Managing Diversity in Workforce in the context of Future Jobs
(The Government Organizations in UAE – Case Study)

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Abstract:

Diversity in the workforce is a natural and common thing in various organizations. this human diversity receives great attention imposed by contemporary technological transformations, which in turn necessitated the necessity of organizational changes in the current era as a result of demands for equality, tolerance and acceptance of the other on the one hand. ; And realizing the importance of diversity in human resources for the renaissance and development of the institution and employing diversity in a positive way transforms difference from a cause of conflicts into centres of creativity and competition to achieve the highest levels of excellence and quality in performance. The process of managing diversity in human resources is one of the administrative trends that have gone through many historical developments. Diversity management should be understood as an ancient historical concept, as there is a form of literature in the Islamic civilization known as the literature of difference, which is an Islamic creation and a positive aspect of Islamic civilization. Emphasizes the values of dialogue and literature of disagreement in Islam. Diversity management is sometimes seen in a simple and superficial view that may not go beyond describing it only as it deals with issues related to the difference of race, origin, individual differences and gender based on gender and the extent of their relevance and relevance to the prevailing and applicable laws in the UAE that protect the rights of certain groups at the expense of other groups. Although the concept of diversity goes beyond that to the extent of acceptance of various groups forming a single workforce that is united by one goal and linked by a group of ideas, and proceeds according to specific administrative processes that adopt the approach of trust, acceptance, appreciation and participation in decisions that achieve the public interest of the institution and work to achieve quality performance.

Keywords: Contemporary Civilized; UAE; Diversity management; Quality performance.

1. Introduction:

Diversity in the workforce is a natural and common thing in various organizations, including local community institutions in its public and private sectors, and this human diversity receives great attention imposed by contemporary technological transformations, which in turn necessitated the necessity of organizational changes in the current era because of demands for equality, tolerance and acceptance of the other on the one hand. ; And realizing the importance of diversity in human resources for the renaissance and development of

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the institution and the employment of diversity in a positive way transforms difference from a cause of conflicts to centers of creativity and competition to achieve the highest levels of distinction and quality in performance, which requires organizational change within the various institutions of society through broad procedures in the diversity processes to go beyond local boundaries to External boundaries according to certain mechanisms, in order to increase the ability to perform roles and job tasks based on creative competence, innovation, ability to solve problems, find appropriate solutions, develop job performance, and achieve the general goals of institutions to the extent that helps in growth and development.

Tarawneh (2012) Regardless of the size of the necessary material impact, compared to the positive impact on the organization's operations and achieving the desired goals. The general concept of managing diversity in governmental work institutions in the United Arab Emirates is based on considering that the human element in the institution is a force that emanates from its diverse cultural components, and this in turn creates a high-productivity environment that invests all the energies and talents necessary to achieve the objectives of the enterprise by attracting highly qualified workers Morale of employees.

According to (Al-Ameri, 2016), this diversity requires effective and conscious management armed with modern methods and strategies that develop the advantages of this diversity, and invest it to the maximum extent so that it recognizes the differences between workers and believes that each person is unique in himself, as well as working to discover these differences in a healthy work environment.

Within the framework of the modern technological revolution, the importance of acquiring diversity management skills in human resources has increased. Where many jobs and responsibilities have emerged that need to develop theoretical and applied principles in light of the pursuit of rapid changes in the components of the surrounding environment at the economic, political, cultural, and technological levels, in addition to other aspects surrounding the contemporary job, whatever its kind, service or security. This is in addition to the necessity of developing training programs that seek to achieve a great deal of professional capabilities and skills, as well as providing adequate numbers of positions that occupy leadership positions in light of reconciling the requirements of administrative positions and between the personal and social characteristics of workers within the framework of these jobs (Derry, 2011).

Managing diversity in human resources can also be viewed as a comprehensive process that includes many scientific foundations, and the rules by which the career life of the human element can be organized, besides the importance of that process in determining the methods of interaction between the human element and the management that works in Its framework, and the modern scientific principles are based on employing the benefit of recent developments in various fields in order to advance career work, raise performance, and achieve the desired goals (Al-Obeidi, 2010).

Managing diversity in human resources in the modern era includes a set of knowledge and accurate information that depends on the process of career work planning considering time, movement, and reliance on scientific methods, with the aim of increasing productivity considering achieving the principle of efficiency It is based on the completion of tasks and job roles in the least time, effort, and cost, besides relying on analysis, study, and research through accurate and correct data and information (Al-Kubaisi, 2007).

The process of human resources management also depends on the division of work, the distribution of tasks, and responsibilities between leaders, and between individuals, and workers, through training programs, and access to scientific methods through which it is possible to select, train and improve the performance of these workers, as well as relying on regulations and texts.

The legal system that regulates career work, as well as focusing on the factors that motivate the performance of this work by emphasizing material and encouraging incentives, besides other recent trends that always seek to overcome organizational problems and obstacles in career work (Hamzawy, 2008).

Diversity management works to build and maintain cultural diversity in the organization, as it is assumed in the culture of the institution to be an incubator for competencies regardless of the differences between them, and a multi-cultural organization is an organization in which races, cultures and other characteristics are mixed to give distinct results in performance (Maqil, 2015).

There is also another, deeper dimension to the diversity of organizations. Diversity management means the openness of the organization to become more inclusive, broader culture, and more creative, that respects the uniqueness of people, especially in light of the new roles of strategic human resources management, which is to give a sense of job security to workers, and gain their confidence. And motivate them to work, creativity and development.

Among the aspects that can be emphasized in this framework, we find that the organizational structure has changed in the modern era. Rather, it requires relying on modern administrative methods, and moving away from traditional, routine methods, and on this basis comes the issue of managing diversity in human resources, which enjoys a high level of interest of many researchers and scholars in the various administrative and security fields, which is based on the principle of considering the human element as the basis. On which the various departments are based, in light of a work environment in which human diversity represents a large proportion.

1.1 Important of Study:

The scientific importance of the study is due to most previous studies dealing with topics related to organizational culture such as job satisfaction, job performance, managerial creativity and organizational commitment, and because organizational culture means diversity in the workforce in terms of age, gender, customs and traditions, culture, and none of the previous studies touched on how to manage this Diversity effectively and this is what the researcher will do in this study. Managing human diversity and its impact on the organizational structure is a confusing administrative issue that needs more research and study, in addition to the need for local community institutions in the UAE to implement an effective management system considering local and global developments.

The subject of the current study comes as an emphasis on managing human diversity, considering the tremendous changes and challenges that have complicated, and changed career fields at the level of human resources that urgently need study, and careful research in order to develop the intellectual and scientific path in the administrative literature. By reviewing the history of diversity management, starting with the methods of managing human diversity in the Islamic civilization, compared to the contemporary civilization methods of managing human diversity in the twenty-first century.

The results of the study will work to enhance the concept of diversity management in government institutions in the United Arab Emirates in general and state institutions in the Emirate of Ras Al Khaimah as a representative model. It also seeks to uncover the factors and dimensions that affect the application of diversity management in a way that serves the organizational and administrative structure in the institution by strengthening the positive The deficiencies and negatives that may be shown by the results of the study. This study will benefit those interested in managing community institutions by contributing to enhancing the level of organizational culture and thus proposing and adopting effective strategies and methods that support diversity management.

The study measures the ability of local community institutions to manage human diversity in a way that contributes to providing quality and competitive services and achieving the best performance for workers at the same time.

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1.2 Aims & Objectives:

- Analysing the dimensions of diversity management in government institutions in the United Arab Emirates and the extent of its relevance to Islamic culture.
- Demonstrate contemporary civilized methods of managing diversity and the level of organizational culture in government institutions in the United Arab Emirates and analyze the correlation between them.
- Demonstrate the importance of diversity in order to benefit from the typical practices resulting from the diverse workforce and the advantages of diversity such as organizational commitment, job satisfaction and quality of performance if managed by contemporary methods.
- 4- Exposing the effect of variables (gender, age, marital status, educational qualification, place of obtaining scientific qualification, place of work, job title, number of years of service) on the opinions of administrators in government institutions on the reality of diversity management and their role in improving the level of organizational culture in government institutions in the United Arab Emirates.

2. Literature review:

Hussain (2012) indicated that the study of human resources in Islamic law precedes all laws and ideas developed in the field of human resource development, and Islam did not stop at presenting theories of human resource development only, but extended to emphasize the importance of provisions for helping people in light of the exploitation of Human talent, skills, potential and natural resources.

Al-Ahmad (2012) also explained the existence of many other concepts that indicate the succession of man on Earth, where God -may God Almighty- granted man the ability to harness resources and produce goods and services, and hence the development of human resources from the Islamic perspective has provided many ideas On which contemporary administrative thought is based, at the level of many human development programs that are concerned with developing human skills and capabilities in many areas such as providing security, combating poverty, eliminating unemployment and developing the economic aspect. Enhancing communication and communication with people and their surroundings, and it was imperative that they not be isolated from them in order to bear success and permanence of development.

Sarhan (2012) stated that the process of developing the human element is considered a real and integrated development as it allows the growth of the individual's capabilities, skills, capabilities, knowledge and science in a manner that serves the advancement and development of society. Moreover, Islamic law has included many applied examples that illustrate the foundations of human resource development.

Mansour *et al.* (2012) also indicated that human resource management practices derived from Islamic law are the widest, most widespread and comprehensive of traditional management practices, as Islamic law emphasized the principles, foundations and values that govern these practices in a manner that achieves the goals of economic organizations at the individual and collective level.

Al-Rifai *et al.* (2004) pointed out the following results: The management must have a distinctive imprint in managing diversity to ensure effective dealing with the phenomenon of diversity. The manager of a multinational company should have the necessary qualities and competencies that enable him to intelligently manage differences for the benefit of the organization.

Drummer (2011) explained that the big companies' great interest in diversification is to rationalize costs and achieve competitive advantage. And that the results of diversity do not relate only to workers, but includes all elements of the organization: owner, customer, worker.

Al-Masarweh (2011) showed that there is a positive relationship between human resource management practices and employee productivity. There is also a relationship between the shortage of human cadres, and the low productivity of individuals, in lack of good planning. While the study emphasized that the Human Resources Department does not rely on coordination between departments and between departments when the human resource planning process.

Zakaria (2013) also explained that the dimensions of demographic diversity represented in (gender, smoking, level of education, experience, weight, geographical location, marital status, type of work, income, nature) and cultural positively affect the performance of workers.

Boudeb (2014) published that the reality of work organizations in the current era faces many complexities related to the internal and external work environment, which necessitates change through the strategic planning of the objectives of the institution. Just as the individual is the most important part of the organization, so it is he who determines the nature of the organizational culture of the institution. Likewise, the success of organizational change depends to a large extent on the organizational culture followed in the institution.

Siddiqui (2013) also showed that employee participation in decision-making and their commitment to time clearly affects their performance. Providing opportunities for employee creativity and innovation affects the performance of employees and the excellence of the organization.

3. Study Analysis:

3.1 Study Tools:

1. **The Questionnaire:**
The questionnaire was used as a main tool in order to access information through which the researcher would achieve his purpose of the study, as well as to verify the hypotheses of the study. The questionnaire is one of the important survey tools to collect data related to a specific topic by preparing a set of written questions that the respondent answers to himself, and the questionnaire is a tool to obtain facts and collect data on the conditions and methods already in place. Society is one of the most used methods of data collection in educational, psychological and social research (Al-Dulaimi & Al-Rahim, 2014).

2. **Observation:**
It is one of the means of collecting data required by the subject of the research and the variety and difference of research tools depends on the different nature and sources of the required information, as well as the difference in the nature of the society or social situation (the subject of the research) in addition to the researcher's experience and training on data collection tools. Observation is one of the important methods of data collection in non-survey research, and it is a continuous process during the different stages of conducting the research and depends on accurate observation of the phenomena under study using appropriate means and appropriate scientific control, whether for the observer, the objects subject of the observation, or the position of the observation.

3. **Personal interviews:**
The interview is one of the important measurement tools for collecting data, and it is used in all areas of social, educational, psychological, and political life, to be used in orientation, diagnosis, or treatment processes.

The interview indicates its name, as it is an interview between two people, or it is a real confrontation between two or more people. The interview is also considered an oral questionnaire through which the researcher collects information in an oral manner directly from the respondents. The difference between

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the interview and the questionnaire lies in that the respondent is the one who writes the answer to the questions, while the researcher writes the respondent's answers in the interview himself.

3.2 Study sample & Population:

The United Arab Emirates is an important center for attracting expatriate workers in the region because of the economic and construction boom it enjoys in various fields. The study population has been relying on the comprehensive survey, using the sample method, in order to achieve the objectives. Whereas, the degree of commitment to filling out the questionnaire form is among the ethical standards on which scientific research is based in the modern era. The sample of the pilot study consisted of 50 administrative employees, randomly selected from a group of government institutions in Ras Al Khaimah, in order to gain insight into the organizational culture of government institutions and to benefit from the observations made by administrators in drafting the items of the questionnaire which is considered the basic study tool to apply it to the original sample. The researcher distributed the samples in two phases, the first phase according to the institution, and the second phase according to the job title "administrator, worker, employee," where (400) questionnaires were distributed to the population of the study.

3.3 Results:

All the necessary data were completed and the objectives of the study were determined and what are the questions that must be answered, which come out as follows: What is the degree of practice of diversity management strategies in government institutions in the United Arab Emirates from the viewpoint of employees? To what extent are the contemporary civilized methods of managing diversity in governmental institutions in the United Arab Emirates related to the methods of managing diversity used in the Islamic civilization?

To answer these questions and to know the reality of the diversity management strategies in government institutions in the United Arab Emirates and to measure the extent to which these contemporary civilization strategies are related to those followed in the Islamic civilization, the researcher calculated the percentages, the arithmetic mean, the standard deviation, and the relative mean.

Table 1: The arithmetic mean, the standard deviation, and the relative importance of the first axis.

No.	Field	Arithmetic Mean	Standard Deviation	Rank	Relative Importance
1	The government institution attracts individuals who possess sufficient skills and experience in the field of work regardless of the personal dimensions of each individual.	4.05	0.95	5	High
2	The administration of the government institution is concerned with collecting data and information about applicants for appointment, in addition to the interview and testing, for the purpose of selection comparison.	4.07	0.98	4	High
3	A government organization has standard conditions according to the type of job offered when selecting employees, regardless of their origins.	4.08	0.97	3	High
4	One of the conditions for admission to the job is the ability and willingness to work in a team.	4.18	0.92	2	High
5	Among the conditions for admission to a job is that the applicant can use a computer and employ technology.	4.29	0.86	1	Very High
---	Overall result	4.13	0.78	---	High

Note from the results that Paragraph No. (5) came in the first place, which states "among the conditions for admission to a position that enables the applicant to use a computer and employ technology." With an arithmetic average (4.29), a standard deviation (0.86), and a very high degree. Whereas Paragraph No. (1) came in last place, which states, "The government institution attracts individuals who possess sufficient skills and experience in the field of work regardless of the personal dimensions of each individual.", With a mean (4.05), a standard deviation (0.95), and a high degree. Perhaps the high percentage of Paragraph No. (5) is due to the adoption of the e-government. The beginnings of the adoption of electronic services in the United Arab Emirates go back to the year 2001 when the Ministry of Finance launched the e-dirham service, and since that date this project has witnessed many important milestones and transformations that contributed to strengthening The status of e-government at the state level. In November 2002, the Ministry of Finance and Industry formed a coordinating committee to lead the federal e-government program, and in March 2003, an evaluation study was conducted for federal entities and an implementation plan was developed.

Table 2: The arithmetic mean, the standard deviation, and the relative importance of the second axis.

No.	Field	Arithmetic Mean	Standard Deviation	Rank	Relative Importance
1	Employees and workers, without exception, in each department are subject to periodic training programs according to work requirements and employees' needs.	4.37	0.79	1	Very High
2	The training and development needs of employees in the governmental institution are determined through a strategic plan.	4.31	0.81	2	Very High
3	The governmental institution plans the necessary training and development programs to improve the special performance according to the needs and desires of the employees.	4.14	0.92	10	High
4	The governmental institution adopts regular programs to train and develop employees based on their annual performance evaluation.	4.23	0.87	5	Very High
5	The government institution applies approved training programs that meet the needs of employees and are based on the strategic work plan and linked to the state's vision of excellence and quality.	4.28	0.81	4	Very High
6	The organization reviews the effectiveness of training programs and provides management and employees with feedback for improvement.	4.17	0.87	8	High
7	Training and development helps reduce the job turnover rate for government employees.	4.10	0.93	11	High
8	The government institution management follows the training policy and procedures according to Cabinet Resolution No. 11 of 2012.	4.15	0.86	9	High
9	The administration of the governmental institution is keen to provide employees with the necessary information to develop their use of modern methods.	4.29	0.78	3	Very High
10	A government institution has a management system that includes professionally monitored digital performance appraisal programs.	4.20	0.88	6	Very High

11	The government organization provides the employee with quality performance indicators since he receives the job duties.	4.19	0.88	7	High
---	Overall result	4.22	0.72	---	Very High

It appears from the results that Paragraph No. (1) came in the first place, which states that "employees and workers, without exception, in every department are subject to periodic training programs according to work requirements and employees' needs.", With an arithmetic average (4.37), a standard deviation (0.79) and a degree Very large.

While Paragraph No. (7) came in last place, which states "Training and development helps in reducing the job turnover rate for employees in the government institution." With an arithmetic average (4.10), a standard deviation (0.93), and a large degree.

Where the researcher believes that training in the federal government is considered one of the means of developing human capital that it relies on in raising the level of functional efficiency of employees. Changing work requirements considering that training leads to transfer technical and practical knowledge in a way that enables the public employee and the federal entity to face any challenges imposed by the knowledge acceleration within the work environment Therefore, based on the responsibility of the authority that was arranged by Federal Law No. 11 of 2008 regarding government human resources, the authority has prepared this system, based on this on the latest administrative practices in this field, because of its belief in the necessity of granting comprehensive development opportunities to all human cadres working in the federal government for the purposes of achieving the objectives are in accordance with the effective strategic plans that ensure a permanent escalation in performance in order to eliminate the gap between current and target performance that is defined by the performance management system, and this system contributes to addressing them.

This system contributes to identifying the actual needs for training and choosing the best forms of training that will achieve the entity's current and future goals. The system is linked to the outputs of the performance management system, which are considered inputs to this system in terms of employee development in all behavioral, professional and scientific aspects.

Also, to answer the question about what is availability of the diversity management in government institutions in the United Arab Emirates from the employees' point of view? the researcher calculated the percentages, the arithmetic mean, the standard deviation, and the relative mean, as follow:

Table 3: The arithmetic mean, the standard deviation, and the relative importance of the first axis.

No.	Field	Arithmetic Mean	Standard Deviation	Rank	Relative Importance
1	Older people show greater affiliation and loyalty to work than younger people.	4.12	1.04	10	High
2	The nature of work must be compatible with age.	4.08	0.94	11	High
3	The non-discrimination between males and females shall be taken into consideration when appointing the employee in the governmental institution	4.17	0.99	8	High
4	The management of the governmental institution respects the creative ideas, stimulates the initiatives of the employees, and provides the necessary support to them.	4.18	0.83	7	High

5	The management of the enterprise employs many programs and effective communication and communication strategies that keep pace with the digital world.	4.26	0.80	2	Very High
6	The administration of the governmental institution believes in cultural, intellectual pluralism and allows various activities.	4.19	0.83	5	High
7	Gender (males and females) affects the distribution of tasks and powers for employees in the governmental institution.	4.06	0.95	12	High
8	The administration of the government institution is bound by the Federal Employment Law for People of Determination, which provides to appoint a percentage of people with special needs in accordance with the nature of the need.	4.21	0.86	4	Very High
9	The government institution provides the support to facilitate movement and work for employees with special needs.	4.30	0.78	1	Very High
10	The management of the governmental institution considers not to distinguish between employees in treatment on the background of origin.	4.22	0.83	3	Very High
11	There are no disputes between employees on the background of origin and nationality.	4.16	0.93	9	High
12	The management of the government institution takes into account not to discriminate between employees according to the geographical area to which the employee belongs within the UAE.	4.19	0.97	6	High
13	The geographical area to which the employee belongs has an impact on the way employees interact with each other.	3.91	1.17	13	High
---	Overall result	4.16	0.69	---	Very High

The results showed that Paragraph No. (9) came in the first place, which states "The government institution provides the necessary support to facilitate movement and work for employees with special needs." With a mean of (4.30), a standard deviation (0.78), and a very high degree. While paragraph No. (13) came in last place, which states "the geographical area to which the employee belongs impacts the way employees interact with each other."

The researcher attributes this to the fact that personality characteristics and its components affect the employee's ability to deal with diversity and its consequences, as it is expected that the conditions of diversity in the governmental institution are accepted by individuals with different perceptions according to their different personalities. Likewise, there is no ideal personality, but there is a personality compatible to a different degree from others with certain organizational positions, so the diversity of the personality of the employees is one of the things required in work, and what is required in this area is the extent of the employee's personality compatibility with the effectiveness of the performance and organizational behavior of the employee. Managers should work to achieve harmony between the style and style of management, the tasks assigned to the employee, and between the different personalities of the employees, and focus on the differences between employees. Here, the human resources department must take many measures such as

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flexibility in working conditions and balance between work, confidential matters and part-time, With the aim of creating a work environment that enables employees to fulfill their desires and energies by making use of their personal qualities and capabilities.

Table 4: The arithmetic mean, the standard deviation, and the relative importance of the first axis.

No.	Field	Arithmetic Mean	Standard Deviation	Rank	Relative Importance
1	Residence influences the behavior, values, and cultures of workers.	3.97	0.99	6	High
2	You can leave your job in the government institution and move to another job just for the sake of changing.	3.60	1.24	9	High
3	You feel weary of some of your co-workers' personal habits.	3.94	1.01	7	High
4	The nature of my work is commensurate with my educational qualification.	4.01	1.06	5	High
5	The government organization adopts specific dress code for its employees.	4.20	0.88	1	Very High
6	The disparity in income levels of employees in a government institution compared to the level of income in other institutions has a positive impact on performance and job security.	4.05	0.91	3	High
7	The governmental institution shall take into account not to discriminate between employees according to nationality when selecting and appointing them.	4.02	0.99	4	High
8	Your place of residence affects your work in the governmental institution.	3.84	1.16	8	High
9	The governmental institution believes in multiculturalism and allows the integration of different cultures and activities.	4.17	0.84	2	High
10	My affiliation with a certain religion affects the nature of my work and the practice of my activity.	3.40	1.41	10	High
---	Overall result	3.92	0.79	---	High

The results showed that Paragraph No. (5) came in the first place, which states "The governmental institution shall adopt specific dress code for employees." With an arithmetic mean (4.20), a standard deviation (0.88), and a relative average of 84.08%, to a very large degree. Paragraph No. (10) came in last place, which states, "My affiliation with a certain religion affects the nature of my work and the practice of my activity." With a mean of (3.40), and a standard deviation (1.41).

The researcher attributes that to the fact that all specializations and jobs have become present in the UAE labor market, as there is hardly a rare specialty for a different or non-existent job due to the multiplicity of jobs, job centers and specializations required in the government institution and the large number of employees who hold certificates for different specialties in all fields and this helped Governmental institutions to recruit and appoint according to the need of the job and the required qualifications.

The researcher attributes this to the fact that most of the institutions in the United Arab Emirates, especially the governmental ones, are still operating the official working hours' system approved in the Civil Service Law, which obliges the employee to attend and leave time and he must complete his work during this period.

4. Conclusion:
- The study showed that there is a correlation between the contemporary civilized methods of managing diversity in governmental institutions in the United Arab Emirates and the methods of managing diversity used in the Islamic civilization.
- The study showed that the degree of practicing diversity management strategies in government institutions in the United Arab Emirates came to a high degree.
- The study showed that the highest degree of practice of diversity management strategies in government institutions in the United Arab Emirates from the point of view of workers was in the field of training and development, to a very high extent.
- The study showed that the lowest degree of practice of diversity management strategies in government institutions in the United Arab Emirates from the workers' point of view was in the compensation and incentives system, to a high extent.
- The study showed that the degree of availability of the dimensions of diversity management in government institutions in the United Arab Emirates from the point of view of employees came to a high extent.
- The study showed that the highest availability of the dimensions of diversity management was in the "internal dimensions".
- The study showed a strong direct correlation between the degree of practice of diversity management strategies and the degree of availability of diversity management dimensions in government institutions in the United Arab Emirates.

5. Recommendations:
- Attention to the issue of diversity in human resources and attention and knowledge of all dimensions of diversity by government institutions, it is necessary to understand the features of the diversity of human resources as well as familiarity with the expected problems for it in order to adopt strategies, tasks and programs to manage this diversity.
- The need to learn about successful experiences of implementing diversity management in government institutions and try to benefit from it and apply it in government institutions in the United Arab Emirates.
- Spreading the culture of diversity and difference in government institutions in the United Arab Emirates.
- Diversity management in government institutions must take into account not to discriminate between employees according to nationality and country of origin when choosing and appointing.
- Strengthening the principle of trust between management and employees, and the employees themselves.
- Investing the employees' potentials and capabilities by involving them in the decision-making process and providing the employee responsible for the completion of a specific work the opportunity to make most work-related decisions without referring to the direct supervisor.
- Encouraging employees to join training courses to develop their performance, and encouraging them to use modern methods and methods to perform their job duties.
- Knowing the employees' tendencies, desires and trends that lead to improving the level of performance.
- Enhancing the expectations of creative and distinguished employees, with management's interest in motivating and encouraging them to develop their performance.
- Work to link the performance of the government institution in the Emirates with the participation of its employees.

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