

# **The Role of Human Resources Management in Achieving the Dimensions of Diversity of Management in Ras Al Khaimah, United Arab Emirates**

By

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## **Abstract**

This study aims to investigate the role of human resource management practices in achieving the dimensions of diversity management in official institutions in the Emirate of Ras Al Khaimah in the United Arab Emirates from an Islamic perspective. The current study aims to identify contemporary civilized methods for managing diversity in human resources in government institutions in the United Arab Emirates. To achieve the study's aim, the researcher relied on the descriptive analytical approach. This study has many results, the most important of which was that the practice degree of diversity management strategies in government institutions in the United Arab Emirates is very large, as the highest practice degree of diversity management strategies was in the field of training and development, and that several obstacles prevent the achievement of the purpose of diversity management in state institutions. The study concluded with a set of recommendations, most notably the need to pay attention to the issue of diversity in human resources, interest, and knowledge of all dimensions of diversity by government institutions, and benefiting from the experiences of developed nations.

**Keywords:** Diversity Management, Human Resources, Governmental Institutions, Ras Al Khaimah

## **Introduction**

Man descends from various races, sexes, and nationalities. They may differ in behavior and appearance; however, they descend from one type which is "the human." Diversity is a cosmic phenomenon in the horizons of heaven, and it is an original origin in the human entity. Diversity is a human wealth that should not be a source of conflict and rejection of the other, but rather a way to expand the common ground that requires others' recognition, understanding of its problems and purposes, equality awareness, non-targeting of discrimination, humiliation, or cancellation.

The process of managing diversity in human resources is one of the administrative trends that has gone through many historical developments. Diversity management should be understood as an ancient historical concept, where in Islamic civilization there is a form of literature that is politely named the literature of difference which presents an Islamic behavior and a positive manifestation of its civilization. It emphasizes the values of dialogue and the literature of difference in Islam, because of the fairness of the opponent and respect for the other opinion and the detailing of the foundations of cultural diversity that Islamic civilization has preserved over centuries. Though a violation of this right sometimes during the ages of civilization has declined, this right is considered one of the constants that do not change.

There is no doubt that the management of human resources diversity aims to develop and improve the work environment, whether at the local or international levels. This provides organizations with diverse experiences and skills and contributes to their development to keep pace with contemporary global changes. It enriches administrative capabilities and policies, as well as increases opportunities for creativity, innovation, and development. Accordingly, this improves its competitive position and maximizes and supports competitiveness. The United Arab Emirates adopts an open economic system as the per capita income is considered one of the highest in the world as it achieves a large annual trade surplus. United Arab Emirates depends for its wealth on oil and gas, which contribute about (33 %) of the GDP, and therefore its economy fluctuates according to its prices. It is worth noting that UAE has transformed, thanks to the oil boom in 1973, from a barren region made up of small desert emirates to a modern country that enjoys a high standard of living.

UAE has reserves of oil and gas that are sufficient for more than (100) years according to the current production levels. Therefore, UAE has attracted large numbers of expatriates to work for it. The number of expatriate workers in the UAE is (4) million (903) thousand and (612) employees, with an increase reaching (124) thousand (416) employees compared to 2020.

Through this study, the researcher will address the concept of human resource management, its functions along with its objectives. Consequently, the diversity management definition, its importance, advantages, and obstacles will be clarified. Finally, the study will conclude by reviewing diversity management and its relations with organizational culture in the Emirate of Ras Al Khaimah in the United Arab Emirates.

## **Methodology**

The approach adopted during this study is the descriptive approach and the comparative curriculum, by describing the Role of Human Resources Management in Achieving the Dimensions of Diversity of Management in Ras Al Khaimah, United Arab Emirates, by referring to the previous literature, analyzing it objectively, expressing an opinion and commenting on it. As for the comparative approach, by comparing the relationship between the pandemic and its developments and the fatwas.

Descriptive research aims to accurately and systematically describe a population, situation or phenomenon. It can answer what, where, when and how questions, but not why questions. A descriptive research design can use a wide variety of research methods to investigate one or more variables. Also, the descriptive research is usually defined as a type of quantitative research, though qualitative research can also be used for descriptive purposes.

## Literature Review

Literature review represents the essential part of the current study. Such studies contribute effectively to an in-depth understanding of the aspects of the study's subject. Moreover, it highlights the nature of the regulations of the UAE legislature for the issue of managing diversity in government institutions in the United Arab Emirates, the Emirate of Ras Al Khaimah as a model.

Additionally, this section shows the importance of previous studies on the subject of our study by providing a guide that helps in developing the appropriate methodology to achieve the study's objective. In this respect, the most important previous studies will be presented, as follows:

A study by Al-Ahmad (2012) entitled Human Resource Development from the Islamic Perspective, was confirmed that the term development was not used in the Holy Qur'an, but it became clear that many other concepts indicate the succession of humans on earth as mentioned in the Holy Qur'an, where the Almighty God bestowed the human ability to harness resources and produce goods and services is exalted. The development of human resources from the Islamic perspective has presented many of the ideas on which contemporary management thought was based on the level of many human development programs that focused on developing human skills and capabilities in many areas such as providing security, combating poverty, eliminating unemployment and developing the economic aspect. The Islamic Sharia was not satisfied with that, but it went beyond it to instilling religious and moral controls in strengthening communication and communication with man and his surroundings, as it should not be done in isolation for the sake of producing success and sustainable development.

Al-Awlaki (2018) explained in his study, which aimed to analyze the nature of the direct and indirect relationship between human resource management strategies and organizational creativity, as the researcher relied on the descriptive analytical approach. The study has various results, the most important of which is that there is a direct statistically significant relationship between the practices of human resources management strategies and plans, and the development of aspects of organizational creativity, and there is an indirect statistically significant relationship between the practice of human resources management strategies and plans and the development of organizational creativity at the level of knowledge management processes as an intermediary variable. The research emphasized the importance of training, development, planning, and job performance strategies.

As explained by Awad (2015) in his study that came to demonstrate the level of cultural diversity in government hospitals in the United Arab Emirates and how to improve human resource practices, which necessarily leads to contributing to more success, development, and excellence for human resources (doctors - nurses - administrators); And thus strengthening their ability to provide the highest levels of health services in the best possible way away from the conflicts and cultural problems that may increase in these hospitals. The researcher concluded with a set of results, the most important of which is the existence of fundamental differences between the attitudes of doctors, nurses, and administrators in the hospitals under study towards the variables of cultural diversity (internal, external, organizational) and the level of human resource practices (attracting employees, retaining employees) according to their demographic characteristics (gender, age, duration of hospital service, and job). The study recommended that the Human Resources

Department should organize training programs as well as workshops for hospital staff.

## **Data Collection and Analysis**

### ***The Concept of Human Resource Management***

Islamic jurisprudence defines human resource management as: “Human’s energies and experiences as the focus of the development process, the person in charge of its tasks, and the one charged with the responsibility” (Islamic Fiqh Academy Decision No. 164(2/18)), while other human resource systems and studies defined human resource management according to the opinion and direction of those who knew it from writers and experts. Perhaps the most important of those who defined it (Mondy, 2008: 4), defined it as “the use of individuals to achieve the goals of the organization.”

Additionally, Mathes and Jackson (2009: 10) defined it as: “the activity that works to direct all practices and activities in the organization to achieve the optimal use of human resources in the organization and thus contributes to achieving the goals of the organization.” While (Dessler, 2011, 31) defined it as “the process through which employees are obtained, trained, evaluated, compensated and then maintained through attention to labor relations, health and safety. In addition to considerations of justice and fairness”. It was also defined by (Abu Sheikha, 2000, 19) as "a set of partial processes from resource planning, job analysis and description, selection and appointment systems, employee performance appraisal systems, incentive systems, and occupational safety systems, which leads to achieving the objectives of the organization.

Through the above-mentioned definitions, the researcher concludes that human resource management is the process of developing plans, drawing policies and programs, and implementing them under an integrated system that emphasizes the acquisition and optimal use of human resources based on justice and equal opportunities. Accordingly, this will contribute to influencing the behavior, trends, and performance of employees in favor of achieving the goals of individuals, organizations, and society.

### ***Human Resources Management Functions***

Human resources management functions vary from one organization to another depending on the organization's size and activities, but there are ample core human resources functions in any organization (Sami, 2020):

- Administrative functions: such as planning, organization, direction, and oversight. These are among the core functions performed by human resources managers in their various locations. They are also key functions of the organization. Each director of the organization is a human resources manager. Sales managers, nurses, project supervisors, college deans, and others are related in one way or another to human resources management (Durai, 2010: 6).
- Operational functions: recruitment, training, development, compensation, preservation, and maintenance of human resource human resources management ", which is the most important component of human resources management. They are tactical and technical as they include all the functions exercised by human resources management to analyze and design their functions. Then acquire, train, develop and evaluate human resources and after that reward the preservation of human resources. Optimizing these activities requires some coordination between the activities of the

Human Resources Team and those of the Organization's other managers (Mats and Jackson, 2009: 28).

- Strategic function: By exercising this method, human resources management has moved from the traditional tactical approach to the modern holistic strategic approach, and this transformation process has been reflected in the overall roles and functions of human resources management and has linked its policies and practices to the components of the organization's strategy (Zayed, 2003: 47-48). This requires human resources management to have creative capacities to develop its various practices, particularly concerning its mission and strategic vision, and this function will be launched and linked to levels of improvement and continuous development (Mats and Jackson, 2009, 28).

### ***Human Resource Management Objectives***

The main objective of the human resources department functions is to develop a human resources strategy according to the requirements and needs of implementing and accomplishing the organization's strategy and to provide human resources with a high level of productivity and organizational effectiveness so that they can achieve the organization's objectives with the highest level of performance and achievement to ensure its success, survival and continuity (Aqli, 2009: 29). Thus, among the most important objectives that human resources management focuses on are the following (Al-Sarayrah and Khalaf, 2010: 503), and (Moradi, 2012: 75).

1. Obtaining competent individuals, and achieving optimal use of them.
2. Protecting individuals, preserving them, and developing their skills and abilities.
3. Evaluating the performance of employees at periodic intervals, and objectively, to encourage continuity of work.
4. Achieving the competitive advantage of the organization through effective management of human resources.
5. Achieving strategic integration between human resource management and the organization's strategy.
6. Achieving the commitment of employees, which is reflected in the orientation and behavior towards strengthening the organization, the job, and the profession, and which is compatible with the values and objectives of the organization.
7. Achieving flexibility and adaptation, so that human resources can manage change and innovation, and respond quickly to market requirements and emerging changes.
8. Achieving quality, as it sets policies and defines practices to attract, develop, and retain skilled labor that adapts and adapts to the surrounding conditions.

### ***Diversity Management Definition, its Significance, Advantages, and Challenges***

At this stage, the researcher will review the diversity management definition, then present its significance and advantages, and conclude with an elaboration of the challenges that may encounter.

### ***Diversity Management Definition***

Diversity management is often viewed with a superficial view as it primarily deals with issues related to different personal demographic dimensions and their relationship to laws that provide for the protection of these intended groups or minorities (Saleem, et al., 2011). Sometimes there is confusion between diversity management and equality, and fact that if the subject of diversity management were addressed with logic and reality, one may find that it includes multiple issues and does not mean parity, which calls for treating all employees in the same institution equally treatment. However, logic defines diversity

management as “accepting a diverse group of individuals to form the workforce and achieve the potential of everyone for the common good and not for the benefit of any group” ( Bashir, 2012).

For more clarification regarding the concept of diversity management, (Kiel Marion8Etal 2007) defined it as orientalism for the future through management and communication processes and investing similarities and differences as an inspiring source in the organization. Integrating and developing strategic leadership from them, which is the sum of the tasks assigned to the employee in the organization and the internal and external factors affecting performance by creating a healthy atmosphere of trust, acceptance, and appreciation and allowing everyone to participate in the decisions that should be taken and known as managing the diversity of human resources (Lambert, 2016).

It is an administration that aims to bring comprehensive development of the work environment for all employees at all levels, whether individual, collective or organizational. Maher (2014) defined the diversity of human resources management as a new way of thinking related to adaptation, dealing with differences between individuals, recognizing their contributions to organizations, making the organizational changes required to ensure maximizing performance individual and organizational, and increasing organizational productivity. (Jackson, 2017 ) said that managing Diversity of Human Resources encourages and manages diversity and differences in the workforce among workers in organizations to maximize organizational productivity.

Through the previously mentioned definitions, the researcher can define diversity management in human resources as the ability of organizations to deal with different human resources to take advantage of the possible advantages of diversity to improve the performance of employees and reduce the potential negatives of the diversity of human resources. This diversity management of human resources is determined by the extent of application of organization management. A strategy that is implemented through policies dealing with diversity in human resources.

### ***Diversity Management Significance***

One factor that increases the importance of diversity is to improve an enterprise's reputation, increase its competitive advantage by gaining the trust of beneficiaries, and improve the competitive position of the enterprise and its image and the reputation of the customer. One of the most important functions of diversity is to create organizational integration of posts at different levels of management and diversity contributes to a higher level of integration and organizational integration of human resources into a career at all levels of management and increases the value of managerial responsibilities.

### ***Diversity Management Advantages***

The application of diversity management provides organizations with various advantages, including:

- The application of diversity management portal reduces the administrative and technical problems in the enterprise. Also, invests conflicts in promoting work, contributes to developing skills, improving the reputation of the enterprise, achieving competitiveness, and achieving the highest performance quality.
- Diversity management is based on strategic planning rather than improvisation in the form of achieving the objectives.

- Work to provide a positive health atmosphere based on human and social relations in the staff, thereby achieving satisfaction and job security.
- Instilling the spirit of belonging, enhancing commitment, and reducing health care, absenteeism, and turnover at work.
- Promote creativity, innovation, and exchange experiences.

### ***Diversity Management Challenges***

There is a range of challenges to achieving the objective of human diversity, most notably:

- Lack of expertise and awareness among human resources managers of the importance and dimensions of diversity as an organizational priority.
- Administrators' prejudice against non-nationalities for their preconceived convictions excels without confirmation of an unhealthy and non-supportive environment that leaves negative trends and creates aggression.
- Departments' failure and inability to balance social and human relationships surrounding staff, affect their performance and generate a gap between management and staff.
- Having a class of employees who do not have motivation and resistance to change constitutes an obstacle to achieving the organization's objectives.
- Some employees' selfishness and inadequacy at work for fear that others will rise at their expense.

### ***Diversity Management and its Relationships with Organizational Culture in the Emirate of Ras Al Khaimah, United Arab Emirates***

The precedence of interest in humankind was beginning from the Islamic era. This phenomenon appeared when the Prophet established the Islamic state in Medina and worked to consolidate many concepts, values, foundations, and administrative relations in the light of Islamic Sharia, the guidance of the Holy Quran, and the Prophetic Sunnah. Thus, these concepts were put into practice based on the authenticity and consistency of principles, with flexibility and change in methods of application to keep pace with the developments of the times.

Diversity management means how human resources are used to develop and empower them and change the organizational culture so that human differences and diversity are utilized to increase the efficiency, skill, and performance of an individual's work through a careful focus on dealing with diverse sources in organizations. This requires a strong organizational culture supportive of diversity. (Barbosa & cabral, 2007) noted that diversity in human resources is a common global phenomenon where workers' characteristics vary in age, sex, race, nationality, religion, clan, region, sect, politics, and other differences defined by human groupings.

This enables managers of senior departments to build a tolerant organizational culture that accepts differences among workers reflects on their behaviors and contributes to building their personalities and mindsets. Therefore, it must be taken into account and employed for the Organization's benefit. There is no organization or workplace except for workers of different ages, there are young people, there are over fifty, there are men and women, and there are white and black people.

There is also a group of workers who have been deprived of the blessing enjoyed by

normal workers who enjoy full physical ability and there are people with special needs of different degrees of disability. All this diversity needs conscious management that takes into account the feelings of each category and prevents any violation of its privacy on the one hand and works to integrate them and create an integrated environment that increases the effectiveness of competitive advantage on the other hand.

One of the most important features of the diversity of human resources is the diversity of expertise, skills, and methods of thinking, which will create creativity and provide creative initiatives and ideas that bring competitiveness to the organization, especially in times of crisis and critical situations. Also, the need for everyone to stand together to confront these crises, as occurred in the coronavirus crisis, which witnessed a coup in administrative systems and work, which is dominated by remote work.

Therefore, it is necessary to respect and manage diversity appropriately to ensure the achievement of job stability, because the lack of respect for diversity and the presence of some unacceptable negative practices towards certain groups leads to job instability, work turnover, frequent complaints, and thus the low level of performance of the institution. Individuals' sense of appreciation, justice, and equality in dealing motivate employees to make every effort to increase productivity and raise the level of performance because participation in decision-making and fair representation for all drives the organization towards achievement and achieving the desired goals. Perhaps creativity is one of the dimensions of organizational culture and is considered the main element of competition in today's world. It must be noted that large organizations today resort to the development of multiple organizational cultures by enriching the prevailing organizational culture with the cultures of diverse groups within the organization, which leads to many side effects.

### ***Justifications for Applying Diversity Management in Governmental Institutions (Emirate of Ras Al Khaimah)***

The philosophy behind the application of diversity management in government institutions includes many justifications, some of which have to do with the psychological aspect, some of them have to do with the social aspects, and others are related to the economic as well as the political perspective, and finally, there are justifications of a constitutional and legal nature.

## **Discussion And Conclusion**

The study concludes that the practice of diversity management strategies in government institutions in the United Arab Emirates appears obvious. Also, it concluded that the dimensions of diversity management in government institutions in the United Arab Emirates are widely available. Finally, the conclusion shows that numerous obstacles prevent the achievement of the positive goal of human diversity in the government of Ras Al Khaimah, UAE.

## **Recommendations**

- The researcher recommends the need to benefit from successful scientific and international experiences to manage diversity.
- The researcher recommends paying attention to the issue of diversity in human resources, interest, and knowledge of all dimensions of diversity on the part of government institutions.



- The researcher recommends not to discriminate in treatment between employees based on origin and nationality by the administration of government institutions.

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