

THE BRITISH UNIVERSITY IN DUBAI

DUBAI

UNITED ARAB EMIRATES

Exploring Barriers to Multiculturalism and Gender Diversity in KSA and UAE: A Comparative case study

A dissertation submitted in partial fulfillment of the requirement for the degree of MSC in Project Management.

Advisor

Dr. Paul Gardiner

By

Rania A.M Lutfi

November 2009

DISSERTATION RELEASE FORM

Student Name	Student ID	Programme	Date
Rania A.M Lutfi	60098	MSc Project Management	1 st November 2009

Title Exploring Barriers to Multiculturalism and Gender Diversity in KSA and UAE: A Comparative case study

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Acknowledgements

Special thanks and appreciation to (Dr. Abubakr Suliman, Dr. Kasim Randeree and Dr. Mohammed Dulaimi) for assisting and guiding me through the initial stages of my dissertation. I also extend my thanks to my supervisor (Dr. Paul Gardiner) for his guidance.

To my parents, my father Prof. Lutfi for his watchful eye, to my mother Prof. Maha A. Hadi for her motherly constant support and encouragement, you have been always been my mentor and inspiration, I am grateful as I thank you for your love, patience and guidance through tough times.

To both my sister (Dina Lutfi) and brother (Hadi Lutfi) for their assistance in conducting surveys and continued support and encouragement. To my aunt (Sarah A. Hadi) for her assistance in providing statistical data. To my brother (Samih Lutfi) for his help and feedback.

To my friends (Sara Abuljadayel & Iman Assalama) for their assistance, guidance and offering valuable advice through various stages of my dissertation.

To my employer (Multiplex) for their generous financial support, for that a special thanks goes out to (John Ferguson, Graeme Robson and Chris Foster) for making this opportunity a possibility and being supportive of my career choices. I also like to thank all my coworkers and everyone who has made this study a possibility.

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Abstract

On the global scale, organizations are becoming increasingly diverse, while facing difficulties in maintaining a balanced multicultural work environment due to the increasingly diverse cultures, religions and growing presence of women in the workforce.

Recent reports have highlighted the need for companies to become more aware of multiculturalism and yield positive workplace practices. Considering the mounting size of the global market and the fierce competition, the need for organizations that can deliver company objectives within and to a diversified world cannot be overemphasized.

Organizations commonly focus on developing training programs and appraisal procedures to fulfil the company objectives but often overlook obstacles to multiculturalism that can negatively influence organizational goals. This study attempts to explore workplace obstacles related to a multicultural and gender diverse environments through focusing on cultural, racial, and religious backgrounds of multiculturalism influencing the work environment and performance.

In an attempt to assess the extent of how these factors influence employees and their work environment in both United Arab Emirates and Saudi Arabia, a structured pilot tested survey was utilized. The study relied on personal interpretations to determine how multicultural and diversity climates are perceived amongst varying groups and how individual backgrounds influence perceptions and decision making processes. Demographic variables such as race, culture, religion and gender were explored to assess their influence on both individual and organizational multiculturalism and gender diversity.

The aim of the study was to gain insight on influences of demographics on multiculturalism and for organizations to gain an in depth perspective to obstacles in order to overcome them and not to gain an in depth understanding of a culture. Key findings of the research were based on survey results and literature review. Results suggested demographic make-up of individuals can influence the extent of which an organizational environment can be perceived as multicultural.

استكشاف العوائق أمام التعددية الثقافية والتنوع بين الجنسين في السعودية والإمارات : حالة دراسة مقارنة

خلاصة

على الصعيد العالمي ، المنظمات أصبحت متنوعة على نحو متزايد ، في حين تواجه صعوبات في الحفاظ على توازن بيئة عمل متعددة الثقافات نظرا لتنوع الثقافات على نحو متزايد والأديان وجود متزايد من النساء في القوة العاملة.

وأبرزت التقارير الأخيرة الحاجة للشركات لتصبح أكثر وعيا من التعددية الثقافية وإنتاج الممارسات الإيجابية في أماكن العمل. ونظرا لتزايد حجم السوق العالمية والمنافسة الشرسية ، الحاجة للمنظمات التي يمكن أن يحقق أهداف الشركة داخل وإلى عالم متنوع لا يمكن إغطاؤها الأهمية الكافية.

المنظمات تركز عادة على تطوير برامج التدريب وإجراءات التقييم لتحقيق أهداف الشركة ولكن غالبا ما تتجاهل العقبات التي تعترض سبيل التعددية الثقافية التي يمكن أن تؤثر سلبا على أهداف المنظمة. هذه الدراسة محاولة لاستكشاف العقبات في أماكن العمل ذات الصلة لمختلف البيئات والثقافات وبين الجنسين من خلال التركيز على الخلفيات الثقافية والعرقية والدينية والتعددية الثقافية التي تؤثر على بيئة العمل والأداء.

في محاولة لتقييم مدى تأثير هذه العوامل كيف الموظفين وبيئة عملهم في كل من الإمارات العربية المتحدة والمملكة العربية السعودية ، استخدم اختبار مسح خاضع للتجربة. واعتمدت الدراسة على التفسيرات الشخصية لتحديد كيفية ومدى تأثير تعدد الثقافات وتنوع المناخات بين الجماعات المختلفة ومدى تأثير خلفيات الأفراد في إدراك الحسي وعمليات صنع القرار. المتغيرات الديموغرافية مثل العرق ، والثقافة ، الدين والجنس استكشف لتقييم تأثيرها على الصعيدين الفردي و التعددية الثقافية للمنظمات والتنوع بين الجنسين.

وكان الهدف من الدراسة هو الحصول على فكرة عن تأثيرات العوامل الديموغرافية على التعددية الثقافية وللاكتساب المنظمات فهم متعمق للعقبات من أجل التغلب عليها وليس الهدف اكتساب فهم في عمق الثقافة. واستندت النتائج الرئيسية للبحث على نتائج المسح واستعراض المواد المطبوعة. واقترحت النتائج أن الخلفيات الديموغرافية للأفراد يمكن أن تؤثر على مدى الذي يمكن أن ينظر إلى بيئة

تنظيمية بأنها متعددة الثقافات.

Introduction

1.1 Introduction

With the evolving globalization and emerging diversity, cultural conflict amongst employees across organizations comes as no surprise. An increase in organizational awareness with regards to multiculturalism is necessary for organizational sustenance and accomplishment in business industries. Previously organizations have mainly relied on employee competence and efficiency but are increasingly realizing that this alone is not sufficient to enhance productivity and are gradually shifting focus to managing diversity towards maintaining a competitive advantage.

Diversity management of human resource management has gained interest over the past century, since then many reported studies attempted to establish its influence on both group and organizational performance, however, the results have been dispersed and inconclusive. Yet, offered constructive recommendations and guidelines for managing diversity through awareness and training. Each organization may then set policies tailored to the organizational environment and nature of work conducted.

In this study, a comparative analysis of both multicultural diversity and gender diversity was performed between two prominent industries in the Arabian Peninsula, namely the booming construction sector in the United Arab Emirates (UAE) and the health and medical sector of Kingdom of Saudi Arabia (KSA). These were selected as

they were believed to provide a wider range of multicultural and gender diversity opportunities within the respective countries.

Recent government led moves to Emiratisation and Saudization have focused on managing diversity through governmental policies to employ its own citizens in both public and private sector industries in a move to reduce the countries dependence on foreign workforce. Such policies encourage employment of the countries citizens in what appears to be largely dominant expatriate communities. As this is still taking place, the success of these policies are yet to be determined.

This research identifies various definitions of multiculturalism and understanding their different viewpoints. The study will also focus on different elements of diversity such as race, cultural diversity, cultural dominance, language, religious beliefs and gender which will be used as the basis for the comparative analysis. Two case studies carried out simultaneously as a form of comparison to determine factors of influence in their multicultural environments.

Survey results of the selected case studies were used to determine factors of influence to which recommendations were drawn to provide suggestions to tackle problems that act as organizational barriers to multiculturalism and gender diversity in the workplace.

Research methodology and analysis will outline collective perspectives on readiness to accept and adopt a multicultural lifestyle. Limitations and recommendations lead to the conclusion of the research study.

1.2 Problem Statement

As organizational competition grows fiercer, businesses are globally faced with managing an array of work conflict that often generate from misunderstandings that can lead in minor cases to resolvable disputes and in more serious cases to mental or physical harm, impacting both group and organizational performance negatively. (Stevens and Sanchez-Burks, 2008)

It is every organizations objective that every employee adds value by aligning his or her objectives with the organizations corporate goals. It is becoming quite a challenge to retain good national and expatriate employees due to so called 'office politics' and cultural clash that negatively impact work progress and therefore hinder organizational objectives. (Bertone and Leahy, 2003)

Also, whether it's due to nature of work requirements or familiarity of working with women, many organizations in the Arab world relate to problems arising due to gender related issues. In these situations, general awareness and empathy is required to be embedded in organizational policies to enable an efficient work environment. (Sulaiman *et al*, 2001)

1.3 Aims & Research Questions

This dissertation focuses on establishing means to effective diversity management by addressing basic social needs that influence demographic diversity in a multicultural environment while exploring factors that promote coherence of diverse cultural identities within the society.

Basic demographic characteristics are defined and analyzed against personal perspectives of diversity. Two examples are presented and explored in United Arab Emirates and Saudi Arabia. The two countries were selected for the research study on account of their diverse workforce and gender imbalance, and due to similar governmental policies in promoting nationalism and female

employment and availability and access to data. Policies aimed at reducing unemployment ratios for the countries citizens, do not address their influences on expatriate employees as well as the work environment and work efficiency.

This has led to formulation of the following research questions:

-What are the various cultural and religious backgrounds encompassed in the UAE and KSA?

-What are the factors that influence cross cultural conflicts?

-What are the underlying reasons behind gender bias?

To determine the influence of demographic factors on organizational multiculturalism as a means to determine barriers to multiculturalism and gender diversity in UAE & KSA, this paper examines four demographic (diversity) factors pertaining to individuals: gender, race, religion, and culture. The two main goals of this study are:

(A) To determine the extent of influence demographic variables have in organizational multiculturalism and their obstacles

(B) To determine the influence of gender ratios in female employment opportunities.

1.4 Objectives & Hypotheses

From the stated aims of the study, the objectives for research are:

-Identifying factors that encourage natural cultural segregation due to intrinsic cultural beliefs

-Identifying factors that influence people tolerance towards cultural and religious backgrounds

-Identifying factors that influence diverse cultural beliefs regarding gender

Therefore, the primary consideration of this study is to:

Firstly - Identify key factors that influence organizational diversity

Some examples of gaps found in literature in identifying factors of influence include research findings by Stevens and Sanchez-Burks (2008) which identified both favourable and negative results to organizational diversity but fell short of identifying factors of influence.

Similarly, studies by Burkard *et al*, (2002) suggested that experiences of prejudice in the workplace directly influences career decision-making processes for minorities.

A field study presented by Cady & Valentine (1999), to measure team diversity demonstrated that diversity as it relates to age, sex, race, and function, had no influence on quality of innovation, while sex and race had both negative and positive influences on quantity of innovation. Also, it was realized that race and sex negatively influenced perceptions of teaming deliberations.

Tayeb (1997) on the other hand, examined the influence of religion in the workplace and deduced that religion influences organizations through cultures. Similarly, Herbig & Dunphy (1998) also deduced that religion can be a factor of influence because it stipulates proper conduct, including workplace practices.

Demographic studies by Williams & Meân (2004) revealed that gender structure to influence outcomes such as performance and emotional conflict. While other studies report no effects of gender makeup on the same resulting variables.

Secondly - Identify means to minimize negative influences

For example, studies carried out by Bertone and Leahy (2003) identified hostile reactions leading to prejudice and discrimination within organisations are a reality that organizational strategies must address.

Accordingly, the following hypotheses will be tested:

H1 – There is a significant relationship between demographic characteristics and organizational multiculturalism

H2 – There is a significant relationship between demographic characteristics and women employment opportunities

H3 – Diverse cultural backgrounds influence project outcome

H4 – Gender bias perception is significantly influenced by male to female ratio

Literature Review

2.1 Diversity and Multiculturalism

Cultural diversity can be described as a mixture of cultures within a province or an organization. It ranges from language and dress to the way individuals perceive and interact with their environment. Such differences are believed to have been driven from human migration patterns.

The term culture can be expressed in many ways. However, the term is most commonly used to encompass formations of human understanding, as well as behaviour and beliefs, which are influenced by social factors. In an organizational context, culture is used to demonstrate shared values, attitudes, objectives, and procedures that exemplify an organization or a group.

Herbig & Dunphy (1998) describe culture as a comprehensive system of interactions which encompasses both technical and biological behaviours of human beings with both verbal and nonverbal methods of expressive demeanour. Thus, culture is the collective lifestyle that includes predictable issues such as beliefs, behaviour, principles, verbal communication, and mutual living customs within a society.

Culture includes both explicit and implicit policies by which life experience is understood. And so, the purpose of culture is to determine forms of behaviour, performance standards, and methods of dealing that will lessen ambiguity, enhance predictability, and thus encourage growth among the members society.

Culture impacts behaviour and justifies how a group processes information and cultural connotations to render some actions normal and while observing others as odd or erroneous.

It is suggested that cultural beliefs, values, and customs continue to be adhered to as long as they generate contentment. On the other hand, when members of a society are not fully satisfied by a particular aspect, it is then modified or replaced, to be in accordance with the contemporary needs of the society. Therefore, culture slowly and constantly transforms to meet society's needs. (Herbig & Dunphy, 1998)

The terms 'Culture' and 'Ethnicity' are frequently used interchangeably. However, Vasta (1993) suggests the term 'ethnicity' stipulates a rather intricate relationship between different cultural groups and the political and economic structures of societies as a whole. (Vasta, 1993)

The term 'Race' on the other hand is proclaimed by Wester (2008) to refer to subdivisions of humanity linked to both geographical and physical attributes. Characteristics linked to *Race* are regarded as persistent and inflexible; attitudes towards characteristics linked with race rarely change over time. (Wester, 2008)

While proposing to define 'cultural groups' by category, Pierik (2004) identified three possible categories. The first refers to cultural groups as "a set of individuals who are categorized by an individual attribute." The second definition is placed within society, where this group of individuals are identified from people in general through their attitudes, beliefs, customs, or behaviour. The third definition categorizes cultural groups through their practices, attitudes, behavior and beliefs as they are commonly accredited to affiliates of a group. (Pierik, 2004)

With regards to diversity, Stevens and Sanchez-Burks (2008) defined diversity as "the degree to which a workgroup or organization is heterogeneous with respect to personal and functional attributes". Literature review carried out by Stevens and Sanchez-Burks have dubbed diversity a "double-edged sword" as it supplied varying findings on outcomes of diversity. Some research findings favourable results, such as enhanced creativity, productivity, while other research findings having negative influences on organizational outcomes such as rise in conflict, decreases social

interaction, and reservation towards decision-making and development. (Stevens and Sanchez-Burks, 2008)

Through migration of immigrants to the Arab world, clash of civilizations is expected. However, with the cultural tolerance exemplified by many Arab countries, many such cases are seemingly nonexistent.

Bertone and Leahy (2003) recognised that managing diversity in organizations has grown in popularity due to the competitive advantage it offered when individual differences are used as a source of strength.

Organizational diversity studies performed in Australia by Bertone and Leahy (2003) revealed that even for highly knowledgeable and skilled migrants, many understated yet critical employment obstacles remain. Such obstacles mainly pertain to matters of 'comfort levels' in the workplace and the extent to which people with foreign accents, customs and ethnic mannerisms are recognized and acknowledged by the dominant group. Actions leading to prejudice and discrimination towards a group's identity are likely to influence people's behaviour within organizations in aspects such as work ethics and loyalty. Hostile reactions from dominant groups are believed to be a reality that organizational strategies must address. (Bertone and Leahy, 2003)

Clash between majority and minority groups are a reality that exists in every organization and locality. The attitudes of the majority towards the minority group are often what govern the relationship.

Behaviour however is not necessarily influenced by organizational environments. Sanders (1980) also believes that all people are to a degree, 'culturally bound' and that every culture provides individuals with a sense of individuality and behavioural attributes. (Sanders, 1980)

Also, in regards to diversity, Kamp & Hagedorn-Rasmussen (2004) have drawn on the topic of 'globalization'. They contend that geographical distances are shrinking and that cultural borders are disappearing. As a result globalization puts pressure on organizations to adapt their services and products and their relations to suppliers to the multicultural markets. In this situation, a workforce with 'transnational' capabilities

is considered key to competitive advantage as they are able to ease the way in to new markets through their knowledge and ability in dealing with cultural differences. Thus, cultural diversity at the work place can be used as a trademark that stakeholders can relate with an organization. (Kamp & Hagedorn-Rasmussen, 2004)

When looking at attitudes concerning diversity, der Zee et al (2009) deduced that product of diverse groups may not only vary as a functional structure of group characteristics; they may also be influenced by a general inclination of individuals to anticipate constructive or destructive results from diversity. Research has observed the bearing of individual diversity variables such as cultural understanding and tolerance towards effective performance in a culturally diverse work environment. (der Zee *et al*, 2009)

It is argued by Burkard et al (2002) that quantifying injustice, bias, and positions towards diversity in the workplace is essential for two crucial reasons. The first being that businesses are gradually realizing the need to deal with diversity and multicultural matters in workplace procedures, and the Second, professional psychologists and analysts are identifying the impact of bias and prejudice on career development, especially for skin colour. For example, research has suggested that views of racism and sexism in the place of work may result in some African American women restraining their career options. The example provided by Burkard et al (2002) identified that some African Americans believed they were unable to develop their career objectives due to perceived environmental obstacles within organizations. Studies suggest that experiences of prejudice in the workplace directly influences career decision-making processes for minorities. (Burkard *et al*, 2002)

Poster (2008) believes that the term diversity in organizations implies an obligation to social justice and appreciation for underprivileged workers, yet it can be understood in different ways by corporate members. (Poster, 2008)

The term multiculturalism generally refers to the main beliefs of encompassing people with different cultural and religious backgrounds.

In general, the term multiculturalism refers to applied principles of ethnic, racial and cultural diversity within the demographics of a particular location.

In some cases, governments have official guidelines of multiculturalism intended to encourage social harmony by identifying and preserving diverse cultural identities within their societies. In this framework, multiculturalism promotes a society that offers impartiality to diverse cultural groups, with no one culture dominating over another. The main beliefs of multiculturalism remain a controversial topic as it is usually opposed by those who defend specific cultural principles.

Sanders (1980) established that multiculturalism is a system that acknowledges the presence of cultural diversity; it also acknowledges the requirement for tolerance and appreciation towards different cultures and the value of understanding and accepting the motivational forces of cultural diversity and people relations at work.

Multiculturalism denotes a philosophic approach wherein it is possible for a person to keep what is unique and innovative in his or her own culture and simultaneously be able to gain and combine varied ethnic customs of a diverse society.

Multiculturalism accentuates the need to identify with and relate to different cultures and perceives cultural differences in a positive light. Multiculturalism stipulates being against the concept of a sole dominant culture. (Sanders, 1980)

In view of organizational diversity according to Grimes & Richard (2003), it is believed that affiliates of different administrative groups have different experiences, principles, standpoints, and cognitional approaches. These differing outlooks enhance managing difficulties, decision-making, and creativity which, sequentially improves organizational effectiveness as these skills are necessary in modern-day environments. A conflicting view implies that demographic diversity within organizations leads to problem escalation in interaction, dysfunctional conflict, and a likelihood for reduced performance.

It was identified however that diversity is not the mannerism of an individual but rather a combination of the diverse characteristics of members of a group or organization. Grimes & Richard also highlighted matters that are often critical subject matters for managing diversity, some of which include: age, religion, ethnicity, gender, language and social class. (Grimes & Richard, 2003)

In this report, the author will focus on key factors influencing diversity in the UAE & KSA which are: gender, race, religion and culture. Language barriers between different nationalities within a community or organization can also hinder multiculturalism and diversity management processes.

When it comes to managing diversity, Kamp & Hagedorn-Rasmussen (2004) defined 'diversity management' as a management theory that gives emphasis to the importance of differences among individuals in organizations and encourages managers to benefit from diverse employees so as to facilitate and maintain a competitive advantage. (Kamp & Hagedorn-Rasmussen, 2004)

Pierik (2004) acknowledges that cultural differences should be recognized as the end result of psychological and social processes where cultural diversity can only be recognized after social classifications have been accumulated both socially and mentally. Thus, cultural differences are observed as the outcome of social processes of classification that have been reconfirmed and reified with time.

Pierik (2004) also maintains that different civilizations are structured in a different way, and these basic structures can change with time. Just as different countries have diverse historical backgrounds, diverse categorization processes follow.

Even though official ethnic classifications were discarded over a century ago, yet racial categorization are still observed and racial generalizations and stereotypes are still commonly present in many contemporary societies.

However, one cannot avoid being characterized or labelled by gender, or skin colour, merely because such categorical differences are rooted in the social structures. Gender inequity is the result of clash of stereotypes and standards linked to

femininity and masculinity. Cultural group distinctions are shaped by a history differentiating social categories, founded on labelling and typecasting. Thus, cultural groups project their distinct backgrounds. This accounts for the subtle nature of these dissimilarities within social structures. (Pierik, 2004)

Similarly, Stevens and Sanchez-Burks (2008) examined the demographic make-up of organization in the United States where organizations are constantly struggling with diversity management in the workplace. Through many forms of diversity initiatives that had been implemented, the authors deduced that effective and positive organizational change is achievable by developing and nurturing social relationships at work to allow affiliates to advance to their highest capabilities. (Stevens *et al*, 2008)

Studies deduced that demographic minorities that are usually underrepresented within their organizations and are those commonly belonging to ethnic minorities and women. As these groups have become an important part of the workforce, influencing this diversity has significant consequences on individual and in turn organizational performance. Thus, the need to create environments that are responsive to organizational diversity is greater than ever. By using diversity as a resource that is dealt with in a manner that encourages inclusion and lowers resistance, organizational diversity provides opportunities for employers to produce change that encourages positive employee's capabilities.

Establishing a diverse and positive work environment is in fact rather challenging as people generally use social classification derived from demographic differences to understand their diverse atmosphere. This in turn breaks down social stability and may lead to dysfunctional conflict. Thus, organizations should not give in to changes in the demographic composition of their workforce's, nor conflict that often accompanies these changes. Considering diversity as an opportunity as opposed to a threat generates opportunities for greater organizational understanding. Organizations that overlook or fail to recognize ethnic diversity, aggravation, discontentment, and conflict will likely follow, especially so for minorities with high racial identities. (Stevens *et al*, 2008)

It has been acknowledged by Sanchez & Medkik (2004) that cultural diversity management surpasses goals of equality through adopting the competitive advantage of workforce diversity. One of the key objectives in managing cultural diversity is making the most of the strong points of today's diverse labour force, dealing with outcomes of past prejudice, and lessen social stress and conflict. Therefore, diversity training is expected to support in attaining organizational diversity management objectives. (Sanchez & Medkik, 2004)

Diversity is progressively recognized as one of the most important challenges confronted by all organizations today. And because the responses towards diversity are divided among the general public and administrative directors in particular, organizations have started to exploit methods of accomplishing diversity in diverse approaches.

Mosley (1998) suggests that there are several approaches by which behaviour can be managed. One method to apply diversity initiatives by managers would be to support suitable actions of employees in the organization. This can be achieved through the acknowledgment of employees, financial incentives, or offering useful feedback procedures. Recognition of employees by their leaders reveals to all employees that the leaders are ready to recognize when the proper behaviour is exhibited. Comprehensive research has verified that if done properly, acknowledgment and appreciation and social attention is at no cost, and can be just as efficient as financial rewards. (Mosley, 1998)

An example of common viewpoints regarding diversity within organizations was provided by Pringle & Scowcroft (1996). The example was carried out in the form of a survey in a US government department. Results of the survey conveyed that men were under the opinion that racism and sexism was nonexistent within the organization and that women and minority groups did not face specific promotion obstacles. However, women and minority groups in the organizations had a different viewpoint. Results revealed that 'men, women and minority groups did not share a

common organizational culture; but rather each group characterizes and experiences organizational environment in distinctive ways. (Pringle & Scowcroft, 1996)

Team diversity was described by Horwitz (2005) as both a dynamic and a complex experience. Managing team diversity has become a critical organizational concern as the work force has become more diverse and more importance is placed on teamwork. (Horwitz, 2005)

Stevens et al (2008) maintained that a multicultural attitude towards diversity accentuates the benefits of workforce diversity and openly acknowledges employee dissimilarities as a source of strength. Organizations endorsing initiatives based on multicultural beliefs are particularly appealing to minority groups because diverse backgrounds are acknowledged as being different, and group characteristics, such as ethnicity, race and religious affiliation, are preserved and accepted.

While multiculturalism should encourage a receptive organizational climate, multicultural diversity schemes often diminish and fall short of their objectives, or fail in totality because they are generally met with noncompliance and defiance from non-minorities.

Due to the fact that organizations are progressively more diverse, social classification such as race and gender may become exceptionally obvious in employees' day to day interactions. A vital factor in the creation of a really all-encompassing climate is moving beyond surface-level policies that display an understanding of diversity and motivating individuals but rather to incorporating diversity into employees' work lives by appreciating self and one another within the organizational context. (Stevens *et al*, 2008)

It is maintained by Vasta (1993) that a broadly understood impression of ethnicity and multiculturalism is one where culture is considered a way of life. This includes rigid, consistent customs and beliefs and a sense of belonging to others with comparable characteristics. As a result, ethnic minority cultures are perceived as

fixed and are understood to be based on the political principles of maintaining a tradition of cultural distinctions that have been imparted through history.

Thus it is suggested the requirement to deviate from culture being described simply as standardized and fixed set of belief systems, traditions and customs which repeats itself in a non-historically and non-politically. Culture is not consistent; but rather it is dynamically structured and restructured within certain historical and political framework.

Case studies performed by Vasta (1993) established that many migrants have acquired awareness and policies for resistance through discrimination and difficulties they encounter, at both their personal and social levels. Therefore, both identity and culture must be portrayed as dynamic group procedures that connect historical processes with present day conduct. Ethnic minority cultures can develop into cultures of resistance which function in distinct ways. (Vasta, 1993)

Reitman (2005) maintains that governments should venture for impartiality between competing perceptions of the good, including the management of gender; it should implement an attitude of tolerance with regard to cultural diversity. (Reitman, 2005)

Every culture consists of a system of attitudes, values, beliefs, and norms that give value and importance to both individual and shared identities. And so, no one culture is innately superior or inferior to the other. Sanders (1980) believes that all cultural practices are equally justifiable as variations to human experience. (Sanders, 1980)

It is suggested by Mosley (1998) that assignments overseas are a useful way to support a diverse environment. When assuming roles in other countries, employees develop an understanding of other cultures. Expatriates often learn compassion towards people who exist in a setting where they are seen as different. Also, managers can learn new communication methods and various government regulations. There are numerous benefits believed to be linked with having both managers and employees acquiring experience in other parts of the world. When it comes to achieving diversity objectives, it is considered of value to organizations in

providing opportunities for managers and others to spend some time mixing and interacting in other cultures. (Mosley, 1998)

Diversity should entail developing cultural awareness. Pitts believes that employees who value each others differences are able to draw on into such differences effectively and use diversity to their advantage in yielding improved work outcomes. And thus, employees who do not appreciate diversity will not find it meaningful to explore cultural diversity, resulting with conflict, segmented work groups, and remote chance of creating cultural synergy. (Pitts, 2006)

Sargent & Sue-Chan (2001) argue that studies have been consistent in finding a positive connection between diversity and turnover; although, both positive and negative relationships concerning performance and diversity have been reported. One reason behind the disparity in results concerning performance and diversity relationship is linked to diversity and group processes developed that either hamper or facilitate their performance.” (Sargent & Sue-Chan, 2001)

It is suggested that awareness of another country's culture can lessen the amount of failures and thus the financial losses of doing business there. One example provided by Abbasi & Hollman (1993) illustrated that two or more out of every three business associates delegated to Saudi Arabia were brought home early as a result of problems occurring as a result of cultural differences.

It is also believed that distorted cultural understandings may possibly result in problems that have significant repercussions in business relations among and within firms. Thus, it is imperative that managers become familiar with, and familiarize themselves to the cultures of nations in which their organizations function. Abbasi & Hollman (1993) believe that culture is embedded in behaviour, habits, values, beliefs, principles, and traditions attained by members of a society. A visiting manager assigned to a foreign country should be open and flexible and make an effort to familiarize him or herself with this different culture and county and be able to assess situations based on facts rather than prejudice. A visiting manager should also be

respectful local values even if he or she does not understand or agree with them, while recognizing that people of other cultures are uniquely different, and not inferior. This can be a difficult concept to grasp and therefore, Cross-cultural training for travelling managers or company representatives assigned to a foreign country is very important. (Abbasi & Hollman, 1993)

Manshor et al (2003) believes that an organisation's success mainly rests on its employees since people are an organization's most valuable asset. Therefore, a hiring managers' role happens to be very important as they are required to employ the right people for the right job.

Manshor et al (2003) study is significant as it was carried out in a multicultural society comprising of three dominant races, namely: Chinese, Malay, and Indian. It was maintained that, there was no explicit discrimination law on employment, unlike in countries such as the USA that has equal employment opportunities and affirmative action laws that manage the actions of organisations with regards to discrimination matters. (Manshor et al, 2003)

Similarly, with regards to discrimination laws on hiring, UAE's article 34 of draft labour law of 2007 states that:

"International law clearly prohibits employment discrimination. The Universal Declaration of Human Rights recognizes that there shall be no discrimination based on gender in the enjoyment of the right to work, to free choice of employment or to just and favourable conditions of work and explicitly that all have the right to equal pay for equal work. This is further articulated in the ICESCR which protects the "equal right of men and women to the enjoyment of all economic, social, and cultural rights" in the Convention, including the "right to work." The Convention on the Elimination of All Forms of Discrimination Against Women explicitly guarantees the right of women "to the same employment opportunities" as men, including the "right to free choice of profession and employment" and the right "to equal remuneration... and to equal treatment in respect of work of equal value." Similarly, the ILO Declaration includes "the elimination of discrimination in respect of employment and occupation" among the fundamental workers' rights that all ILO members have a duty to uphold.

In violation of international standards, however, the proposed UAE labour law prohibits night work for women except in certain enumerated circumstances, bans women from “any job that is hazardous, arduous or physically or morally detrimental or on any other work as may be specified in a resolution by the Minister, after consulting the concerned authorities” (Article 30), and suggests that women have less capacity by limiting vocational training programs to “the actual endurance of children and women”

Devriese, L (2008) used the United Arab Emirates (UAE) as an example of a society tackling the waves of modern transitions on one hand and traditional preservation of women rights on another. Devriese goes on to explain how the UAE and the Emirate of Dubai specifically, has developed into a ‘global crossroads’, where a variety of cultural and social backgrounds exist in mutual acceptance of each other’s ideologies. (Devriese, 2008)

Age and race are considered significant variables in researching team composition since they are characteristics that can be observed and generally used for social classification. The normal trend for people to label themselves and judge themselves against others can bring about typecasting of others and consequently separation in social groups diversity. Timmerman’s (2000) social categorization theory would thus foresee that groups comprising of people of different ages and/or races would be less productive due to conflict and deficient in collaboration shaped by stereotyping. Similarly, groups of analogous individuals should demonstrate a reduced amount of conflict and better task performance. Another possibility, suggests that diversity is possibly positively linked to group performance. Therefore, it is likely that diversity can play a part in performance and quality in instances where diversity is required, recognized, and valued. (Timmerman, 2000)

Witherspoon & Wohler (1996) maintain that diversity in the place of work is not a new occurrence; as personal differences have always existed, even amongst homogeneous groups, but suggests that the increased interest in diversity as a subject matter of organizational inquiry is fairly recent. Given the rapidly transforming

demographics of the U.S. labour force and the increasing globalization of businesses in the U.S., this matter is, in fact, an occurrence of great operational and strategic significance for organizations operating both public and private sectors.

Thus, dealing with issues of diversity in the workplace is a management challenge because the notion of diversity is still emerging. Workplace diversity has been observed as a relatively one-dimensional concept that determines the establishment of organizational strategies for valuing or managing it. But exploring this diversity entails a multidimensional vision that identifies it as a matter of organizational change as it is a question of individual differences, equality and justice. Diversity is as much it is a matter of human resource management policy as it is an ethical matter. (Witherspoon & Wohler, 1996)

An authentic field study was presented by Cady & Valentine (1999), to measure team diversity. Results of collected data demonstrated that diversity as it relates to age, sex, race, and function, had no influence on quality of innovation, while sex and race had both negative and positive influences on quantity of innovation. Also, it was realized that race and sex negatively influenced perceptions of teaming deliberations. Research conducted on demography investigating age, sex, race, and function, has been dubbed the “double-edged sword”, on one hand, information and assumptions made on decision-making theories forecast that diversity brings about escalation cognitive processing, thorough analysis, and enhanced use of information. The outcome is improved creativity and problem solving, increased flexibility, promoting first-rate innovation. These positive results appeared to be unrelated to how well the group processes work. Conversely, similarity/attraction theories forecast that diversity reduces liking, communication, and team cohesiveness. It also predicts that diversity adds conflict and communication problems; reduce levels of emotional attachment and group appeal. (Cady & Valentine, 1999)

In an organizational context, Chrobot-Mason & Thomas (2002) believe that interface between organizational and individual racial identities have repercussions for the advancement of employee minority groups using the performance feedback

evaluation procedure. Ideally, feedback procedures give employees the chance to comprehend how their work is assessed to meet organizational needs and whether they are satisfactorily meeting their individual performance targets set by the organization.

Therefore, the employees receive constructive information on how to modify his or her behaviour suitably to be able to achieve upcoming performance targets/objectives. Yet, a substantial amount of research indicates that performance feedback is normally met with bias, due to discomfort especially for minority employees. One of the possible causes behind this discomfort is dissimilarity in both the individual and the organization's racial identity development.

Even though feedback meetings can be the perfect chance for minority employees to discuss any obstacles or difficulties he or she perceives due to his or her racial group affiliation. A manager belonging to a majority group will probably try to steer clear from such topics and consequently overlook an important chance to work with his or her employees to eliminate performance obstacles.

Also, opportunities like this can be missed even if an organization has a high racial identity and encourages dialogue of bias and racial barriers in the workplace, as minority employees will likely be uncomfortable discussing such issues and therefore unlikely to raise the subject. (Chrobot-Mason & Thomas, 2002)

Frink et al (2003) believes that organizational demography develops from the notion that the demographic structure of a work group is vital to group development. Group development is linked to group performance and sequentially inked to organisational performance.

It was identified that the most common theoretical groundwork applied in organizational demographic structure are 'social categorization' and 'social identification' theories. The method implies that people establish self-identity founded on social categories. Also, individuals aspire to uphold high levels of self-worth in social situations. Generally, individuals compare themselves to others based on social disposition. Should these comparisons not play a part in retaining a positive identity; the individual will ultimately amplify distinctions of others and perceive found

differences as a flaw. This in turn will affect group processes which include communication, consistency, and dispute. Studies that have been based on social categorization theory imply that diversity results in negative group development and performance.

Frink et al (2003) also contend that the 'similarity attraction paradigm' is often used to rationalize the relationship between demographic makeup and group performance. The theoretical groundwork is based on the attraction of analogous individuals, so that, individuals with shared characteristics tend to be drawn to similar others. Therefore, it is suggested that more homogeneous work groups produce improved communication, lower conflict and stronger unity. (Frink *et al*, 2003)

2.2 Cultural & Religious Backgrounds

Religion was defined by Herbig & Dunphy (1998) as “a socially shared set of beliefs, ideas, and actions which relate to a reality that cannot be verified empirically yet is believed to affect the course of natural and human events.”

And so, Religion can be considered an advocate of the communal order or as a means for social control. Since such beliefs that shape people's priorities, motives and their actions.

Religion influences people in numerous ways as it stipulates appropriate conduct, including employment practices. For example, in America and Europe, work is believed to be a moral benefit and being unemployed is frowned upon. (Herbig & Dunphy, 1998)

One of the main roles of religion is believed by Prof. Dr. Huppenbauer is to supply life with a basic direction while integrating it into a meaningful framework. This has to be accomplished in a world in which people are constantly faced by unforeseen events. Similarly, the purpose of management is specifically to formulate productive and effective choices while aspiring toward target based solutions even while encountering unforeseen events and basic insecurities. Thus, one of the project

objectives is to contribute from a moral standpoint to a cultural theory of dealing with the indefinite.

The relationship between religion and Human Resource Management (HRM) was discussed by Tayeb (1997) by means of amplifying that HRM policies are usually determined by organizations' senior management, with or without discussion with their employees. These are often applied based the general framework within which the organizations operate which includes: national culture, government political ideology, financial conditions and the legal system.

Tayeb (1997) examined the influence of Islam in the workplace and deduced that in the past 25 years, Muslims have observed a revisit to Islamic traditions as means of affirming their identity, and as a way to battle the political and social repression and prejudice within their societies.

Unlike other various religions, Islam is a comprehensive faith that governs every aspect of life, both public and private. Hence, Islam does not separate between earthly and religious facets of life.

In a primarily Muslim country, Tayeb (1997) also argues that Islam, influences organizations through culture. HRM is an important facet of organizations which is presumably subject to cultural stimulus. Therefore, HRM reflects Islamic values held by its people in countries in which Islam plays a leading role. (Tayeb, 1997)

In the matter of separation of work and faith Morgan (2005) explains that religion, and Christianity in particular considerably influences culture within the United States and that the effects of religion are at times so embedded in American life that people seldom reflect on the faith for the certain aspects of culture. Until recently it was believed unthinkable to openly bring religion into the place of work. However, the changing role of religion in societies in general may have suppressed attempts to bring religion into the workplace.

The dividing wall between work and religion is vanishing and managers today are faced ever more with matters linked to individuals bringing their faith to work. In the U. S, the religious landscape has changed significantly in the past forty years with the

arrival of migrant faiths, predominantly from the Mid-East and Asia, and the sudden increase of various types of faiths. These two occurrences drastically complicate legal and managerial reactions towards a more religious workplace as migrant religions become increasingly recognized. With the conversion of non-immigrant Americans to these migrant religions, the religious structure of the country, including the labour force, is significantly changing. (Morgan, 2005)

Cavanagh (1999) drew on a link between business ethics, faith and spirituality while conveying that over the last few decades, business ethics has become the main concern of most organizations. Still, religion in business has occurred mainly separate of this related movement. Cavanagh (1999) also drew upon this lack of connection due to a broken culture; however since the two movements could back one another, and there are numerous similarities in objectives and motivation as both movements are: centred on personal integrity and moral development; making the work and organizational atmosphere more humane. One explanation for this is possibly that religion has in the past not been an important source for business ethics. (Cavanagh, 1999)

Religion influences people in many ways because it stipulates proper conduct, including workplace practices. Herbig & Dunphy (1998) maintain that many Americans and Europeans believe work is an ethical virtue and disapprove of laziness. In religions such as Buddhism and Hinduism, stress is put on the exclusion of desires because these cause misgivings. (Herbig & Dunphy, 1998)

Although not yet demonstrating explicit resentment to newly established religions and followers of faith, modern culture in the United States is gradually more inclined to play down the role religion plays in both public and private aspects of life. Although tolerant to other religions, the law in the UAE and KSA regulates religious symbols from being displayed on public buildings or promoting other religions than Islam. It is believed that the growing presence of religion in the work place can be identified with two noticeable ways in how employees consider work. The First is where the

role of work is becoming all-consuming in the lives of many employees. And because people spend more time at work than at any other place, the workplace has grown to be a replacement for family and friends when it comes to meaning and emotional connectivity. This group's dedication to work inevitably entails that any search for a deeper meaning of life unavoidably must take place within the walls of the factory or office. However, depending solely on the work environment can be damaging to an individual as the typical workplace is not capable of providing the worker with an entirely socially and psychologically satisfying environment. Thus, it comes as no surprise, that the increase work demands encountered by workers have caused many employees to encounter a greater feeling of meaninglessness in their lives. And because religion for many can fill this sense of emptiness, employees are more likely to practice their religious rituals at work.

In the past, the lack of legal counselling available to both employees and their employers encountering circumstances concerning religion entering the work place was generally not a big problem because conflict incidences were rare. At present however, the risks are a lot higher as religious diversity has grown considerably during recent decades with the increasing attractiveness of migrant religions. The ease with which religious matters are flowing into the work place, together with the rising variety of religions, provides both employees and employers equally with significant challenges. (Morgan, 2005)

Spiritual beliefs are seldom seen as factors in making business decisions or taking administrative actions. They can however, make a considerable difference in offering a structured system by which to direct behaviour and decision making.

Literature review carried out by Wyld et al (1992) found no noteworthy link between religious dedication and affiliation towards: job satisfaction, motivational needs, organizational commitment and job involvement. (Wyld *et al*, 1992)

While viewing cultural characteristics of the Middle East, Abbasi & Hollman (1993) observed that many cultures find in religion a purpose for existence; and is in general

the driving force in their day to day lives. Muslims, who make up a majority in the Middle East, consider Islam primarily as a guide to a virtuous way of life.

Muslims may admire Western technology and the supposed "superiority" of Western ideals, but they have great admiration and respect for their own principles, legacy, customs and religion. (Abbasi & Hollman, 1993)

In a study on depression carried out by Sulaiman et al (2001) in Dubai, main causes of depression were identified and included of: society and family stresses, relationships, lack of support, and marital conflicts. The most successful stress management systems identified was turning to religious places and seeking counsel of religious professionals. The propose of the study was to examine culturally distinct patterns of depression amongst native people of Dubai, including views on nature of depression, its treatment and repercussions. (Sulaiman *et al*, 2001)

2.3 Gender Characteristics

In matters pertaining to gender, Rosener & Pearce (1989) believe there has been a great deal of debate regarding gender in management literature that assumes that if women are to succeed, they are required to learn and take on the conduct of the dominant 'male' culture. An abundance of books have been published in this regard which advise women on how to become less emotional and more assertive and competitive and consequently, more male-like. For that reason, it comes as no surprise that that research reveals similarities between male and female managers. (Rosener & Pearce, 1989)

Klein et al (1994) suggest that Gender balance is achieved when:

- both men and women attain valued skills, whether or not they have been generally accredited to only one gender, so that less jobs, responsibilities, expectations and accomplishments are discriminated by gender;
- Gender segregation in society due to stereotyping and other prejudiced factors diminish; and

- There is decline in exercising gender stereotyping in decision making processes. (Klein *et al*, 1994)

When it comes to effective management skills, Chernesky & Bombyk (1988) believes that it comes as no surprise that women are possibly better administrators when compared to men and that the managerial style of women are possibly more effective when compared to their male counterparts. (Chernesky & Bombyk, 1988)

Gray (1985) introduced in his paper some thoughts about relations that may develop between men and women while working together where the boss is female with a male subordinate. It was deduced that some the same features exemplify the relationship between men and women of equal status and in some situations, also holds true when a man is a woman's supervisor. (Gray, 1985)

Gardner et al (1994) affirms that as organizations become gradually more responsive to cultural diversity, matters related to gender are expected to have a great influence in their strategies, activities, and social development. By using a 'self-presentational perspective', Gardner et al (1994) were able to apply a model for influential management and investigate the processes where women in organizations portray themselves to others and the reactions they receive. Special consideration was dedicated to how reactions impact women's experiences within their organizations. Gardner et al (1994) suggest when organizations appreciate diversity, considerable benefits may increase in regards to the quality of human resources, creativity, decision making processes, innovation, organizational flexibility and marketing to diverse range of clients. Due to the fact that communication problems and conflict can occur, it is important for organizations to recognize the potential benefits of diversity and become multicultural.

People have beliefs regarding how sexes differ. Stereotypes pertaining to gender are fixed beliefs about sex dissimilarities that are generally shared by many people. Men have typically been perceived as high in instrumental behaviour such as independence and aggressiveness, while women have been observed as exhibiting

expressive behaviour such as nurturance, sympathy, and diplomacy. (Gardner *et al*, 1994)

When it comes to topics relating to gender and effective management, Chernesky & Bombyk (1988) argue the possibility of women being better managers than men and that it should come as no surprise that woman's administrative styles may be more efficient than that of men. Even though women are progressively moving into managerial positions, they have until now been expected to demonstrate they were as capable as their male counterparts. One method in which women have reacted to this challenge has been to imitate men's managerial behaviour, which was generally observed as gender neutral.

However, this outcome can have a negative impact on women. By rendering male administrators as the benchmark of effective management, women are likely to underestimate their gender related capabilities and overlook what they can possibly offer to their managerial role. Also, women may deny that they have distinctive abilities and become cynical when such qualities are recognized; in fear that it will be interpreted to imply that they are not as competent as their male counterparts. Such standards may also confuse women in leading positions who may rather operate in ways that are more fitting with their gender characteristics and know that men are likely to behave differently in similar situations; in fear of being thought of professionally as unproductive or weak.

Chernesky & Bombyk (1988) believe that it is important for female managers to feel at ease with their differences from male managers as they are with their similarities. If they view their differences as potential advantage rather than drawback, they can effectively progress and apply their female characteristics to their administrative responsibilities. If women's interest with caring and relationships is important, it must be accepted to advance in the managerial leadership. (Chernesky & Bombyk, 1988)

People with diverse demographic characteristics also hold different viewpoints, and therefore, Frink *et al* (2003) suggest that value-in diversity and decision-making theory indicate a positive correlation linking gender diversity and organization

performance while further suggesting that need for creativity in an industry possibly will alter the demographic structure and organizational performance. (Frink *et al*, 2003)

It is argued by Williams & Meân (2004) that the demographic structure of the workforce is transforming, with organizations gradually employing more people from a larger range of social groups. This demographic tendency and the growing attractiveness of work groups make the demographic make-up of teams a very significant topic, which is reflected in growing levels of research. Of particular significance are studies on diversity and relational demography, which focus on both issues on group and individual levels respectively. Studies have revealed gender structure to influence outcomes such as performance and emotional conflict. Still, other studies recount no effects of gender makeup on the same resulting variables. (Williams & Meân, 2004)

The term diversity encompasses noticeable and inconspicuous aspects of identities through which individuals classify themselves and others. Cultural diversity encompasses depiction of people from different groups within a social scheme. Many definitions of diversity such as this focus on the identities of nationality, racioethnicity, and gender other studies have expanded diversity to include age, disability, learning styles, race, gender and social class.

Rocco *et al* (2009) affirm that social systems are generally created through both structural and cultural components that work together as a one unit and share a mutual goal. Any organization can be possibly considered a social system due to the presence of both culture and structure. Structure encompasses both functional and hierarchical range of people within the scheme, while culture encompasses ideas, attitudes, customs, and principles that define and influence relationships between individuals in the organization. (Rocco *et al*, 2009)

Foldy (2006) argues that in spite of the wide presence of women in the workplace, gender discrimination in organizations remains prevalent. Because gender rigid

beliefs about men and women play a part in this happening, tackling these psychological models should be a part of gender neutrality programmes. A study carried out by Foldy (2006) illustrated how individuals can use internal inconsistencies to push through superficial understandings of gender to more complex ones. It is believed that change instruments can strengthen organizational efforts to accomplish gender equity, by facilitating learning processes in group training and other types of organizational sponsored events. (Foldy, 2006)

Cady & Valentine (1999) provided an example of a noted a study performed by Rogelberg and Rumery (1996) that established that the number of male participants on a team was positively linked to decision quality. Results of the study also established that teams with a female participant outperformed all-male teams, signifying that gender diversity adds to quality and team performance. (Cady & Valentine, 1999)

Studies conducted by Sulaiman et al (2001) established that men were found to ponder over emotionally distressing events more than women. Additionally, they were observed as more likely to restrain hostile feelings than women. This trend of prolonged upsetting periods for men, possibly demands extra restrain over aggressive feelings. Female participant's responses to whether or not depression is harmful to the community, family and individual identified a significant degree of anguish on part of women in Dubai. These responses can be viewed to reflect a greater problem in Dubai's society concerning women's place in family and associated stresses. And so, the female groups viewed religion as a crucial factor of managing depression. (Sulaiman *et al*, 2001)

General Overview

Demographics

3.1 Introduction

The following section will discuss demographic data for both United Arab Emirates and Saudi Arabia relevant to this study. General statistical data will be discussed starting with UAE then KSA. Next, general data relating to UAE and KSA religion and gender will be discussed. It should be noted that statistical data retrieved for UAE is more current dated 2007, while statistical data for KSA is not as recent and dates back to 2003.

3.2 UAE Demographics

UAE is believed to encompass one of the most diverse populace in the Middle East with almost double number of males to females. Table 01, 02, 03 and Figure 01-01 illustrate distribution percentage and median age of the population of Dubai for selected years by gender. Based on the UAE central statistical department data, 19% of the population are UAE nationals, 23% of the population are other Arabs and an estimated 74% are emigrants. The high number of expatriates is attributed to economic opportunities and high living standards in the UAE that makes the country an appealing destination for many immigrants. Table 04 and figure 05-01 illustrates the refined activity rates for Dubai's population aged 15 years and above by gender for selected years.

In 2006, the population of UAE stood at approximately 4.1 million of that UAE nationals made up approximately 21.9% and the remainder were foreigners. Consequently, UAE nationals are considered a minority against those residing in the country.

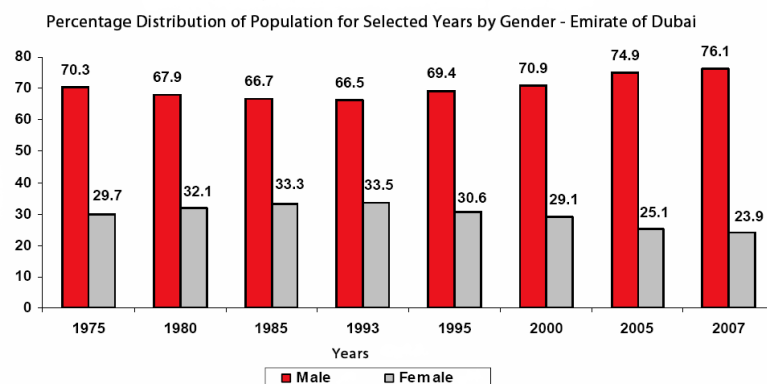
The most inhabited city in UAE is Dubai, which is occupied by approximately 1.6 million people (Refer figure 01-02). Other major UAE cities include Abu Dhabi (the capital), Al Ain, Sharjah, and Fujairah. About 88% of United Arab Emirates population is urban. Remaining citizens reside in small towns scattered all through the country.

In the UAE, particularly the Emirate of Dubai has developed into a global crossroads, where people from numerous cultural and social backgrounds live in shared tolerance of each other's ideologies and engage in dynamic exchange within this society. Devriese, L (2008) believes that like many evolving societies, the UAE offers good model of the merging of global forces while preserving conventional conceptions of rights for women. (Devriese, 2008)

YEARS	GENDER		TOTAL
	FEMALE	MALE	
1975	29.7	70.3	183, 187
1980	32.1	67.9	276, 301
1985	33.3	66.7	370, 788
1993	33.5	66.5	610, 926
1995	30.6	69.4	689, 420
2000	29.1	70.9	862, 387
2005	25.1	74.9	1, 321, 453
2007	23.9	76.1	1, 529, 792

Table 01 – PERCENTAGE DISTRIBUTION OF POPULATION FOR SELECTED YEARS BY GENDER - EMIRATE OF DUBAI (TABLE 01) - SOURCE: STATISTICAL YEARBOOK, 2007 (Dubai Statistics Centre, 2009)

Figure (01 – 01)



Percentage Distribution of Population by Age Groups & Gender - Emirate of Dubai (2007)

YEARS	MALE	FEMALE
1993	31.4	23.5
2000	27.6	26.4
2005	32.1	27.7
2007	32.1	27.7

Table 02 – POPULATION MEDIAN AGE (YEAR) BY GENDER IN SELECTED YEARS - EMIRATE OF DUBAI (TABLE 03) - SOURCE: GENERAL POPULATION AND HOUSING CENSUSES 1993, 2000, 2005 & POPULATION ESTIMATES 2007(Dubai Statistics Centre, 2009)

AGE GROUPS	MALE	FEMALE	TOTAL	GENDER GAP	GENDER RATIO
0 - 14	53.5	46.5	182, 293	7.0	115.1
15 -19	54.6	45.4	49, 750	9.2	120.3
20 - 24	71.2	28.8	156, 058	42.4	247.2
25 - 39	82.0	18.0	824, 132	64.0	455.6
40 - 54	81.0	19.0	277, 351	62.0	426.3
55 - 64	76.1	23.9	31, 528	52.2	318.4
65+	61.0	39.0	8, 680	22.0	156.4
TOTAL	76.0	24.0	1, 529, 792	52.0	316.7

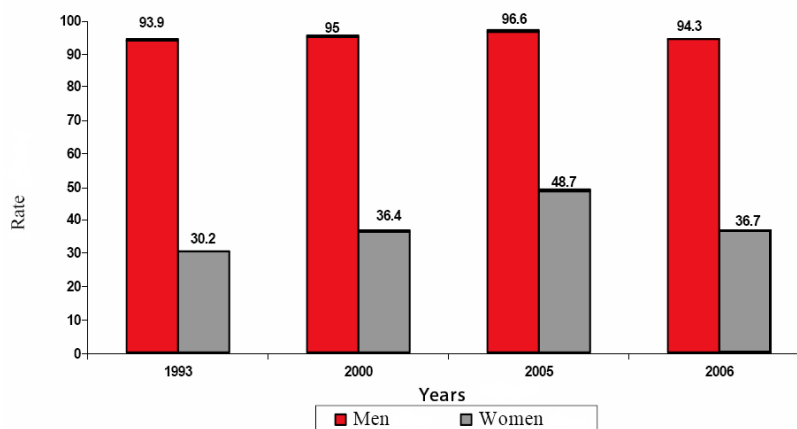
Table 03– PERCENTAGE DISTRIBUTION OF POPULATION BY AGE GROUPS & GENDER - EMIRATE OF DUBAI (2007) (TABLE 02) - SOURCE: STATISTICAL YEARBOOK, 2007. (Dubai Statistics Centre, 2009)

YEARS	GENDER		TOTAL
	FEMALE	MALE	
1993	30.2	93.9	75.6
2000	36.4	95.0	80.2
2005	48.7	96.6	86.1
2006	36.7	94.3	81.8

Table 04 – REFINED ACTIVITY RATES FOR POPULATION AGED 15+ BY GENDER FOR SELECTED YEARS - EMIRATE OF DUBAI - SOURCE: GENERAL POPULATION AND HOUSING CENSUSES (1993, 2000, 2005) LABOUR FORCE CHARACTERISTICS SURVEY 2006. (Dubai Statistics Centre, 2009)

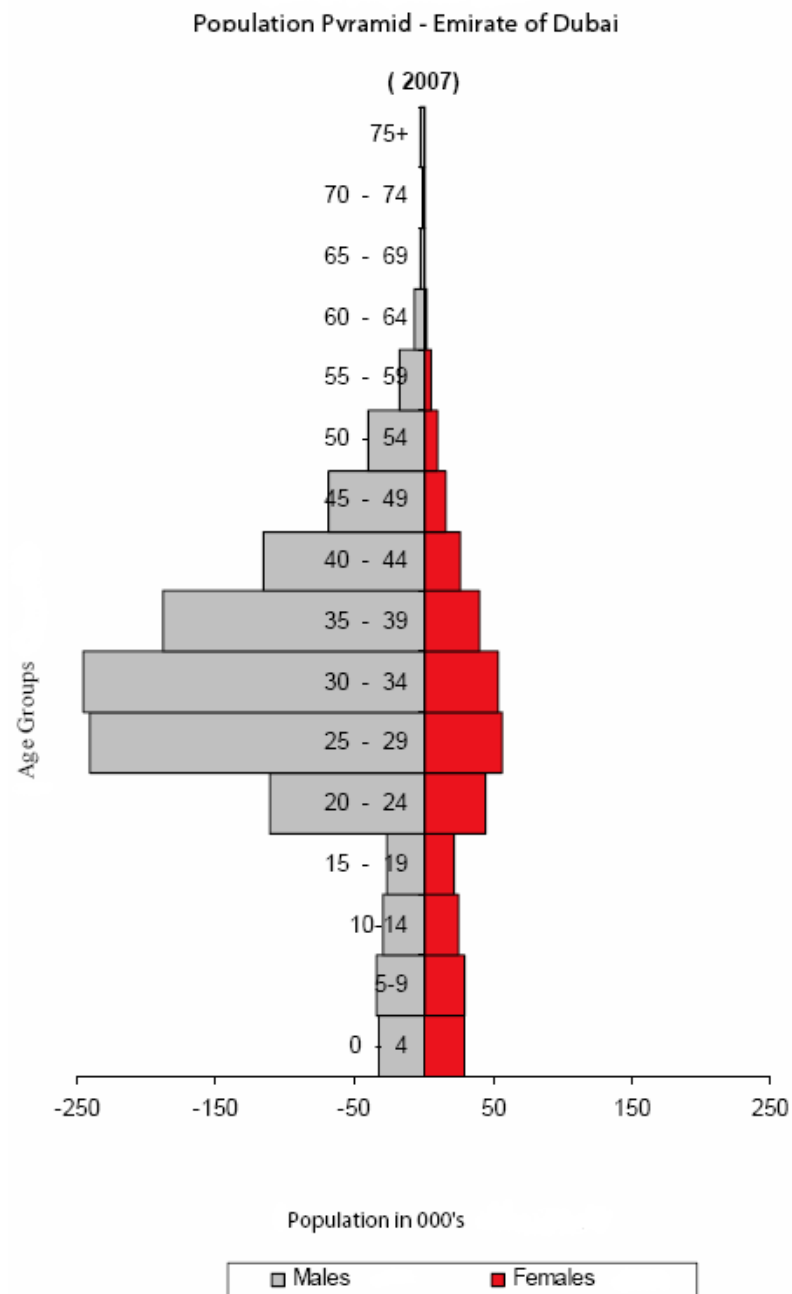
Figure (05 – 01)

Refined Activity Rates For Population Aged 15+ by Gender For Selected Years - Emirate of Dubai



(Dubai Statistics Centre, 2009)

Figure (01 – 02)



(Dubai Statistics Centre, 2009)

Workplace discrimination has been reported in UAE where potential employers will specify requirements such as nationality religion, language and in some cases candidate's sex in job advertisements. Yet, this is often necessary due to considerations pertaining to cultural modesty as is the case in many traditional societies. Contrasting pay scales may also depend on nationality and sex as means to reduce an overpowering dependence on foreign labour. Governmental policies are in place in specified cases where employers are expected to fill positions with UAE citizens; this process is identified as Emiratisation.

3.3 KSA Demographics

The population of Saudi Arabia's has been estimated at 27 million, of which approximately 8 million are expatriates. KSA foreign residents includes people from India, Bangladesh, Philippines, Pakistan, Morocco, Indonesia, Sri Lanka, Nepal, Palestine, Lebanon, Eritrea, and the United States of America.

It is said that as of July 2006, the Kingdom's population was stood at approximately 27,019,731, of that, an estimated 5.5 million were foreign residents.

Up to the 1960's, the greater part of the Saudi population were nomads; however at present times, due to rapid economic growth and urban development, over 95% of the population has settled.

An estimated 23% of the Saudi population residing in the Kingdom consists of foreign nationals, but the exact percentage is not assessed in state census. Around 12% of the population In the Kingdom are of South Asian descent, for example: Pakistanis and Indians. Also, there are residents of Asian, Northeast African, and Sub-Saharan nationalities or descent. Many Arabs from nearby countries are also employed in the kingdom. Over 8 million immigrants reside in KSA from countries all around the world; these include both Muslims and non-

Muslims from: India, Bangladesh, Philippines, Pakistan, Egypt, Yemen, Indonesia. Sri Lanka, Sudan, Syria, Turkey, as well as many Westerners.

The native language of KSA is Arabic. Other languages spoken to other nationalities include English, Urdu and other Indian languages due to the presence of a large Indian labour force in the country. Even though the English language is very important in business, Arabic is the prevailing language of Saudi Arabia. Being a large country, Saudi Arabia houses several dialects; some dialects are a result of migration in modern times (Refer Table 05).

LANGUAGE		SPEAKERS	PERCENTAGE
ARABIC		22,500	90.0%
	NAJDI	12,500	50.0%
	HIJAZI	9,300	37.0%
	EGYPTIAN	350	1.4%
	GULF	250	1.0%
	SUDANESE	100	0.4%
TAGALOG		1000	3.8%
URDU		550	2.2%
INDIAN		170	0.7%
PERSIAN		140	0.6%
CHINESE		100	0.4%
KOREAN		90	0.4%
ENGLISH		85	0.3%
SOMALI		60	0.2%
INDONESIAN		50	0.2%
FRENCH		30	0.1%
ITALIAN		30	0.1%
CIRCASSIAN		25	0.1%
	KABARDIAN	25	0.1%
BENGALI		15	0.1%

Table 05 – Languages spoken in KSA

In spite of the government's attempts to encourage Saudization, the country obtains a sizeable part of its labour force from foreign countries. Hundreds of thousands of skilled and low-skilled workers from developing countries migrate to Saudi Arabia seeking better job opportunities.

3.4 Religion in UAE & KSA

In the UAE, Islam is undoubtedly the main religion that is practiced by an estimated 96% of the country's general population. This includes 84% of the population practicing Sunni Islam, and the remainder practice Shia Islam. The balance of UAE population mostly practices Christianity and Hinduism. Most of the Christians in UAE are from Lebanon, Philippines, and India while almost all Hindus in the country are of Indian origin.

Although Islam is the Arab Emirates religion, the UAE government is tolerant towards other religions and seldom intervenes in religious practices of non-Muslims. However, it is considered illegal in the UAE to advocate ideologies of any religion other than Islam in any form of media as it is considered a form of proselytizing.

In KSA, detailed statistics regarding denominations of foreign religions are not available; however they include Muslims from the different schools of Islam as well as Christians, Hindus and Jews. (Refer Table 06)

RELIGION		FOLLOWERS	PERCENTAGE
ISLAM		22,400,000	90%
	SUNNI	19,000,000	76%
	SHI'I	3,400,000	13.5%
CHRISTIANITY		880,000	3.5%
	ROMAN CATHOLICS	500,000	2.0%
	PROTESTANTS	350,000	1.5%
	GREEK ORTHODOX	30,000	0.1%
HINDUISM		150,000	0.60%
OTHER RELIGIONS		850,000	4%

Table 06 – Religions practiced in KSA. (Wikipedia, the free encyclopaedia. Freedom of religion in Saudi Arabia, (encyclopaedia article)

Similar to UAE, all natives to Saudi Arabia are Muslims. Religions in The Kingdom of Saudi Arabia consist of majority Muslims comprised of Suni and Shiite. Other religions borne by non natives to the country are represented in table 06.

The minority of Saudi citizens are also Shia Muslims forming around 15% of the local population and residing mainly in the Eastern province of Saudi Arabia.

Muslims make up what's estimated to be 90% of the Saudi population based on the size of the expatriate community. There are also many Muslim foreign workers from other Arab countries and Asia.

Religion influences all facets of life in Saudi Arabia. Muslims in the country are governed by very conventional Islamic interpretations.

Culture in Saudi Arabia generally revolves around Islam. Practicing any other religion other than Islam openly is prohibited. Also, the presence of religious buildings and non-Islamic religious objects are forbidden except within gated complexes in which many emigrants live and attend ritual services.

Comprehensive statistical data for the foreign religions are not available, although these consist of Muslims from different schools of Islam, Hindus, Buddhists, Christians, and Jews.

Due to the legal structure of Saudi Arabia, legal protection for freedom of religion is not granted and the public practice of non-Muslim religions is illegal. Thus, the Saudi Government implements a stern and conventional adaptation of Sunni Islam.

Consequently, the culture in Arab Emirates and Saudi Arabia lacks religious expression diversity such as festivals and public events observed in nations where religious freedom is allowed.

3.5 Gender Dominance and Ratio's

The population in the UAE has what may appear to be an unbalanced gender population comprising of more than double as many men as women as previously illustrated in section 3.2.

Women in the Arab Emirates are empowered and granted various social rights by the government. Women in UAE have also been observed to hold high ranking government positions. However, preliminary analysis of print and online media indicates that, since 2002, the public sphere in countries like the UAE, Qatar, Oman, and Bahrain has become more responsive to the transnational discourse on equality and empowerment of women in the public arena. (Devriese, 2008)

Devriese, L (2008) believes that due to the high level of importance granted to women's education in the Arabian Gulf, an obvious path to woman's empowerment would be through integrating gender studies into offered teachings. Emphasis is drawn to the fact that government funding to women's education in the Arabian Gulf is the highest in the Middle East and should therefore be exploited as a source for instigating social change. (Devriese, 2008)

Gender ratios of males to females in Saudi Arabia identifies a higher ratio of middle aged women to middle aged men as indicated in table 07.

Contrary to UAE, Social customs and policies in Saudi Arabia are male dominated systems, where women are observed and treated as second-class citizens. Consequently, women in Saudi Arabia continue to deal with inequity in most parts of society. Women have less constitutional rights than men in family affairs, their freedom of movement limited and monetary opportunities and rights restricted. Choices and actions of women in KSA often are dependent on the consent or requests of their husbands or closest male relatives.

Noteworthy is the fact that Saudi Arabia is the only country in the world where women are prohibited from obtaining driving permits or driving on public roads. Women could possibly drive off-road and in private housing complexes. Lifting the ban has been under discussion over the past few years.

AGE RANGE	TOTAL	PERCENTAGE	VALUE	
FROM 0 - 4	2,545,949	8.33%	MALE	1,298,776
		8%	FEMALE	1,247,173
FROM 5 - 9	2,454,994	8.05%	MALE	1,254,647
		7.7%	FEMALE	1,200,347
FROM 10 - 14	2,051,481	6.68%	MALE	1,040,984
		6.48%	FEMALE	1,010,497
FROM 15 - 19	1,741,832	5.62%	MALE	876,047
		5.55%	FEMALE	865,785
FROM 20 - 24	1,393,349	4.26%	MALE	663,493
		4.68%	FEMALE	729,856
FROM 25 - 29	1,128,267	3.4%	MALE	530,569
		3.83%	FEMALE	597,698
FROM 30 - 34	928,040	2.9%	MALE	451,681
		3.06%	FEMALE	476,359
FROM 35 - 39	769,840	2.43%	MALE	378,656
		2.51%	FEMALE	391,184
FROM 40 - 44	630,650	2%	MALE	312,060
		2.04%	FEMALE	318,590
FROM 45 - 49	483,002	1.53%	MALE	238,102
		1.57%	FEMALE	244,900
FROM 50 - 54	366,982	1.15%	MALE	179,181
		1.2%	FEMALE	187,801
FROM 55 - 59	290,780	0.89%	MALE	139,234
		0.97%	FEMALE	151,546
FROM 60 - 64	224,973	0.66%	MALE	103,332
		0.78%	FEMALE	121,641
FROM 65 - 69	191,911	0.72%	MALE	112,429
		0.51%	FEMALE	79,482
FROM 70 - 74	164,931	0.59%	MALE	91,227
		0.47%	FEMALE	73,704
FROM 75 - 79	91,542	0.35%	MALE	54,762
		0.24%	FEMALE	36,780
FROM 80 - 84	63,852	0.24%	MALE	36,747
		0.17%	FEMALE	27,105
FROM 85+	66,430	0.24%	MALE	38,124
		0.18%	FEMALE	28,306

Table 07 – AGE GROUPS AND GENDER RATIO IN KSA

Methodology

4.1 Overview

The process consisted of random selection of organizations currently operating in medical healthcare industry of Saudi Arabia namely the city of Dammam and construction industry of Arab Emirates in emirates of Dubai and Abu Dhabi. A diversity assessment questionnaire was utilized (*Refer Appendix A & B*). This approach was selected in preference to others, as it offered the means to evaluate the important facets of the methodology approach identified by the author. Sources utilised for the survey, included academic surveys believed to be accurate assessment tools.

The focus groups (*illustrated in chapter 5*) were given the task of evaluating their organizational climate with regards to diversity as well as their own insight and perspectives on the subject matter. The groups' selection was not racial nor gender specific but rather tried to include a diverse range of participants with regards to racial background and gender. However, due to gender imbalance in UAE consisting of over twice as many males to females and due to minority of nationals to expatriates, the majority of UAE participants were non- national men. Conversely, gender imbalance in KSA indicated a larger ratio of females to men within the middle age working class and since KSA nationals don't fall within a minority group thus a larger number of the respondents were women and nationals. And so, the diversity questionnaire was broken down into categories relating to general knowledge of diversity and others specific to organizational environment. The questionnaire aimed to access the way individuals perceived diversity and multiculturalism and how this may influence their work environments and work output. The focus group participating in the

survey were each comprised of 175 participants of analogous backgrounds. A total of 300 questionnaires were distributed and 231 collected. The approach to the study was basic yet practical, relying on personal interpretations of the survey questions, and how the work multicultural and diversity climates was perceived amongst varying groups and how individual backgrounds influence perceptions and decision making processes.

Selected case studies investigate barriers to multiculturalism and gender diversity in KSA medical sector and UAE construction industry. The two countries were also selected due to availability and access to data.

Analysis of statistical data collected from public reports suggested four types of barriers to multiculturalism and diversity: cultural beliefs, religious values, ethnic backgrounds and gender. Results of the study were expected to support obstacles to diversity recognized in existing literature.

Keeping with the research aim, the research was designed to be exploratory and theory building, not theory testing, with the aim to investigate the related group demographic characteristics within their real organizational context.

In this study the author aims to explore how demographic variables such as race, culture, religion and gender play a role in influencing both individual and organizational multiculturalism and how employees are affected emotionally in perceiving their organizational atmosphere and practically through career development practices.

Through statistical data, as mentioned earlier, the author had identified that the ratio of expatriates to locals to locals in the UAE is higher and ratio of women to men is low. While in Saudi Arabia, locals outnumber the expatriates and women outnumber the men. Since, cultural factors would influence both environments, the author had chose to conduct the study in the medical sector of Saudi Arabia as it represents the most racially and gender mixed environments against the construction industry as the fastest moving and developing industry in the UAE.

The study intended to gain insight on influences of demographics on multiculturalism and gender diversity for organizations to gain an in depth perspective to obstacles in order to overcome them and not to gain an in depth understanding of a culture. While using a comparative study between the Construction industry in UAE and the medical sector in KSA, the study does not generalize to all members of a culture. Instead, the study gives emphasis to the role cultural and gender diversity plays in influencing employee perceptions of organizational policies in that is, it looks at 'cultural diversity' and their consequences for group action.

This study employed a quantitative approach consisting of a structured survey as well as statistical and demographic data to enable statistical analysis of issues influencing both male and female employees and the organizations. Comparisons were made on the basis of demographic factors and, separately, on employee emotional intelligence. The study utilized a questionnaire of 43 questions, divided into demographics and reasons potentially influencing behaviour.

The survey was distributed to 300 employees of medical and construction sectors of the Arabian Peninsula. Of the questionnaires distributed, 231 (77%) were returned and eligible for inclusion in the analysis phase, a total of 56 questionnaires returned were ineligible for inclusion.

Several statistical processes were applied to the data. Descriptive statistics were applied to background data. Response frequency and correlation tables were generated using SPSS.

4.2 Case Study

The selected case study was carried out in the booming construction industry in Dubai and Abu Dhabi of United Arab Emirates (UAE) and health care sector of Dammam in Kingdom of Saudi Arabia (KSA). It is noteworthy to mention that due to the diverse cultures and ratios of men to women in the respective industries, the author believed that these would present as a good sample for diversity evaluation.

4.3 Sample

The selected samples were randomly chosen in Dammam hospitals in the eastern province of Saudi Arabia and construction companies in Dubai, United Arab Emirates to allow for a representative amount from each country and sector. The target sectors had a wide range of diverse employees while the ratio of male to female varied due to gender imbalance in the respective countries. The majority of participants were educated expatriates with many years of working experience in their residing countries. The majority of the companies selected for the research study were private sector with the exception of some government hospitals in KSA. The total number of health facilities approached in KSA for the study were 10 against 8 construction companies in UAE. The sample size was generally chosen in a way that would cover a wide range of companies from the two targeted industries in Arab Emirates and Saudi Arabia. The organisations were selected within the most popular or active operating sector in the selected neighbouring countries.

The UAE study sample consisted of a total of 82 participants – 52 office staff and 30 labourers randomly selected from construction companies in Dubai and Abu Dhabi, UAE. The KSA study sample consisted of a total of 93 participants – 62 interns and administrative staff, and 31 doctors randomly selected from hospitals and health facilities in Dammam, KSA. All participants were encouraged to use instinctive and self perceptive answers and were assured anonymity of their responses. The total number of questionnaires distributed were 300 and out of those returned to the researcher, 175 were found suitable for data analysis and 56 were disregarded. All surveys were self administered and emailed by the researcher and research team.

4.4 Research Team

The author carried out the data collection herself in UAE and used email to issue questionnaire to designated individuals operating in KSA's medical healthcare sector

to administer surveys to random hospitals. The official language used of the research was English.

4.5 Measures

Demographic variables – These were measured using various ranges and answer categories:

- *Gender*: Was measured using two categories, (i.e. male and female).
- *Marital status*: respondents were required to identify whether they are married or unmarried.
- *Education*: five group types were used to study this variable, namely: less than high school, high school, college degree, graduate degree, high diploma, masters or above.
- *Age*: similarly this concept was measured using four options, i.e. less than 25, 25-35, 36-46, and 47 or above.
- *Nationality*: two groups were developed in order to test this variable, namely, UAE or KSA national and Non UAE or KSA national. Respondents were also requested to specify their nationality in the case of being an expatriate to the respective countries.

Culture and diversity background – This variable was measured using Likert's 5 point interval scale. The scale included 5 sub-scales, namely: culture, religion, gender, race and ethnicity and diversity itself.

Work climate and organizational environment – This variable was also measured using Likert's 5 point interval scale. The scale included 5 sub-scales, namely: peer relationships, manager employee relationship, work atmosphere, sexism and discrimination.

4.6 Research Design

The survey was designed to cater to a wide range of participants with diverse backgrounds. The questions gave the participants a chance to formulate their

personal opinions in their answers. Likert's 5 point interval scale was a useful tool to utilize to provide clarity to responses without the need for a more cumbersome analytical response that would be more time consuming and possibly more confusing given the width of the topic and its controversial nature where people may not be openly willing to discuss.

Thus, this form of data collection was found most suitable for the study, demanding straight forward answers where other forms of data collection methods can provide misleading answers.

4.7 Survey

The survey questions were constructed in a way that assists in collecting information that is relevant to the research topic and are generally suitable for various work sectors. The survey questions were enclosed with a brief description of the questionnaire subject and content, while assuring participants anonymity of their answers. These were administered in three parts for which answers provided have been illustrated in Appendix C & D.

Questions begin with general demographic questions that aimed at attaining general background details about participants and help gain further information about the participant that can be used as a basis to analyze their personal viewpoints on the subject matter. Information included, gender, marital status, education, age, religion, nationality and job status.

The second part of the survey involves acquiring general information about multicultural and diversity issues as general knowledge and individual viewpoints on the subject matter. This helps gain insight on individual knowledge and self perception.

The third part of the survey deals with perceived work environmental issues dealing with multiculturalism and diversity. This section focused on individual perception of his/her work atmosphere. These questions were structured in a manner that provides feedback of how individuals view their managers, co-

workers and overall work environment. This would enable the researcher to draw on possible obstacles to multiculturalism and diversity in the workplace.

4.8 Pilot Test

A pilot test was carried out based on utilized academic diversity surveys. Though the reliability of the surveys used was not implicitly stated as it has not been formally validated, however, numerous modifications based on user feedback believed to generate a fairly accurate assessment tool. For reliability of the case study, the altered questionnaire was self administered for a second time by the author to 10% of the sample group A, for pilot testing. Reliability of the research tool scored a value of 0.80 upon redistributing the questionnaire to the same candidates two weeks later. With its reliability authenticated, it was ready for use. The survey method used was believed the most suitable for this study as it provides figures which can easily be translated to charts or graphs.

The objective of the pilot test was to ensure questions were clear, straight forward, employed simple English and was easy to understand. While the questions were designed to target educated individuals within the medical and construction sectors, they were meant to draw responses based on self perception. The exercise was found to yield valuable feedback that influenced the final survey utilized for the research study.

Some of the comments received on the pilot test pertained to academic jargon that was not easily understood, length of the survey was said to be too long and repeated or similarity in questions. Based on feedback received questions were altered/deleted, English simplified and length of the survey considerably shortened from 60 to 43 questions as people were less willing to participate in survey that was time consuming and not directly beneficial to them.

4.9 Survey Questions

The process of formulating the survey questions involved information acquired through literature to utilize found concepts and viewpoints in addition to utilization of existing surveys utilized on an academic arena. Some literature suggested diversity may have a positive influence in group work. Others indicated that diversity can have negative influence on group performance. Gaining the opinion of a culturally diverse workforce allows for the study to look at existing perspectives of multicultural issues on a personal and organizational level.

The attained personal perspectives are of great importance as they are the basis for research comparison that will either agree with or contradict viewpoints acquired in literature review.

4.9.1 Survey Questions – Part 1

Part one concerned obtaining general background information on participants, which included: gender, marital status, education, age, religion, number of years worked in current organization, job status, nationality and years lived in UAE/KSA.

4.9.2 Survey Questions – Part 2

Part two was concerned with individual general knowledge and viewpoints regarding matters pertaining to multiculturalism. Questions hit upon topics of race, culture, religion and gender diversity.

Once this section was completed, the focus then shifted from personal knowledge on multiculturalism and diversity in UAE/KSA to personal perception of the same in the work environment.

4.9.3 Survey Questions – Part 3

Part three involves questions pertaining to work atmosphere, manager/employee relationship, peer relationships, gender diversity, race and culture and how they influence personal perception of the work environment.

While reviewing literature as to diversity factors that influence work output, factors considered included gender, organizational rank, religion and other social constraints.

This does not mean that these are the only factors of influence as these are only some factors that can be considered. The questions addressed issues that are understood to influence organizational performance and can be used as a base for organizational assessment and development. Responses provided to these questions confirm some factors of influence to be more important than others. However, the main concept for generating these questions was to assess the factors influence of multiculturalism and diversity on individuals and work groups.

4.10 Limitations

Research limitations embodied in this study includes the broadness of the topic as well as it being controversial in nature.

The researcher faced some restrictions in travelling to various cities within the Kingdom and the Arab Emirates and therefore limited the area of studies within the two cities of Dammam, KSA and Dubai and Abu Dhabi, UAE.

As the survey was administered in English, individuals whom were not fluent in the language or did not speak English were excluded from the study. However, those represented as small percentage of the focus group.

Surveys were carried out in private sector companies of UAE against private and government run facilities of KSA due to ease of access to participants in the respective countries.

Survey questions were constructed in a general format to allow a larger number of participants feel at ease to take part in the study. The general nature of the research questions prompted answers based on self perception. Due to limited time available, the researcher was unable to conduct the study based on peer perception. At the same time, the questions were structured to yield valid quantifiable answers for the stated research questions.

Also, many companies were found reluctant to take part in the survey believing that it may infringe on company policies. And the survey questions do not take into account company policies, administrative feedback, employee competence nor nature of work tasks.

Furthermore, a qualitative approach may have added further validity to performed survey in the form of structured interview questions.

In summary, these were some limitations to the research study that prevented a wider scale study of other companies in UAE and KSA as well as inclusion of other sectors. Alternatively, available literature and conducted survey data analysis provided a brief rather focused look into multiculturalism and gender diversity in a small portion of the working sector of Arab Emirates and Saudi Arabia as a starting point for further studies to be carried to cover other companies and sectors in both countries.

Findings & Analysis

This chapter covers the survey results as well as analysis and interpretations of the collected data of the conducted surveys and how it contributes to the stated Research question.

The tool used in this survey was in the form of a structured questionnaire (*Refer Appendices*). The survey consisted of 43 questions divided in three main parts. The 300 surveys were distributed equally to individuals in UAE and KSA, whose positions ranged from secretaries and nurses to doctors, project directors and administrators. The respondents provided various answers to the subject of multiculturalism and gender diversity and influence of their demographics in the decision making processes.

Feedback regarding time spent completing the survey ranged from 10 to 25 minutes. Surveys distributed in the UAE by hand and via email. Surveys distributed in KSA were emailed to a designated representative that distributed and collected surveys by hand. Surveys were distributed and collected from various organizations over the course of three weeks in the respective countries. The survey was administered and collected directly from group members by the research team.

The reasons behind the nature of questions used revolved around gathering general information on personal perspectives on multiculturalism and diversity that exist in Arab Emirates and Saudi Arabia. The questions helped build an idea of what are the common perceptions and attitudes that exist based on demographic backgrounds. 175 as a total number of conducted surveys might

seem insufficient; however it covers a range of organizations in Arab Emirates and in Saudi Arabia where market competition and nature of services offered are dependent on employee performance towards organizational success.

The main idea is to look at the number of individuals that provided responses believed to be moving in line with organizational goals. Companies that succeed in managing employee diversity are likely to gain a competitive advantage over others in sectors of which they operate.

The main purpose of this section is to analyze the answers received and establish if the overall findings formulate a response for the stated Research questions.

To test theories gathered in literature review regarding multiculturalism and their influence on individuals and consequently project progress outcome, the diversity and work climate questionnaire was collected and analysed. In this study the survey involved the collection of data as assessed by respondents in relation to multiculturalism, gender diversity and work responsibilities.

Assessments made by the participants were calculated analysed using the SPSS software. The administered questionnaire consists of **forty three** questions. The first nine questions covered general information relating to the participants background.

The following seventeen questions related to the participant's general knowledge of cultural and diversity issues. The final section consisted of seventeen questions that addressed co-worker relationship, skills and job satisfaction and personal fulfillment as well as general work atmosphere. The survey was conducted in English as the questions were catered to diverse backgrounds. All possible answers were furnished to be selected by means of tick or circle.

The following table 08 illustrates a summary correlation comparison between UAE and KSA with regards to stated demographics. These are explained in further detail in the following sections.

	UAE Correlation Results Summary										KSA Correlation Results Summary															
	Gender	Age	Respondent's religion	Years at Organization	culture	gender	Religious matters	Race	Peer relationship	Manager relationship	diversity	Gender	Marital Status	Education	Age	Respondent's religion	Years at Organization	Job Status	Years in UAE	culture	gender	Religious matters	Race	Peer relationship	Manager relationship	Discrimination
Education	✓																									
Age																										
Respondent's religion																✓										
Years at Organization		✓										✓			✓	✓										
Job Status	✓																									
Nationality															✓	✓	✓									
Years in UAE/KSA		✓		✓									✓													
Culture													✓													
Gender					✓								✓													
Religion					✓								✓	✓						✓		✓				
Race					✓	✓	✓						✓							✓	✓					
Peer relationship					✓			✓				✓	✓							✓	✓	✓	✓			
Manager relationship													✓					✓	✓			✓	✓	✓		
Diversity						✓				✓			✓				✓			✓	✓	✓	✓	✓	✓	
Discrimination													✓				✓			✓			✓	✓	✓	
Organizational culture / gender								✓	✓	✓	✓				✓	✓					✓		✓			
Organizational culture / diversity			✓																						✓	✓

Table 08 – Highly Significant Correlation Results Summary

5.1 UAE Results Findings & Analysis

The study sample consisted of 82 participants from randomly selected from organisations in Dubai and Abu Dhabi within UAE's construction industry ranging from contractors to consultants. The participants were encouraged to use instinctive answers and they were assured of anonymity of their responses. The number of questionnaires distributed were 150 and returned to the researcher were 105 total. All surveys were self administered by the researcher. 82 were found suitable for data analysis and 23 were disregarded (*Refer Table 09*).

	Gender	Marital status	Education	Age	Religion	Organisational tenure	Job level	Nationality	Years in UAE
Male	62								
Female	20								
Married		52							
Unmarried		28							
Other		2							
High school			4						
Diploma			6						
Higher diploma			12						
Bachelors			54						
Masters & above			6						
Less than 25				6					
25 to 35				58					
36 to 46				8					
47 to 57				10					
58 & above				0					
Muslim					20				
Non Muslim					62				
Less than 2 years						20			
2 to 4 years						34			
5 to 7 years						16			
8 years and above						12			
Top level							10		
Middle level							66		
Lower level							6		
UAE National								0	
Non UAE National								82	
Less than 1 year									2
1 to 5 years									52
6 to 10 years									10
More than 10 years									18
Total	82	82	82	82	82	82	82	82	82

Table 09 – The description of the study sample and relationship between demographic factors

The study data were possessed using the SPSS program with the aim of examining the hypotheses. Table 09 presents the distribution of study sample according to demographic and career factors. H1 to H4 were tested using the correlation and frequency tests.

Table 09 identifies that the majority of participants were males, married; mostly college graduates and their ages were generally 25 to 35 years. In addition, the majority of participants worked in their organizations from two to four years and based in the middle level of management. All participants were non UAE nationals and non Muslims of which a majority have resided in UAE for one to five years. Nationalities included in the survey included British, Canadian, Egyptian, Pilipino, German, Indian, Jordanian, Lebanese, Palestinian, South African, Sudanese and Syrian. Religions of participants included Muslims, Atheist, Catholic, Christian and Hindu. *(For response frequencies refer Appendix C)*

Culture, Race and Peer Relationship

Correlation values in *Table 10* illustrates that the relationship between respondents culture and peer relationship is highly significant (0.469). Similarly, The table also reveals that the relationship between respondents race and peer relationship is positive and highly significant (0.450). This supports Herbig & Dunphy (1998) statements that established that culture impacts behaviour. Since workers spent most of the day at work, cultural backgrounds and habits can greatly impact how an individual perceives his or her work climate and how they interact with others. Survey results indicated that majority of respondents believed that their demographic backgrounds influenced how they performed their work duties *(refer frequency result of question 43, Appendix C)*.

Religion

In addition, the table suggests that there is a highly significant relationship between respondents' religious beliefs and organizational culture with regards to

diversity (0.345). In this regard, the frequency tables indicate a ratio of 24.4 Muslims to 75.6 non Muslims (*Refer Appendix C*) indicating that religious values and beliefs form part of the work place culture. This is supported by Herbig and Dunphy (1998) who believed that religion influences peoples behaviour that includes workplace practices. Tayeb (1997) also argued that Islam influences organizations through culture. Wyld et al (1992) further stated that religious beliefs can influence decision making and behaviour. Similarly, there is a highly significant relationship between respondent's culture and issues pertaining to religion (0.450). Survey results also suggested that majority of respondents believed that they had developed an awareness of religion and religious rituals in the UAE and that their own religious backgrounds influence how they interact with others (*refer frequency results for questions 14 & 15, Appendix C*).

Discrimination

A significant relationship was also identified between years respondents lived in the UAE and matters relating to discrimination (0.234). Survey results revealed that majority of respondents believed that racial discrimination is not a problem in the UAE (*refer frequency results for questions 19 & 20, Appendix A*). This was found particularly interesting as majority of respondents also believed they fell within minority groups (*refer frequency results of question 25, Appendix C*).

Gender and Diversity

The table also highlights a strong relationship between respondent's gender and diversity issues as this was found highly significant (0.399). this is supported by Cady and Valentine (1999) noted that gender diversity adds to quality and team performance.

A significant relationship was also found between gender issues and organizational culture with regards to diversity (0.280). Similarly, there is a

significant relationship between matters of discrimination and organizational culture with regards to diversity at (0.272). This is supported by Pierik (2004) identified that people are identified through their attitudes, beliefs, customs and behaviour. Studies performed by Bertone and Leahy (2003) on organizational diversity also supports above statements by stating that employment obstacles pertain to comfort levels in the work place and that clashes between diverse groups exists in every organization. Survey results also suggested that majority of respondents felt respected in their work environment and the ability to communicate effectively with coworkers (*refer frequency results of questions 28, 29, 30, Appendix A*). However, survey results also suggested that majority of respondents still believed that management should place more emphasis on cultural diversity and that discrimination poses a problem for career development. (*Refer frequency results of questions 31, 34, Appendix C*).

Religion and Peer Relationship

Furthermore, the correlation table identified a significant relationship between religious issues and peer relationship at (0.230). Grimes and Richard (2003) believed that affiliates of different groups have different outlooks that impact on organizational effectiveness. Stevens and Sanchez-Burks (2008) deduced that diversity has significant consequences on individual and organizational performance. Stevens et al (2008) believe that organizations that overlook ethnic diversity will likely experience conflict. Pitts (2006) believes that employees who value each other's differences are able to yield work outcomes. Sargent and Sue-Chan (2001) argued consistency of studies in finding both positive and negative connections between diversity and performance. This is further supported by Abbasi and Hollman (1993) who believe that distorted cultural understandings may have serious repercussions in business relations. Frequency tables from conducted surveys also suggest that majority of respondents believed that communicated effectively with others that have backgrounds different from their own (*refer frequency results for question 12, Appendix C*). Survey results also

suggest that majority of respondents believed that their demographic backgrounds influenced how they view themselves and others (*refer frequency results for question 13, Appendix C*).

Given the results, it can be concluded that there is a significant relationship between demographic characteristics and organizational multiculturalism. The Relationship between diverse cultural backgrounds influence project outcome was found highly significant and the given results conclude that H1 & H3 are supported.

Culture, Gender and Religion

The correlation table suggests that there is a highly significant relationship between the respondent's culture and gender issues (0.379). A significant relationship was also found between matters pertaining to gender and religious issues (0.255). Survey results suggested that majority of respondents believed that women were given the same attention and respect (*refer frequency results of questions 36, 37, Appendix C*). Pierik (2004) believes that labeling and categorical distinctions are noted in social structure. Conversely, research performed by Burkard et al (2002) also suggests that views of racism and sexism in the work place may result in some minorities limiting their career options. Therefore, H2 is not supported. There is also a highly significant relationship between respondent's culture (0.406), religion (0.371), gender (0.293) and issues pertaining to race.

Conversely, a highly insignificant relationship was found between respondents religion and cultural issues (-0.479) and given the fact that non of respondents were UAE nationals therefore this result does not reflect actual situation in the UAE.

The relationship between respondents education and diversity issues is insignificant at (-0.245). The relationship between diversity issues and

organizational culture with regards to diversity was also found insignificant (-0.239).

The correlation table also suggests the relationship between respondents marital status, education in relation to the years worked in an organization is highly insignificant (-0.366 & -0.311) respectively.

The relationship between the respondent's age and respondent's job status is highly insignificant (-0.697). The relationship between years respondents worked in their organization and their job status is highly insignificant (-0.435).

The relationship between respondents education and years lived in the UAE is highly insignificant (-0.504). Similarly, the relationship between respondents job status and years lived in the UAE is highly insignificant (-0.526). The correlation table suggests that relationship between respondents marital status, education with regards to their age is insignificant at (-0.255 & -0.246). The relationship between respondents gender and gender matters is insignificant at (-0.269). The relationship between respondents' education and manager relationship is insignificant (-0.244).

		Gender	Marital Status	Education	Age	Religion	Years at	Job Status	Nationality	Years in UAE	culture	gender	religion	Race	Peer relationship	Manager	diversity	Discrimination	Organisational Climate /gender	Organizational climate /
Gender	Pearson Correlation Sig. (2-tailed) N	1 82																		
Marital Status	Pearson Correlation Sig. (2-tailed) N	-.202 .069 82	1 82																	
Education	Pearson Correlation Sig. (2-tailed) N	.355** .001 82	-.159 .155 82	1 82																
Age	Pearson Correlation Sig. (2-tailed) N	-.199 .073 82	-.255** .021 82	-.246** .026 82	1 82															
Religion	Pearson Correlation Sig. (2-tailed) N	.153 .181 82	.011 .923 82	.010 .932 82	-.163 .153 82	1 82														
Years at Organization	Pearson Correlation Sig. (2-tailed) N	-.083 .457 82	-.366** .001 82	-.311** .004 82	-.432** .000 82	-.217 .056 82	1 82													
Job Status	Pearson Correlation Sig. (2-tailed) N	.332** .003 82	.228** .045 82	.152 .183 82	-.697** .000 82	.228 .051 82	-.435** .000 82	1 82												
Nationality	Pearson Correlation Sig. (2-tailed) N	a 82	a 82	a 82	a 82	a 82	a 82	a 82	a 82											
Years in UAE	Pearson Correlation Sig. (2-tailed) N	-.168 .154 82	-.189 .107 82	-.504** .000 82	-.553** .000 82	-.098 .420 82	.491** .000 82	-.526** .000 82	a 82	1 82										
Culture	Pearson Correlation Sig. (2-tailed) N	-.080 .487 82	-.135 .239 82	.075 .513 82	.171 .134 82	-.479** .000 82	.106 .354 82	-.199 .090 82	a 82	-.029 .811 82	1 82									
Gender	Pearson Correlation Sig. (2-tailed) N	-.269** .016 82	-.040 .726 82	-.205 .068 82	.093 .410 82	.150 .197 82	.094 .406 82	.039 .738 82	a 82	-.160 .179 82	.379** .001 82	1 82								
Religion	Pearson Correlation Sig. (2-tailed) N	.016 .886 82	.073 .512 82	.004 .970 82	-.082 .462 82	-.371** .001 82	-.065 .562 82	-.175 .124 82	a 82	-.036 .764 82	.450** .000 82	.255** .023 82	1 82							
Race	Pearson Correlation Sig. (2-tailed) N	.015 .892 82	-.044 .699 82	.026 .822 82	-.113 .318 82	-.025 .832 82	-.021 .851 82	.086 .463 82	a 82	-.049 .681 82	.406** .000 82	.371** .001 82	.293** .008 82	1 82						
Peer relationship	Pearson Correlation Sig. (2-tailed) N	.015 .897 82	-.071 .524 82	.131 .239 82	.074 .509 82	-.209 .066 82	.206 .063 82	-.060 .603 82	a 82	.064 .586 82	.469** .000 82	.146 .197 82	.230** .037 82	.450** .000 82	1 82					
Manager relationship	Pearson Correlation Sig. (2-tailed) N	-.176 .114 82	-.015 .895 82	-.244** .027 82	-.062 .582 82	.197 .084 82	-.007 .949 82	-.027 .816 82	a 82	.170 .148 82	.030 .792 82	.117 .301 82	.066 .554 82	.107 .343 82	.104 .355 82	1 82				
Diversity	Pearson Correlation Sig. (2-tailed) N	-.048 .674 82	-.150 .189 82	-.245** .031 82	.166 .141 82	-.147 .213 82	.107 .352 82	.079 .502 82	a 82	.107 .380 82	.260** .025 82	.399** .000 82	.135 .240 82	.118 .303 82	.221 .052 82	.556** .000 82	1 82			

Discrimination	Pearson Correlation Sig. (2-tailed) N	.096 .390 82	.129 .249 82	-.164 .141 82	.082 .465 82	.072 .531 82	.071 .524 82	.068 .552 82	a	.234* .044 82	-.016 .890 82	-.082 .471 82	.042 .709 82	-.081 .474 82	.232* .036 82	.008 .941 82	.181 .112 82	1 82		
Organizational culture / gender	Pearson Correlation Sig. (2-tailed) N	-.086 .441 82	-.080 .475 82	-.127 .254 82	-.024 .831 82	-.032 .781 82	.130 .244 82	.091 .426 82	a	.116 .325 82	.242* .033 82	.271* .015 82	.053 .633 82	.331** .003 82	.472** .000 82	.456** .000 82	.525** .000 82	.106 .343 82	1 82	
Organizational culture / diversity	Pearson Correlation Sig. (2-tailed) N	.037 .742 82	.096 .391 82	-.012 .915 82	.108 .336 82	.345** .002 82	-.037 .743 82	-.107 .352 82	a	.109 .353 82	.099 .390 82	.280* .012 82	.134 .231 82	-.072 .527 82	.115 .304 82	-.167 .134 82	.239* .035 82	.272* .013 82	-.181 .103 82	1 82

Table 10 - Correlation table

5.2 KSA Results Findings & Analysis

The study sample consisted of 93 participants from randomly selected organisations in Dammam, KSA's medical sector ranging from administrative staff to residents, nurses and doctors. The participants were encouraged to use instinctive answers and they were assured of anonymity of their responses. The number of questionnaires distributed were 150 and returned to the researcher were 126 total. All surveys were self administered by the research team. 93 were found suitable for data analysis and 33 were disregarded (*Refer Table 11*).

	Gender	Marital status	Education	Age	Religion	Organisational tenure	Job level	Nationality	Years in KSA
Male	54								
Female	39								
Married		66							
Unmarried		24							
Other		3							
High school			0						
Diploma			9						
Higher diploma			6						
Bachelors			54						
Masters & above			24						
Less than 25				21					
25 to 35				30					
36 to 46				15					
47 to 57				27					
58 & above				0					
Muslim					63				
Non Muslim					30				
Less than 2 years						21			
2 to 4 years						15			
5 to 7 years						21			
8 years and above						36			
Top level							39		
Middle level							36		
Lower level							18		
KSA National								39	
Non KSA National								54	
Less than 1 year									3
1 to 5 years									9
6 to 10 years									15
More than 10 years									66
Total	93	93	93	93	93	93	93	93	93

Table 11 – The description of the study sample and relationship between demographic factors

The study data were possessed using the SPSS software with the aim of examining the hypotheses. Table 11 presents the distribution of study sample according to demographic and career factors. H1 to H4 were tested using the correlation and frequency tests.

Table 11 identifies that the majority of participants were males, married; mostly college graduates and their ages were generally 25 to 35 years. In addition, the majority of participants worked in their organizations from eight years and above and are based in the top level of management. Majority of participants were non KSA nationals and Muslims of which a majority have resided in KSA for more than 10 years. Nationalities included in the survey included Egyptian, Pilipino, Indian and Sudanese. Religions of participants included Muslims, Catholic and Hindu. *(For response frequencies refer Appendix D)*

Culture

The correlation *Table 12* illustrates a highly significant relationship was identified between culture with regards to diversity (0.352). Survey results indicated that majority of respondents were Muslims at 67.7% and majority were non KSA nationals *(refer frequency result of questions 5, 8, Appendix D)*.

A highly significant relationship was also identified between years respondents worked in their organizations and diversity issues (0.310). Majority of respondents believed their work environments are culturally diverse *(Refer frequency results of question 40, Appendix D)*. This is supported by Stevens et al (2008) believe that as organizations are becoming increasingly more diverse, social classifications such as gender and race become obvious in employees daily interactions.

Discrimination

The table also suggests that there is a strong relationship between years respondents lived in KSA and discrimination issues (0.347). Contrary to what is thought or believed, discrimination issues are positively influenced by number of years lived in KSA. Survey results indicates that a higher majority of respondents believe that discrimination poses a problem in KSA, however the majority did not believe that they fall within a cultural majority in KSA *(refer frequency results of questions 20, 25, Appendix D)*.

Culture, Peer Relationship and Discrimination

There is a highly significant relationship between cultural issues and religious issues (0.672). The correlation table also identifies highly significant relationship between cultural issues and peer relationship (0.508) and the relationship between cultural issues and discrimination are highly significant (0.311). Survey results suggest that majority of respondents believed they had developed an awareness to different cultures in KSA and also believed that they can communicate effectively with others from different backgrounds (*refer frequency result of questions 11, 12, Appendix D*). This is also supported by Dunphy's statement (1998) that culture impacts behaviour.

A highly significant relationship was also found between peer relationship and discrimination issues (0.348) and between employee/manager relationship and discrimination issues (0.371). However, survey results indicated that majority of respondents believed that sexism and gender discrimination is not a problem in their organizations (*refer frequency results of question 42, Appendix D*).

Discrimination and Gender

The table also suggests that there is a significant relationship between respondents' education and discrimination issues (0.206) and there is a significant relationship between respondent's education and organizational culture with regards to gender issues (0.244). This illustrates that education positively influences organizational culture in regards to discrimination and gender issues.

Culture and Diversity

A significant relationship was also identified between respondents' nationalities and organizational culture in regards to diversity (0.262). This is also supported by Stevens et al (2008) statement that organizations are becoming increasingly diverse. Survey results indicate that majority of respondents believe

that their demographic backgrounds influence how they view themselves and others and influences how they carry out their work duties (*refer frequency result of questions 13, 43, Appendix D*). Majority of respondents of Muslim religion at 67.7% also believed that their own religious backgrounds influence how they interact with others (*refer frequency result of question 15, Appendix D*).

Given the results, which are further supported by findings in UAE results, it can be concluded that demographic characteristics plays significant roles in organizational multiculturalism as well as justifying employees' perception of their work environment and the given results conclude that H1 is supported. as data also suggests that diverse cultural backgrounds influence project outcome, H3 is supported.

Male / Female Ratio

Frequency results identified UAE male to female ratio at 75.6% to 24.4%, while KSA frequency results indicated a ratio of 58.1% men to 41.9% women. While this supports earlier demographic data regarding gender imbalance in both countries, however, due to size of sample used results may not be conclusive as it may not me a true representation of actual situation. Survey results also indicated that majority of respondents believed that there is a high level of gender diversity within their organizations (*refer frequency result of question 41, Appendix C & D*). Foldy (2006) argued that in spite of large presence of women in the work place, gender discrimination in organizations remains widespread due to rigid beliefs.

However, as UAE Survey results suggested that majority of respondents believed that there is a high level of gender diversity within their organizations but did not necessarily believe that sexism influences career development issues for women contradicting KSA results that indicated the majority of respondents believed that sexism does in fact influence career development opportunities for women. Therefore, H4 is partially supported. Scowcroft (1996) stated that

women and minority groups in organizations have different viewpoints and experience their organizations in different ways.

Conversely, there is a highly insignificant relationship between respondents religion and managerial relationships (-.0421). The table also suggests a highly insignificant relationship between respondents religion and discrimination issues (-0.333) and their religion against organizational culture with regards to gender (-.0392). This is supported by literature review carried out by Wyld et al (1992) which found no noteworthy link between religious dedication and affiliation towards: job satisfaction, motivational needs, organisational commitment and job involvement. (Wyld *et al*, 1992)

However, survey results indicate that majority of respondents believe they work in gender diverse environments and believe that gender discrimination is not a problem in their organizations (*refer frequency results of questions 41, 42, Appendix B*). Therefore, there is no significant relationship between demographic characteristics and women employment opportunities, and thus H2 is not supported. This is also supported by example provided by Burkard et al (2002) suggests that experiences of prejudice in the workplace directly influences career decision-making processes for women and minorities and limiting their career options. (Burkard *et al*, 2002)

However, the table also identifies that there is a highly insignificant relationship between respondents nationality and discrimination issues (-0.343) which is believed to be one of primary reasons for discrimination in KSA. Survey results indicated that majority of respondents believed that there is high levels in their organizations caused by different cultures and religious backgrounds (*refer frequency results of question 39, Appendix D*).

The correlation table further suggests insignificant relationship between respondents gender and cultural issues (-.0212) and respondents age in regards to discrimination issues (-0.263). Though an insignificant relationship between respondents religion and peer relationships (-0.241) was identified in the table, although this is believed to

contradict the actual situation as a study on depression carried out by Sulaiman et al (2001) in Dubai, main causes of depression were identified that most successful stress management systems was turning to religious places and seeking counsel of religious professionals. (Sulaiman *et al*, 2001)

This also applies to the insignificant relationship between respondents nationalities and cultural (-0.213) as well as religious issues (-0.263). Also, an insignificant relationship was also identified between years respondents spent in the kingdom and religious issues (-0.222), though this may apply to majority of Muslim respondents, this contradicts the view of minority non Muslims who's knowledge and views of different religious beliefs is positively influenced with number of years spent in the kingdom. This is supported Sanders (1980) who established that multiculturalism is an approach that acknowledges the presence of cultural diversity and the requirement for tolerance and appreciation towards different cultures and understanding and accepting of cultural diversity and people.(Sanders, 1980)

		Gender	Marital Status	Education	Age	Religion	Years at	Job Status	Nationality	Years in KSA	culture	religion	gender	Race	Peer relationship	Manager	diversity	Discrimination	Organisational Climate / gender	Organizational climate /
Gender	Pearson Correlation Sig. (2-tailed) N	1 93																		
Marital Status	Pearson Correlation Sig. (2-tailed) N	.099 .345 93	1 93																	
Education	Pearson Correlation Sig. (2-tailed) N	-.155 .137 93	.216 .038 93	1 93																
Age	Pearson Correlation Sig. (2-tailed) N	.074 .478 93	-.330** .001 93	.000 1.000 93	1 93															
Religion	Pearson Correlation Sig. (2-tailed) N	.161 .128 93	-.406** .000 93	-.255* .015 93	.520** .000 93	1 93														
Years at Organization	Pearson Correlation Sig. (2-tailed) N	.383** .000 93	-.089 .395 93	.032 .758 93	.713** .000 93	.414** .000 93	1 93													
Job Status	Pearson Correlation Sig. (2-tailed) N	-.114 .312 93	.182 .105 93	-.297** .007 93	-.350** .001 93	-.143 .212 93	-.068 .545 93	1 93												
Nationality	Pearson Correlation Sig. (2-tailed) N	.060 .569 93	-.345** .001 93	-.078 .460 93	.792** .000 93	.535** .000 93	.556** .000 93	-.179 .110 93	1 93											
Years in KSA	Pearson Correlation Sig. (2-tailed) N	.252* .017 93	.328** .002 93	.51 .630 93	-.023 .829 93	-.069 .523 93	.264* .012 93	-.037 .746 93	-.284** .007 93	1 93										
Culture	Pearson Correlation Sig. (2-tailed) N	.212* .045 93	.433** .000 93	.159 .065 93	-.124 .245 93	-.184 .087 93	-.090 .397 93	.090 .433 93	.213 .044 93	-.181 .094 93	1 93									
Religion	Pearson Correlation Sig. (2-tailed) N	.230* .026 93	.347** .001 93	.287** .005 93	.263* .011 93	-.199 .060 93	-.132 .207 93	.278* .012 93	-.201 .053 93	.222* .036 93	.672** .000 93	1 93								
gender	Pearson Correlation Sig. (2-tailed) N	-.119 .256 93	.286** .006 93	.014 .894 93	.200 .054 93	.182 .087 93	.053 .615 93	-.096 .395 93	-.049 .643 93	-.070 .513 93	.704** .000 93	.317** .002 93	1 93							
Race	Pearson Correlation Sig. (2-tailed) N	.016 .879 93	.434** .000 93	.093 .381 93	-.105 .325 93	-.180 .095 93	-.143 .179 93	-.021 .854 93	.263* .012 93	.126 .243 93	.620** .000 93	.253* .016 93	.683** .000 93	1 93						
Peer relationship	Pearson Correlation Sig. (2-tailed) N	.268** .009 93	.558** .000 93	.018 .863 93	-.069 .509 93	.241* .022 93	-.041 .695 93	.135 .230 93	-.051 .627 93	.074 .486 93	.508** .000 93	.330** .001 93	.488** .000 93	.564** .000 93	1 93					
Manager relationship	Pearson Correlation Sig. (2-tailed) N	.206* .048 93	.704** .000 93	.185 .075 93	-.162 .120 93	.421** .000 93	.214* .040 93	.318** .004 93	-.157 .133 93	.253* .016 93	.372** .000 93	.328** .001 93	.083 .427 93	.272** .010 93	.600** .000 93	1 93				
Diversity	Pearson Correlation Sig. (2-tailed) N	.193 .078 93	.399** .000 93	.143 .196 93	.200 .068 93	.310** .427 93	-.106 .004 93	-.030 .367 93	-.003 .788 93	.003 .976 93	.628** .000 93	.369** .001 93	.692** .000 93	.571** .000 93	.610** .000 93	.502** .000 93	1 93			

Discrimination	Pearson Correlation Sig. (2-tailed) N	.202 .052 93	.328** .001 93	.206* .047 93	.208* .045 93	.333** .001 93	-.019 .853 93	.133 .238 93	.343** .001 93	.347** .001 93	.311** .003 93	.199 .056 93	.167 .111 93	.544** .000 93	.348** .001 93	.371** .000 93	.273* .012 93	1 93		
Organizational culture / gender	Pearson Correlation Sig. (2-tailed) N	.215* .039 93	.100 .342 93	.189 .070 93	.351** .001 93	.352** .001 93	.045 .670 93	-.128 .255 93	.215* .039 93	-.058 .590 93	.262* .012 93	.245* .018 93	.456** .000 93	.382** .000 93	.138 .187 93	-.039 .707 93	.217* .047 93	.157 .133 93	1 93	
Organizational culture / diversity	Pearson Correlation Sig. (2-tailed) N	.057 .585 93	.071 .501 93	.244* .018 93	-.129 .219 93	.392** .000 93	-.086 .412 93	.139 .217 93	-.169 .106 93	.070 .512 93	.161 .130 93	.266* .010 93	-.072 .494 93	.136 .202 93	.261* .011 93	.403** .000 93	.087 .434 93	.594** .000 93	.023 .830 93	1 93

Table 12 - Correlation table

6.3 Summary of Findings

The following summary of findings will highlight the results of the four tested hypothesis that have been based on survey results and literature review.

While testing the first hypothesis, namely the significance of the relationship between demographic characteristics and organizational multiculturalism, survey results conducted in both UAE and KSA supported by literature review has suggested demographic make-up of individuals with regards to culture, religion, gender, race and ethnicity, diversity itself, peer relationships, manager employee relationship, work atmosphere, sexism and discrimination, can influence the extent of which an organizational environment can be perceived as multicultural.

The second hypothesis, tested the relationship between demographic characteristics and women employment opportunities. Survey findings for UAE results suggested that participants believed that females were treated and respected as equals to men within their organizations. Similarly, KSA results suggested that participants did not view gender discrimination as a problem within their organizations. However, results were not limited to only female input but rather an overall perception of male majority that may or may not reflect the views of their female coworkers. Thus, H2 was not supported and requires further study for validation.

The third hypothesis tested the influence of diverse cultural backgrounds on project outcome. Both results of conducted surveys in UAE and KSA as well as literature review have suggested a strong link between cultural diversity and group or team output. Therefore results suggest that H3 is supported. However, research on literature have been inconclusive as to the degree of influence of work group diversity on whether the influence positive or negative due to varying case study results.

The fourth and final hypothesis tested suggested a significant relationship between gender bias and male to female ratio. Frequency results had identified varying Male to Female ratio's of UAE and KSA. UAE Survey results suggested that majority of respondents believed that there is a high level of gender diversity within their organizations but did not necessarily believe that sexism influences career development issues for women. KSA results however had contradicted this as majority of respondents believed that sexism does in fact influence career development opportunities for women. Thus H4 is partially supported. However, size of study sample used results may not be conclusive as it may not be a true representation of actual situation.

Follow up to questions pertaining to gender diversity in the form of non-structured interviews revealed that women in both countries generally believed that gender discrimination or perceived gender bias did pose a significant problem for career development opportunities. Men on the other hand, though sharing similar insight on the matter, did not believe that gender discrimination poses a problem for women in limiting their career options. Men generally did not relate to any perceived gender bias.

Conclusion & Recommendations

6.1 Introduction

Primarily, a survey was administered to assess readiness for individuals and their organizations in accepting demographic differences and adapting to a more multicultural environment. Findings of those participated suggested that they were influenced by their backgrounds and interpreted day to day situations accordingly. Majority of the organizations in both private and governmental sectors believed to be culturally, religiously and gender diverse. As an outcome, organizations willingness should to be addressed so that barriers to a multicultural and diverse working environment are achieved. This will be discussed in greater detail through the recommendations based upon findings.

6.2 Conclusion

Project management as an international regulating discipline has gone through various adaptations through the years to keep up with a widely developing global market. And thus, Human Resources management falling under this discipline is expected to evolve and adapt to changing times and market demands as well as organizational goals to attain and retain productive people. As a result, many studies have been conducted to cover different facets of human resource management and development.

Majority of the recent studies on human resource management revolved around addressing people's needs and objectives and ensuring that companies stay ahead by giving employees a feeling that their interests are met. When

organizations work towards employees growth, a sense of loyalty can be nurtured and alignment of personal and organizational goals can be achieved.

With the growing diversity of employees, companies are in need of developing new process, scheme and procedures to ensure that employees are active contributors. In such diverse environments, it is natural to every organization to benefit from innate differences and develop standard procedures and practices for organizational competitiveness and growth.

In recent years both United Arab Emirates and Saudi Arabia nationals have focused on education and national development by promoting abroad education for nationals in various sectors allowing exposure to external experiences which is anticipated to further assist Emirtization and Saudization movements. This can be considered one of the factors that adds stress and sense of discrimination in the work environment particularly amongst expatriates and minorities, however, being exposed to different environments may impact positively and aid to understanding and the ease in a multi faceted diverse work place. Literature review and survey results conducted in this study suggested that diverse demographic backgrounds can have both positive and negative influences on the work environment and therefore influence the balance of a multicultural work environment.

One of the most important aspect that requires to be addressed by organizations is employee awareness to multicultural factors that will likely influence day to day work duties alongside on job training which will prepare him or her to handle the responsibilities at hand.

In response to the stated research questions, the factors influencing cross cultural conflicts have been identified but not limited to the demographic makeup of individuals and organizations such as, age, education, sex, religious affiliation, and culture. One of the factors influencing gender bias in organizations in management of projects has been suggested to include organizational male to female ratio.

Study objectives had established to some degree through survey results, the extent of influence demographic variables have in regards to organizational multiculturalism and how they can be perceived as either valuable assets or obstacles when it comes to managing projects outcomes through human resource management.

Following the aim of study the objectives for research to identify factors that influence organizational diversity while exploring ways to reduce negative influences of diverse cultures. Demographic factors that encourage natural cultural segregation due to intrinsic cultural beliefs had been identified. They include factors that influence people tolerance towards others with different cultural, religious backgrounds and gender differences. It also recognized human resource management and development perspective, as a discipline of project management.

Cultural conflicts can lead to sub optimal performance; therefore, organizational diversity requires adequate awareness, training and management to minimize cross cultural conflict through establishing a multicultural approach. This method entails acknowledging cultural differences while developing attitudes of tolerance and acceptance towards different cultures and other diversity issues that influence people relations at work.

A multicultural environment emphasizes the need to identify and successfully relate to different cultures and view diversity in a constructive manner by employing various forms of diversity management schemes. Thus diversity management is key to a multicultural work environment and is a requirement for growing organizations. Accordingly, organizational change can only be attained through development of social relationships at the work place to enable individuals a chance to develop and perform to their highest abilities.

6.3 Recommendations

The following section covers the recommendations based on concluding remarks and findings previously addressed. First and foremost, in order to promote a multicultural work environment, employees need to be fully briefed on the importance of multiculturalism and diversity management programs. However, senior managers may be reluctant to apply such systems when considering budgetary costs required for training, and possible loss of valuable work time. This can also prove to be a challenge in accepting a dynamic management system that can adapt to demographic challenges and is understood and acceptable to all.

Though there may not be a common strategy that can be developed to apply to all business sectors, however, investigating examples put into practice on HR management practices that have yield the best results and making use of lessons learnt can offer a stronger base for managing and developing human resource and add a competitive advantage for any business. Organizations are becoming more aware that in order to gain and maintain a competitive advantage, they need to invest in HR in order to potentiate organizational innovation and growth.

Once chosen systems are tested and implemented, senior managers are responsible for continuous supervision, evaluation, and adjustment, and further development the programs to become more imbedded as part of company's administrative processes rather than an added secondary process that is possibly discarded in the future. The chosen system should also be flexible to adapt to changes in both the work environment and the market so as to not to miss an important opportunities in eliminating performance barriers.

It is recommended that the level of awareness and education undergo further improvement and development. This includes:

- 1) Reducing language barriers and enhancing technical skills of minorities on an organizational level.
- 2) Use of the media as means to assist in offering a broader scale of awareness in terms of multiculturalism within societies on a wider scale.
- 3) Implementing and maintaining HR and diversity management development possibly through policies that encourage attitudes in support of improved awareness, education and overall training.
- 4) Regular updates on policies that influence HR management and development processes.
- 5) Maintaining a balance in hiring policies between nationals and foreigners by promoting and encouraging equal opportunities in hiring processes of both local and foreign labour.

In addition, with the government support and encouragement, promoting multicultural policies can have an added advantage for companies operating in both public and the private sectors in adding awareness and tolerance amongst its labour force and the community as a whole.

When looking at best practices in Human Resources (HR), diversity management can be viewed as the means by which to achieve higher HR standards employed within organizations. Therefore, companies are required to assess and evaluate their current practices against standard successful practices in order to detect and manage shortcomings.

Hence, the summary of the main criteria that require to be addressed are:

- 1) Identify areas of conflict
- 2) Constant monitoring of performance
- 3) Provision of regular employee training
- 3) Improving on available practices
- 4) Develop quality HR standards with vigorous human resource management plans
- 5) Updating the system as required through employee feedback

- 6) Recognize and assess individual needs
- 7) Ensure these are addressed to maintain a harmonious and productive work atmosphere.
- 8) Comprehensive HR management and development policies,
- 9) Annual evaluation systems that is carefully examined, monitored and executed
- 10) Promoting an organizational culture that encourages change, leadership, and career progression options
- 11) Implementing awareness and interactive programs to limit conflict arising from cultural, religious and gender diverse backgrounds
- 12) Implementing HR objectives that are directly linked to the business objectives
- 13) Allocating an HR management and development financial plan that is continuously reviewed and updated

The success in establishing new policies generally not only depends on the company managers' eagerness to endorse such policies while understanding the influence multicultural and diversity factors can inflict on business, but also relies on its implementation by current employees and their readiness to change and adapt to its requirements.

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Appendix A – UAE Survey

PART THREE: ORGINAZATIONAL ENVIRONMENT									
CHOOSE THE BEST ANSWER IN <u>YOUR OPINION</u> TO EACH FOR THE FOLLOWING STATEMENTS									
	1 = STRONGLY AGREE	2 = AGREE	3 = NEITHER	4 = DISAGREE	5 = STRONGLY DISAGREE				
27	I am able to recognize intolerance among my peers				1	2	3	4	5
28	My fellow coworkers treat me with the same respect as they show other employees/managers				1	2	3	4	5
29	I am able to communicate effectively with my coworkers regardless of their cultural or religious backgrounds				1	2	3	4	5
30	All staff are treated and respected equally by senior staff/management				1	2	3	4	5
31	Management should place more emphasis on racial/cultural diversity				1	2	3	4	5
32	I believe that managirial decisions are not influenced by staff background (race, culture, religion,etc.)				1	2	3	4	5
33	I believe a diverse work force tends to enrich the organization by offering many perspectives and promoting unity				1	2	3	4	5
34	I believe organizational racial/cultural/gender discrimination poses a problem for career advancement for minorities				1	2	3	4	5
35	In general, employees/staff in my organization are accepted and respected regardless of their racial or cultural background				1	2	3	4	5
36	In general, men and women in my organization are as attentive to a female speaker in a meeting as they are to a male speaker				1	2	3	4	5
37	In a departmental or staff meeting, ideas presented by male staff are as highly valued as the ideas presented by female staff				1	2	3	4	5
38	I am aware of services available for staff at my organization that address issues of discrimination				1	2	3	4	5
39	I believe that there are high levels of conflict in my organization caused by different cultural and religious backgrounds				1	2	3	4	5
40	Work groups in my organization are culturally diverse				1	2	3	4	5
41	There is a high level of gender diversity in my organization				1	2	3	4	5
42	I believe sexism or gender discrimination is not a problem in my organization				1	2	3	4	5
43	I believe my own background (age, gender, culture, etc.) often influences how I carry out my work duties				1	2	3	4	5

PART THREE: ORGINAZATIONAL ENVIRONMENT									
CHOOSE THE BEST ANSWER IN <u>YOUR OPINION</u> TO EACH FOR THE FOLLOWING STATEMENTS									
	1 = STRONGLY AGREE	2 = AGREE	3 = NEITHER	4 = DISAGREE	5 = STRONGLY DISAGREE				
27	I am able to recognize intolerance among my peers				1	2	3	4	5
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42	I believe sexism or gender discrimination is not a problem in my organization				1	2	3	4	5
43	I believe my own background (age, gender, culture, etc.) often influences how I carry out my work duties				1	2	3	4	5

Appendix B – KSA Survey

PART ONE: GENERAL INFORMATION					
1	GENDER	(1) MALE	(2) FEMALE		
2	MARITAL STATUS	(1) MARRIED	(2) UNMARRIED	(3) OTHER (SPECIFY.....)	
3	EDUCATION	(1) BELOW HIGH SCHOOL	(2) HIGH SCHOOL	(3) DIPLOMA	
		(4) HIGHER DIPLOMA	(5) BACHELORS	(6) MASTERS OR ABOVE	
4	AGE	(1) LESS THAN 25	(2) 25 - 35	(3) 36 - 46	(4) 47 OR ABOVE
5	RELIGION	(1) MUSLIM	(2) NON MUSLIM	(SPECIFY.....)	
6	NO. OF YEARS WORKED IN CURRENT ORGANIZATION	(1) LESS THAN 2 YEARS	(2) 2 - 4	(3) 5 - 7	(4) 8 OR ABOVE
7	JOB STATUS	(1) TOP LEVEL	(2) MIDDLE LEVEL	(3) LOWER LEVEL	
8	NATIONALITY	(1) KSA NATIONAL	(2) NON KSA NATIONAL	(SPECIFY.....)	
9	YEARS LIVED IN KSA	(1) LESS THAN A YEAR	(2) 1 - 5 YEARS	(3) 6 - 10 YEARS	(4) MORE THAN 10 YEARS
PART TWO: CULTURAL AND DIVERSITY BACKGROUND					
TO WHAT EXTENT DO YOU AGREE WITH THE FOLLOWING STATEMENTS?					
	1 = STRONGLY AGREE	2 = AGREE	3 = NEITHER	4 = DISAGREE	5 = STRONGLY DISAGREE
10	My home town (country of origin) is rich in diverse cultures			1	2 3 4 5
11	I have developed an awareness of different cultures and ways of life in KSA			1	2 3 4 5
12	I can communicate effectively with others from backgrounds different from my own			1	2 3 4 5
13	My own background (age, gender, culture, etc.) often influences how I view myself and others			1	2 3 4 5
14	I have developed an awareness of different religions and religious rituals in KSA			1	2 3 4 5
15	My own religious background influences how I view and interact with others			1	2 3 4 5
16	I feel (or would feel) comfortable having a woman as my primary physician			1	2 3 4 5
17	I am knowledgeable in topics pertaining to gender issues			1	2 3 4 5
18	Generally I believe that sexism influences career development issues for women			1	2 3 4 5
19	Overall, I think racial minorities complain too much about racial discrimination			1	2 3 4 5
20	Racial discrimination is not a problem in KSA			1	2 3 4 5
21	I would enjoy living in a neighborhood consisting of a racially diverse population (e.g. African, Asian, White)			1	2 3 4 5
22	I think school systems, from elementary through college, should promote values representative of diverse cultures			1	2 3 4 5
23	It is easy to understand the frustration of minority groups (race, gender, etc.)			1	2 3 4 5
24	I believe I fall within a racial minority group in KSA			1	2 3 4 5
25	I believe I fall within a cultural minority group in KSA			1	2 3 4 5
26	I believe I fall within a religious minority group in KSA			1	2 3 4 5

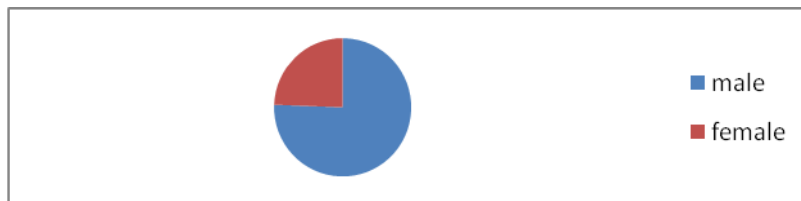
PART THREE: ORGANIZATIONAL ENVIRONMENT									
CHOOSE THE BEST ANSWER IN <u>YOUR OPINION</u> TO EACH FOR THE FOLLOWING STATEMENTS									
	1 = STRONGLY AGREE	2 = AGREE	3 = NEITHER	4 = DISAGREE	5 = STRONGLY DISAGREE				
27	I am able to recognize intolerance among my peers				1	2	3	4	5
28	My fellow coworkers treat me with the same respect as they show other employees/managers				1	2	3	4	5
29	I am able to communicate effectively with my coworkers regardless of their cultural or religious backgrounds				1	2	3	4	5
30	All staff are treated and respected equally by senior staff/management				1	2	3	4	5
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32	I believe that managerial decisions are not influenced by staff background (race, culture, religion, etc.)				1	2	3	4	5
33	I believe a diverse work force tends to enrich the organization by offering many perspectives and promoting unity				1	2	3	4	5
34	I believe organizational racial/cultural/gender discrimination poses a problem for career advancement for minorities				1	2	3	4	5
35	In general, employees/staff in my organization are accepted and respected regardless of their racial or cultural background				1	2	3	4	5
36	In general, men and women in my organization are as attentive to a female speaker in a meeting as they are to a male speaker				1	2	3	4	5
37	In a departmental or staff meeting, ideas presented by male staff are as highly valued as the ideas presented by female staff				1	2	3	4	5
38	I am aware of services available for staff at my organization that address issues of discrimination				1	2	3	4	5
39	I believe that there are high levels of conflict in my organization caused by different cultural and religious backgrounds				1	2	3	4	5
40	Work groups in my organization are culturally diverse				1	2	3	4	5
41	There is a high level of gender diversity in my organization				1	2	3	4	5
42	I believe sexism or gender discrimination is not a problem in my organization				1	2	3	4	5
43	I believe my own background (age, gender, culture, etc.) often influences how I carry out my				1	2	3	4	5

Appendix C – UAE Survey Results and Charts

Part 1 - General information

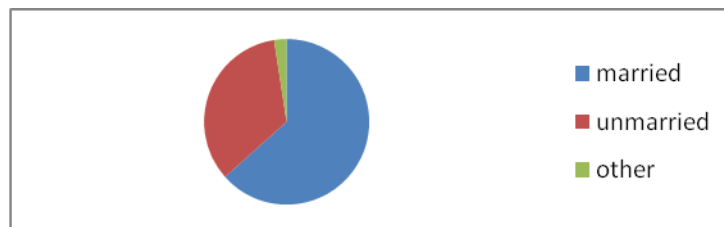
Question 1 - Gender

Gender	Frequency	Percent
Male	62	75.6
Female	20	24.4
Total	82	100



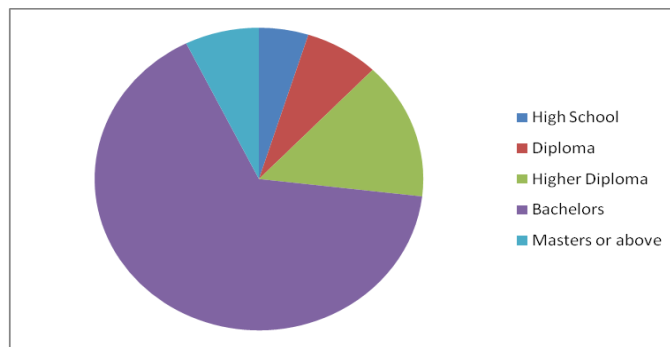
Question 2 - Marital status

Status	Frequency	Percent
Married	52	63.4
unmarried	28	34.1
Other	2	2.4
Total	82	100



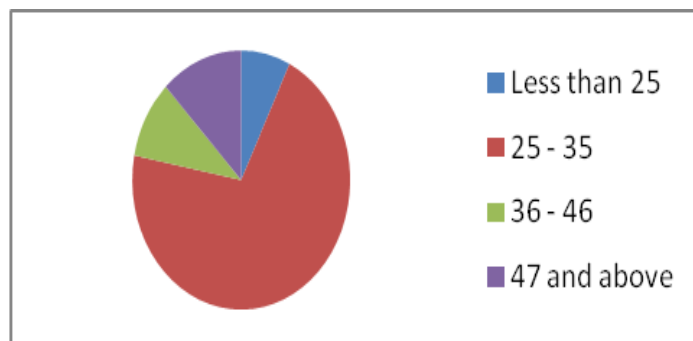
Question 3 - Education

Education	Frequency	Percent
High School	4	4.9
Diploma	6	7.3
Higher Diploma	12	14.6
Bachelors	54	65.9
Masters or above	6	7.3
Total	82	100



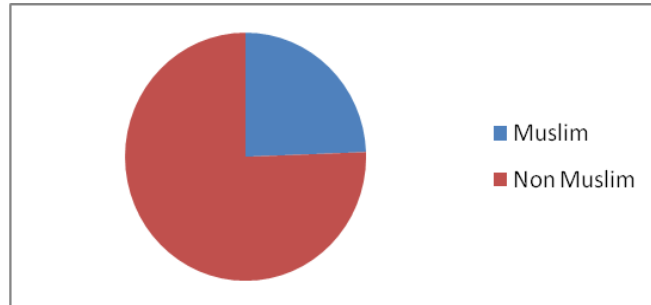
Question 4 - Age

Age	Frequency	Percent
Less than 25	6	7.3
25 - 35	58	70.7
36 - 46	8	9.8
47 and above	10	12.2
Total	82	100



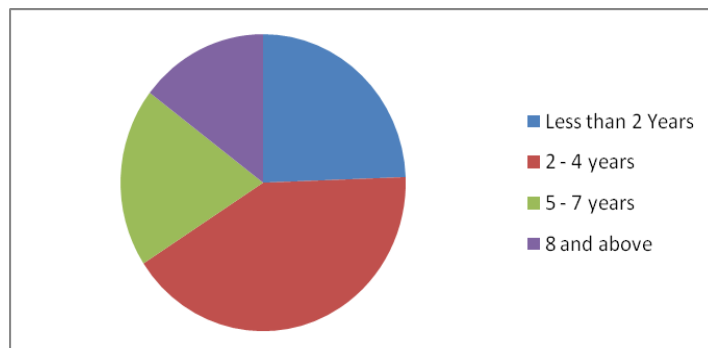
Question 5 - Religion

Religion	Frequency	Percent
Muslim	20	24.4
Non Muslim	62	75.6
Total	82	100



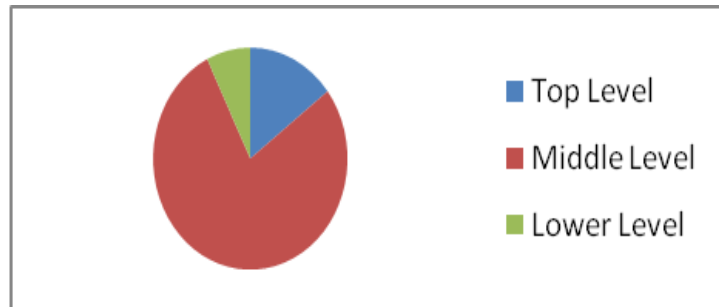
Question 6 - Number of years worked in current organization

Years at Org	Frequency	Percent
Less than 2 Years	20	24.4
2 - 4 years	34	41.5
5 - 7 years	16	19.5
8 and above	12	14.6
Total	82	100



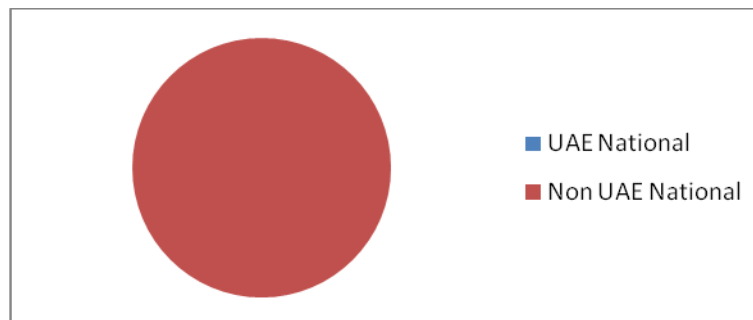
Question 7 - Job status

Job Status	Frequency	Percent
Top Level	12	14.6
Middle Level	64	78
Lower Level	6	7.3
Total	82	100



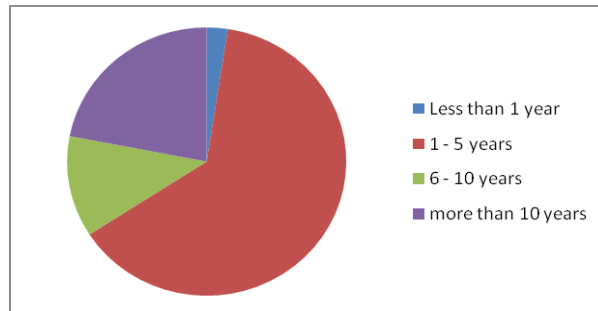
Question 8 - Nationality

	Frequency	Percent
UAE National	0	0
Non UAE National	82	100



Question 9 - Number of years lived in the UAE

Years in UAE	Frequency	Percent
Less than 1 year	2	2.4
1 - 5 years	52	63.5
6 - 10 years	10	12.2
more than 10 years	18	22
Total	82	100

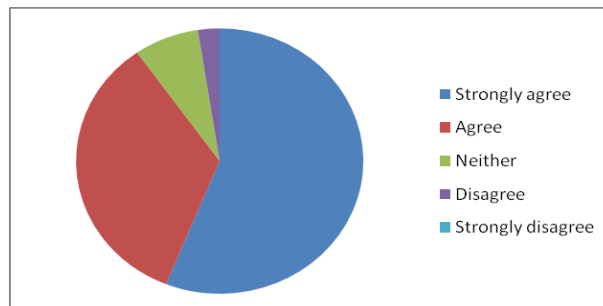


Part 2 - Cultural and Diversity background

To what extent do you agree with the following statements?

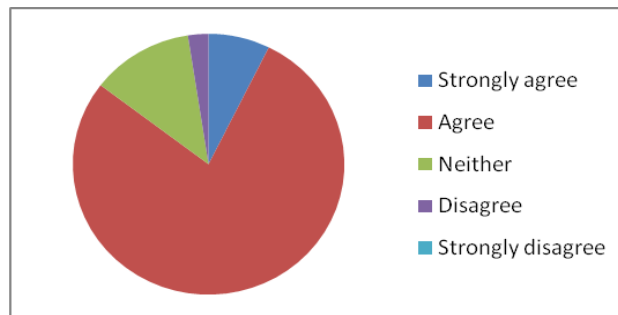
Question 10 - My home town (country of origin) is rich in diverse cultures

Question 10	Frequency	Percent
Strongly agree	46	56.1
Agree	28	34.1
Neither	6	7.3
Disagree	2	2.4
Strongly disagree	0	0
Total	82	100



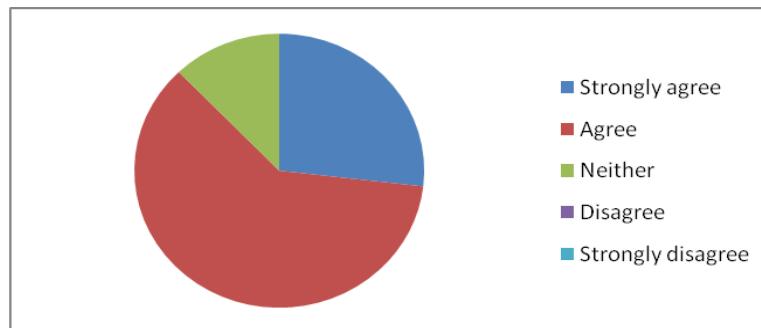
Question 11 - I have developed an awareness of different cultures and ways of life in UAE

Question 11	Frequency	Percent
Strongly agree	6	7.3
Agree	64	78
Neither	10	12.2
Disagree	2	2.4
Strongly disagree	0	0
Total	82	100



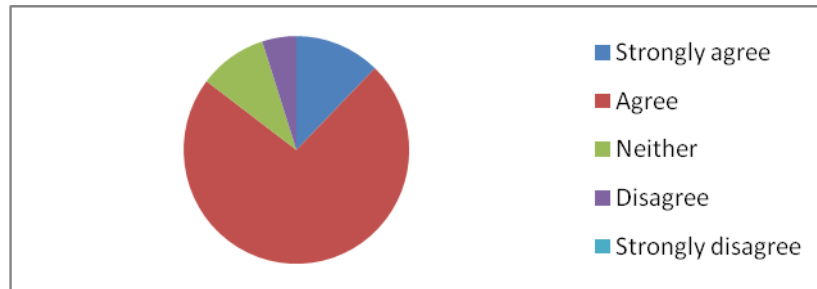
Question 12 - I can communicate effectively with others from backgrounds different from my own

Question 12	Frequency	Percent
Strongly agree	22	26.8
Agree	50	61
Neither	10	12.2
Disagree	0	0
Strongly disagree	0	0
Total	82	100



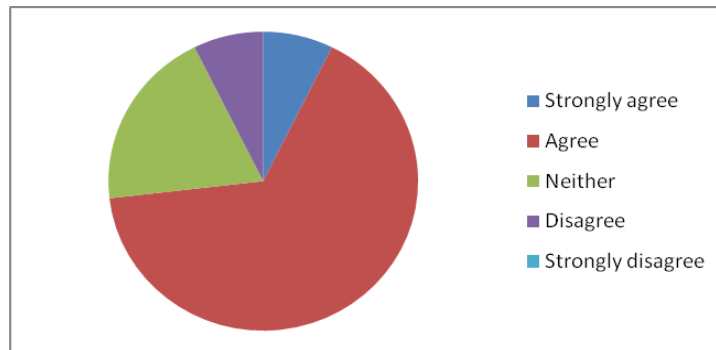
Question 13 - My own background (age, gender, culture, etc.) often influences how I view myself and others

Question 13	Frequency	Percent
Strongly agree	10	12.2
Agree	60	73.2
Neither	8	9.8
Disagree	4	4.9
Strongly disagree	0	0
Total	82	100



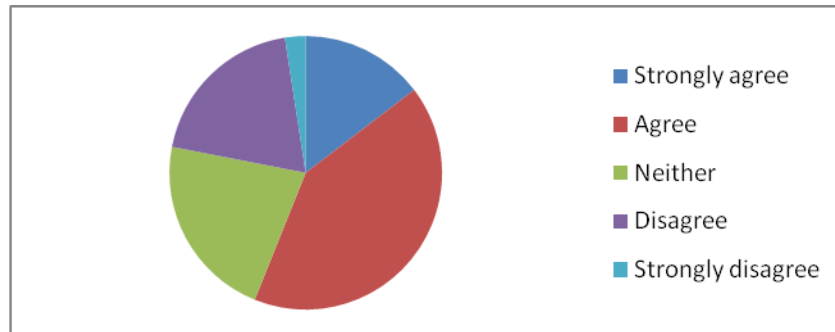
Question 14 - I have developed an awareness of different religions and religious rituals in UAE

Question 14	Frequency	Percent
Strongly agree	6	7.3
Agree	54	65.9
Neither	16	19.5
Disagree	6	7.3
Strongly disagree	0	0
Total	82	100



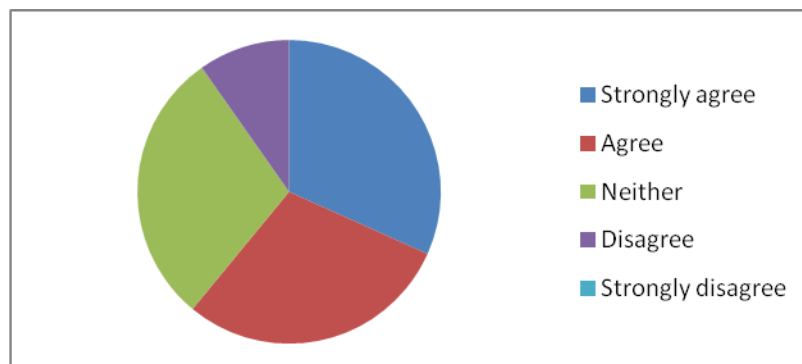
Question 15 - My own religious background influences how I view and interact with others

Question 15	Frequency	Percent
Strongly agree	12	14.6
Agree	34	41.5
Neither	18	22
Disagree	16	19.5
Strongly disagree	2	2.4
Total	82	100



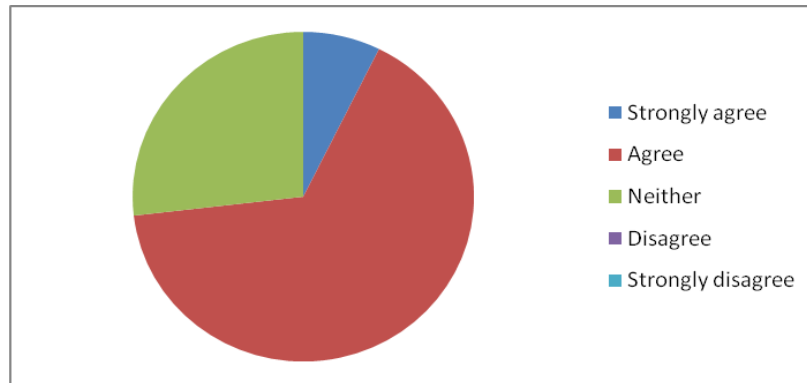
Question 16 - I feel (or would feel) comfortable having a woman as my primary physician

Question 16	Frequency	Percent
Strongly agree	26	31.7
Agree	24	29.3
Neither	24	29.3
Disagree	8	9.8
Strongly disagree	0	0
Total	82	100



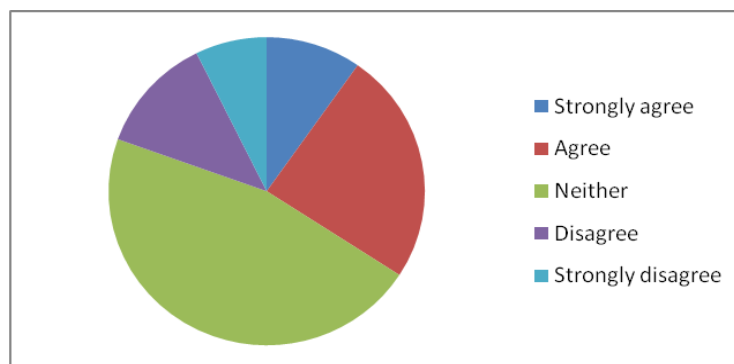
Question 17 - I am knowledgeable in topics pertaining to gender issues

Question 17	Frequency	Percent
Strongly agree	6	7.3
Agree	54	65.9
Neither	22	26.8
Disagree	0	0
Strongly disagree	0	0
Total	82	100



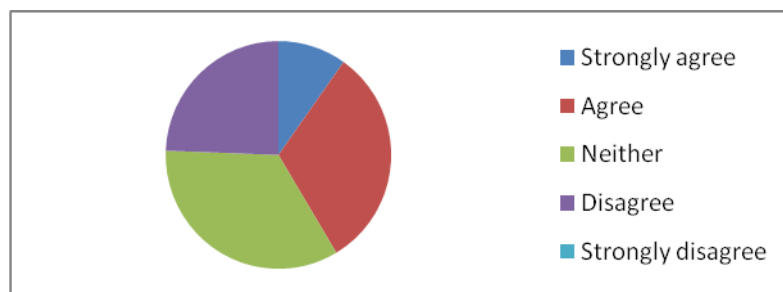
Question 18 - Generally I believe that sexism influences career development issues for women

Question 18	Frequency	Percent
Strongly agree	8	9.8
Agree	20	24.2
Neither	38	46.3
Disagree	10	12.2
Strongly disagree	6	7.3
Total	82	100



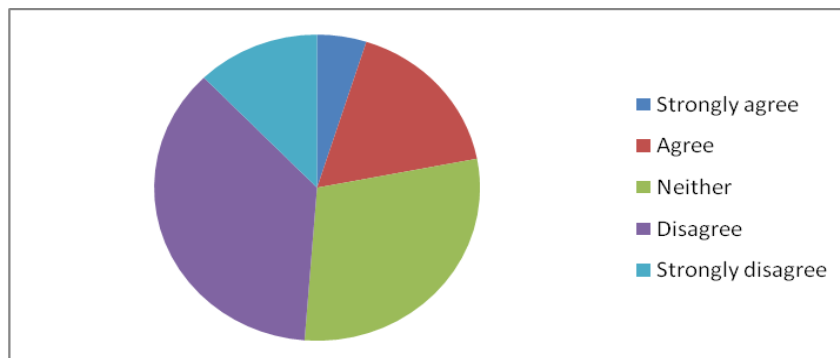
Question 19 - Overall, I think racial minorities complain too much about racial discrimination

Question 19	Frequency	Percent
Strongly agree	8	9.8
Agree	26	31.7
Neither	28	34.1
Disagree	20	24.4
Strongly disagree	0	0
Total	82	100



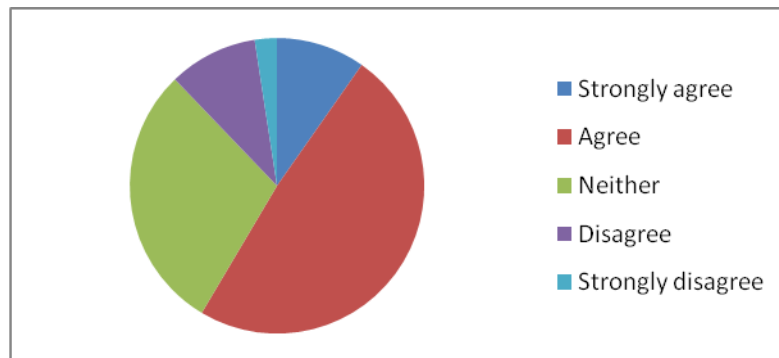
Question 20 - Racial discrimination is not a problem in UAE

Question 20	Frequency	Percent
Strongly agree	4	4.9
Agree	14	17.1
Neither	24	29.3
Disagree	30	36.6
Strongly disagree	10	12.2
Total	82	100



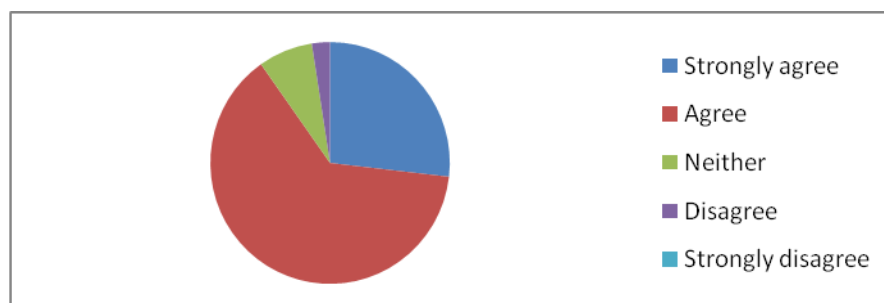
Question 21 - I would enjoy living in a neighborhood consisting of a racially diverse population (e.g. African, Asian, White)

Question 21	Frequency	Percent
Strongly agree	8	9.8
Agree	40	48.8
Neither	24	29.3
Disagree	8	9.8
Strongly disagree	2	2.4
Total	82	100



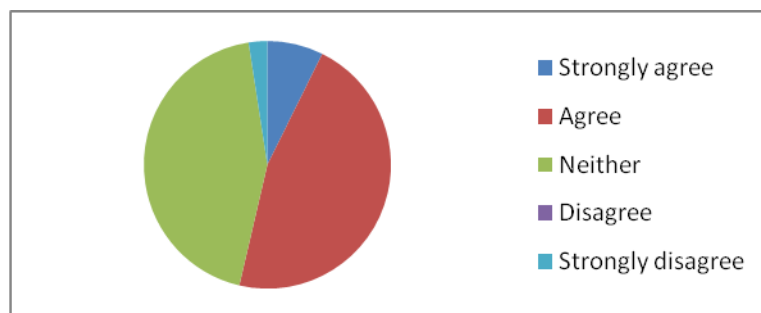
Question 22 - I think school systems, from elementary through college, should promote values representative of diverse cultures

Question 22	Frequency	Percent
Strongly agree	22	26.8
Agree	52	63.4
Neither	6	7.3
Disagree	2	2.4
Strongly disagree	0	0
Total	82	100



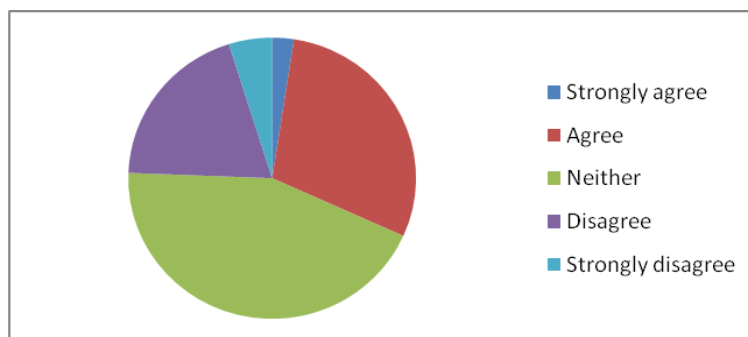
Question 23 - It is easy to understand the frustration of minority groups (race, gender, etc.)

Question 23	Frequency	Percent
Strongly agree	6	7.3
Agree	38	46.3
Neither	36	43.9
Disagree	0	0
Strongly disagree	2	2.4
Total	82	100



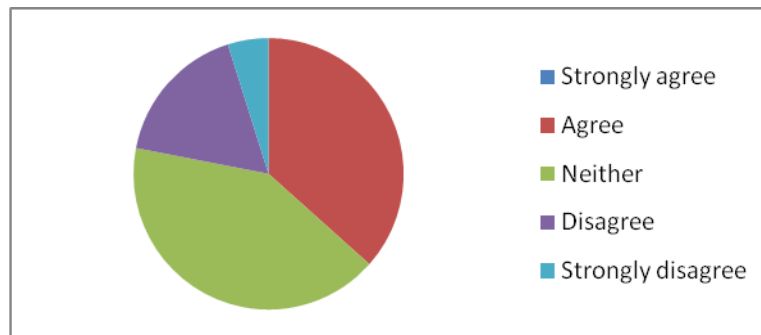
Question 24 - I believe I fall within a racial minority group in UAE

Question 24	Frequency	Percent
Strongly agree	2	2.4
Agree	24	29.3
Neither	36	43.9
Disagree	16	19.5
Strongly disagree	4	4.9
Total	82	100



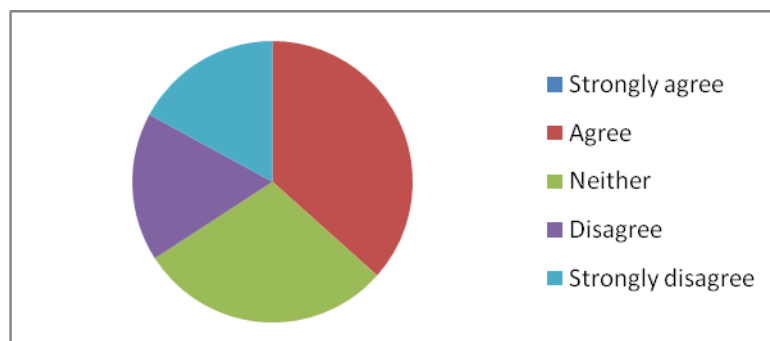
Question 25 - I believe I fall within a cultural minority group in UAE

Question 25	Frequency	Percent
Strongly agree	0	0
Agree	30	36.6
Neither	34	41.4
Disagree	14	17.1
Strongly disagree	4	4.9
Total	82	100



Question 26 - I believe I fall within a religious minority group in UAE

Question 26	Frequency	Percent
Strongly agree	0	0
Agree	30	36.6
Neither	24	29.3
Disagree	14	17.1
Strongly disagree	14	17.1
Total	82	100

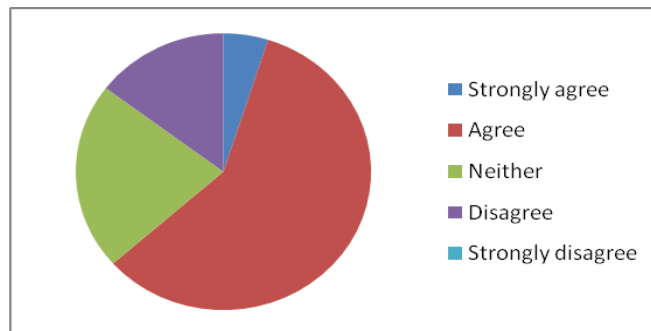


Part 3 - Organizational Environment

Choose the best answer in your opinion to each of the following statements

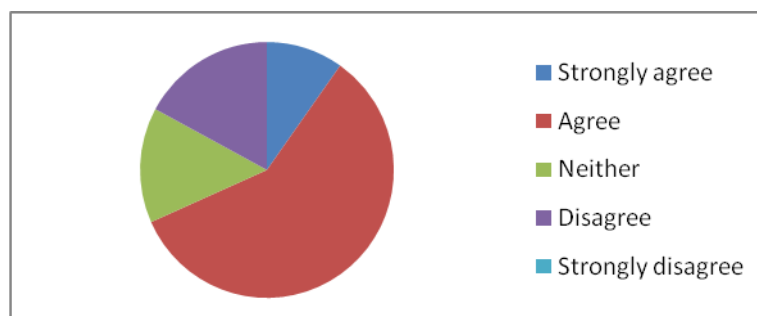
Question 27 - I am able to recognize intolerance among my peers

Question 27	Frequency	Percent
Strongly agree	4	4.9
Agree	48	58.5
Neither	18	22
Disagree	12	14.6
Strongly disagree	0	0
Total	82	100



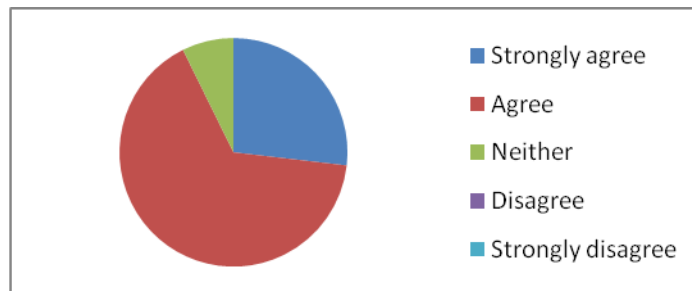
Question 28 - My fellow coworkers treat me with the same respect as they show other employees/managers

Question 28	Frequency	Percent
Strongly agree	8	9.8
Agree	48	58.5
Neither	12	14.6
Disagree	14	17.1
Strongly disagree	0	0
Total	82	100



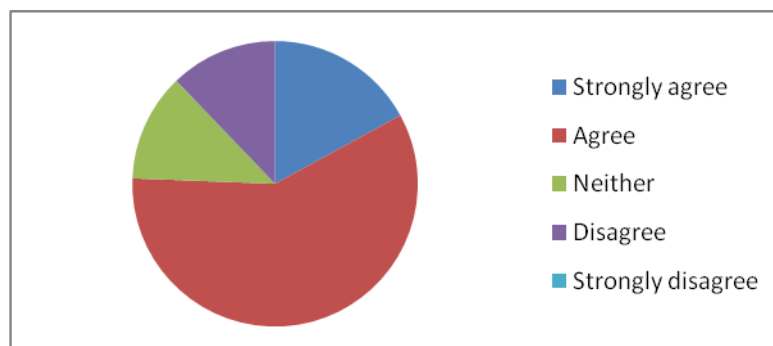
Question 29 - I am able to communicate effectively with my co-workers regardless of their cultural or religious backgrounds

Question 29	Frequency	Percent
Strongly agree	22	26.8
Agree	54	65.9
Neither	6	7.3
Disagree	0	0
Strongly disagree	0	0
Total	82	100



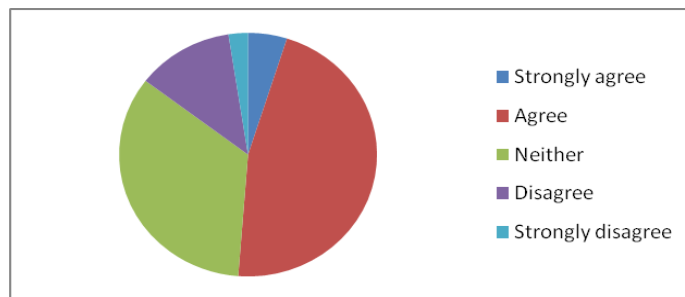
Question 30 - All staff are treated and respected equally by senior staff/management

Question 30	Frequency	Percent
Strongly agree	14	17.1
Agree	48	58.5
Neither	10	12.2
Disagree	10	12.2
Strongly disagree	0	0
Total	82	100



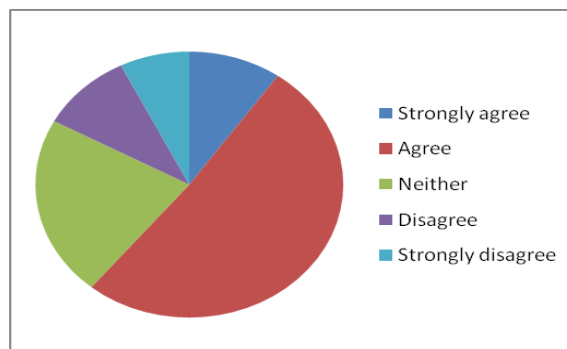
Question 31 - Management should place more emphasis on racial/cultural diversity

Question 31	Frequency	Percent
Strongly agree	4	4.9
Agree	38	46.3
Neither	28	34.1
Disagree	10	12.2
Strongly disagree	2	2.4
Total	82	100



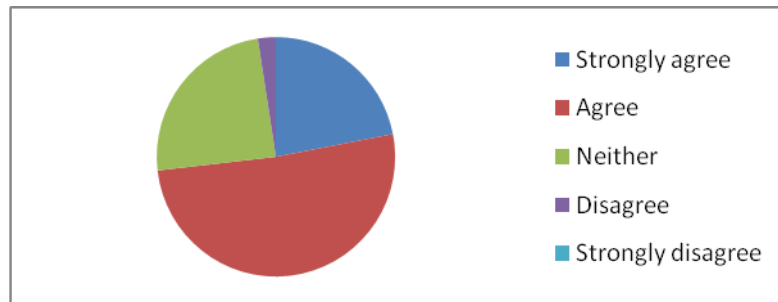
Question 32 - I believe that managerial decisions are not influenced by staff background (race, culture, religion, etc.)

Question 32	Frequency	Percent
Strongly agree	8	9.8
Agree	42	51.2
Neither	18	22
Disagree	8	9.8
Strongly disagree	6	7.3
Total	82	100



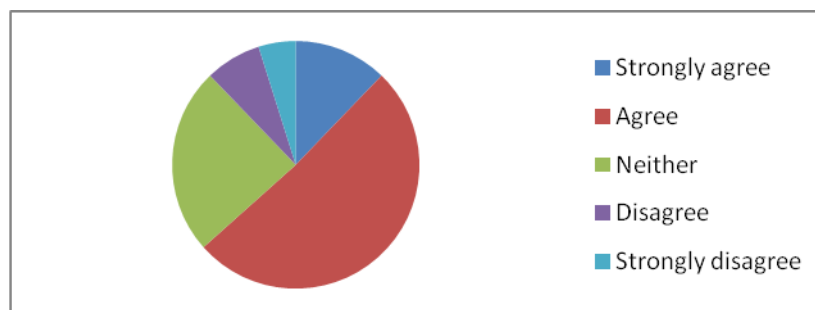
Question 33 - I believe a diverse work force tends to enrich the organization by offering many perspectives and promoting unity

Question 33	Frequency	Percent
Strongly agree	18	22
Agree	42	51.2
Neither	20	24.4
Disagree	2	2.4
Strongly disagree	0	0
Total	82	100



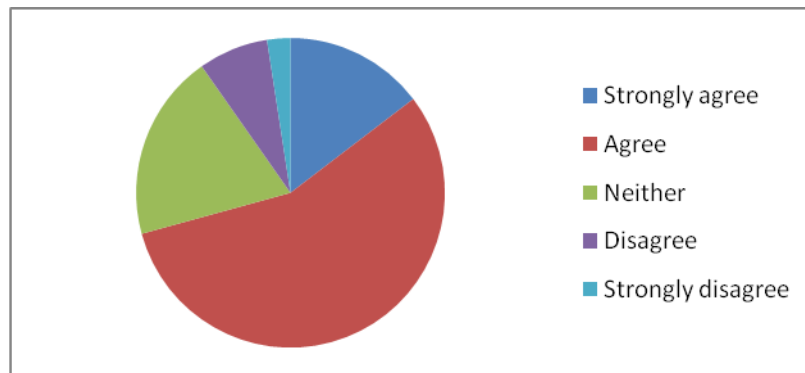
Question 34 - I believe organizational racial/cultural/gender discrimination poses a problem for career advancement for minorities

Question 34	Frequency	Percent
Strongly agree	10	12.2
Agree	42	51.2
Neither	20	24.4
Disagree	6	7.3
Strongly disagree	4	4.9
Total	82	100



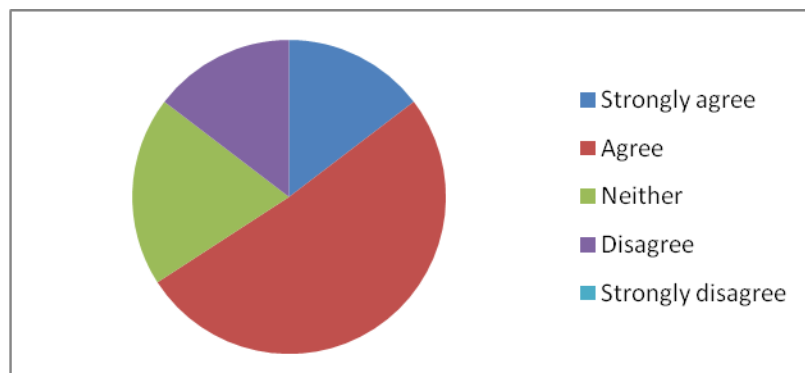
Question 35 - in general, employees/staff in my organization are accepted and respected regardless of their racial or cultural background

Question 35	Frequency	Percent
Strongly agree	12	14.6
Agree	46	56.1
Neither	16	19.5
Disagree	6	7.3
Strongly disagree	2	2.4
Total	82	100



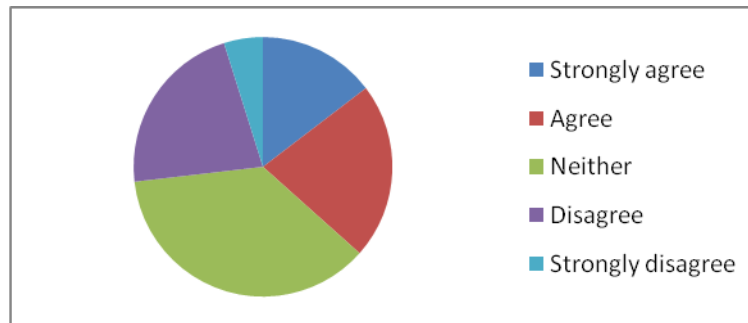
Question 36 - In general, men and women in my organization are as attentive to a female speaker in a meeting as they are to a male speaker

Question 36	Frequency	Percent
Strongly agree	12	14.6
Agree	42	51.2
Neither	16	19.5
Disagree	12	14.6
Strongly disagree	0	0
Total	82	100



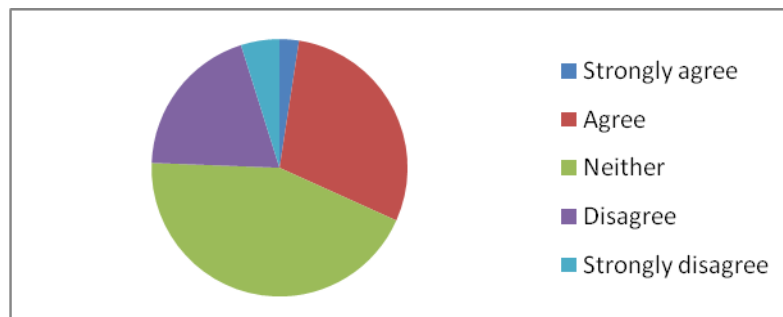
Question 37 - In a departmental or staff meeting, ideas presented by male staff are as highly valued as the ideas presented by female staff

Question 37	Frequency	Percent
Strongly agree	12	14.6
Agree	18	22
Neither	30	36.6
Disagree	18	22
Strongly disagree	4	4.9
Total	82	100



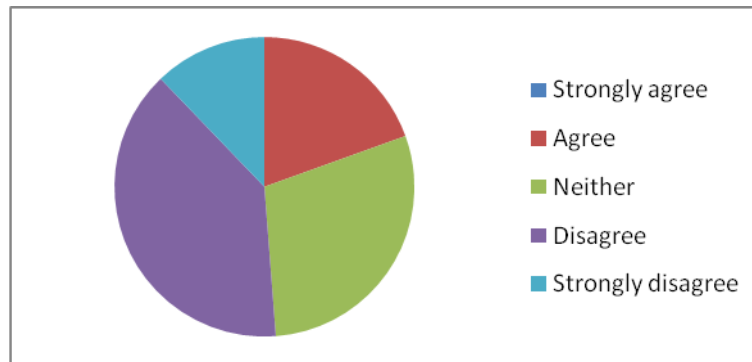
Question 38 - I am aware of services available for staff at my organization that address issues of discrimination

Question 38	Frequency	Percent
Strongly agree	2	2.4
Agree	24	29.3
Neither	36	43.9
Disagree	16	19.5
Strongly disagree	4	4.9
Total	82	100



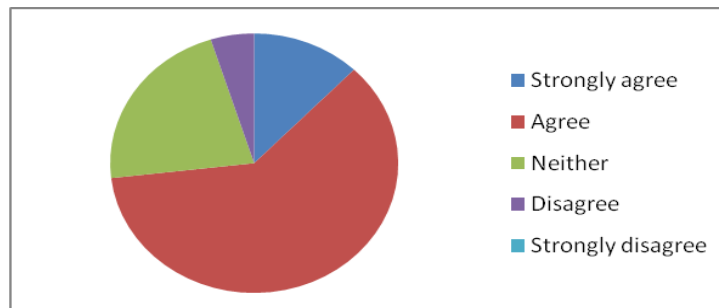
Question 39 - I believe that there are high levels of conflict in my organization caused by different cultural and religious backgrounds

Question 39	Frequency	Percent
Strongly agree	0	0
Agree	16	19.5
Neither	24	29.3
Disagree	32	39
Strongly disagree	10	12.2
Total	82	100



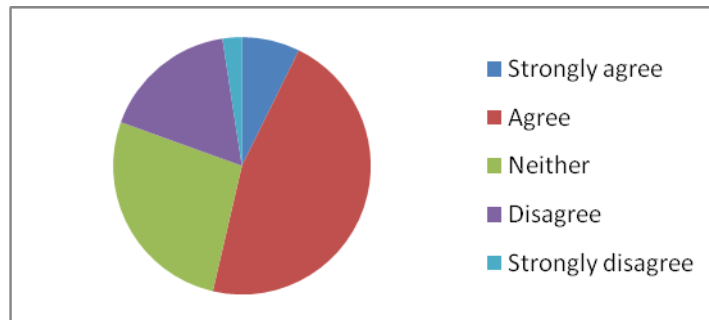
Question 40 - Work groups in my organization are culturally diverse

Question 40	Frequency	Percent
Strongly agree	10	12.2
Agree	50	61
Neither	18	22
Disagree	4	4.9
Strongly disagree	0	0
Total	82	100



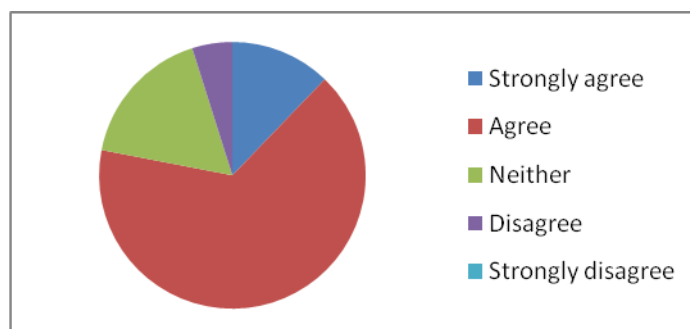
Question 41 - There is a high level of gender diversity in my organization

Question 41	Frequency	Percent
Strongly agree	6	7.3
Agree	38	46.3
Neither	22	26.8
Disagree	14	17.1
Strongly disagree	2	2.4
Total	82	100



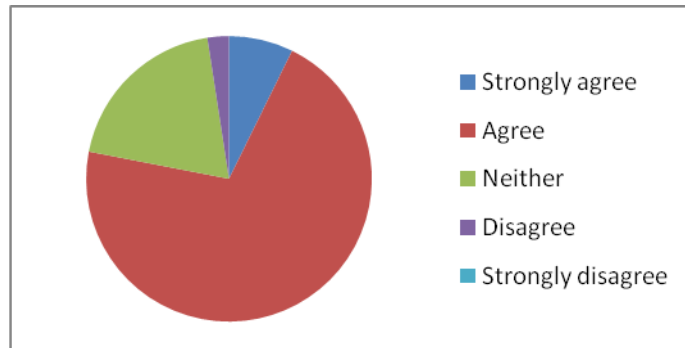
Question 42 - I believe sexism or gender discrimination is not a problem in my organization

Question 42	Frequency	Percent
Strongly agree	10	12.2
Agree	54	65.9
Neither	14	17.1
Disagree	4	4.9
Strongly disagree	0	0
Total	82	100



Question 43 - I believe my own background (age, gender, culture, etc.) often influences how I carry out my work duties

Question 43	Frequency	Percent
Strongly agree	6	7.3
Agree	58	70.7
Neither	16	19.5
Disagree	2	2.4
Strongly disagree	0	0
Total	82	100

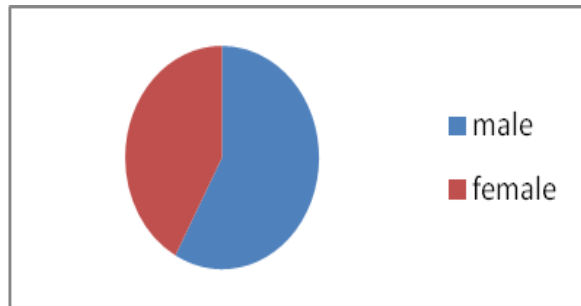


Appendix D – KSA Survey Results and Charts

Part 1 - General information

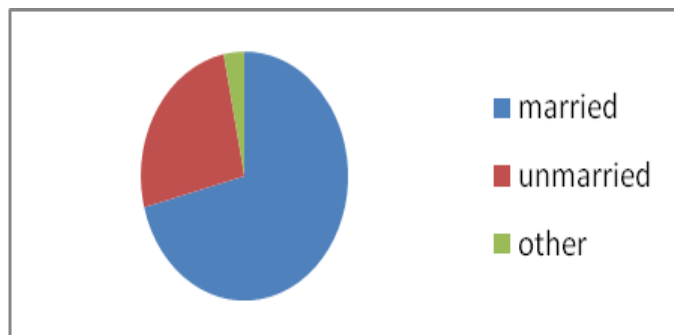
Question 1 - Gender

Gender	Frequency	Percent
Male	54	58.1
Female	39	41.9
Total	93	100



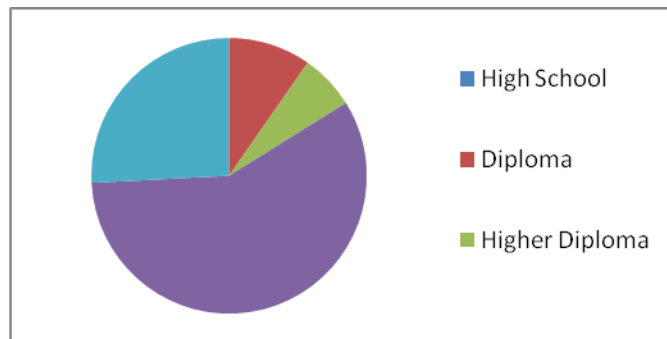
Question 2 - Marital status

Status	Frequency	Percent
Married	66	71
unmarried	24	25.8
Other	3	3.2
Total	93	100



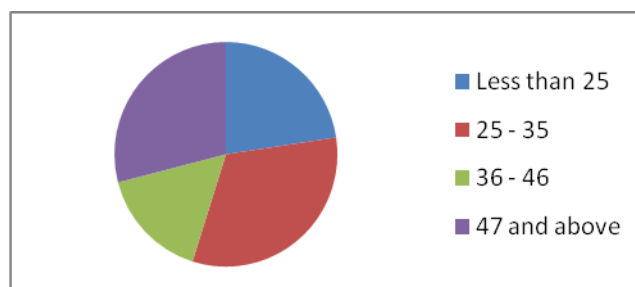
Question 3 - Education

Education	Frequency	Percent
High School	0	0
Diploma	9	9.7
Higher Diploma	6	6.5
Bachelors	54	58.1
Masters or above	24	25.8
Total	93	100



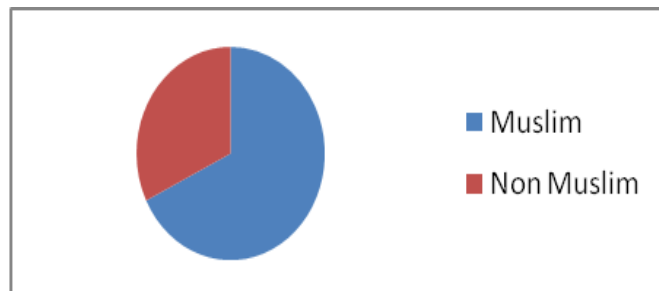
Question 4 - Age

Age	Frequency	Percent
Less than 25	21	22.6
25 - 35	30	32.3
36 - 46	15	16.1
47 and above	27	29
Total	93	100



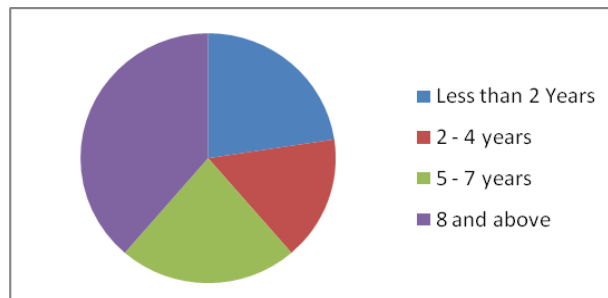
Question 5 - Religion

Religion	Frequency	Percent
Muslim	63	67.7
Non Muslim	30	32.2
Total	93	100



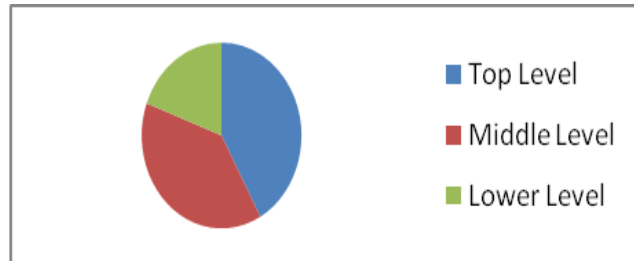
Question 6 - Number of years worked in current organization

Years at Org	Frequency	Percent
Less than 2 Years	21	22.6
2 - 4 years	15	16.1
5 - 7 years	21	22.6
8 and above	36	38.7
Total	93	100



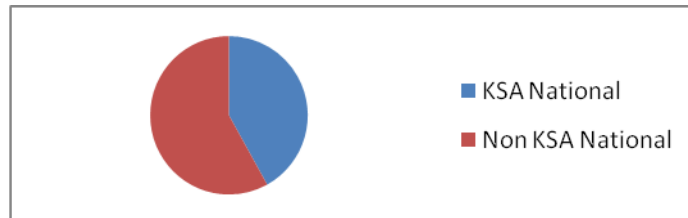
Question 7 - Job status

Job Status	Frequency	Percent
Top Level	39	41.9
Middle Level	36	38.7
Lower Level	18	19.4
Total	93	100

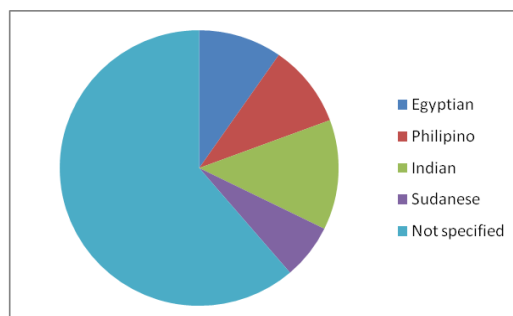


Question 8 - Nationality

	Frequency	Percent
KSA National	39	41.9
Non KSA National	54	58.1
Total	93	100

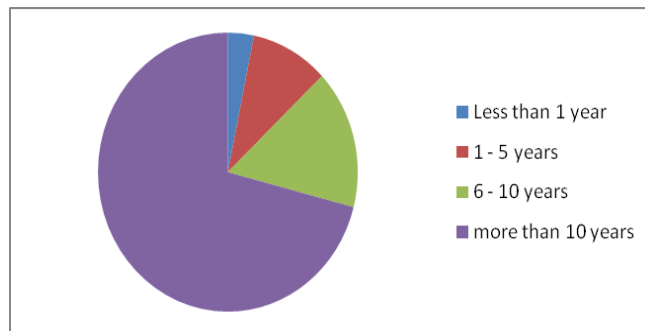


Nationality	Frequency	Percent
Egyptian	9	9.7
Philipino	9	9.7
Indian	12	12.9
Sudanese	6	6.4
Not specified	57	61.3
Total	93	100



Question 9 - Number of years lived in the KSA

Years in UAE	Frequency	Percent
Less than 1 year	3	3.2
1 - 5 years	9	9.7
6 - 10 years	15	16.1
more than 10 years	66	71
Total	93	100

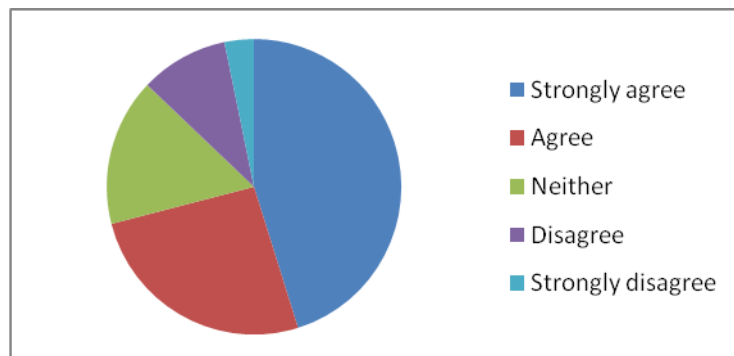


Part 2 - Cultural and Diversity background

To what extent do you agree with the following statements?

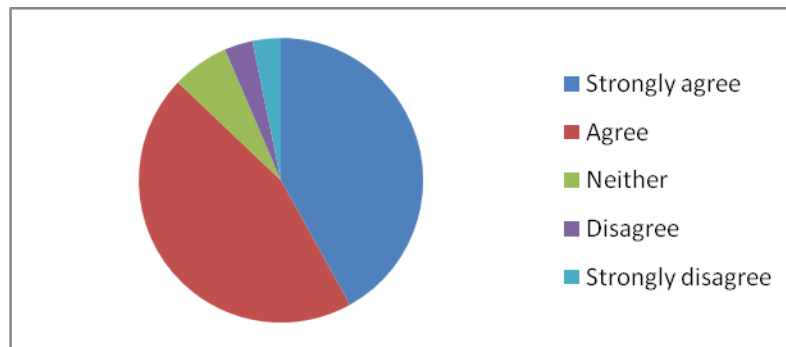
Question 10 - My home town (country of origin) is rich in diverse cultures

Question 10	Frequency	Percent
Strongly agree	42	45.2
Agree	24	25.8
Neither	15	16.1
Disagree	9	9.7
Strongly disagree	3	3.2
Total	93	100



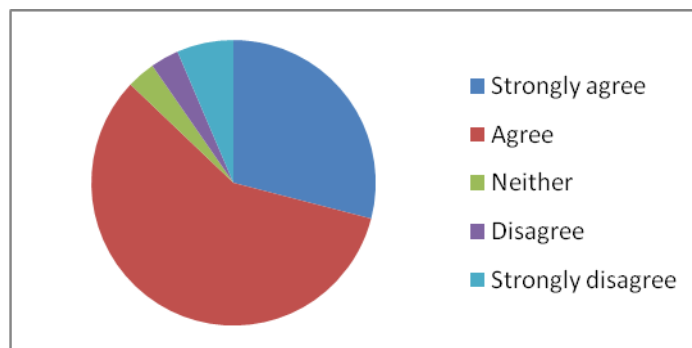
Question 11 - I have developed an awareness of different cultures and ways of life in KSA

Question 11	Frequency	Percent
Strongly agree	39	41.9
Agree	42	45.2
Neither	6	6.4
Disagree	3	3.2
Strongly disagree	3	3.2
Total	93	100



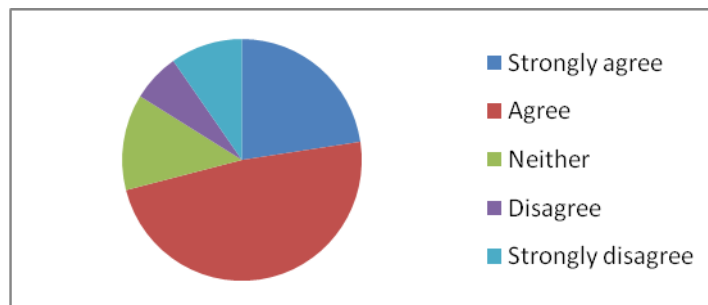
Question 12 - I can communicate effectively with others from backgrounds different from my own

Question 12	Frequency	Percent
Strongly agree	27	29
Agree	54	58.1
Neither	3	3.2
Disagree	3	3.2
Strongly disagree	6	6.5
Total	93	100



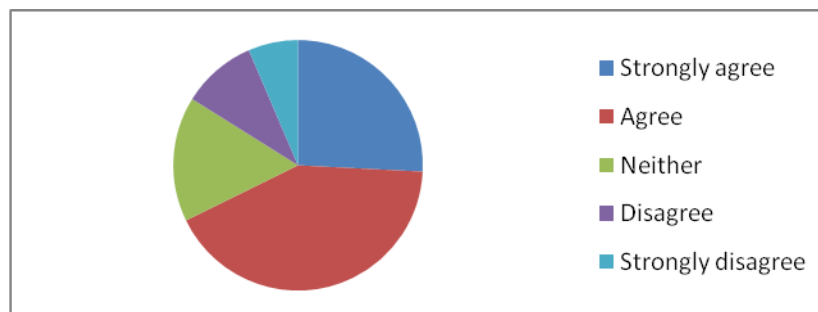
Question 13 - My own background (age, gender, culture, etc.) often influences how I view myself and others

Question 13	Frequency	Percent
Strongly agree	21	22.6
Agree	45	48.4
Neither	12	12.9
Disagree	6	6.5
Strongly disagree	9	9.7
Total	93	100



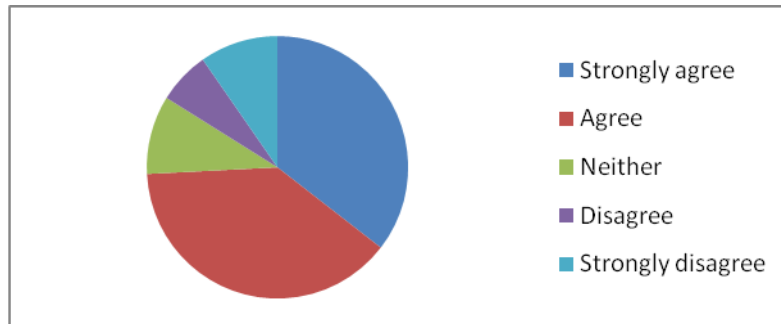
Question 14 - I have developed an awareness of different religions and religious rituals in KSA

Question 14	Frequency	Percent
Strongly agree	24	25.8
Agree	39	41.9
Neither	15	16.1
Disagree	9	9.7
Strongly disagree	6	6.5
Total	93	100



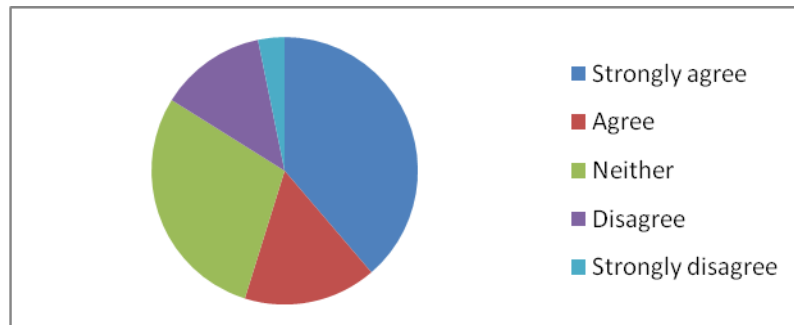
Question 15 - My own religious background influences how I view and interact with others

Question 15	Frequency	Percent
Strongly agree	33	35.5
Agree	36	38.7
Neither	9	9.7
Disagree	6	6.5
Strongly disagree	9	9.7
Total	93	100



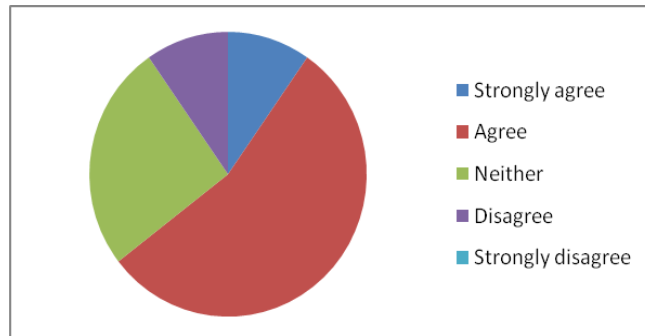
Question 16 - I feel (or would feel) comfortable having a woman as my primary physician

Question 16	Frequency	Percent
Strongly agree	36	38.7
Agree	15	16.1
Neither	27	29
Disagree	12	12.9
Strongly disagree	3	3.2
Total	93	100



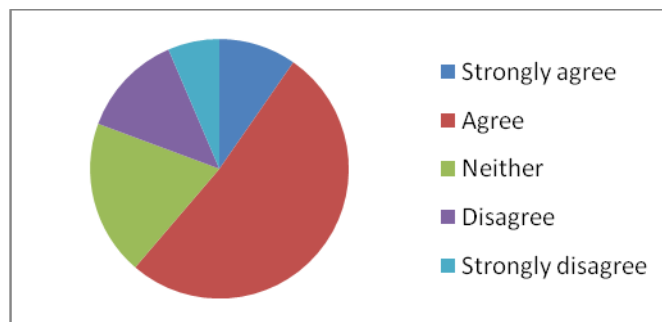
Question 17 - I am knowledgeable in topics pertaining to gender issues

Question 17	Frequency	Percent
Strongly agree	9	9.7
Agree	51	54.8
Neither	24	25.8
Disagree	9	9.7
Strongly disagree	0	0
Total	93	100



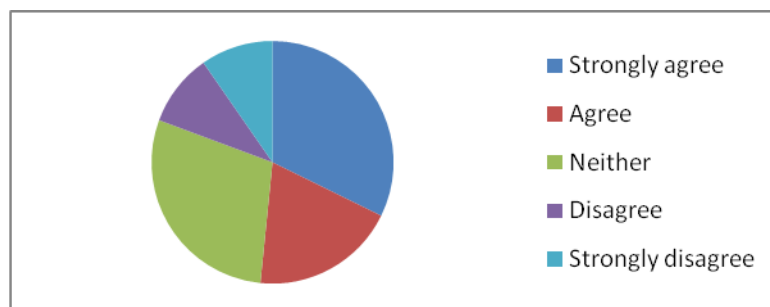
Question 18 - Generally I believe that sexism influences career development issues for women

Question 18	Frequency	Percent
Strongly agree	9	9.7
Agree	48	51.6
Neither	18	19.4
Disagree	12	12.9
Strongly disagree	6	6.5
Total	93	100



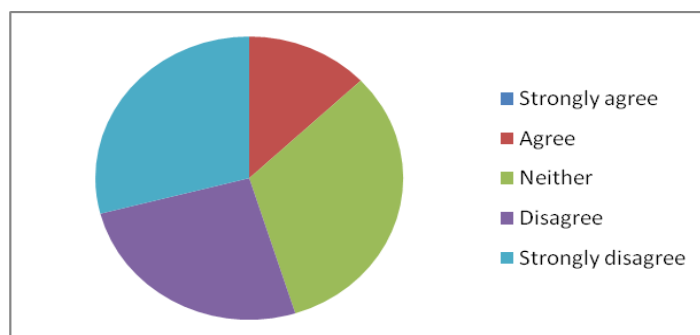
Question 19 - Overall, I think racial minorities complain too much about racial discrimination

Question 19	Frequency	Percent
Strongly agree	30	32.3
Agree	18	19.4
Neither	27	29
Disagree	9	9.7
Strongly disagree	9	9.7
Total	93	100



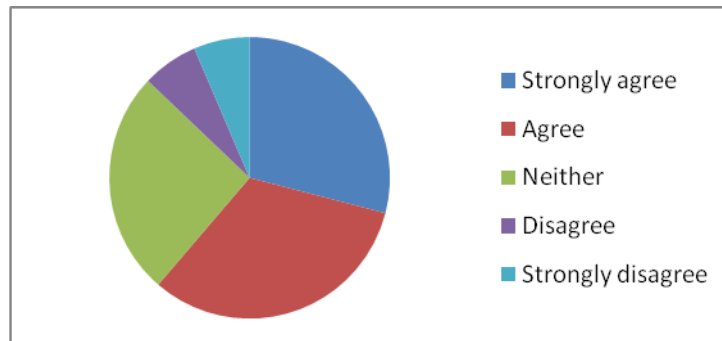
Question 20 - Racial discrimination is not a problem in KSA

Question 20	Frequency	Percent
Strongly agree	0	0
Agree	12	12.9
Neither	30	32.3
Disagree	24	25.8
Strongly disagree	27	29
Total	93	100



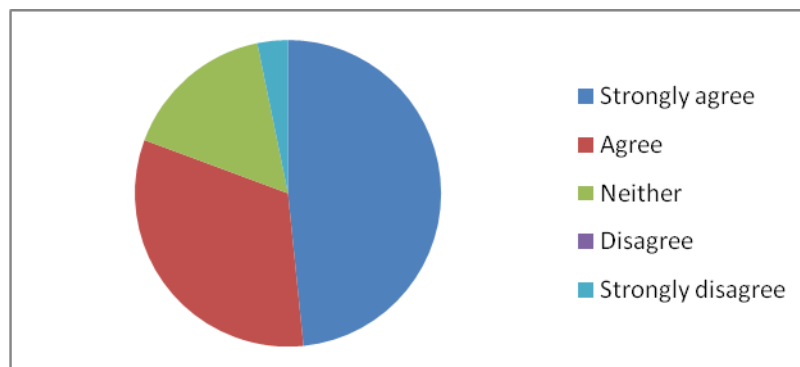
Question 21 - I would enjoy living in a neighborhood consisting of a racially diverse population (e.g. African, Asian, White)

Question 21	Frequency	Percent
Strongly agree	27	29
Agree	30	32.3
Neither	24	25.8
Disagree	6	6.5
Strongly disagree	6	6.5
Total	93	100



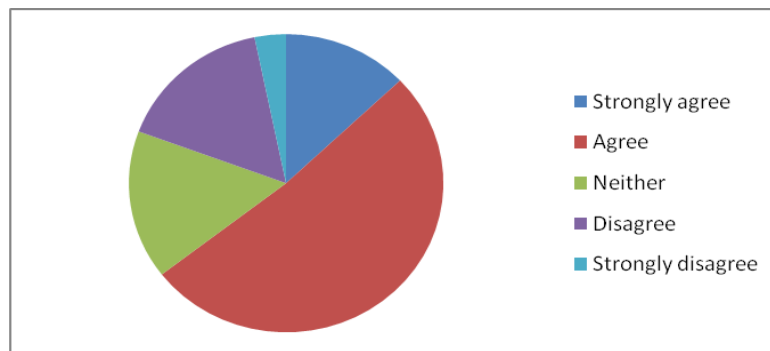
Question 22 - I think school systems, from elementary through college, should promote values representative of diverse cultures

Question 22	Frequency	Percent
Strongly agree	45	48.4
Agree	30	32.3
Neither	15	16.1
Disagree	0	0
Strongly disagree	3	3.2
Total	93	100



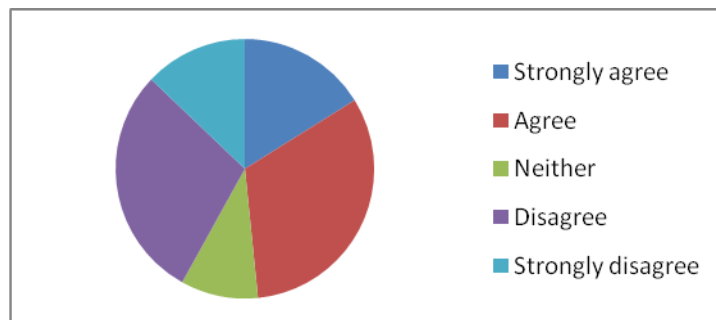
Question 23 - It is easy to understand the frustration of minority groups (race, gender, etc.)

Question 23	Frequency	Percent
Strongly agree	12	12.9
Agree	48	51.6
Neither	15	16.1
Disagree	15	16.1
Strongly disagree	3	3.2
Total	93	100



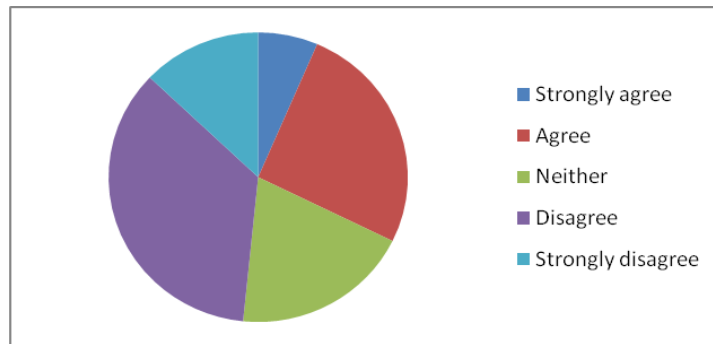
Question 24 - I believe I fall within a racial minority group in KSA

Question 24	Frequency	Percent
Strongly agree	15	16.1
Agree	30	32.3
Neither	9	9.7
Disagree	27	29
Strongly disagree	12	12.9
Total	93	100



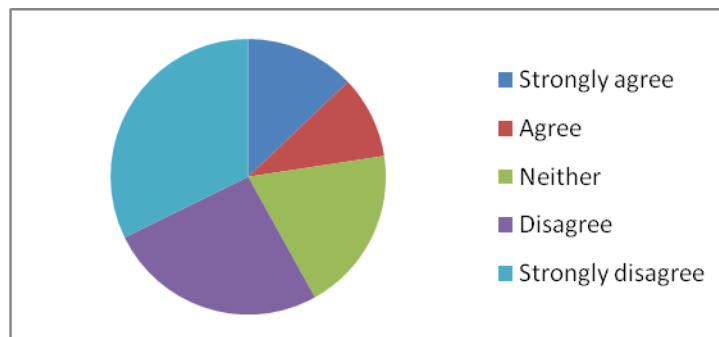
Question 25 - I believe I fall within a cultural minority group in KSA

Question 25	Frequency	Percent
Strongly agree	6	6.5
Agree	24	25.8
Neither	18	19.4
Disagree	33	35.5
Strongly disagree	12	12.9
Total	93	100



Question 26 - I believe I fall within a religious minority group in KSA

Question 26	Frequency	Percent
Strongly agree	12	12.9
Agree	9	9.7
Neither	18	19.4
Disagree	24	25.8
Strongly disagree	30	32.3
Total	93	100

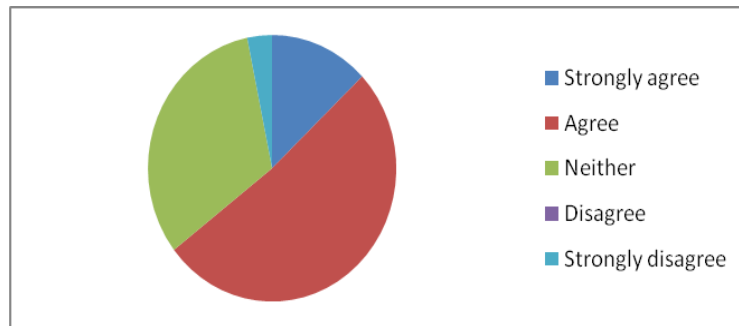


Part 3 - Organizational Environment

Choose the best answer in your opinion to each of the following statements

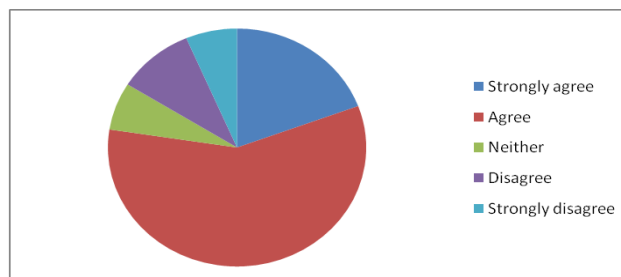
Question 27 - I am able to recognize intolerance among my peers

Question 27	Frequency	Percent
Strongly agree	12	12.9
Agree	48	51.6
Neither	30	32.3
Disagree	0	0
Strongly disagree	3	3.2
Total	93	100



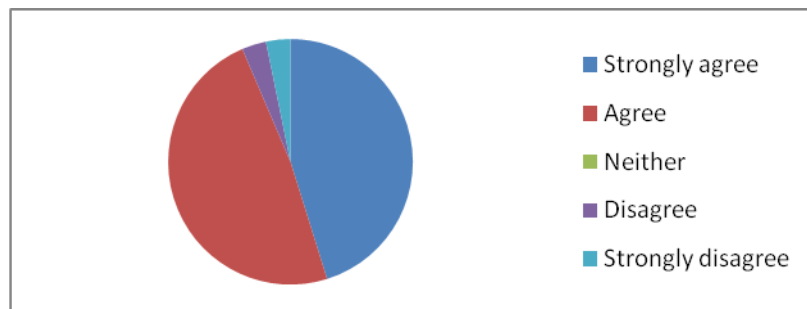
Question 28 - My fellow co-workers treat me with the same respect as they show other employees/managers

Question 28	Frequency	Percent
Strongly agree	18	19.4
Agree	54	58.1
Neither	6	6.5
Disagree	9	9.7
Strongly disagree	6	6.5
Total	93	100



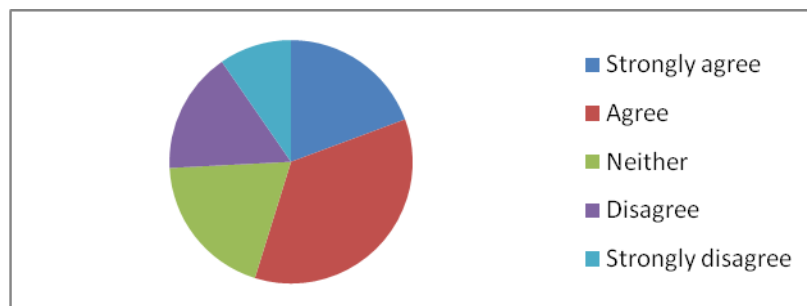
Question 29 - I am able to communicate effectively with my coworkers regardless of their cultural or religious backgrounds

Question 29	Frequency	Percent
Strongly agree	42	45.2
Agree	45	48.4
Neither	0	0
Disagree	3	3.2
Strongly disagree	3	3.2
Total	93	100



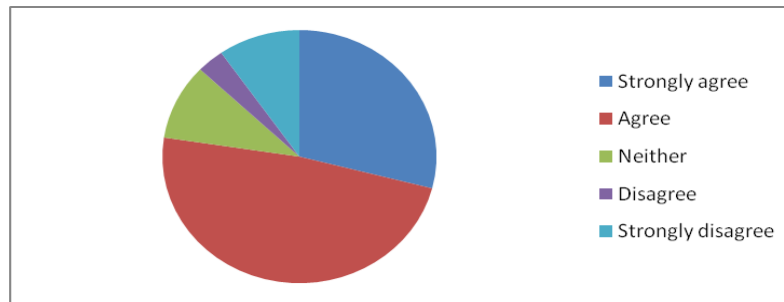
Question 30 - All staff are treated and respected equally by senior staff/management

Question 30	Frequency	Percent
Strongly agree	18	19.4
Agree	33	35.5
Neither	18	19.4
Disagree	15	16.1
Strongly disagree	9	9.7
Total	93	100



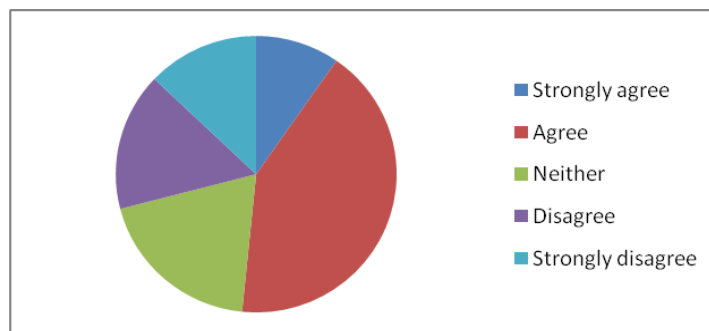
Question 31 - Management should place more emphasis on racial/cultural diversity

Question 31	Frequency	Percent
Strongly agree	27	29
Agree	45	48.4
Neither	9	9.7
Disagree	3	3.2
Strongly disagree	9	9.7
Total	93	100



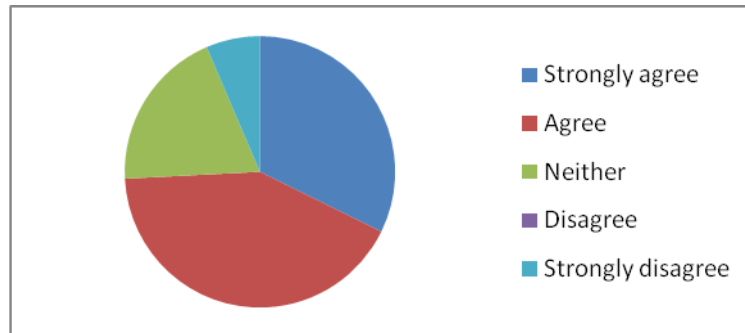
Question 32 - I believe that managerial decisions are not influenced by staff background (race, culture, religion, etc.)

Question 32	Frequency	Percent
Strongly agree	9	9.7
Agree	39	41.9
Neither	18	19.4
Disagree	15	16.1
Strongly disagree	12	12.9
Total	93	100



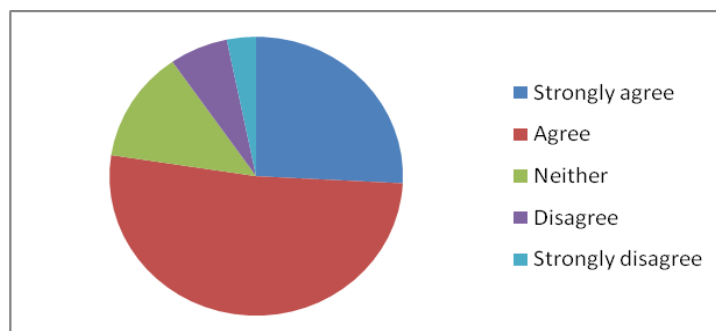
Question 33 - I believe a diverse work force tends to enrich the organization by offering many perspectives and promoting unity

Question 33	Frequency	Percent
Strongly agree	30	32.3
Agree	39	41.9
Neither	18	19.4
Disagree	0	0
Strongly disagree	6	6.5
Total	93	100



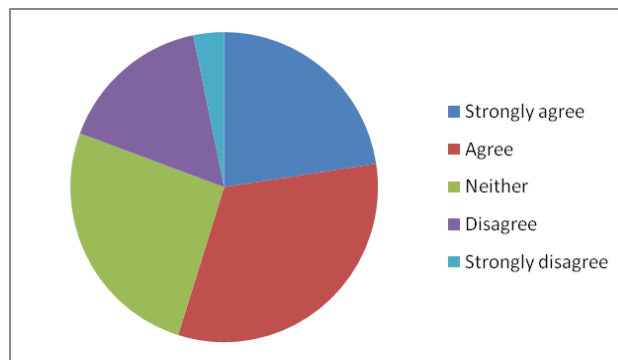
Question 34 - I believe organizational racial/cultural/gender discrimination poses a problem for career advancement for minorities

Question 34	Frequency	Percent
Strongly agree	24	25.8
Agree	48	51.6
Neither	12	12.9
Disagree	6	6.5
Strongly disagree	3	3.2
Total	93	100



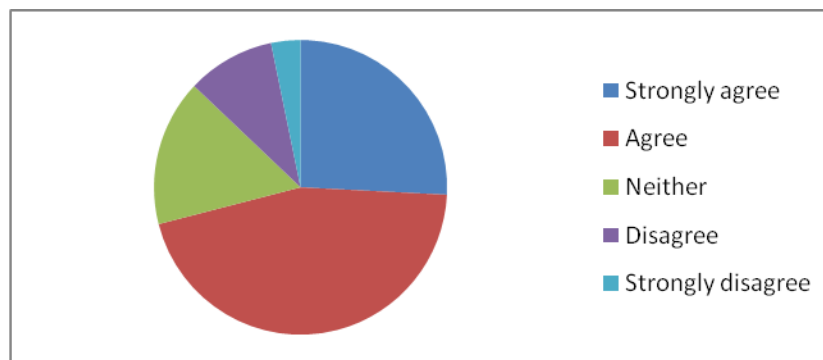
Question 35 - in general, employees/staff in my organization are accepted and respected regardless of their racial or cultural background

Question 35	Frequency	Percent
Strongly agree	21	22.6
Agree	30	32.3
Neither	24	25.8
Disagree	15	16.1
Strongly disagree	3	3.2
Total	93	100



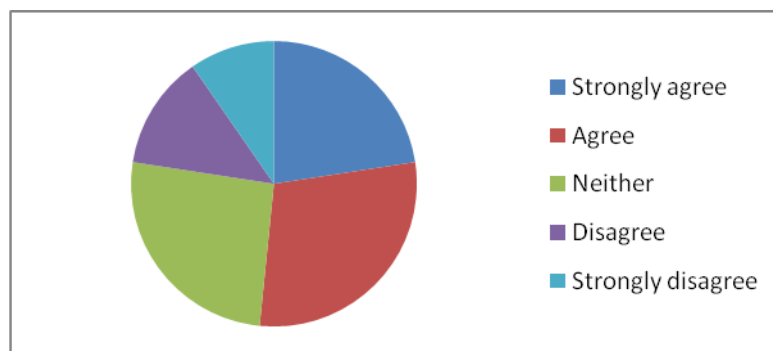
Question 36 - In general, men and women in my organization are as attentive to a female speaker in a meeting as they are to a male speaker

Question 36	Frequency	Percent
Strongly agree	24	25.8
Agree	42	45.2
Neither	15	16.1
Disagree	9	9.7
Strongly disagree	3	3.2
Total	93	100



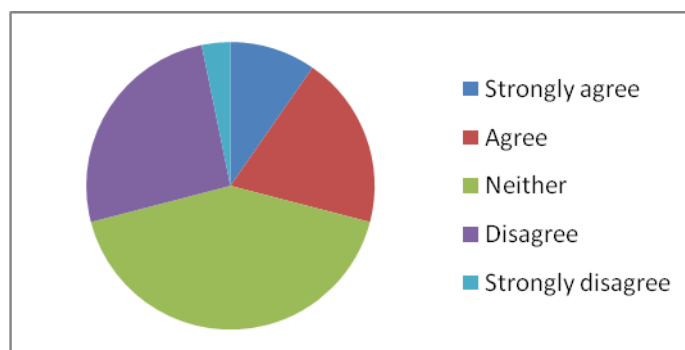
Question 37 - In a departmental or staff meeting, ideas presented by male staff are as highly valued as the ideas presented by female staff

Question 37	Frequency	Percent
Strongly agree	21	22.6
Agree	27	29
Neither	24	25.8
Disagree	12	12.9
Strongly disagree	9	9.7
Total	93	100



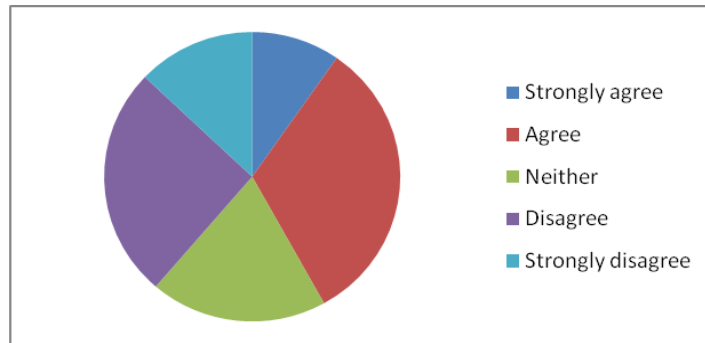
Question 38 - I am aware of services available for staff at my organization that address issues of discrimination

Question 38	Frequency	Percent
Strongly agree	9	9.7
Agree	18	19.4
Neither	39	41.9
Disagree	24	25.8
Strongly disagree	3	3.2
Total	93	100



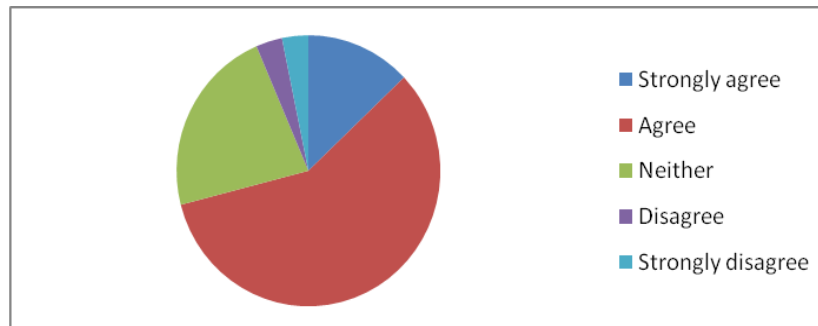
Question 39 - I believe that there are high levels of conflict in my organization caused by different cultural and religious backgrounds

Question 39	Frequency	Percent
Strongly agree	9	9.7
Agree	30	32.3
Neither	18	19.4
Disagree	24	25.8
Strongly disagree	12	12.9
Total	93	100



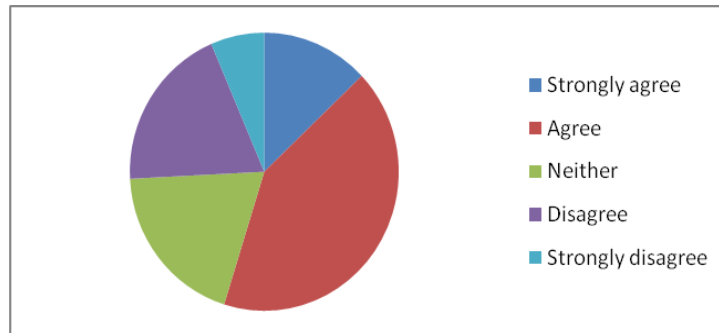
Question 40 - Work groups in my organization are culturally diverse

Question 40	Frequency	Percent
Strongly agree	12	12.9
Agree	54	58.1
Neither	21	22.6
Disagree	3	3.2
Strongly disagree	3	3.2
Total	93	100



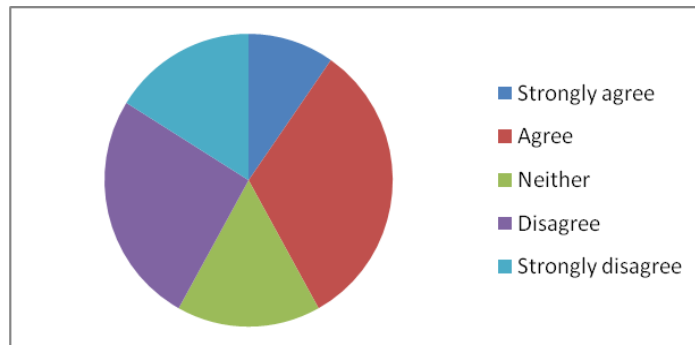
Question 41 - There is a high level of gender diversity in my organization

Question 41	Frequency	Percent
Strongly agree	12	12.9
Agree	39	41.9
Neither	18	19.3
Disagree	18	19.3
Strongly disagree	6	6.5
Total	93	100



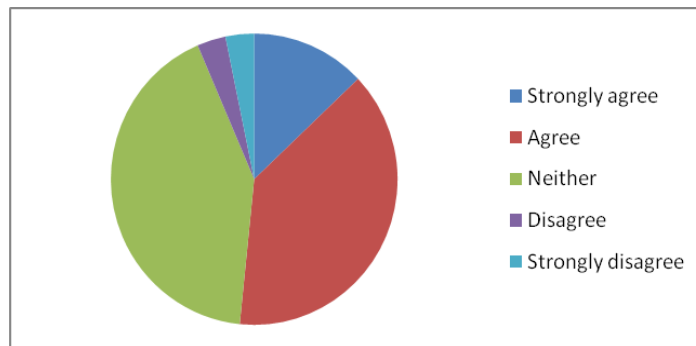
Question 42 - I believe sexism or gender discrimination is not a problem in my organization

Question 42	Frequency	Percent
Strongly agree	9	9.7
Agree	30	32.3
Neither	15	16.1
Disagree	24	25.8
Strongly disagree	15	16.1
Total	93	100



Question 43 - I believe my own background (age, gender, culture, etc.) often influences how I carry out my work duties

Question 43	Frequency	Percent
Strongly agree	12	12.9
Agree	36	38.7
Neither	39	42
Disagree	3	3.2
Strongly disagree	3	3.2
Total	93	100



Appendix E – Abbreviations

HR – Human Resources

HRM – Human Resource Management

KSA – Kingdom of Saudi Arabia

PM – Project Management

SA – Saudi Arabia

UAE – United Arab Emirates