

## **The Impact of Human Resources Diversity on the Rationalization of Management Decisions: The Modified Role of Organizational Culture at the Electricity Distribution Company Public Contribution in Amman- Jordan**

Hanan Mohammad Husni Al-Hasan<sup>1</sup>, Dr. Aktham Abd Al Majeed Al-Sarayrah<sup>2</sup>

### **Abstract**

*This study aimed at identifying the impact of diversity of the human resources in all of its sectors (social, age, educational level, and experience) in rationalizing administrative decisions, and the modified role of the organizational culture on the relationship between the diversity of the human resources and the rationalization of administrative decisions in the Electricity Distribution Company in Amman- Jordan, this study is based on the appropriate descriptive analytical approach of its aims.*

*The study sample is all the leaders and supervisor employees supervisory at the Electricity Distribution Company Amman- Jordan. A computerized questionnaire based on the targeted sample method, where (102) valid resolutions for applying statistical analysing methods such as: methods (name the statistical methods) which are compatible with the study objectives.*

*This study ended with the following results: First, statistical significant impact on the diversity of the human resources in its sectors (social, age, educational level, and experience) in rationalizing the administrative decisions of the public distribution of the electricity distribution company Amman- Jordan , Secondly that the modified change in organizational culture has modified the impact of the diversity of the human resources in rationalizing the administrative decisions on the public contribution of the electricity distribution company Amman- Jordan .*

*Based on the results of this study, a number of recommendations were suggested, most important is the need to promoted growth and equality in work opportunities. By offering them to all employees fairly. Secondly: the need of work and creating common satisfaction among employees for the importance of having a role in decision making.*

**Keywords:** *Human Resources, Electricity Distribution Company, Management Decisions.*

### **Introduction**

Organizations face significant and great challenges in rationalizing administrative decisions in the light of the increasing changes in the complex and changing business

---

<sup>1</sup> Amman College, AL Balqa'a Applied University, Hanan.attyatt@gmail.com

<sup>2</sup> Amman College, AL Balqa'a Applied University, a.alsarayreh@bau.edu.jo

environment, as decision-making is one of the main challenges facing modern organizations (Sukalova and Ceniga, 2020), the effective utilization of human resources and their timely organizations is an essential part of rationalizing management decisions in work organizations, and those resources include elements such as (experience, knowledge, skills and organizational culture (Cui, et. al., 2015), it is taken into consideration that the diversity of human resources and organizational culture affect the decisions taken by employees for the successful rationalization of management decisions (Bratton and Gold, 2017), In which the theory of collective intelligence supports the use of knowledge, experiences and opinions and vision of a diverse working individuals for improving the and quality of decisions making (Cui, et. al., 2015).

The "theory of collective intelligence" is a theory that suggests that when a group of individuals having diverse skills and experiences cooperate together in the decision-making process, then they are able of achieving better results than those achieved by one individual can make, as this theory is based on the idea that each individual in the group contributes in unique insights and information ranging from specialized knowledge to practical experiences, and these contributions converge to form an integrated thinking system characterized by diversity and integration (Coelho, 2011).

The theory of collective intelligence supports the diversity of human resources and organizational culture in several ways, firstly, with the presence of diversity in human resources in the organization, a variety of skills, experience and knowledge are available (Trigo and Coelho, 2011), Which enhances the ability of analysing information and deduce the best options in the decision-making process (Sukalova and Ceniga, 2020), Human resources diversity also allows access to multiple perspectives, innovative thinking and problem solving skills in new ways. Secondly, organizational culture plays a vital role in enhancing the impact of collective intelligence, when the organizational culture encouraging awareness, innovation and interaction, then the individuals will have the freedom to share their ideas and exchange knowledge without fear of discrimination or rejection, this promotes cooperation and effective interaction between individuals and enhances their ability to use various human resources in an integrated way to rationalize administrative decisions (Trigo and Coelho, 2011).

It is worth to mention that organizations should effectively manage and promote the diversity of their human resources and organizational culture by creating a collaborative and encouraging environment for knowledge exchange and enhancing interaction between individuals (Trigo and Coelho, 2011), There should be integrated strategies for managing diversity and dealing with organizational culture positively, including awareness-raising, training and the establishment of organizational structures that encourage cooperation and effective interaction (Jennifer, et. al., 2016).

Using the theory of collective intelligence as a support for the diversity of human resources and organizational culture, can make companies enhance the quality of management decisions, increase the effectiveness of the operations, and achieve competitive superiority in the business market (Trigo and Coelho, 2011).

In this context, this study aims to understand the effect of diversity of human resources on the rationalization of administrative decisions and how this impact overlaps with the organizational culture, this research focuses on the importance of diversity in human resources and how to improve the diversity of human resources in the process of rationalizing administrative decisions with special attention to the role of organizational culture in the guidance of using this diversity in the electricity distribution company public shareholding.

#### The Problem and questions

The researcher conducted interviews with some of the leaders and supervisors at the Electricity Distribution Company, It was found that decision-making is not satisficing to

3 *The Impact of Human Resources Diversity on the Rationalization of Management Decisions: The Modified Role of Organizational Culture at the Electricity Distribution Company Public Contribution in Amman- Jordan*

the desired ambition, as the decisions taken differ by: Different decision-makers, their inclinations and culture, scientific and environmental backgrounds, and that the concentration of power in the hands of senior management distracts from strategic and important matters in the organization, and also creates a gap between administration

and employees, which negatively affects the decisions taken and thus the performance of the organization, therefore the problem of the study lies in the following question: "what effect does the diversity of the human resource have on rationalizing administrative decisions in the existence of organizational culture as a modified variable".

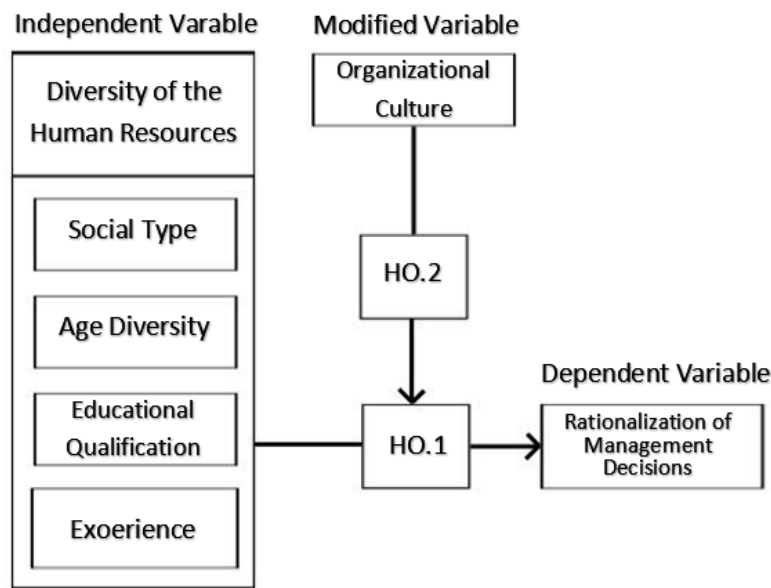
Importance of the study

The importance is highlighted by addressing the dimensions of a theory that can be used as a basis for developing the organizational context of organizations and their strategies, raising the level of understanding of decision makers and employees of the concept of human resource diversity, organizational ingenuity, organizational culture, and its importance lies in rationalizing managerial decisions effectively, and providing it with knowledge basis that can be used.

Objective of the study

This study was concerned with studying the impact of human resources diversity in the rationalization of administrative decisions by the presence of organizational culture as a modified variable in the Public Joint Stock Electricity Distribution Company in Jordan.

Model of the study



Hypothesis of the study

Based on the problem and model of the study, the following hypothesises can be formulated:

Ho.1: There is no statistically significant effect at a moral level ( $\alpha \leq 0.05$ ) of the diversity of the human resource on its dimensions (gender, age diversity, educational qualification, experience) on the rationalization of administrative decisions in the Electricity Distribution Company.

Ho.2: There is no statistically significant effect at a moral level ( $\alpha \leq 0.05$ ) of the diversity of the human resource with its combined dimensions in the rationalization of

administrative decisions with the presence of the modified role of organizational culture in the PJSC Electricity Distribution Company.

#### Terminology of the study

**Human resource diversity:** a set of similarities and differences in characteristics and qualities such as age, gender, race, and physical ability among employees within the organization, and it is preferable to look at the diversity in the human resource from a more comprehensive perspective, and not to focus on one side of the differences between individuals, human qualities are multiple and differ from person to person (French, et. al., 2014).

**Rationalization of administrative decisions:** all the steps required for the emergence of the decision into existence, including the steps of identifying, identifying, analysing, and evaluating the problem, setting standards to measure it, collecting data and information, proposing appropriate solutions, and evaluating each solution individually to reach the best solutions (Dessler, 2014).

**Organizational culture:** the set of beliefs, assumptions, rules, values, and norms that are shared by the personnel of the organization, representing the human environment in which the employee performs his work (Batah, 2006).

#### Theoretical framework

##### Human resources diversity:

The importance of the diversity of human resources has been increased with the in concepts of equality and acceptance of the other, and realizing the importance of benefiting from diversity and employing it positively, and converting it from a cause of disharmony into a rapprochement between employees, stimulates creativity, to achieve excellence in performance (Sukalova and Ceniga, 2020), therefore, the management of diversity in human resources is an important jelement to raise the level of efficiency of the organization, through improving the processes of attracting, selecting and appointing distinguished competencies, and then carefully planning, paying attention to them, maintaining and developing them (Cui, et. al., 2015), (Al-Sarayreh, A. A., 2018).

##### the concept of human resource diversity management

The concept of human resource management is one of the prominent managerial concepts in the business environment, where it is defined as the difference and similarity between employees, which includes the individual, values, organizational experiences, beliefs, experiences, preferences and behavioural backgrounds (Sukalova and Ceniga, 2020), It is also defined as the process of promoting and equalizing opportunities and equality in an organization among its human resources, regardless of gender, race, religious orientation and other social classifications, by enabling the freedom of equality to compete for social rewards through a set of common values of a particular organization (Bratton and Gold, 2017), In the same context, the diversity of human resources is the process of hiring individuals who are different in their characteristics and subjective qualities such as age, race, gender (Cui, et. al., 2015), shortly, the diversity of human resources expresses the existence of several differences between employees, whether those differences are related to age, gender, race, beliefs, cultural background, skills, and abilities, etc. differences that constitute distinguishing marks between employees that form the identity of each employee within the organization.

##### The importance of human resources diversity

Brazzel (2013) pointed out that the most important justifications for the emergence of diversity in human resources are fear, avoiding unrest in the workplace, laws, values and ethics, profit, enhancing efficiency and competitive advantage, and diversity in human resources is of great importance for its role in achieving a high level of productivity,

exchanging creative ideas, enhancing teamwork, enhancing learning and growth opportunities, enhancing effective communication, and diversifying the experience (Esty, et. al., 2015).

dimensions of diversity in human resources

The diversity of human resources includes diverse and different dimensions, and can be understood from a narrow or broad perspective, according to a study by Weniliang et al. al. (2011) diversity is represented in three main groups, where the first group includes internal dimensions such as age, gender, origin, ethnicity, sexual orientation and physical abilities, the second group includes external dimensions such as place of residence, income, hobbies, religious beliefs, scientific backgrounds, experiences and external appearance, parental status, social status of the individual, and finally the third group represented by organizational dimensions and includes the content of work, job level, experience, work group, union membership and management position.

The difference in the dimensions of diversity in human resources is noted from the point of view of researchers, as some of them attended the dimensions in a small space, while there are those who could, as the current study adopted the dimensions of the diversity of human resources that are most traded among researchers, namely:

1. Gender identity: human resources capabilities vary depending on the male or female gender, and this diversity is considered one of the most important aspects of Human Resources Management, where the needs of each type must be considered (Diaz-Garcia, et al. al., 2013).
2. Age diversity: the presence of a diverse group of individuals of different age groups and their renewed ideas helps to improve the performance of the organization (Joseph, 2014), as well as contributes to overcoming communication and compatibility difficulties and improves social integration in the work environment (Jackson and Joshi, 2014).
3. Educational background: diversity in the educational level is one of the most important advantages of human resources and corresponds to the needs of the organization's diverse functions, as the educational level significantly affects the improvement of individual performance (Hickman, 2009), and increases their ability to deal with environmental changes (Mamman, et al. al., 2011).
4. experience: experience represents the set of events and situations that an individual faces in his life, and affects his behaviour, therefore, the diversity of experiences is one of the aspects of variation between individuals, and contributes to building his personality (Joseph, 2014), where individuals coming from different backgrounds and experiences gather to achieve a common goal, which positively affects their performance (Jackson and Joshi, 2014).

rationalization of administrative decisions

The process of rationalizing decisions is the essence of the administrative process, but it is not an easy process, due to the many obstacles and complications associated with it on the one hand, and the many influences facing the decision maker on the other hand, in addition to requiring the use of a set of scientific procedures and activities to reach rational decisions (Dessler, 2014).

the concept of decision

The decision is defined as the mental process of identifying and choosing logical options instead of the available options, which means evaluating and choosing from several competing alternatives (Sari and Priantinah, 2019), and that all the steps required for the emergence of a decision, such as identifying, analysing and evaluating the problem, setting criteria for measuring it, collecting information, proposing appropriate solutions,

evaluating each solution in order to reach the best solutions (Dessler, 2014), in short, the decision to make the optimal choice, implement and follow-up, followed by a series of interrelated steps to choose the most appropriate alternative, analysis, implementation and follow-up.

the importance of rationalizing administrative decisions

Decision rationalization is the heart of management, and forms the axis of the administrative process, and the success of any organization depends on the efficiency of its leadership (Watson and Kavan, 2010), in addition, decision rationalization is the core of the manager's job, as we find that planning, organization, People Management, Control and leadership are the basic functions of management, aimed at implementing the plan, achieving goals and ensuring quality in the organization (Hunger, et al. al., 2018).

factors influencing the rationalization of administrative decisions.

These factors include psychological factors that relate to the formation of the personality of the decision maker and include scientific background, values, perception, motives, qualities and attitudes, personal experiences (Omarli, 2017), and social factors that include external pressures imposed by others on the organization and mutual influence between decision makers or members of other organizations (Omarli, 2017), and social factors that include external pressures imposed by others on the organization and mutual influence, (2017), and cultural and civilizational factors that include religious values, social traditions and prevailing customs, which influence the thoughts and behaviours of decision-makers (Hunger, et al. al., 2018), and environmental factors that relate to the surrounding conditions and their impact on the quality of decisions, as organizations constantly interact with their environment and environmental factors significantly affect it (Hunger, et al. al., 2018), when making decisions and identifying appropriate alternatives, these factors should be taken into account to ensure the rationalization of management decisions effectively.

organizational culture

Organizational culture is an essential pillar for the continuity of the organization because of the effective role it plays, as it unites the efforts of individuals and strengthens their relationships with the organization through the sharing of values and knowledge, which positively affects their performance (Komu and Kibe, 2019), as it is considered the key that managers can use to reflect the values of the organization and its behaviour (Sarhan, et al. al., 2020), it is also a collective and social system that is built and shared by the members of the organization and contains values, rules, beliefs and ideologies that promote motivation and participation in improving and enhancing performance and thus constitutes a valuable source of effectiveness and efficiency in the organization (Kinicki and Williams, 2018), a dynamic entity governed by regulations, regulations and formal procedures, and a social entity governed by informal relationships along with formal systems (Herremans and Nazari, 2016).

the importance of organizational culture

The importance of organizational culture also comes from its formation of the intellectual and reference framework for the behaviour of working individuals, it determines the acceptable and unacceptable work that is expected to face disapproval from them (Elewa and El Banan, 2019).

elements of organizational culture

Sopoh et al. (2018) mentioned that the elements of organizational culture consist of (organizational leadership, key characteristics, success criteria, culture, cohesion factors and strategy).

## functions of organizational culture

Organizational culture performs several functions within organizations, as it contributes to distinguishing between organizations and highlighting their differences, enhances the career commitment of employees, enhances their sense of organizational identity, facilitates the guidance of employee behaviour, and provides standards that employees must adhere to improve performance and contribute to the success of the organization (Judge and Robbins, 2015).

## **Previous studies**

1- The study of (Jankelová, et. al., 2022) titled:

"The Way to Business Competitiveness: The Importance of Diversity Management and Teamwork Climate in Stabilizing of Employees" The study aimed to identify the impact of Diversity Management in its dimensions (gender, education, experience) on the employee turnover rate through the collective work climate as an intermediate variable in small and medium-sized companies in Slovakia, where the descriptive analytical approach was used the sample included (211) individuals from whom data was collected by distributing a questionnaire. the study showed that there is a direct impact of diversity management practices in reducing job turnover, and that the collective work climate as an intermediate variable has an indirect impact on this relationship. the study recommended enhancing the acceptance of diversity in organizations to benefit from the economic benefits associated with it.

2- The study of (Handika and Atamoko, 2022) titled:

"Implementation of Diversity Management in Decision Making at PT Coca Cola Euro pacific Partners Indonesia Pekanbaru Branch".

The study aimed to find out the impact of Diversity Management in decision-making at Coca-Cola in the Indonesian province of Pekanbaru, and the descriptive analytical approach was used, where several interviews were conducted with the study sample, and the study found that diversity management has a significant impact on decision-making, and the study recommended spreading a culture of diversity among employees and encouraging teamwork.

3- The study of (Turi, et. al., 2022 Turi, et. al., 2022) titled:

"Diversity Impact on Organizational Performance: Moderating and Mediating Role of Diversity Beliefs and Leadership Expertise"

The study aimed to show the impact of Diversity Management in its dimensions (gender, age, educational background, ethnicity) on organizational performance by the presence of the modified role of diversity beliefs and the intermediate role of leadership experience in the state of Pakistan, the descriptive analytical method was used, the sample included project managers in major cities in Pakistan by (451) individuals, the study showed that age diversity, diversity beliefs and leadership experience have an impact on organizational performance, while diversity beliefs did not affect organizational performance, and leadership experience plays an important intermediate role in organizational performance, the study recommended conducting studies related to the centralization of the leadership experience variable between age and gender diversity And organizational performance, studying organizational justice as an intermediate variable between diversity and organizational performance.

#### What distinguishes the current study from previous studies

The current study is characterized by its application in the Jordanian business environment, and in one of the leading organizations, which is considered one of the most important organizations in the Jordanian electricity sector.

#### The methodology of the study

The study was based on the descriptive-analytical approach.

#### The community and the sample of the study

The community of the study consisted of all employees with leadership and supervisory positions in the Electricity Distribution Company head offices - in Amman.

The researcher relied on the targeted sample Method through the strategy of distributing a questionnaire electronically addressed to the employees in the leadership and supervisory positions in the Electricity Distribution Company Public Joint Stock Company and its branches, numbering (170) individuals, based on information from the personnel affairs department in the company, where (145) questionnaires were distributed, from which (102) questionnaires were retrieved valid for statistical analysis.

#### The study tool

A questionnaire was prepared to collect the data of the study, and it consisted of paragraphs that measure the variables of the study, the questionnaire was judged by academics in the field of management, and it was divided into two parts, the first part contained demographic information about the members of the surveyed sample, while the second part included paragraphs to measure the study variables, and the study used a five-point Likert scale to evaluate the participants' answers.

#### Responses rate

The respondents' response rate was 70.3%.

#### Confirmatory factor analysis measurement model

This study adopted the two-step approach to modelling and analyzing the structural model, namely CFA and SEM, before modelling the structural model and implementing SEM, it was important to validate all measurement models for the inherent combinations of one-dimensionality, validity and reliability (Afthanorhan et al., 2016; Hair et al., 2017), the procedure for such verification is called confirmatory factor analysis CFA, and according to previous studies, the underlying constructs (study model) must pass three types of validity, namely construct validity, convergent validity, and discriminant validity, and discriminant validity), the validity of the construction is assessed by measuring indicators of the quality of the conformity of the study model, the convergent validity is assessed by calculating (average variance) AVE, and the discriminant validity is assessed by developing a discriminant reliability index Summary (discriminant Validity index Summary), in terms of reliability, it will be convenient for the study to evaluate the composite reliability (CR) because it replaced the traditional method of calculating Hair et al., 2017), the latent construction is also considered valid if its Model conformity quality indicators achieve the standard values as shown in Table (3-4).



Table (3-4): structural model quality matching values

Name of category	Name of index	Level of acceptance
Absolute Fit Index	RMSEA	RMSEA < 0.08
	GFI	GFI > 0.90
Incremental Fit Index	AGFI	AGFI > 0.90
	CFI	CFI > 0.90
	TLI	TLI > 0.90
	NFI	NFI > 0.90
Parsimonious Fit Index	Chisq/df	Chi-Square/ df < 3.0

\*\*\*The indexes in bold are recommended since they are frequently reported in the literature

Source: Awang (2015). Awang et al. (2018).

To achieve uniformity (ensuring the loyalty and correlation of each paragraph with its own area) in the structural model, each item must contain an effect amount greater or equal to (0.60) regarding to the previously paragraphs of a questionnaire which used in previous studies, or (0.30) (for the new questionnaire), since this research used a questionnaire whose questions were used in previous studies, the value of the effect required to be achieved for each item is (0.60), if the effect of the paragraph (question) is less than (0.60) it must be deleted from the form, and this process is repeated until a suitable form is obtained, the table (3-5) shows the coefficient of influence for each paragraph of the questionnaire.

Table (3-5): impact coefficient, AVE and CR

CR	AVE	sector
0.737	0.651	Human resource diversity CON1
0.726	0.542	Organizational dexterity CON2
0.724	0.584	Rationalization of administrative decisions CON4

Figure (3-2): confirmatory factor test

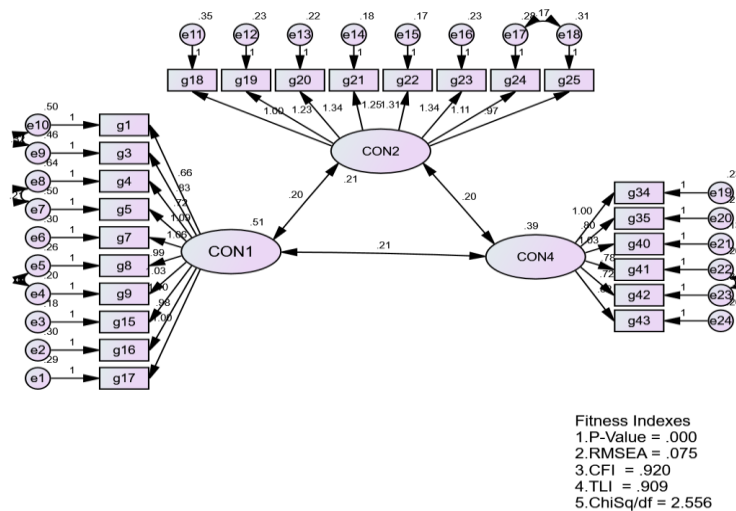


Table (5-3) and figure (2-3) shows that the coefficient of influence for all vertebrae is in the range from (0.612) to (0.951) and is higher than the value (0.60), which indicates that the one-dimensionality has been achieved.

Validity of convergence

This validity is achieved when all the elements in the measurement model are statistically significant, the convergence can be validated by calculating the AVE of each construction (Awang, 2015), this validity is achieved when the AVE of the construction in the model exceeds 0.50 (Awang, 2015), where the Ave values for CON1, CON2, CON4 were (0.651), (0.542), (0.584) in a row according to table number (5-3).

Validity of discrimination

The discriminant validity of all combinations is presented in Table (3-6), which shows that the connection value is less than (0.85), as well as less than the correlation between combinations in the same column or row.

Table (6-3): validity of discrimination

	CON1	CON2	CON4
CON1	0.940		
CON2	0.902	0.910	
CON3	0.812	0.741	0.860

Reliability

1. Average variance extracted (AVE)

Getting back to the table no. (5-3), all AVE values were more than (0.50), which met the required criteria, which are acceptable values and allow for analysis and hypothesis testing and indicate the quality of the study tool and the quality of Model.

According to table no. (5-3) and by reference to the Nunnally (1978) rule for assessing the stability quality coefficients. Where the values of the composite reliability coefficient should exceed (0.60), the required values have been achieved, which indicates the possibility of conducting hypothesis testing using the current study tool.

The normal distribution test

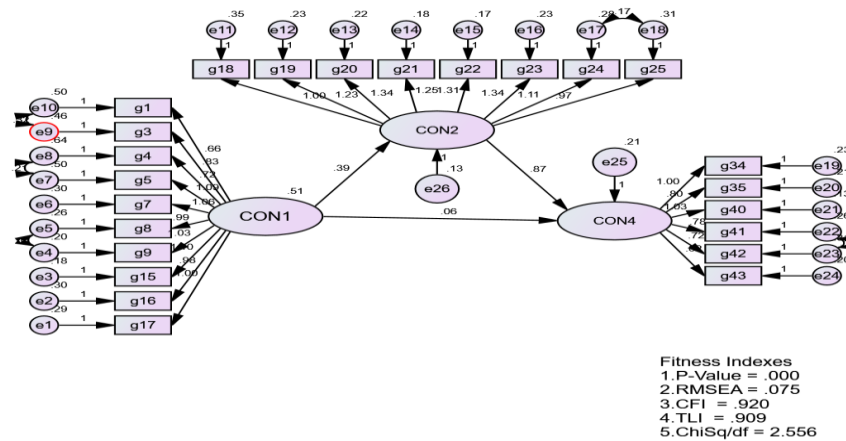
In order for the data to be relied on in conducting statistical parametric tests correctly, the data must be subjected to normal distribution, in order to confirm their normal or moderate distribution, where the value of the torsion coefficient (Skewness) was calculated, and the value of the kurtosis coefficient was extracted.

Which indicates that the distribution of data was normal, as the value of Skewness for all dimensions did not fall outside the range of  $\pm 1$  and did not exceed the value of Kurtosis ( $\pm 1.96$ )," which indicates the suitability of the study tool for conducting parametric tests and testing hypotheses.

The Results of the study hypothesis test

Hypotheses are tested using the SPSS-AMOS statistical analysis program, where figure (1-4) shows the results of hypothesis testing and also shows the indicators of the quality of Model conformity (Fitness indices).

Figure 1.4: structural model of hypothesis testing



Direct hypothesis testing result

- The first main hypothesis:

Ho.1: There is no statistically significant effect at a moral level ( $\alpha \leq 0.05$ ) of the diversity of the human resource on its dimensions (gender, age diversity, educational qualification, experience) on the rationalization of administrative decisions in the Electricity Distribution Company.

Table (7-4) results of the direct hypothesis test

Hypothesis	Regression weights Form	To	Estimate	SE	CR	P	Result
H1	CON1	CON4	0.794	0.061	8.976	0.007	Significant

Based on the results shown in Table No. (7-4), the statistical relationships between the variables can be illustrated as follows:

1. H1: there is a statistically significant relationship between the variables CON1 and CON4.

Result: according to the statistical analysis, there is a significant statistical effect between CON1 and CON4, since the CR (Critical Ratio) value is estimated at (8.976) and the p value is estimated at (0.007). We can conclude that this relationship is statistically significant and not due to chance.

We can conclude that hypothesis (H1) has strong statistical support, and the results indicate a statistically significant relationship between the mentioned variables.

The result of the modified variable impact test (organizational culture)

Ho.5: there is no statistically significant effect at a moral level ( $\alpha \leq 0.05$ ) of the diversity of the human resource with its combined dimensions in the rationalization of administrative decisions with the presence of the modified role of organizational culture in the PJSC Electricity Distribution Company.

To test the modified variable, the researcher must modify and rename some variables, which includes combining the independent variable with the modified variable, which there is a new variable that combines the independent variable and the modified variable, where it was named (con1-con3). A new hypothesis also appeared that measures the effect of the modified variable alone on the dependent variable and was called (H6).

Figure (3-4) shows the new form of the structural construction model in the Amos program for testing the effect of the modified variable.

Figure (8-4): assumptions in the Amos model for testing the modified variable.

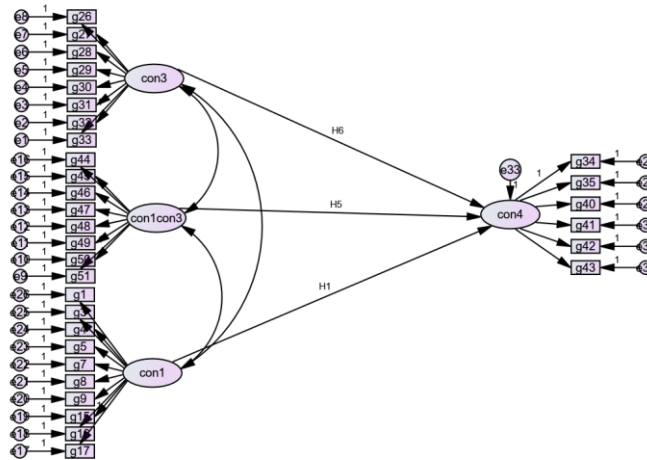


Table (9-4): results of the modified variable test

Hypothesis	Regression weights From	To	Estimate	SE	CR	P	Result
H1	CON1	CON4	0.176	0.079	2.227	0.026	Significant
H6	CON3	CON4	0.606	0.085	7.128	***	Significant
H5	CON1CON3	CON4	0.633	0.096	5.957	***	Significant

Table no. (9-4) and figure no. (4-4) show the procedure for testing the modified variable (Standardized Coefficient) on several assumptions, where the results indicate regression weights, standard error (Standard Error), confidence rate (Critical Ratio), probability (p-value) and classification of the result.

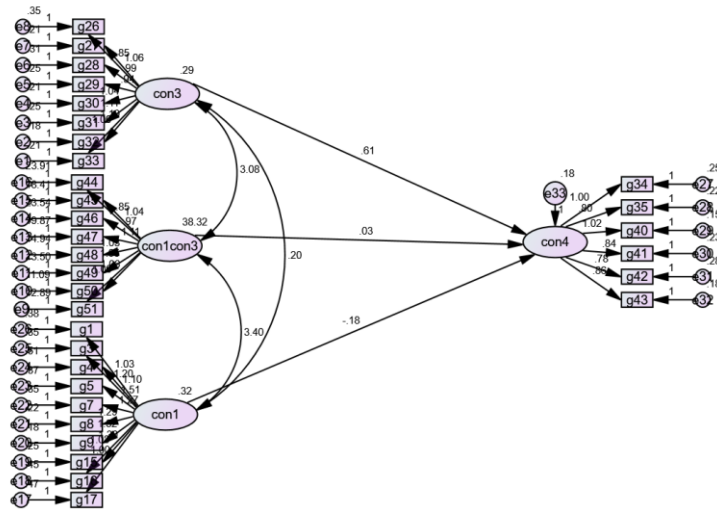
Hypothesis H1: the result indicates that there is a significant correlation between the independent variables CON1 and CON4 and the dependent variable Estimate. The confidence rating CR is 2.227 and the probability p is 0.026.

Hypothesis H6: the result shows a statistically significant correlation between the independent variable CON3 and CON4 and the dependent variable Estimate. The confidence score CR is (7.128) and the probability p indicates that the result is very statistically significant (indicated by three stars \*\*\*).

Hypothesis H5: the result shows a statistically significant correlation between the composite independent variable (CON1CON3) and CON4 and the Estimate dependent variable. The confidence score CR is (5.957) and the probability p indicates a very large statistical significance.

In general, it can be said that the results indicate a statistically significant relationship between the independent and dependent variables. The result is statistically significant when the probability value (p-value) is less than a predetermined value (for example, 0.05 or 0.01). Since the results show statistical significance of the presence of correlation, these results can be considered statistically significant.

Figure (9-4): the modified variable test



The results show that the modified variable has an impact on the relationship in strengthening it between the independent variable and the dependent variable, but the modified variable did not play a role in changing the direction of the relationship between the independent variable and the dependent variable. Accordingly, the modified variable did not fulfill the purpose for which it was found, i.e., the relationship changed from a function to a non-function or vice versa. It could also be in the recommendations for new researchers to use this variable as an intermediate variable and measure the extent of its impact on the relationship. Or maybe change the study community to test its effect as a modifier variable.

## Results

1- The results of the study showed an average degree of relative importance of the diversity of the human resource in the PJSC Electricity Distribution Company from the point of view of the respondents, where the gender dimension achieved the first rank with an average degree, while the experience achieved the last rank with an average degree, and the following is a detail of the dimensions of human resources diversity:

a. The results of the study showed that the gender dimension, which is one of the dimensions of the diversity of the human resource, has achieved an average degree, due to the failure of the Electricity Distribution Company to provide growth and advancement opportunities for all employees fairly, and for not achieving a gender balance in the recruitment processes.

b. The results of the study showed that the dimension of age diversity, which is one of the dimensions of the diversity of the human resource, has achieved an average grade, due to the lack of keenness of the electricity distribution Public Joint Stock Company on the diversity of human resources in terms of age, and for not providing equal opportunities for career development regardless of age.

c. The results of the study showed that the dimension of the scientific qualification, which is one of the dimensions of the diversity of the human resource, has achieved an average grade, due to the fact that the electricity distribution Public Joint Stock Company does not consider the diversity of human resources according to their scientific qualifications as an added value to it, and for not dealing with workers fairly as a result of their different educational level.

d. The results of the study showed that the dimension of experience, which is one of the dimensions of the diversity of the human resource, has achieved an average degree, due to the fact that the Electricity Distribution Company PJSC does not encourage employees to exchange experiences among themselves, and for not paying sufficient efforts to benefit from the diversity of the experiences of its employees.

2- The results of the study showed the achievement of a variable (organizational culture) to an average degree, due to the fact that the PJSC electricity distribution company did not create common convictions among employees of the importance of their participation in the decision-making process, and the prevailing norms among employees did not help to create a climate that encourages creativity at work.

3- The results of the study showed an increase in the level of relative importance of the variable (rationalization of administrative decisions) from the point of view of the surveyed sample, due to the contribution of good planning in the electricity distribution company public shareholding in facilitating the process of rationalizing administrative decisions, and the company's efficient interaction with obstacles and complexities that limit access to rational decisions.

4- A statistically significant presence at a significant level ( $\alpha \leq 0.05$ ) of the diversity of the human resource in its dimensions (for gender, age diversity, educational qualification, experience) has been proved in the rationalization of administrative decisions in the Electricity Distribution Company.

5- It is proved that the modified variant of the organizational culture has modified the impact of the diversity of the human resource in the rationalization of administrative decisions in the Electricity Distribution Company.

## Recommendations

Considering the findings of this study, this study recommends the following:

- \* Working to promote opportunities for growth and progress and provide them to all employees fairly, by identifying their preferences, ambitions, professional goals and plans and striving to achieve them, and identifying the training programs they want to join to improve their skills and knowledge.
- \* The company should be keen to diversify its human resources, which provides a greater range of knowledge, values, and excellence, by conducting job rotations, and hiring more workers of different age levels.
- \* The company should work to create common convictions among its employees about the importance of participating in decision-making, submitting proposals and transforming the tacit knowledge they possess into valuable knowledge to be disseminated and used at the macro level, by providing opportunities for employees to participate in improvement and development processes, organizing periodic meetings, seminars and panel discussions, and developing a system of incentives to create motivation among employees to participate in development processes.
- \* The company's management should work on developing the prevailing norms among employees to create an atmosphere that encourages creativity in performance.
- \* The need to study the variables of human resource diversity, rationalization of administrative decisions and organizational culture as combined variables in other study sectors.

## References

- Afthanorhan, A., Awang, Z., and Mamat, M. (2016). A comparative study between GSCA-SEM and PLS-SEM. *MJ Journal on Statistics and Probability*. 1(1), 63–72.
- Bratton, J., and Gold, J. (2017). *Human Resource Management: Theory and Practice*. Palgrave.
- Brazzel, M. (2013). Historical and Theoretical Roots of Diversity Management. *Handbook of Diversity Management: Beyond Awareness to Competency Based Learning*. University Press of America, Incorporated. USA.
- Corsi, V. (2022). Human Resource Management and Diversity Management. Some Emerging Evidence about the Effects on Organizational Performance. *Advances in Management and Applied Economics*, 12(2), 1-2.
- Dessler, G., (2014). *Management: Principles and Practices for Tomorrow's Leaders*. (3rd Edition). Person Prentice Hall. New Jersey. USA.
- Elewa, A., and ElBanan, S. (2019). Organizational Culture, Organizational Trust and Workplace Bullying Among Staff Nurses at Public and Private Hospital. *International Journal of Nursing Didactis*. 9(4), 10-20.
- Esty, K., Griffin, R., and Hirsch, M. (2015). Workplace Diversity: Adams Media. Ghasemi, G. (2015). Examining the Relationship of Organizational Agility and Organizational Forgetting with Organizational Effectiveness. *Journal of service science and Management*. 8, 443-451.
- French, J., O'Rourke, C., and Walsh, R., (2014). A Current Assessment of Diversity Characteristics and Perceptions of their Importance in the Surgical Workforce. *Journal of Gastrointestinal 'Surgery: Official Journal of the Society for Surgery of the Alimentary Tract*. 18(11), 36-43.
- Hair, J. F., Hult, G. T. M., Ringle, C. M., Sarstedt, M., and Tiele, K. O. (2017). Mirror, mirror on the wall: A comparative evaluation of composite-based structural equation modeling methods. *Journal of the Academy of Marketing Science*, 45, 616–632.
- Herremans, I., and Nazari, J. (2016). Sustainability Reporting Driving Forces and Management Control Systems. *Journal of Management Accounting Research*. 28(2), 103-124.
- Hickman, R. (2009). The Richness of Art Education. *The International Journal of Art and Design Education*. 28(2), 225-225.
- Jackson, S., and Joshi, A. (2014). Diversity in Social Context: A Multi Attribute, Multilevel Analysis of Team Diversity and Sales Performance. *Journal Organizational Behavior*. 25(6), 675-702.
- Jankelová, N., Joniaková, Z., & Procházková, K. (2022). The way to business competitiveness: the importance of diversity management and teamwork climate in stabilizing of employees. *Journal of Business Economics and Management*, 23(3), 606-625.
- Jennifer, M. Andrew. J. Kyle, W., (2016). Transformational leader attributes: interpersonal skills, engagement, and well-being. *Leadership and Organization Development Journal*. 37(5), 9-12.
- Joseph, R. (2014). Age Diversity and Its Impact on Employee Performance in Singapore. *International Journal of Research and Development in Technology and Management Science-Kailash*. 21(5), 79-98.
- Judge, T., and Robbins, S., (2013). *Organizational Behavior*. (15th Edition). Prentice Hall. USA.
- Kinicki, A., and Williams, B. (2018). *Management: A Practical Introduction*. (8th Edition). McGraw Hill Education. New York. USA.
- Komu, M., and Kibe, J., (2019). Effect of Organization Culture, Organisation Performance in Management Decision Making: A Case Study of Airline 'A' in Kenya. *International Journal of Research Publications*. 33(2), 1-25.
- Mamman, R., Josef, A., Samanez-Larkin, G., and Hertwig, R. (2011). Age Differences in Risky Choice: A Meta-Analysis. *Annals of the New York Academy of Sciences Journal*. 1235(1), 18-29.
- Nunnally, J. C. (1978). *Psychometric Theory*, 2nd edition. New York: McGraw-Hill.

- Omarli, S., (2017). Which Factors Have an Impact on Managerial Decision-Making Process? An Integrated Framework. *Essays in Economics and Business Studies*. 83-93.
- Sarhan, N., Harb, A., Shrafat, F., and Alhusban, M. (2020). The Effect of Organizational Culture on the Organizational Commitment: Evidence from Hotel industry. *Management Science Letters*. 10(1), 183-196.
- Sari, E., and Priantinah, D., (2019). Managerial Decision Making With the Role of Management Information Systems (MIS): What the Literature Says. *Petra Internal Journal of Business Studies*. 2(1), 53-58.
- Sukalova, V., and Ceniga, P. (2020). Diversity Management in Sustainable Human Resources Management. In *SHS Web of Conferences* (Vol. 74, p. 01033). EDP Sciences.
- Technl, S. (2011). Diversity and Its Impact for Performance. *Academy of Management Journal*. 19(9), 656-682.
- Trigo, P. and Coelho, H., (2011). *Collective-Intelligence and Decision-Making*. Computational Intelligence for Engineering Systems. Springer. USA.
- Turi, J. A., Khastoori, S., Sorooshian, S., & Campbell, N. (2022). Diversity impact on organizational performance: Moderating and mediating role of diversity beliefs and leadership expertise. *PloS one*, 17(7), 1-15.
- Al-Sarayreh, A. A., 2018. The Impact of Employee Development Practices on Capital: The Mediating Contribution of Knowledge Management. *Journal of Open Innovation: Technology, Market, and Complexity*
- Watson, R., and Kavan, B., (2010). Measuring information Systems Quality, Lessons from Tow Longitudinal Case Studies. *MIS Quarterly*. 22(1), 61-79.