THE MANAGEMENT OF CULTURAL DIVERSITY AND ITS IMPACT ON ORGANIZATIONAL PERFORMANCE

KÜLTÜREL ÇEŞİTLİLİĞİN YÖNETİMİ VE ÖRGÜTSEL PERFORMANSA ETKİSİ

УПРАВЛЕНИЕ КУЛЬТУРНЫМ РАЗНООБРАЗИЕМ И ЕГО ВЛИЯНИЕ НА ОРГАНИЗАЦИОННУЮ ДЕЯТЕЛЬНОСТЬ

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ABSTRACT
Due to the increasing importance of cultural diversity in organizations with globalization, the management of cultural diversity and the effect of this management on organizational performance are the subject of the study. The survey method was used to collect the data, and the related survey was applied to the employees of the telecommunication companies in Iraq. As a result of the analysis, it has been determined that cultural diversity management increases organizational performance with a strong effect coefficient. It has been determined that all components of cultural diversity such as color blindness, justice, equal access, cultural integration and learning have a significant impact on organizational performance. In particular, it can be said that organizations with culturally different workforces have a managerial contribution to the scope of the research, considering cultural diversity while determining their strategies. In addition, it should be ensured that the improvement of organizational performance is better understood and that the factors affecting organizational performance are clearly known by the employees. As a result of an organization's ability to effectively manage its culturally diverse workforce, it will be possible to satisfy a multicultural market and be preferred by multicultural customers. The fact that the research was carried out in a single sector can be expressed as a constraint.

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ÖZ

Küreselleşme ile birlikte örgütlerde artan kültürel çeşitliliğin öneminden dolayı, çalışma kapsamında kültürel çeşitliliğin yönetimi ve kültürel çeşitliliğin yönetiminin örgüt performansına etkisi araştırmanın konusunu oluşturmaktadır. Ampirik olarak kültürel çeşitlilik yönetimi ve bunun örgütsel performansı artırma üzerindeki etkisinin araştırılması amaçlanmaktadır. Verilerin toplanmasında anket yöntemi kullanılmış olup, ilgili anket Irak'taki telekomünikasyon şirketlerinde çalışanlara uygulanmıştır. Analizler sonucunda kültürel çeşitlilik yönetiminin güçlü bir etki katsayısı ile örgütsel performansı artırdığı tespit edilmiştir. Kültürel çeşitliliğin renk körlüğü, adalet, eşit erişim, kültürel entegrasyon ve öğrenme gibi tüm bileşenlerinin de örgütsel performans üzerinde önemli bir etkiye sahip olduğu belirlenmiştir. Özellikle, kültürel olarak farklı işgücüne sahip örgütlerin, stratejileri belirlerken kültürel çeşitliliği göz önünde bulundurmaları araştırmanın kapsamında yönetsel bir katkısı olduğu söylenebilir. Ayrıca, örgütsel performansın iyileştirilmesi konusunun daha iyi anlaşılması ve çalışanlar tarafından örgütsel performansı etkileyen faktörlerin net şekilde bilinmesi sağlanmalıdır. Bir örgütün kültürel çeşitliliğe sahip iş gören topluluğunu etkili bir şekilde yönetebilmesi sonucunda, çok kültürlü bir pazarı tatmin edebilmesi ve çok kültürlü müşteriler tarafından tercih edilebilmesi mümkün olacaktır. Değişen rekabet koşulları ve güçleri karşısında işletmelerin kültürel çeşitliliği hem desteklemeleri hem de tercih edip başarılı şekilde yönetebilmeleri kendilerini rakipleri karşısında avantajlı bir duruma getirecek ve rekabet gücü kazandıracağı söylenebilir. Son olarak, araştırmanın tek bir sektörde gerçekleştirilmiş olmasını bir kısıt olarak ifade edilebilir.

Anahtar Kelimeler: Kültür Çeşitlilik, Örgütsel Performans, Organizasyon, Yönetim, İşletme.

АННОТАЦИЯ

В связи с глобализацией и с возрастающей важностью культурного разнообразия в организациях, управление культурным разнообразием и влияние этого управления на организационную деятельность являются предметом исследования. Для сбора данных использовался метод опроса. Соответствующий опрос был проведен среди сотрудников телекоммуникационных компаний в Ираке. В результате анализа установлено, что управление культурным разнообразием повышает организационную эффективность с сильным коэффициентом эффекта. Было установлено, что все компоненты культурного разнообразия, такие как дальтонизм, справедливость, равный доступ, культурная интеграция и обучение, оказывают существенное влияние на эффективность организации. В частности, можно сказать, что организации с культурно отличающейся рабочей силой вносят управленческий вклад в сферу исследования, учитывая культурное разнообразие при определении своих стратегий. Кроме того, следует обеспечить лучшее понимание улучшения организационной деятельности и ясное знание сотрудниками факторов, влияющих на организационную эффективность. В результате способности организации эффективно управлять своей культурно разнообразной рабочей силой можно будет удовлетворить мультикультурный рынок и быть предпочтительным для мультикультурных клиентов. Наконец, тот факт, что исследование проводилось в одном секторе, оно может быть выражено ограниченно.

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1. INTRODUCTION

In recent business organizations and telecommunications companies, managers and employees of different cultures and backgrounds must work together, interact, and communicate daily (Gumede, 2016). Since human resources have developed on several levels throughout their history, especially in the contemporary period, however, managing cultural diversity aims to achieve a multi-workforce that includes a diverse staff to perform the possibilities of reaching an egalitarian workforce environment where no member of the group has advantages or disadvantages (Schneider & Northcraft, 2011). Cultural diversity has recently become limited to differences between continents, but this difference and diversity, was also between countries, and even between state parts (Islam, 2021). Cultural diversity management (CDM) refers to actions taken to overcome the influence of some policies, practices, or other barriers to equal employment opportunities and is a first step that allows managers to correct imbalance, inequality and fix past problems (Bekai, 2016). This can be stimulating and encouraging, but it also brings frustration and sometimes uncertainty. It becomes necessary for any progressive organization to seek ways to constantly embrace and address these changes (Tian et al., 2021). While advances in diversity research have yielded multiple patterns for describing compositional differences between people within a business unit (Raithel et al., 2021).

Today, successful organizations must realize that innovation and competitive advantage can be achieved through differences rather than similarities (Gumede, 2016). One of the core values of cultural diversity is that an organization with culturally diverse employees can better investigate the international market (Klarsfeld et al., 2014). Organizations can benefit from their diversity because they can solve better their problems, improve their communications, enhance their flexibility for market conditions and innovation. According to John and Randy (2009), organizational performance (OP) is a procedure of enhancing both the effectiveness of an organization and the well-being of its members through planned interventions. One of the three critical points of growth for companies that improve OP is when many organizations increase organizational culture to influence OP. Swanson (1995) considered OP as the valued output of a system in products or services. Further, OP is the degree of achievement by which employees achieve the company's mission in the workplace. The career of employees is built by the degree to which a particular goal or task is achieved that defines the limits of performance (Mulu & Zewdie, 2021).

The remainder, this research is organized as six sections. Section one is the introduction of the research. Section two reviews the literature related to CDM and OP, this section also includes the research model and hypotheses development. The third section focuses on the research methodology. Section four presents the results, while section five addresses discussions on findings. Furthermore, section six, includes conclusions, recommendations, implications, limitations, and suggestions for future studies.

2.LITERATURE REVIEW
2.1. Cultural Diversity Management

Theory related to cultural CDM defined diversity, as an actual or perceived difference between people in the race, ethnicity, gender, age, religion, marital status, appearances, and other identity-based traits that influence their interactions (Shih et al., 2013). Culture in its general sense is a collection of ideas, beliefs, habits, trends, values, ways

of thinking and work, patterns of behavior, and all that remains of inventions, or means in people's lives (Stahl & Maznevski, 2021). Therefore, it is the total way of group life, including aspects, material and moral (Ortega-Parra & Sastre-Castillo, 2013). Culture also is the common element of the human being with the effect that leads to the creation of things in society, some of which are material represented in everything produces and can be investigated by the senses, and others are immaterial, including customs, traditions, values, morals, and artistic methods (Tarvonen, 2018). Cultural diversity refers to the distinction of human culture by diversity, multiplicity, differentiation, and it is similar and identical in its content, considering that humanity has one origin. Hence, the term cultural diversity refers in its linguistic meaning to describing the human reality because it is from the angle of distinction, multiplicity, difference, variations, similarity, and coincidence in the group is the unity with other groups. It can be noticed the difference and diversity within the same group (Wambui et al., 2013). Cultural diversity identifies several characteristics of cultures or ethnic groups existing within society. Cultural diversity emphasizes race, religion, languages, backgrounds, and nationalities. Diversity has a broad dimension such as age, gender, race, disability, motherhood, religion, and respect for other cultures (Agrawal, 2012).

Vast researchers, in some instances, describe the terms of culture and diversity; to be precise, at one time, they lack an understanding of their meaning. Individuals also do not know that diversity can mean similarities between objects or forces, and as a result, when people are asked to explain the diversity, they associate it with differences. Thus, diversity management has been considered substantially in the major common pools. Changes that began with increased immigration, and thus the presence of ethnic minorities, created a variety of societies with multi-ethnic cultures and languages. Moreover, there are an increasing number of females in the workplace because of current economic movements, the internationalization of diversified companies, the globalization of institutions, markets, and international supply networks (Van-Dyne & Arig, 2015). CDM plays a critical role in organizations in the domestic and international context, which has become an essential topic of concern among managers, researchers, and policy makers (Sultana et al., 2013). Cultural diversity is now gaining wide acceptance by organizations to achieve business competitiveness. This is often because they need to use data, skills, and abilities within a diverse cultural workforce (Shih et al., 2013). Cultural diversity is the existence of diverse individuals from different cultures or societies whose differences arise from language, religion, ethnicity, sexual orientation, gender, age, and race (Stahl & Maznevski, 2021; Raithel et al., 2021).

2.2. Organizational Performance

Organizational theory and management literature showed that OP has received significant attention and has perceived continuing research on this topic since OP is vital to attaining business goals. Hence, organizations are still looking for new factors, and leaders to enhance their performance, engaging their employees more in policymaking, forming a system for quality. Also, making new incentives for tangible individual and group efforts and other methods of reaching performance development goals (Akpoviroro et al., 2018; Mir-Babayev et al., 2017). Fleming (2010) defined OP as carrying out the duties, responsibilities, and duties of the job according to the rate required to be performed by the trained, qualified worker. OP is the success indicator while evaluating different items. The overall result of evaluating the departments as the marketing of products in the organization shows their performance. Overall, renewal performance, market performance, production performance,

and OP financial performance measures. In this way, the expected results from the different sections OP appear (Ahmed & Shafiq, 2014).

Most researchers agree that the results of the OP are in the process of formulating the strategy through which the organization seeks to achieve its long-term mission and objectives by making performance distinct from its competitors (Seyed-Mahmoud, 2004). OP is a term that suggests separating good work from bad work. Therefore, OP has become one of the basic concepts of managers at all organizational levels. The outputs of this performance may have adverse effects on the profits of the organization, or perhaps the basis for its survival, growth, and enhancing competitiveness (Ahmed et al., 2008). OP also occupies its place, especially within companies and organizations, as OP is the final product of the activity's outcome, at the level of the individual and the company since the company is more stable and longer lasting when the performance of the two years is outstanding. In general, the interest of management and its leadership in the level of performance usually exceeds attention to its employees. Therefore, it can be mentioned that OP at any organizational level within the organization, and in any part of it, is not only a reflection of the motives and capabilities of employees but is also a reflection of the motives and capabilities of superiors and leaders as well (Tarvonen, 2018). In addition, the OP is determined by the alignment of established strategies and stakeholders (customers, employees, suppliers, and suppliers) through the improvement of the organization's operations through the allocation of resources (human, financial, operational, and informational) through effective management, able to invest intellectual energies, and achieve superior performance or distinguished for the organization (Kotler, 2000).

OP is important in companies, its importance increases even more in telecommunication companies, where they pursue to determine the quality and quantity of the performance of individuals working in them and to determine the capabilities that everyone possesses, and the extent of individuals' needs for development (Sultana et al., 2013). Furthermore, the OP highlights that it is a step in determining the current position and its remoteness from its desired objectives. The extent to which they are applied together, the loss of the organization's operations and performance are critical to understanding how institutions work to correct and improve the organization's deviations, to design the organizational structure effectively and effectively, as well as to be able to identify the need for change and how to make it in the organization (Gitongu et al., 2016).

3. RESEARCH METHODOLOGY
3.1. Research Conceptual Model

Resource-based view theory (RBVT) and organizational theory established that effectively managing cultural diversity and diverse workforces significantly enhance OP. In this regard, several significant study models of CDM have developed throughout the past decades (Seyed-Mahmoud, 2004; Gumede, 2016; Bekai, 2016). In this regard, Mecheo (2016) constructed research and found that CDM significantly affects OP. Likewise, Gumede (2016), in his research model, presented that cultural diversity affects OP significantly. The research model (Figure 1) is based on the use of predictors variables and the outcome variable. The predicted variable is CDM and it is components color-blind (CB), fairness (FAI), equal access (EA) and integration and learning (IAL) and then the outcome variable is OP.

Figure 1: The Conceptual Research Model
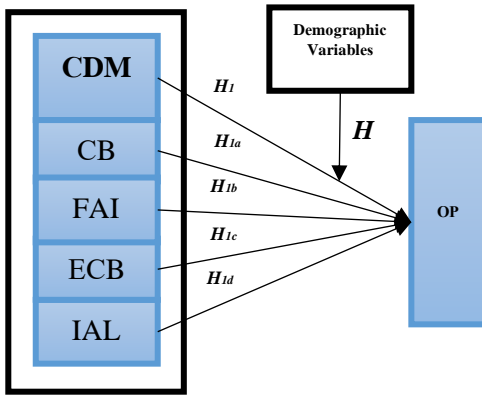
3.2. Hypotheses Development

Organizations, including telecommuni- cation companies, have various cultures, and nationalities, adding to their already diverse staff base. Generally believed that cultural diversity has a positive impact on organizational performance (Gumede, 2016; Mecheo, 2016; Mir-Babayev et al., 2017; Makhdoomi & Nika, 2018; Podsiadlowski et al., 2013). Sultana et al. (2013) examined cultural diversity management's influence on an organization's performance and competitiveness. The results showed that effective management of cultural diversity is positively and significantly linked to competitiveness and organizational effectiveness, resulting in improved organizational performance. Ahmed and Shafiq (2014) investigated the influence of culture on organizational performance. The research findings show that all the cultural dimensions influence the perspective of organizational performance. Akpoviroro et al. (2018) examined the effect of cultural diversity on organizational performance. The research outcomes presented that employee behavior influences cultural diversity in the workplace. Therefore, cultural diversity also affects organizational performance. However, cultural diversity is a complex subject that can positively and negatively affect the organization. Based on the empirical studies finding we hypothesized that:

H_1: CDM is positively and significantly influence OP of the Iraqi telecommunications companies.

In Oman's shell marketing companies, Al-Raisi et al. (2019) examined cultural diversity and its impacts on performance and productivity. Results showed that cultural diversity in the workplace positively affects employee performance, which will lead to increased productivity and creativity because of variances in educational background, nationalities, and languages. Makhdoomi and Nika (2018) analyzed the relationship between the cultural diversity of the workforce and organizational performance. The results confirmed an important relationship between cultural diversity management and organizational performance. Podsiadlowski et al. (2013), in their research, investigated the management of a culturally diverse workforce from diverse perspectives in organizations. Results showed that all diversity perspectives, namely fairness, color-blindness, equal access, integration, and

learning, obtain a deeper consideration of managing cultural diversity in organizations. Thus, we proposed that:

H_{1a}: Color-blind (CB) is positively and significantly impact on organizational performance of the Iraqi telecommunications companies.

H_{1b}: Fairness (FAI) is positively and significantly impact on organizational performance of the Iraqi telecommunications companies.

H_{1c}: Equal access (EA) is positively and significantly impact on organizational performance of the Iraqi telecommunications companies.

H_{1d}: Integration and learning (IAL) positively and significantly impact on organizational performance of the Iraqi telecommunications companies.

In their research, Richard et al. (2004) examined the relationship between cultural diversity management and organizational performance, and entrepreneurial orientation moderate effect in this relationship. The results showed that there are complex relationships between the research variables. The results also showed innovation positively, and risk-taking negatively moderated correlation patterns for gender heterogeneity and race. Mecheo (2016), in research, investigated the influence of cultural diversity on organizational performance. The results showed that cultural diversity affects organizational performance. Furthermore, religion, value system, and language attributes affect organizational performance both positively and negatively-most of the attributes positively affected performance, with a few adverse effects. Gumede (2016) investigated the influence of cultural diversity on organizational performance and success. The results showed that employees have no problem communicating between cultures. However, there were no formal programs and systems to manage cultural diversity, and employees can directly affect how they perform their daily tasks. Based on the findings related to demographic characteristics, we proposed the following hypothesis:

H_2: The effect of the management of cultural diversity on organizational performance differs to according respondent's demographic characteristics.

3.3. Research Participators

Survey participators or samples are managers and employees working in Iraqi telecommunications companies the population size are about 4500 managers and employees working for Iraqi telecommunications companies particularly in Northern Iraq. These companies are selected as multinational companies, and their managers and employees can respond to surveys and provide data about cultural diversity in their company. They also know their performance and are usually associated with their employees. Iraqi telecommunications companies, like other companies, use different technologies to transmit information globally. Asia, Korek, and Zain are among the most important telecommunications companies providing wireless services, Internet data, and video communications. Telecommunications companies operating in Iraq are the overall size of the target samples. The study aims to explore cultural diversity management and its influence on organizational performance. The data collection was launched through personal visits and an invitation letter was sent by email to respondents working for the Iraqi telecommunications companies. However, in the final step of data collection, 359 completed surveys were submitted. In addition, five surveys were removed from 359 surveys because they had missing data, resulting in 354 final samples. As indicated by Sekaran and Bougie (2016) research sample or the primary data are people (respondents), where we obtained their opinions. By using the internet and, we classified demographic data questions. In order to

obtain the necessary permissions regarding the applicability of the questionnaire to be used in the research, the necessary application was made to the Social and Human Sciences Research Ethics Committee of Karabuk University, and it was decided that the questionnaire was applicable with the decision numbered 2020/13.

3.4. Measure of the Main Constructs

Cultural Diversity Management (CDM). To measure CDM in Iraqi telecommunications companies. We adapted the CDM constructs from Podsiadlowski et al. (2013); these constructs are color-blind (CB), fairness (FAI), equal access (EC), and integration and learning (IAL). Podsiadlowski et al. (2013) argued that both color blindness and fairness make it important to ensure equal and fair treatment and to avoid discriminatory practices. However, they differ in ensuring equal opportunities for employees: color-blind people focus on equal employment opportunities without identifying potential differences in different cultural backgrounds. Ensures equal and fair treatment by addressing the need for specific support for minority groups and reducing social inequalities. An equal access perspective understands the cultural diversity of organizations as a business strategy that provides access to a diverse client base and international markets by internally reflecting the external environment of the organization. The perspective of integration and learning is broader, indicating that everyone can benefit from a diverse working environment, the organization as a whole, and its staff (Ely and Thomas, 2001). Integration and learning also refer to the benefits gained specifically from workforce diversification by recognizing and accepting diversity, creating a productive work environment, and using diverse talent to achieve organizational goals (Fish, 1999).

Table 1: The Indicators of CDM Constructs

Author(s) (year)	Constructs	Indicators	Definition
Podsiadlowsk i et al. (2013)	Cultural Diversity Management (CDM)	CB1 CB2 CB3 CB4 FAI1 FAI2 FAI3 EC1 EC2 EC3 IAL1 IAL2 IAL3 IAL4	*Color-blind (CB)* involves taking into account qualifications rather than cultural backgrounds; The right individuals when suited to the required job qualifications. *Fairness (FAI)* this includes equity as essential to giving employees from disadvantaged groups specific support for further development and equal employment opportunities. People think about the demographics of a society. *Equal access (EC)* jobs for which individuals from different cultural backgrounds are exceptionally qualified. Matching employees' cultural backgrounds with clients/clients enhance quality and performance. Individuals fit when diversity matches customer/client diversity. *Integration and learning (IAL)* cultural diversity brings new ideas and knowledge to the workplace of various business units and improves organizational performance. Cultural diversity helps us become more innovative and improve organizational performance. Cultural diversity helps develop new skills and approaches to work and organizational performance. It also adjusts strategies to suit the resources brought in by employees from different backgrounds to improve organizational performance.

Organizational Performance (OP). To measure the outcome variable, we also developed the second part of the survey tool, OP, based on research conducted by Koohang et al. (2017), who studied the impact of leadership on trust, knowledge management, and organizational performance. In general, OP can be described as how a person, group of individuals, or an object performs an action or activity. In organizational research,

performance can be visualized at different levels of analysis. Here, we distinguish between organizational, team, and individual levels (Knies et al., 2016). OP is also the relationship between cost or lower economy and sound TB, higher cost and estimated output, or efficiency between output and effectiveness achieved (Chen & Barnes, 2006). From this preception, the interest of institutions (especially those that are keen to achieve excellence and continuity) in managing performance in all its aspects and striving to improve its levels is urgent, especially in light of the new administrative developments that focus on performance and are fundamental. Obviously, the impact of the application of each method and its role in development (Zhu & Sarkis, 2004). The survey instrument used the following measuring scale: 7= completely agree, 6= mostly agree, 5= somewhat agree, 4= neither agree nor disagree, 3= somewhat disagree, 2= mostly disagree, 1= completely disagree.

Table 2: The Indicators of OP Construct

Author(s) (year)	Constructs	Indicators	Definition
Koohang et al. (2017)	Organizational Performance (OP)	*OP1- OP8*	*Organizational Performance (OP)* includes companies that can achieve the desired result as an essential part of the service organization. Completion of jobs/jobs with minimum expenditure of time and effort. The quality of the company's service (as a measure of excellence and significant differences). The ability of companies to generate, create, enhance and produce services is vital. The quality of work and life within our company is the opportunity for employees to improve their personal lives through their work environment and experiences to improve their competitive advantage. The Department encourages joint teamwork and participation in providing opinions to improve the performance of the Service. The company's innovation process transforms an idea/invention into a service that creates value and vitality for endurance. A company's profitability is a financial profit or gain that can bring a competitive advantage.

3.5. Data Analysis Methods

The fundamental component of statistical analysis is based on the idea that the researchers have obtained an extensive data set mainly by surveys and desires to investigate the associations between individual points in that data set. While authors may look at a few of the methods they can use on a collection of data to show and explain the results of the data itself (Grice, 2001). In this context, the data was analyzed using partial least squares (PLS-SEM). PLS-Sem is a modeling approach to structural equation modeling that requires no assumptions about data distribution. It can be a good alternative to covariance-based structural equation modeling, especially in cases where the sample size is small, applications have limited theory, and estimation accuracy is not of primary importance (Wong, 2013). First, we established survey reliability and validity by applying average variance extracted (AVE), composite reliability (CR), and Cronbach's alpha. Then we launched a measurement model by runs factor analysis. As indicated by Hair et al. (2014), for establishing survey reliability and validity, the average variance extracted (AVE) loaded values should be higher than >0.50. The values of composite reliability (CR) for each model construct should be >0.80. however, the values of Cronbach's Alpha should be equal to 0.7 or higher (Henseler and Sarstedt, 2013). For the measurement model, the indicators loadings should be equal to 0.7 or higher >0.7. Descriptive statistics also applied to define the significant features of the variables quantitatively. Finally, the correlation analysis was used to determine relationships between the model constructs, based on the data set obtained from respondents in

telecommunication in Iraq. Consequently, regression analyses are measured to test the research hypotheses.

4. RESULT
4.1. Research Subjects

Table 3 provides findings regarding demographic variables, which related to the survey participators in telecommunication companies in Iraq, who freely contributed to the survey were male 64.7% (n=229) and female 35.3% (n= 125). As shown in Table 3 below 55.4% (n= 196) of the overall survey participators were in the age group of 31–40 years that was the peak amount. 34.5% (n= 122) aged belong to the group less than 30 years, however, 6.8% (n= 24) respondents aged fall in the group 41-50 years. Finally, 3.4% (n= 12) went to the last group 51-60 years.

Table 3: Profile of The Research Subjects

Profile	Description	Frequency	Percentage	Total
Gender	Female	125	35.3	
	Male	229	64.7	**354**
Age Groups	Less than 30 years	122	34.5	
	31–40	196	55.4	
	41-50	24	6.8	**354**
	51-60	12	3.4	
Overall Experience	Less than five years	80	22.6	
	6-10 years	188	53.1	
	11-15 years	61	17.2	**354**
	16-20 years	18	5.1	
	21 years and more	7	2.0	
Respondent's Level of Education	High School	9	2.5	
	Bachelor Degree	278	78.5	**354**
	Master Degree	61	17.2	
	PhD	6	1.7	
Respondent's nationality	Iraqi	333	94.1	
	Other Nationality	21	5.9	**354**
Respondent's job position	Management Position	129	36.4	**354**
	Employee	225	63.6	

The outcomes displayed that 53.1% (n= 188) over half of the survey respondents experienced between 6-10 years, 22.6% (n= 88) experienced was less than five years. While 17.2% (n = 61) overall experience between 11 years to 15 years. Although 5.1% (n=18) had the experience of 16 years to 20 years, finally, 2% (n= 7) survey respondents had experienced 21 years and more. The telecommunication companies' managers and employee's highest degree obtained in this research was bachelor degree 78.5% (n= 278), followed by master's degree holders17.2% (n=61), and bachelor degrees 2.5% (n=9); nevertheless, Ph.D. degrees came at last 1.7% (n=6) of the overall sample. Regarding the respondent's nationality, 94.1% (n= 333), of the overall survey samples indicate their nationality as Iraq, and other nationalities 5.9% (n= 21). Finally, 63.6% (n= 225) indicated their job position as employee and management positions reached 36.4% (n= 129).

4.2. Establishing Reliabilty and Validity

Table 4 showed the model constructs' results for establishing the survey reliability and validity by checking the values of average variance values extracted (AVE), composite reliability (CR), and Cronbach's α. For establishing the survey validity, the AVE values should be greater than 0.50, and the CR values must be greater than 0.80. The AVE results

of all model constructs, namely, color-blind, fairness, equal access, integration, and learning, and organizational performance, are (0.680, 0.568, 0.591, 0.743, and 0.803) respectively, which all higher than 0.50. The CR values are (0.906, 0.889, 0.833, 0.809, and 0.952), respectively, all greater than 0.80; these results indicated the study model's validity. Besides, the results of Cronbach's α are (0.876, 0.744, 0.817, 0.911, and 0.941), respectively. Therefore, we can approve that the survey was reliable since Cronbach's for all variables was greater than 0.60.

Table 4: Reliability and Validity

Constructs		AVE	CR	Cronbach's α
Cultural Diversity Management	*CB*	0.680	0.906	0.876
	FAI	0.568	0.889	0.744
	EA	0.591	0.833	0.817
	IAL	0.743	0.809	0.911
Organizational Performance	*OP*	0.803	0.952	0.941

Note: CB = color-blind, FAI = fairness, EA= equal access, IAL= integration and learning, and OP= organizational performance.

4.3. Hypotheses Testing

Table 4 showed the means, standard deviations, weigh of agreement, and correlation values for the research constructs. The results of CDM constructs, namely, color-blindness, fairness, equal access, integration, and learning, showed smellier mean scores and std. Deviation. However, the weight of the agreements reached (73.17%, 68.14%, 71.77%, and 76.63%). These results indicated that telecom companies in Iraq focused on equal employment opportunities without recognizing potential differences due to different cultural backgrounds, as fairness ensures equality and fair treatment by meeting the need for specific support for minority groups and reducing social inequalities. Thus, they enhanced their OP.

Table 5: Results of Descriptive Statistics and Correlations

Constructs	Mean	S. D	Weigh of Agreement	CB	FAI	EA	IAL	CDM	OP
CB	**5.12**	.8851	73.17						
FAI	**4.77**	.8428	68.14	0.701**					
EA	**5.02**	.84651	71.77	0.463**	0.609**				
IAL	**5.36**	.9447	76.63	0.603**	0.581**	0.507**			
MCD	**5.09**	.9052	72.78	0.852**	0.848**	0.750**	0.812**		
OP	**4.836**	.925	69.09	**0.695****	**0.675****	**0.539****	**0.639****	**0.749****	**1.000**

**. Correlation is significant at the 0.01 level (2-tailed).
b. Listwise N = 354

Table 5 also showed the correlation results that the CDM as predict variable is positively and significantly correlated with OP. The value of r (0.695**) significant and (p0.000<0.05). This finding suggests that the CDM is an essential factor that comes from effectively investing the advantages of the different cultures in growing and improving OP and making use of it by transforming cultures from a cause of conflict into a source of efficiency and competitive advantages. Results presented that color-blindness, fairness, equal access, integration, and learning positively and significantly linked to organizational

performance. In addition, results revealed that color-blindness, fairness, integration, and learning have positive and strongest relationships with organizational performance. The value of r (0.695**, 0.675** and 0.639**) respectively, significant at the p-values (0.000, 0.000, and 0.000). While the results showed the low relationship between equal access and OP, the value of r (0.539**) significant and p-value (p0.000<0.05).

Table 6: Path Analysis Coefficient, t-Value, and p-Value for The SEM

Hypotheses	Interaction	Standardized Path Coefficient	*t*-value	*p*-value	Decision
H1	**CDM->OP**	$\beta = 0.805$	**25.436**	**0.000**	Supported
H1a	**CB->OP**	$\beta = 0.772$	**22.762**	**0.000**	Supported
H1b	**FAI->OP**	$\beta = 0.738$	**20.521**	**0.000**	Supported
H1c	**EA->OP**	$\beta = 0.577$	**13.252**	**0.000**	Supported
H1d	**IAL->OP**	$\beta = 0.687$	**17.752**	**0.000**	Supported
R Square	0.648				
Adjusted R Square	0.647				
F	646.996				

Note. CB = color-blindness, FAI = fairness, EA= equal access, IAL= integration and learning, MCD = management of cultural diversity, and OP = organizational performance.

As summarized in Table 6, the results showed the value of R Square's coefficient (0.648), indicating the outcome variable OP due to the change in predicted variables embodied by CDM and its dimensions. Therefore, color-blind, fairness, equal access, integration, and learning assume 64.8% of the managers' and employees' perceptions of working at Iraqi telecommunication companies. Furthermore, the results presented an f-test significance where F (646.996), df (1, 352) significance at p-value (p0.00<0.05), which is appropriate for the study model. Thus, these results are clarified that the study model is significant in how the CDM and its dimensions impact OP in terms of improving business activities, enhancing employee productivity, company profitability, innovation, reducing costs, flexibility, and improve quality.

Results showed that CDM positively impacted OP, with a strong coefficient of effect up to (β=0.805), and (p=0.000<0.05) significant, thus, (H$_1$) accepted, which stated that CDM is positively and significantly influence OP of the Iraqi telecommunications companies. Results also revealed that color-blindness is positively and significantly affected OP (β=0.772), and (p=0.000<0.05). When we look at results in Table 6, we can see that fairness as the second component of management of cultural diversity positively and significantly impacted OP with a strong coefficient of effects up to (β=0.738), and (p=0.000). Employment equal access is positively and significantly impacted organizational performance based on survey responses (β =0.577), and (p=0.000), which is less than (0.05). Additionally, culturally integration and learning also positively and significantly impacted OP (β =0.687), and (p=0.000<0.05). Based on these results, we accepted hypotheses (H$_{1a}$ to H$_{1d}$).

Table 7: Independent Samples t-Test According Gender

Group Statistics					
Constructs	*Respondent's Gender*	N	Mean	Std. Deviation	Std. Error Mean
CDM	Female	125	**4.8897**	.9250	.10529
	Male	229	**5.2071**	.8851	.06779
OP	Female	125	**4.6620**	1.043	.11128
	Male	229	**4.9312**	1.059	.08304
Constructs			Levene's Test for Equality of Variances		
			F		**Sig.**
CDM	Equal variances assumed		**.202**		**.653**
	Equal variances not assumed				

| *OP* | Equal variances assumed | **.655** | **.419** |
| | Equal variances not assumed | | |

To check (H_2) regarding the effect of CDM on OP differs to according respondent's demographic characteristics. We used an independent t-test and variance analysis (ANOVA) based on the parametric method to check the variance hypotheses. The significance level of the acquired data is accepted as the p-value greater than (0.05), Levene's test for equality of variances F (0.202; p0.653>0.05) for CDM, and F (0.655; p0.419>0.05) for the OP. The group statistics showed male and female statistical means (4.8897 and 5.2071), respectively, of CDM and (4.6620 and 4.9312) for OP, both smellier at their nature. These results established no variances among male and female managers' and employees' regarding the management of cultural diversity and its impact on organizational performance (see Table 7).

Table 8: Independent Samples t-Test According to Respondent's Nationalities

			Group Statistics		
Constructs	***Respondent's Nationality***	**N**	**Mean**	**Std. Deviation**	**Std. Error Mean**
CDM	Iraqi	333	**5.0598**	1.0971	.06012
	Other Nationalities	21	**5.6531**	.8132	.17746
OP	Iraqi	333	**5.7767**	.9531	.06867
	Other Nationalities	21	**5.7798**	.9469	.20664
Constructs		Levene's Test for Equality of Variances			
		F		**Sig.**	
CDM	Equal variances assumed	**0.858**		**0.355**	
	Equal variances not assumed				
OP	Equal variances assumed	**3.672**		**0.056**	
	Equal variances not assumed				

The results of Levene's test for equality of variances, F (0.858; p0.355>0.05) of CDM. Besides, for the OP, Levene's test for equality of variances F (3.672; p0.056>0.05). However, group statistics showed Iraqi and other nationality statistical means (5.0598 and 5.6531), respectively, of CDM, and (5.7767 and 5.7798) related to the OP of the telecommunication companies in Iraq, which is both the Iraqi and other nationalities perceptions similar at their nature. These results showed no variances among perceptions of Iraqi and different nationalities regarding the management of cultural diversity and its impact on organizational performance.

5. RESULT AND DISCUSSIONS
The ultimate purpose of this research was to explore cultural diversity management and its impact on organizational performance. To reach this, we analyzed the empirical data and tested the research hypotheses. The results showed that managers and employees of Iraqi telecommunication companies agreed on the importance of effective CDM. Managing cultural diversity involves permitting and handling employees' different races, religions, languages, social backgrounds, and intercultural communication skills to be activated and eliminating all forms of discrimination. When companies effectively manage their diverse employees, they can maximize opportunities and benefits from all human elements, capabilities, and talents through different training programs based on cultural diversity. The research revealed, through descriptive analysis, that the surveyed telecommunication companies in Iraq focus on equal employment opportunities without recognizing potential differences due to different cultural backgrounds, as fairness ensures equality and fair

treatment by meeting the need for specific support for minority groups and limiting aspects of social inequality. In this context, management of cultural diversity is a practice used to deal with different human resources to develop, manage, and change their organizational culture. This is done by exploiting human differences and dividing sources to increase the efficiency of an individual's work, improve organizational performance, and improve employee skills (Shen et al., 2009). CDM comes from re-highlighting the importance of the cultural mix in the growth, improvement of organizational performance by transforming it from a cause of conflict into a source of creativity and achieving an appropriate advantage (Andresen, 2007; Mustafa et al., 2020).

The research showed that Iraqi telecommunications companies are considered individuals who fit with their companies when they match their required job qualifications. However, they welcome people from different cultural backgrounds if they meet the requirements of the telecommunications companies that needed skills and experience-however, employee promotion is based on performance, not on an employee's cultural background. Thus, managers at Iraqi telecommunications companies consider qualifications, not cultural background. Therefore, they take equal employment opportunities seriously. Iraqi telecommunications companies favored fairness as essential to give specific support to the employees from disadvantaged groups for their further development. Accordingly, individuals were fit into Asia, Korek, and Zain when they reflect on the demographics of the society in which they are positioned. In this regard, companies could obtain various benefits when effectively applying management of cultural diversity. Since CDM is an essential practice that enhances overall OP and generates a competitive advantage. Mainly because diverse perspectives, backgrounds, priorities, and orientations help companies identify business opportunities and succeed in new markets. Besides, diverse workforce opinions lead to higher quality decisions, help enhance organizational performance, solve complex problems, and ultimately lead to better and more creative decision-making (Agrawal, 2012). Regarding equal access as the significant component of CDM, survey respondents agreed that Asia, Korek, and Zain provided specific jobs/functions for which individuals of different cultural backgrounds are exceptionally well qualified. They focus on matching employees' cultural backgrounds with clients and foster their companies' quality and performance. Based on that, individuals were fit to these when employees' diversity matches the diversity of clients. Further, results presented managers and employees working in Iraqi telecommunications companies significantly agreed on the importance of integration and learning. Thus, they highly agreed that cultural diversity brings new ideas and knowledge to various business units and improves organizational performance. Therefore, diversity benefited Iraqi telecommunications companies to become more innovative and improve organizational performance. Our findings are in line with Ayega and Muathe (2018) who investigated the relationship between cultural diversity and employee performance, and the results revealed that cultural diversity is positively and significantly related to employee performance; therefore, effectively managing cultural diversity improves the company's performance. The findings on OP demonstrated that the managers and employees in Iraqi telecommunication companies agreed that managing cultural diversity was an essential factor for improving OP as Iraqi telecommunication companies can yield the desired result as a critical part of the service companies. Where management encouraged employees to join teamwork and participation in providing opinions to improve service performance, they also can resourcefully generate, create, enhance, and produce services is vital. The result showed that surveyed telecommunication companies have service quality (as a measure of excellence and significant variations). Their profitability was a financial profit or gain that achieved a

competitive advantage. Telecommunication companies in Iraq can accomplish jobs/functions with a minimum expenditure of time and effort. The quality of work-life within these companies can improve their personal lives through their work environment and experiences that can enhance their competitive advantage. However, the innovation process transforms an idea/invention into a service that creates value and is vital to endurance.

6. CONCLUSIONS

In this research, we have established correlations between model constructs as the primary step before checking hypotheses. The results presented that CDM is positively and significantly correlated with OP. Results also revealed that color-blindness, fairness, integration, and learning have positive and most substantial relationships with OP. In contrast, the results showed a low relationship between equal access and OP. The influence results showed that CDM positively impacted OP, with a strong coefficient of effect. Moreover, results revealed that color-blindness is positively and significantly affected OP. Fairness as the second component of cultural diversity management positively impacted OP considerably with a strong effect coefficient. Employment equal access also is positively and significantly impacted OP. Additionally, cultural integration, and learning also positively considerably influenced OP. Results established no variances among male and female managers' and employees' regarding the CDM and its influence on OP. Besides, the results showed no variances among perceptions of Iraqi and different nationalities.

6.1. Recommendations and Implications

In businesses, including telecommunication companies, CDM has become increasingly important. Therefore, CDM refers to the combination of social background, culture, and valuable educational experiences. While it is needed to understand the differences between the diverse groups in the organization, it is necessary to address differences in top management as they can affect OP and culture. Another characteristic of a culturally diverse society is market adjustment. Thus, a multicultural society also makes a multicultural market with different needs. In this regard, service companies, including telecommunications companies, would be prepared to diversify their marketing and promotional campaigns for services. This is another context in which the employees in cultural diversity are a practical competitive advantage. An effectively managed cultural diversity employee can rapidly take effective promotion methods to satisfy a multicultural market and capture multicultural clients. Besides, diverse employees can offer better service ideas for multicultural clients. This research has practical and managerial contributions.

The results can benefit managers within telecommunication companies, mainly selecting and implementing the strategies related to culturally diverse workforces and making an appropriate environment for them. The findings also contribute to better understanding OP improvement and realizing the factors affecting employees and OP. Cultural diversity is an additional value within organizations, including telecommunication companies, if the culturally diverse employees can take the necessary measures to reach lawfulness by identifying cultural differences as a natural thing in all humanity and an organizational feature. That enables the companies to benefit from its advantages and strategy, mainly investing different abilities to enhance organizational performance. Effectively managing cultural diversity also allows companies to all to serve the operations and urgent response to the problems that may arise from cultural differences, which imposes on it the embodiment of the principle of respect for the other within organizational practices, especially from the point of view that it is a moral obligation.

6.2. Limitations and Suggestions for Future Studies

This research may not be without limits since the data collection instrument was a survey questionnaire. However, the empirical data was collected during the covid-19. Hence, it affected our abilities to obtain larger samples. The research population was only among the telecommunication companies in Iraq, such as Asia, Korek, and Zain; based on that, a larger sample may have produced better results generalization. So, future studies had better attention to a different and larger population sample, such as manufacturing companies, including international companies.

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