influencing diversity management.** This conclusion is supported by the acceptance of the third hypothesis at the 5% significance level. It demonstrates that internal structures—such as workplace policies, formal procedures, and the role of human resources—form a foundation for effective diversity management. The result underscores the need to move from abstract discussions to concrete practices by integrating diversity into recruitment, promotion, and incentive systems.

Through hypothesis testing, the study confirmed the presence of diversity management within the organization under investigation, at a 5% significance level. The participants—employees of the Algerian-Cuban Friendship Eye Hospital in Ouargla—identified internal, external, and organizational factors as contributing elements. This reflects diversity in personal attributes such as gender, ethnicity, nationality, region, income, marital status, work experience, and attitudes that support the institutional framework.

Cultural differences contributed significantly to the diversity of the workforce. Cuban staff, in contrast to their Algerian counterparts, had a strong influence. Algerian doctors began to emulate Cuban doctors, especially in their transparency and precision at work. Even cleaning staff learned the Cuban

language and often served as interpreters between patients and Cuban owners when official translators were unavailable. This knowledge and cultural exchange created added value for the hospital.

The hospital's management also ensured non-discriminatory practices in recruitment and appointment, in line with the cooperation agreement involving Cuban doctors. Gender did not influence the distribution of roles and responsibilities. All physicians—whether Algerian or Cuban—resided within the hospital premises and worked on a rotating schedule.

Furthermore, cultural habits and individual mindsets influence interpersonal relationships among employees. Cubans were influenced by Algerian professionals, and Algerians were similarly influenced by Cubans in terms of appearance, dress, and work ethics. Despite cultural differences, all staff members adhered to professional and respectful behavior, maintaining a positive work environment.

#### IV. Conclusion

This study aims to examine the reality of diversity management as a modern approach to human resource management. Given the importance of this topic for Algerian institutions in general, and for the institution under study in particular, the research focused on assessing the presence of diversity dimensions, including internal, external, and organizational factors, at the “Cuba-Algeria Friendship Ophthalmology Hospital” in Ouargla.

The findings indicate the existence of various internal factors (such as age, gender, sexual orientation, physical abilities, origin, and ethnicity), external factors (including place of residence, personal habits, hobbies, religion, beliefs, educational background, work experience, and physical appearance), and organizational factors (such as job level, job content, seniority, workplace location, union membership, and management attitudes).

The results suggest that diversity management at the Cuba-Algeria Ophthalmology Hospital plays a central role in achieving success in providing comprehensive healthcare. This is made possible through training in cultural diversity, enhancing effective communication among staff, and utilizing diverse knowledge in treatment approaches. These efforts help the hospital deliver a high standard of healthcare to the Algerian community.

Based on these conclusions, the study recommends giving greater attention to all dimensions of diversity by recognizing the advantages of human resource diversity and anticipating potential challenges. It also recommends adopting effective diversity management strategies, fostering harmony, cohesion, and communication within diverse work teams, and raising awareness among employees through various campaigns and training programs. These measures aim to equip staff with sufficient knowledge about diversity management within the institution. Finally, the study encourages reviewing and learning from successful diversity management practices that can be applied to the hospital under study.

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**Appendices:**  
**Reliability**

**Reliability Statistics**

Cronbach's Alpha	N of Items
.744	12

**Correlations**

		x1	x2	x3	x4	interfactor
x1	Pearson Correlation	1	-.004	.180	-.034	.481**
	Sig. (2-tailed)		.979	.285	.840	.003
	N	37	37	37	37	37
x2	Pearson Correlation	-.004	1	.264	-.384*	.336*
	Sig. (2-tailed)	.979		.114	.019	.042
	N	37	37	37	37	37
x3	Pearson Correlation	.180	.264	1	.163	.829**
	Sig. (2-tailed)	.285	.114		.335	.000
	N	37	37	37	37	37
x4	Pearson Correlation	-.034	-.384*	.163	1	.423**
	Sig. (2-tailed)	.840	.019	.335		.009
	N	37	37	37	37	37
interfactor	Pearson Correlation	.481**	.336*	.829**	.423**	1
	Sig. (2-tailed)	.003	.042	.000	.009	
	N	37	37	37	37	37

\*\* . Correlation is significant at the 0.01 level (2-tailed).

\* . Correlation is significant at the 0.05 level (2-tailed).

**Correlations**

		x5	x6	x7	x8	exterfactor
x5	Pearson Correlation	1	.117	.367*	.516**	.699**
	Sig. (2-tailed)		.490	.026	.001	.000
	N	37	37	37	37	37
x6	Pearson Correlation	.117	1	.586**	.080	.718**
	Sig. (2-tailed)	.490		.000	.640	.000
	N	37	37	37	37	37
x7	Pearson Correlation	.367*	.586**	1	-.121	.700**
	Sig. (2-tailed)	.026	.000		.476	.000
	N	37	37	37	37	37
x8	Pearson Correlation	.516**	.080	-.121	1	.538**
	Sig. (2-tailed)	.001	.640	.476		.001
	N	37	37	37	37	37
exterfactor	Pearson Correlation	.699**	.718**	.700**	.538**	1
	Sig. (2-tailed)	.000	.000	.000	.001	
	N	37	37	37	37	37

\* . Correlation is significant at the 0.05 level (2-tailed).

\*\* . Correlation is significant at the 0.01 level (2-tailed).

**Correlations**

		x9	x10	x11	x12	organization factor
x9	Pearson Correlation	1	.531**	.446**	.503**	.862**
	Sig. (2-tailed)		.001	.006	.001	.000
	N	37	37	37	37	37
x10	Pearson Correlation	.531**	1	.460**	.197	.681**
	Sig. (2-tailed)	.001		.004	.243	.000
	N	37	37	37	37	37
x11	Pearson Correlation	.446**	.460**	1	.175	.703**
	Sig. (2-tailed)	.006	.004		.300	.000
	N	37	37	37	37	37
x12	Pearson Correlation	.503**	.197	.175	1	.678**
	Sig. (2-tailed)	.001	.243	.300		.000
	N	37	37	37	37	37
organizationfactor	Pearson Correlation	.862**	.681**	.703**	.678**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	37	37	37	37	37

\*\* . Correlation is significant at the 0.01 level (2-tailed).

**One-Sample Kolmogorov-Smirnov Test**

		interfactor	Exterfactor	Organization factor
N		37	37	37
Normal Parameters,b	Mean	3.6622	3.0743	2.9865
	Std. Deviation	.60443	.75430	.86190
Most Extreme Differences	Absolute	.206	.173	.238
	Positive	.118	.131	.144
	Negative	-.206	-.173	-.238
Kolmogorov-Smirnov Z		1.256	1.053	1.447
Asymp. Sig. (2-tailed)		.085	.217	.030

a. Test distribution is normal.

b. Calculated from data.

**One-Sample Statistics**

	N	Mean	Std. Deviation	Std. Error Mean
interfactor	37	3.6622	.60443	.09937
exterfactor	37	3.0743	.75430	.12401

**One-Sample Test**

	Test Value = 3					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
interfactor	6.664	36	.000	.66216	.4606	.8637
exterfactor	.599	36	.553	.07432	-.1772	.3258

**Test Statistics**

	organizationfactor
Chi-Square	24.946a
df	11
Asymp. Sig.	.009

a. 12 cells (100.0%) have expected frequencies less than 5. The minimum expected cell frequency is 3.1.