Hacettepe University Graduate School of Social Sciences
Department of Business Administration

THE EFFECTS OF WORKFORCE DIVERSITY ON THE ORGANIZATIONAL PERFORMANCE OF HUMANITARIAN ORGANIZATIONS

Enaam Umran Mosa ALRUBAYE

PhD Thesis

Ankara, 2023

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ACCEPTANCE AND APPROVAL

The jury finds that Enaam Umran Mosa Elrubaye has, on the date of 9th of June 2023, successfully passed the defense examination and approves her PhD Thesis titled "The Effects of Workforce Diversity on the Organizational Performance of Humanitarian Organizations".

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[*İmza*]
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ABSTRACT

ALRUBAYE, Enaam Umran. *The Effects of Workforce Diversity on the Organizational Performance of Humanitarian Organizations*, Ph.D. Thesis, Ankara, 2023.

This thesis investigates the impact of workforce diversity on the performance of humanitarian organizations in Turkey. The study aims to identify the effects of diversity on cooperation and beneficiaries' satisfaction, as well as to explore the experiences and perspectives of individuals within these organizations regarding diversity in language, cultural norms, and gender. In addition, the study seeks to identify both the potential challenges and benefits associated with diversity in these contexts.

The study was conducted through interviews with participants of different cultural backgrounds and nationalities who work in humanitarian organizations operating in Turkey. The results of the study indicate that diversity in language, cultural norms, and gender has positive and important effects on the flow of information and the completion of work within these organizations. Participants reported that language barriers were the biggest obstacle to communication, followed by cultural norms and gender. However, these obstacles were found to be temporary and new employees tended to adjust to the language and cultural norms of the organization over time.

Most participants did not have a problem working in a mixed team and found diversity to be important for their work. However, conflicts and the role of the organization were identified as areas where the impact of diversity was negative. More than half of the participants reported experiencing bullying or hearing inappropriate speech due to differences in language, cultural norms, or gender, and some participants felt that there was discrimination by managers on the basis of diversity.

The study concludes that linguistic, cultural, and gender diversity are important for improving the performance of humanitarian organizations. However, to gain the benefits

of diversity and overcome its drawbacks, it must be well-managed and provide an environment that promotes and respects diversity. The study recommends that humanitarian organizations should intensify efforts to combat discrimination and bullying due to diversity and adopt stricter policies to promote awareness of diversity.

In summary, the study provides insights into the impact of workforce diversity on the performance of humanitarian organizations in Turkey. The findings have important implications for humanitarian organizations seeking to improve their performance through better management of diversity.

Keywords:

Humanitarian organization, Diversity, Gender diversity, Language diversity, Cultural Norms Diversity, Beneficiaries' Satisfaction, organizational Performance

ÖZET

ALRUBAYE, Enaam Umran. *İnsani Yardım Kuruluşlarında İşgücü Çeşitliliğinin Örgütsel Performans Üzerindeki Etkileri,* Doktora tezi, Ankara, 2023.

İnsani yardım kuruluşları, afetler, çatışmalar veya savaşlar sırasında hızlı ve etkili bir şekilde yardım sağlamak için çalışmaktadır. İnsanlık kavramı, bu kuruluşların temel felsefesidir.

Günümüz dünyasında, insanlar çeşitli sorunlarla karşı karşıyadır. İnsani yardım kuruluşlarının amacı, mülteciler, içeride yerinden edilmiş kişiler ve diğer ihtiyaç duyan gruplara yardımcı olmaktır. Bununla birlikte, küreselleşme nedeniyle dünya her geçen gün daha büyük bir köye dönüşmekte ve bu nedenle iş gücü çeşitliliği de giderek artmaktadır. İnsani yardım kuruluşları, düşünce çeşitliliğinin daha fazla yaratıcılık ve yenilikçiliği teşvik ettiğini anlamakta ve daha çeşitli ve kapsayıcı iş yerleri oluşturmaya çaba göstermektedirler.

Dünyada büyük gelişmeler ve değişiklikler olduğu için bu konuda daha fazla araştırma yapılmalıdır. Ek olarak, diğer organizasyon türlerine kıyasla insani yardım kuruluşlarında bu konuda az araştırma bulunduğu için daha fazla araştırmaya ihtiyaç duyulmaktadır. Çeşitlilik, herhangi bir insani yardım kuruluşunun iş tanımının temel unsurlarından birisi olması nedeniyle de bu çalışmanın konusu olarak seçilmiştir.

Bu araştırma, Türkiye'deki insani yardım kuruluşlarının performansı üzerinde işgücü çeşitliliğinin etkisini incelemektedir. Çalışmanın amacı, bu kuruluşlardaki bireylerin dil, kültürel normlar ve cinsiyet çeşitliliği ile ilgili deneyimlerini ve bakış açılarını araştırmak ve işbirliği ve yararlanıcıların tatmini üzerinde çeşitliliğin etkilerini belirlemektir, bu bağlamlarda çeşitliliğin hem faydalarını hem de zorluklarını belirlemektir.

Çalışma giriş ve sonuç hariç iki ana bölümden oluşmaktadır: Birinci bölüm çeşitlilik literatürünün incelenmesi ve ikinci bölüm çeşitliliğin insani yardım kuruluşlarının performansını nasıl etkilediğine yönelik bir alan araştırmasını kapsamaktadır. Bu

çalışmada literatür taraması sonuçlarına dayanarak insani yardım kuruluşlarının performans göstergeleri olarak işbirliği ve yararlanıcı tatmini kabul edilmiş ve çeşitliliğin bu iki gösterge üzerindeki etkisi incelenmiştir.

Örgüt içinde paydaşlar arasındaki iletişim ve bilgi akışı, çeşitliliği etkileyen bir performans faktördür. Ayrıca çalışanlar arasındaki ve yararlanıcılar arasındaki güven üzerinde etkisi vardır. Örgüt içi işbirliği, bu unsurlar tarafından etkilenir ve bu da performans göstergelerinden biridir. Bu tür kuruluşlarda müşteri yerine yararlanıcılar olduğu için, yararlanıcı tatmin örgütsel performans için çok önemlidir.

İşbirliği konusunda, çeşitliliğin iletişim, güven ve çatışma üzerindeki etkisini inceleyerek organizasyonların çeşitliliği yönetmedeki başarısı belirlemeye çalışılmıştır.Araştırmanın konusu ve amaçları göz önüne alındığında, nitel yaklaşımın en iyi seçenek olduğu sonucuna varılmış ve veri toplamak için yarı yapılandırılmış görüşmeler kullanılmıştır. Bu yöntem, katılımcılara özgürce ifadelerini dile getirme ve araştırma konusuyla ilgili deneyimlerini paylaşma fırsatı vermiştir. İnsani yardım kuruluşlarındaki çeşitlilik üzerine yapılan çalışmaların sınırlı olması nedeniyle içerik analizi en uygun analiz yöntemi olarak belirlenmiştir.

Yarı yapılandırılmış görüşmeler araştırmacı tarafından yüzyüze 31 katılımcı ile gerçekleştirilmiştir. Ortalama olarak, her katılımcının yaklaşık iki yıllık insani yardım kuruluşunda çalışma deneyimi bulunmasına özen gösterilmiştir.

Çalışma için kar topu örnekleme yöntemi kullanılmıştır. İlk katılımcılar araştırmacının kendi belirlemesiyle seçilmiş ve ardından bu katılımcılar yeni katılımcılar önermişlerdir. Çeşitliliği sağlamak için her katılımcı önerildiğinde demografik bir değerlendirme yapılmıştır.

Kodlama sürecinde tümevarım ve tümdengelim kodlama tekniklerini birleştiren karma bir kodlama yaklaşımı kullanmıştır. Araştırma hedefleri ve mevcut çalışmalar dikkate alınarak önce bir kod seti oluşturulmuştur. Bununla birlikte, katılımcılar yeni bilgiler ve görüşler sundukça bu kodlar yeni temaları içerecek şekilde güncellenmiştir.

Bulgulara göre, çalışanların iş arkadaşları ile dil, kültürel normlar ve cinsiyet farklılığından kaynaklanan iletişim sorunları yaşadığını belirtilmiştir. Bu sorunların geçici olduğunu ve genellikle yeni işe alınan çalışanların bu sorunları yaşadığını ancak zamanla ortadan kaybolduğu belirtilmiştir.

İletişim engellerinin en büyük nedeni dil çeşitliliğidir, ardından kültürel normlar ve cinsiyet gelmektedir. Genel olarak, dil, cinsiyet ve kültürel normlardaki çeşitliliğin kuruluş içinde iletişime olumsuz etkisi olmadığı, aksine bilgi akışı ve işlerin tamamlanması üzerinde olumlu ve önemli etkileri olduğu bulunmuştur.

Katılımcılar açısından çeşitlilik, bilgi ve bilinç düzeyini artırmanın bir yolu olarak görülmektedir ve dil ile kültürel normların bu konuda önemli bir rolü olduğu ortaya çıkmıştır. Ancak katılımcıların çoğu cinsiyet faktörünün, bu bağlamda önemli olmadığına inanmaktadır.

Katılımcıların çoğunluğu karışık bir ekipte çalışmaktan dolayı herhangi bir sorun yaşamadıklarını belirttilmşlerdir ve çeşitliliği işleri için önemli bir faktör olarak gördüklerini ifade etmişlerdir. Ayrıca, dil, kültürel normlar veya cinsiyet açısından kendilerinden farklı olan meslektaşlardan öğrenme konusunda zorluk yaşamadıklarını belirttilmişlerdir. Bazıları dilin öğrenme kolaylığını etkileyebileceğini belirtse de, bu zorlukları aşmak için İngilizce gibi ortak bir dil kullanabileceklerini ifade etmişlerdir.

Yukarıdakilerden anlaşıldığı üzere, çeşitliliğin insani yardım organizasyonları içinde çalışanlar arasındaki iletişim üzerinde gerçek anlamda olumsuz etkileri bulunmadığı gözlemlenmiştir. Bazı olumsuz etkiler olduğu belirtilse de, bunların geçici olduğu algısı ortaya çıkmıştır.

Öte yandan, katılımcılar çeşitliliğin çalışmaları ve iletişimleri üzerinde önemli olumlu etkileri olduğuna inanmaktadırlar. Elde edilen bulgulara göre, insani yardım kuruluşlarındaki personelin çoğu kuruluşlarındaki çeşitliliği kabul etmekte ve bunu işleri için önemli ve olumlu bir faktör olarak görmektedir.

Ayrıca, yanıtlar çalışanlar arasında genel bir güven ortamının olduğunu göstermektedir. Bu güven ortamı, insani yardım kuruluşlardaki çalışma ortamında yaygın olarak mevcuttur. Katılımcılar, iş arkadaşlarına, aralarındaki farklara bakılmaksızın ihtiyaç duyduklarında kendilerine yardım etmekte tereddüt etmeyeceklerine güvendiklerini belirttilmiştir. Ayrıca, birçok katılımcı için neredeyse günlük olarak görevlerini tamamlamak için iş arkadaşlarına yardımına zaten bağımlı olduklarını ifade etmişlerdir. Katılımcılar, iş arkadaşlarının yetkinliklerine olan güvenlerinin, benzerlikler ve farklılıklar üzerine değil, deneyim ve işte samimiyet üzerine dayandığını belirtmişlerdir.

Yanıtların olumsuz olduğu ve çeşitliliğin olumsuz etkilerinin görüldüğü iki alan, çatışmalar ve kuruluşun rolü ile ilgilidir. Katılımcıların çoğunun dil, kültürel normlar ve cinsiyet çeşitliliği nedeniyle ortaya çıkan bazı çatışmaların olduğunu belirttiği görülmüştür.

Katılımcıların yarısından fazlası, dil, kültürel normlar veya cinsiyet farklılıklarından kaynaklanan sebeplerle zorbalık veya uygunsuz konuşmalara maruz kaldıklarını belirtimişlerdir. Dil, kültürel normlar ve cinsiyet çeşitliliğinin ikinci olumsuz etkisi, katılımcıların yöneticiler tarafından bu çeşitlilik temelinde ayrımcılık yaşadığı hissine kapılmasıdır. İnsani kuruluşların bu tür ayrımcılığı engellemek için yasal düzenlemeleri olmasına ve bireyler arasındaki farklılıklardan kaynaklanan sorunları aşma çabaları bulunmasına rağmen, açıkça yeterli olmadığı düşünülmektedir.

Dil, kültürel normlar ve cinsiyet açısından çeşitliliğin önemi, görüşmelerin ikinci bölümünde daha net bir şekilde ortaya çıkmaktadır. Çeşitlilik, organizasyonların çalışmalarını yürütmek, yararlanıcılarla ilgilenmek ve ihtiyaçlarını karşılamak için gereken yetkinlikleri ve uzmanlığı sağlamak açısından hayati önem taşır.

Görüşmelerin ikinci bölümünde katılımcıların sorulara verdiği yanıtlardan açıkça anlaşıldığı üzere, dil, kültürel normlar ve cinsiyet açısından çeşitliliğin, yararlanıcıların tatmini üzerinde olumlu ve önemli bir etkisi bulunmaktadır. İnsani yardım kuruluşlarının, yararlanıcılarının ihtiyaçlarını karşılayabilmek ve çalışmalarını başarıyla tamamlayabilmek için farklı özelliklere sahip bir çalışan kadrosu istihdam etmeye zorlandığı görülmektedir.

Bu araştırmanın sonuçlarıyla elde edilen bulgular doğrultusunda,dil, kültürel ve cinsiyet çeşitliliğinin, insani yardım kuruluşlarının performansını artırmak için büyük öneme sahip olduğu ve bu tür çeşitliliklerin bu kuruluşlarda vazgeçilmez olduğu belirlenmiştir. Ancak çeşitlilikten elde edilecek faydaları elde etmek ve dezavantajlarını aşmak için, iyi bir şekilde yönetilmeli ve çeşitliliği teşvik eden ve saygı gösteren bir ortam sağlanmalıdır.

Katılımcıların yanıtlarından anlaşıldığı üzere, birçok kişi bir şekilde iş arkadaşından veya yetkililerden ayrımcılık veya zorbalıkla karşılaştıklarını düşünmektedir. Ayrıca, insani yardım kuruluşlarının çeşitlilik konusunda farkındalık yaratma ve ayrımcılığın önlenmesine yönelik benimsenen politikaların yeterli olmadığına inanılmaktadır. Bu nedenle, insani yardım kuruluşlarının bu konuda çalışmalarını yoğunlaştırması ve çeşitlilik nedeniyle ayrımcılık ve zorbalığı engellemek için daha sıkı yasaların hayata geçirilmesi gerektiği düşünülmektedir.

Anahtar Kelimeler:

Insani Yardim Kuruluşu, Çeşitlilik, Cinsiyet Çeşitliliği, Dil Çeşitliliği, Kültürel Normlar Çeşitliliği, Yararlanıcıların Tatmini, Kuruluşun Performansı,

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INTRODUCTION

Natural disasters and conflicts have accompanied the history of mankind since the earliest of times. These disasters and conflicts have had their harmful effects on humanity, and people have always thought of reducing these harmful consequences, and organized efforts to support local populations. Humanitarian intervention in the beginnings relied on the religious aspect that depends on the principle of good and giving.

Humanitarian organizations in their current form took root in the nineteenth century, as a result of the interconnection provided by the railway networks and the emergence of the telegraph, where donors could support those needs in different and distant regions of the world.

Humanitarian organizations are civilian bodies that have no relationship with governments or private bodies .It can be said that they are private non-profit organizations that operate outside the control of governments. Some humanitarian organizations rely primarily on volunteers, while others rely on paid staff. These organizations have come to play a clear role in global development processes, despite the diversity of their missions (Labbé and Daudin, 2015).

Such organizations prioritize the promotion of economic development, sustainable development ,and human ideals targeting topics such as workers' rights and poverty eradication as they play a key role in international development, aid ,and philanthropy around the world and in developing countries.

It is well known that these organizations have no authority, but in return exert pressure on governments to achieve their goals of eradicating poverty, working in areas where humanitarian assistance is difficult to deliver ,and working on many other aspects such as literacy programs, preventive health, agricultural development, promotion of small enterprises and vocational training. They also strive to strengthen and support the role of women.

Humanitarian organizations are not-for-profit, but they may manage very large budgets that could reach billions of dollars each year (Ugwu and Onwuka, 2016; Ugwu and Onwuka, 2016).

It can be said that humanitarian organizations are institutions that work in the humanitarian field and various types of social sciences and try to meet the needs of their members and other elements of society.

These organizations have a high status in societies and enjoy public trust, which can make them represent the concerns of society and stakeholders. However, they can also be corporate lobbyists, such as the World Economic Forum. They carry out a range of service and humanitarian tasks, communicate citizens' concerns to governments, and promote political engagement by disseminating information.

Diversity generally refers to the existence of differences, it may mean the difference in identity between two or more people, which is reflected in the functional and professional role of these people. This difference includes identity, race, gender ,age, etc.

These differences may relate to several aspects, such as disparities in areas such as educational attainment, housing ,and employment (Williams and O'Reilly, 1998).

After the globalization has expanded significantly in recent years, great openness was witnessed by the world in various fields, the most important of which are the workforce and human resources. Organizations have begun to realize the importance of diversity in creativity and increasing the efficiency of work and its strategic role, due to the growing conviction of the importance of diversity in human resources (Syed and Tariq, 2017).

Human resource diversity is a phenomenon that exists both at the worldwide and local levels. Age, gender, culture, physical abilities, wealth, and degree all have a role.

To differentiate the major categories of this diversity:

1- Demographic that demonstrates the distinction between demographic characteristics such as age, gender, and race.

2- Cognitive diversity reflected by disparities in education, experience, and job position.

3. Doctrinal diversity demonstrates the distinction between beliefs and culture.

Due to the importance of diversity in the work of organizations, the concept of diversity management has emerged significantly, and has become one of the most important areas of organizational management to achieve interaction between diverse people in terms of culture, ethnicity, and others.

There is a set of laws and regulations that the organization implements to accept diversity, reject discrimination, activate communication between the various workforces, and overcome the negatives that result from this diversity (Jehn, Greer and Rupert, 2008; Saxena, 2014). These laws and regulations help the diverse workforce to deal and cooperate with each other to achieve the desired goals of the organization

At the end of the last century, organizations became aware of the importance of managing this diversity and developing plans that achieve its advantages. The concept of diversity management appeared in the late eighties of the last century in the United States of America due to changes in the demographic composition of the workforce, where this concept became known in most countries of the world.

Diversity management importance is highlighted through promoting competition in attracting competencies, increasing employees' loyalty to the organization and their sense of equality, and understanding the different environments of foreign countries in which the Organization operates. Other important aspects are openness to new ideas, rapid response to variables, facilitating the work of organizations on the international stage, greater ability to solve problems, and understand foreign markets.

It can be said that organizations which are successful in managing diversity are increasing their ability to obtain distinctive human resources. Furthermore, the diversity of ideas increases the importance of the organization and gives it a greater ability to face problems.

To benefit from the diversity, the management of organizations must work to build an organization that accepts diversity and avoids discrimination, inculcates acceptance of diversity in employees, and monitors the behavior of managers to be free from bias. The organizations that consist of similar groups of workers suffer from a lack of experience and the ability to find appropriate solutions to work problems. As for organizations that enjoy diversity, they deal with different points of view related to work problems, and this increases the chances of finding different solutions of the problems.

Therefor a decision was made to review the literature on diversity and its role in organizational performance, then to explore the role and importance of diversity in language, cultural norms, and gender on the performance of humanitarian organizations as well as exploring feelings and experiences related to this subject inside the organizations. Another aim is understanding the challenges and difficulties diversity may cause and the benefits it can bring to the workplace.

The research focuses on two important aspects of organizational performance, which are the cooperation and beneficiaries' satisfaction. Regarding cooperation, the impact of these types of diversity on the ease of communication and trust within the workforce of the humanitarian organization will be discussed, and the benefits and drawbacks that they may cause will be explored. As for the satisfaction of the beneficiaries, the importance of diversity in meeting the needs of the beneficiaries and delivering services to them will be studied.

This thesis consists of two main chapters except the introduction and conclusion: Chapter one examines the fundamental presumptions of diversity theory and ideas. The initial segment of the chapter provides an overview of humanitarian organizations. Their history, challenges, and the differences between them and profit organizations are all discussed in this section. The diversity concept and assumptions of various researchers on this concept are described in the second section. The last section concentrates on

organizational performance for humanitarian organizations and its factors and key indicators. It also discusses theories and opinions of researchers about the impact of diversity on organizational performance and organizational performance key indicators in humanitarian organizations. Chapter Two of this thesis outlines the research objective and describes the methodology, approach, and strategies employed to collect and synthesize the theoretical material and findings. The process involves the interpretation of research findings that are produced from interview transcripts and accompanying notes. The ideas gained from the interviews are employed to thoroughly study and investigate the theme category/selective codes. The chapter concludes with a citation of a summary, and the discussion of topic areas is presented in a coherent and organized manner. The last section presents the conclusions and the researcher's final reflection.

CHAPTER 1

HUMANITARIAN ORGANIZATIONS, WORKWORCE DIVERSITY AND THEIR PERFORMANCE

When natural disasters, conflicts, or wars occur, humanitarian organizations work to make sure that aid is delivered quickly and effectively. The concept of humanity is a major guiding philosophy for these organizations. Regardless of color, religion, gender, nationality, etc., everyone in need should be able to access lifesaving aid and receive decent treatment. (Labbé and Daudin, 2015)

Nowadays, people around the world are facing a variety of problems and challenges. Humanitarian organizations' objective is to assist and support groups in need, including refugees, internally displaced people, and other groups (Ugwu and Onwuka, 2016).

Because humanitarian organizations realize that diversity of thought fosters more creativity and innovation, many of these organizations in the humanitarian sector are attempting to create workplaces that are more diverse and inclusive.

Although, as in many other fields, a person's skin color, ethnicity, religion, nationality, gender identity, and a variety of other characteristics might affect whether they can work and feel accepted by an organization (Sutton and Henty, 2019).

In this chapter, a literature review of the current state in the academic fields of humanitarian organizations and diversity will be presented. The main concepts will be discussed in detail to set the preliminary framework of the research.

1.1. HUMANITARIAN ORGANIZATIONS

As reported by the International Federation of the Red Cross and Red Crescent societies, since the beginning of the twenty-first century, there have been more natural and man-made disasters. All through the nineties of the last century an average of four hundred

and seventy disasters was reported annually, the amount has approximately risen to an average of over 700 disasters since 2000. Considering the past decade, disasters due to weather crisis have been multiplied exceeding geophysical disasters, remaining rather unchanged by nine to one. It is estimated that 5 million people are subjected to temporary displacement as the result of natural disasters. Floods are the most common natural disaster, affecting an average of 140 million people annually, while droughts cause the most fatalities. Civil war and other types of violence have much more severe consequences. Every year up to 23 million people forced to leave their homes. Thirteen million of them cross the borders and become refugees, and 10 million remain in the same country as Internally Displaced People (IDPs) (The International Federation of Red Cross and Red Crescent Societies (IFRC), 2004).

In the past 20 years, conflicts have usually made it very difficult to put international humanitarian law into practice. Usually, these conflicts have intra-state nature and happen in places where legitimacy of the state is weak or lacking. 90% of the victims of violence are civilians, who are usually the direct targets of violence where the war is generally a diffuse, dispersed, and large-scale conflict.

Humanitarian work is becoming increasingly challenging due to the difficulty in defining belligerents' features and status and holding them obligated for obligations under humanitarian law. Humanitarian organizations have been forced to review their missions and diversify how they interpret principles in situations where international standards seem unachievable (Hilhorst, 2002). Disasters particularly affect the least developed nations in the world. In fact, 88% of those impacted live in countries with medium levels of human development where more than 50% of disasters occur, although, countries with poor levels of human development account for two thirds of disaster fatalities. Disasters have significant economic and financial effects on the international community. From an economic perspective, natural or man-made disasters can completely damage a nation's infrastructure in a few minutes, negating years of investments and development progress. Economic loss continues as long as businesses are hampered, and the afflicted communities heavily sell their assets to fulfill their essential needs. Given the enormous number of individuals affected by natural disasters and armed conflicts, the majority of whom are especially vulnerable due to their concentration in underdeveloped regions of

the world as well as the resulting economic loss and expense, a closer examination is necessary. Many countries that are exposed to disasters bear severe consequences for their economy because the costs of responding to these disasters and then reconstruction are taken from the state budget and may put it in large debts (Food and Agriculture Organization of the United Nations (FAO), 2015).

Governments in areas affected by disasters are usually in charge of disaster management. But most of natural and man-made disasters necessitate international assistance to overcome their effects. The international community channels emergency finances mostly through humanitarian organizations as a form of governance. Over the years, humanitarian organizations have played a vital role in improving the condition of living of those of externally and internally displaced persons in affected areas of disaster and wars (Samii, 2008).

Humanitarian organizations can be described as every non-profit organization that contributes to the delivery of supplies, provides assistance to save lives, or helps those affected to overcome their suffering. This is true regardless of the organization's size, location, or thematic focus. This description does not include profit organizations and non-profit organizations that do not work in times of crisis, but rather their work is limited to the policy level such as defending the interests and rights of the vulnerable (Ryfman, 2007). The activities of humanitarian organizations focuses on need assessment, supply of food, clothes and shelter, peace keeping mission, provision of security, performance management among others (Mezzalama and Schumm, 1993)

Humanitarian actors should take all possible humanitarian actions wherever and whenever the need arises. John Pringle and Matthew Hunt (2015) defined the humanitarian action is described as the effective providing of relief to those in need. Aid intends to prevent deaths, reduce suffering, and restore dignity during major emergencies and in the aftermath of disasters.

The humanitarian actions should be established as per the principles of humanity, neutrality and impartiality (Pringle and Hunt, 2015). These three principles represent the core of humanitarian actions and every humanitarian organization must follow them.

They specify that every human being should be treated with humanity and receive life-saving assistance when in need, regardless of color, religion, nationality, etc.

According to Ugwu and Onwuka (2016), the principle of humanity focuses on providing assistance to everyone in need without prejudice, with the aim of reducing human suffering irrespective of age, gender, race and religion where such incidents occur and where immediate responses are required to resuscitate life. The principle of neutrality focuses on providing assistance to end beneficiaries without any form of favoritism against one person or group of persons during providing assistance. The concept of neutrality is very similar to impartiality. The principle of impartiality also focuses on treating everyone equally and fairly without any form of discrimination or preference against one party or group of parties where immediate attention is required (Ugwu and Onwuka, 2016). These principles make up humanitarian space and every party involved in relief operation conforms to the rules governing humanitarian space because humanitarian space represents a region of tranquility. “Humanitarian space" is a term which was used for the first time in the nineties of the last century by the president of Doctors Without Borders organization (Médecins Sans Frontières MSF). It is a term that refers to the environment in which humanitarian organizations operate away from the interference of political players (Pringle and Hunt, 2015). On other hand, according to Minear and Weiss (1993), humanitarian organizations had come to adopt a new generation of principles including accountability and the need for appropriateness and contextualization. Humanitarian organizations have, to different degrees, adopted additional but not always equally compatible sets of principles such as human rights, justice (directed to fair and equal relationships), sustainable development, and conflict prevention and peace building (Minear and Weiss, 1993).

Humanitarian action should avoid insufficient, inappropriate or conventional help and depicts a defiant, unrestrained, and innovative reaction to widespread human need under terrible circumstances. This action also aims to address both serious objections of the humanitarian endeavor itself as well as new sources of human misery. In doing so, it seeks to promote self-determination, dignity, and autonomy rather than just a minimum morality which aims to keep people alive regardless of the other needs and rights (Barnett, 2013). Today, human suffering and crises take complex and diverse forms, and this

requires humanitarian work to expand and develop. Humanitarian aid now comes in various forms such as complex medical procedures and therapies for specific diseases, psychotherapy for rape and torture survivors, the rescue of migrants at sea, medical care for asylum seekers, emergency preparation for the possibility of failing states as well as for the terrible and impending effects of global climate change. International supply chains and sophisticated evaluation tools enable context-specific, accurate responses that use the latest technologies and a variety of talented individuals and specialists (Pringle and Hunt, 2015).

Humanitarian organizations are independent of the work of governments and the aid provided by governments. Humanitarian action should be far from any military actions, and it is different from the word humanitarian intervention, which means military intervention for humanitarian purposes, as the United Nations sometimes does in conflict areas where the humanitarian situation worsens. But when conflicts occur, humanitarian actors need to negotiate with the parties concerned to provide what is called the “humanitarian space”, which is a geographical and conceptual concept in which humanitarian organizations can provide their services to those in need (Lawry, 2009).

IFRC (2004) has identified possible problems that affect work outcome or performance of different organizations during relief operations. These problems are as follows; shortage of logistics experts, inadequate assessment and planning, delivery of wrong goods and supply chain processes were mainly manual. Other problems also include limited sharing of key information between agencies, communication gap or barrier between different agencies, poor information management (gathering, dissemination, collation, and organization) and lack of sophisticated information communication technologies used in tracking and tracing of inventories on transit(The International Federation of Red Cross and Red Crescent Societies (IFRC), 2004).

1.1.1. Humanitarian Organizations History

Henry Dunant can be considered as the "Godfather of Humanitarian Organizations". He and his friends established the Association of Friendships, a nonprofit organization that later changed its name to the Young Men's Christian Association and went global. Dunant

outlined the fundamental tenets of humanitarian action, including negotiating access to individuals in need and giving care impartially; these tenets would later shape the foundations of the Red Cross Movement and contemporary notions of humanitarian action.

The Geneva Society for Public Welfare then formed a committee to go through how to implement Dunant's suggestions. In October 1863, a group of five individuals known as the International Committee for the Relief of the Wounded convened an international conference with participants from 16 different nations.

The meeting led to the formation of the International Committee of the Red Cross (ICRC), with recommendations that nations set up national committees to aid in the treatment of the injured during times of war and peace as well as to prepare aid supplies and preparing medical staff for potential conflict. The conference recommended focusing on the security of the personnel attending to the injured while delivering medical care (Boissier, 1974).

Humanitarian organizations can be categorized into three categories. The first category is organizations operating under the United Nations (UN) family such as United Nations Refugee Agency (UNHCR) and the World Food Program (WFP). The second category is international organizations such as the International Committee of the Red Cross (ICRC) and the International Federation of Red Cross and Red Crescent Societies (IFRC), which operate as a federation with country offices that are auxiliary to country governments. The last category is non-governmental organizations (NGOs) such as CARE, Oxfam, Save the Children, and Me´decins Sans Frontières (MSF) (Byman et al., 2000).

The International Committee of the Red Cross (ICRC) is considered the first humanitarian organization founded in 1863 to help victims of wars and internal conflicts. ICRC with the National Societies (NSs) and the International Federation of Red Cross and Red Crescent Societies (IFRC) form the International Red Cross and Crescent Movement.

The National Societies (NSs) are independent organizations provide services with the government's support. Their governments provide around sixty percent of the funding, and forty percent comes from profitability programs and donations. There are about 185

NSs spread around the world. They provide services such as health services, disaster relief, and helping war victims.

In 1919, NSs of the USA, UK, France, Italy, and Japan founded the IFRC. NS funds approximately 50% of the IFRC budget. IFRC directs and manages the work of Red Cross organizations in the world to deliver international aid to victims of wars and natural disasters. It starts international appeals, gathers supplies and volunteers, and manages the network's relief efforts (International Committee of the Red Cross (ICRC), 2009).

There are other international humanitarian organizations besides ICRC and IFRC. One of the most effective of these organizations is the International Organization for Migration (IOM), which specializes in immigrant affairs, and works with governments to help with immigrant issues.

Expecting ICRC and IFRC, there are several other humanitarian agencies with multinational positions. (IOM) or the International Organization for Migration is one of the most eminent one, the famous multinational agency interacting with incomes and administrations to contribute sympathetic replies to newcomer crisis.

The United Nations includes four important working agencies that concentrate on various aspects and sides of humanitarian issues. To take care of the most helpless section of the population, for example children, UNICEF was established on December 11, 1946, as a result of a unanimous resolution at the United Nations General Assembly's inaugural session. The United Nations International Children's Fund, as it was then called, was chosen to give children in post-World War II Europe short-term support and help out to fulfill the needs of children, looking after their rights and broadening their chances

UNICEF was funded entirely by voluntary contributions, and when the needs of the children of Europe were met immediately after the war, UNICEF continued its work after war as a United Nations organization, the only governmental agency dedicated exclusively to children, mandated by the governments of the world to promote and protect the rights of children, children and their well-being. Civil society organizations, including international NGO partners, are heavily involved in UNICEF's work in the 158 countries

in which UNICEF operates. The NGOs are also consulted at Headquarters on policy formulation. Currently, UNICEF employs more than 7,000 people working in 155 countries around the world.

To protect the liberty and welfare of another group of unprotected people, asylum seekers, in 1950 the UN founded the UN High Commission for Refugees UNHCR. Since, the foremost and parallel organization on asylum-seekers, UNHCR has commanded to find the solution to the asylum seekers' issues all over the world. To face world famine and food disparity in the world, in 1963 the UN established is the World Food Program WFP. In 1948 the world Health Organization WHO was set up to concentrate on health and the events of health crises. WHO, the particular organization in UN category, is the leading organization through all medical care crises like HIV\Aids and also ailments breakout and their outcome (Kelley, 2008).

Following the violence and starvation that enveloped Biafra, Nigeria, a group of medics and journalists established MSF in France in 1971. Their objective was to create a free-standing organization devoted to provide prompt, efficient, and unbiased emergency medical help. Regardless of ethnicity, religion, creed, or political orientation, MSF delivers relief to impacted communities, victims of natural or human catastrophes, and victims of armed conflict. MSF requires complete and unrestricted independence in the performance of its duties since the organization is dedicated to the principles of neutrality and impartiality in the application of international medical ethics and consideration of the right to humanitarian aid. Members of the organization are expected to uphold the moral standards specific to their line of work and to be wholly impartial toward any governmental, corporate, or religious authority.

The UN developed the Office for the Coordination of Humanitarian Affairs (OCHA) in 1991 to improve and organize its action to natural disasters or events that lead to asylum or internal displacement of people. Although humanitarian action are situation specified, it usually involves the supplying of basic healthcare, shelter, water, food, vaccinations and response to a disease outbreak.

The UN Office for the Coordination of Humanitarian Affairs (OCHA) directs the work of large and small humanitarian organizations to respond to crisis. Located in Geneva and New York OCHA is a non-functioning agency which is directed by the Emergency Relief Coordinator ERC. The UN Secretary General (SG) receives direct reports from the ERC on humanitarian issues. OCHA supplies various services to the humanitarian societies. It is the administration for Consolidated Appeal Process CAP, the Central Emergency Relief Fund CERF and United Nations Disaster Assessment Coordination UNDAC. CERF is a support plan for quick reaction and under-reported Crisis. It works with investment collected through the CAP (Barnett, 2013).

Humanitarian organizations are not restricted to United Nations organizations; they include a large number of organizations that are different in size, vision, field of attention, religious association, founding country, etc. Because of that, International Council of Voluntary Agencies (ICVA) and the Steering Committee for Humanitarian Response (SCHR) are Consortiums which remarkably symbolize the sector. Interaction is American - led multinational progress and humanitarian NGO confederation that intends to boost human nobility and improvement in 165 countries worldwide.

The ICVA is a worldwide organization along with 70 human rights, humanitarian and improvement NGOs. It is a Geneva led agency established in 1962. The SCHR is an association for independent action (Jones and Stoddard, 2003). MSF is a free humanitarian nursing aid agency that contributes medical help when needed and increases knowledge of the anxiety of people supported. Oxfam is an improvement, aid and promoting agency devoted to finding permanent formula to famine and offers support to affected worldwide (Oxfam, 2013). CARE is devoted to struggle against worldwide poverty-stricken people. CARE International World vision is a Christian aid and improvement agency boosting the welfare of all people, especially emphasizing on kids.

1.1.2. How Humanitarian Organizations are Funded?

Humanitarian organizations receive funding from a variety of sources to support their operations and activities because they are non-profit organizations. The funding mechanisms may vary based on the size, scope, and mission of the

organization. These funding sources are as follows (Inomata,2012; Bocquet et al., 2020; Stoddard et al.,2017; Berman et al.,2006):

Government Funding: Humanitarian organizations may obtain financial assistance from governments at both the national and international levels. Governments may provide funds to these groups to help with disaster relief, development projects, and humanitarian aid programs.

Private Donations: Donations from individuals, foundations, and philanthropic organizations play a significant role in funding humanitarian organizations. These donations can be in the form of one-time contributions or regular ongoing support.

Corporate Partnerships: Humanitarian organizations may collaborate with businesses and corporations through corporate social responsibility (CSR) initiatives. These partnerships can provide funding, in-kind donations, and expertise to support humanitarian projects. Donations from corporations can have several benefits for the companies. Corporate donations enhance a company's reputation and public image. Being associated with philanthropic activities can improve brand perception and increase customer loyalty, as consumers tend to support socially responsible businesses. Companies can use donations as part of a company's public relations and marketing strategies. Highlighting philanthropic efforts in promotional materials can attract positive media attention and raise awareness about the company's values (Selsky and Parker, 2005).

In fact, these resources are not sufficient due to the growing humanitarian needs around the world, humanitarian organizations suffer from a lack of resources. According to website of the United Nations Office for the Coordination of Humanitarian Affairs (OCHA) which is a United Nations (UN) agency responsible for coordinating humanitarian response efforts and mobilize financial resources to fund humanitarian operations, only about 24% of requirement fund for humanitiran operations is covered in 2023(OCHA,2023).

1.1.3. Key Points in the Work of Humanitarian Organizations

In the field of humanitarian work, the effective and ethical functioning of organizations is pivotal to achieving their mission of alleviating suffering and making a positive impact on communities in need. This necessitates a robust framework and well-defined practices that guide the organization's actions, decisions, and interactions. The foundation of these practices is built upon key principles, structures, and processes that ensure transparency, accountability, and efficient operations. In the following, four key elements that underpin the seamless operation of humanitarian organizations these are:

1. **Governing Documents:** It is a set of data that is precisely defined to define the reason and mission ,and objectives of the Organization and is guided by the Organization, drafted by the elected Board of Directors in a clear, transparent ,and democratic manner.

The organization should consider the elected board responsible for dealing with organizational issues and actively participating in organizational planning, financial planning, and community involvement. Basic details of the Board of Directors should be posted on various platforms such as the Annual Report and websites (European Commission, 2022).

2. **General Assembly Annual Meetings:** General Assembly Annual Meetings are crucial to gather all relevant parties to talk about the issues and strategy. Many important matters, such as administrative and financial programs, are considered during the annual general assembly meetings (Openshaw and Sinclair,2017).

3. **Policies for employees:** Policies and procedures for the fair and transparent recruitment and compensation of staff must be put in place, and humanitarian organizations are subject to monitoring by various regulatory bodies and whistleblowers (DGCS-NGO,2015).

4. **The decision creation process:** In the work of humanitarian organizations, it is necessary to determine the source of important and unimportant decisions, through an accurate distribution of tasks (Campbell and Clarke, 2018).

For various reasons, organizations should regularly audit various aspects, such as operating system audits, financial audits, etc. This can be done by internal or external auditors or both ,it provides an accurate assessment of the direction of the organization's activity, whether it achieves the plans set or not (Campbell and Clarke, 2018).

1.1.4. Challenges and Problems

The leading target of humanitarian agencies (Ballou, 2007) is to deliver proper products and aids to the right place given to the true people in need at the perfect time, thus the target of humanitarian organizations is to find artful, effective and productive ways to complete their activities (Tomasini and Wassenhove, 2006).

Humanitarian organizations in order to accomplish their mission and supply aid must overcome several internal and external obstacles. Researches support that there are two kinds of risk that influence the efficacy and the productivity of humanitarian organizations that include disturbance and cooperation risk. The disturbance risk corresponds to the geographical scattering, while the coordination risk relates to guaranteeing that supply and demand are in line with one another (Tomasini and Wassenhove, 2009). To achieve removing the coordination risk in an economically feasible manner, there should be a cooperation among essential players, for instance between humanitarian organizations and service providers (Schulz and Blecken, 2010; Mason et al., 2007). This cooperation is difficult to achieve without learning how to work together and overcoming communication barriers caused by differences such as language and culture differences (Mason et al., 2007; Karuppiah et al., 2021). Workforce diversity, encompassing differences in cultural backgrounds, perspectives, and skills, can affect the ease and effectiveness of collaboration between humanitarian organizations and other stakeholders, such as service providers or local communities (Schulz and Blecken, 2010).

The lack of cooperation and communication may result in another issue for organizations: knowledge sharing (Thomas and Kopczak, 2005). IFRC (2004) has identified some problems include; limited sharing of key information between agencies; communication gap or barrier between different agencies; poor information management (gathering, dissemination, collation, and organization)

Schulz and Blecken (2010) noted that, the performance of humanitarian organizations is impacted by the absence of inter-organizational interaction (Schulz and Blecken, 2010). A critical reason for failure of inter-organizational interaction consists of cultural differences among the members who are coming from culturally and institutionally different societies (Hofstede et al., 2010).

1.1.5. The Differences between Humanitarian Organization and Profit Organization

Many studies showed the differences between humanitarian organizations and profit organization from different perspectives such as O'Neill and Young, 1988; Moore, 2000 In the following sections, the main differences according to some previous studies will be shown (O'Neill and Young, 1988; Moore, 2000).

Goals

Saving lives and easing the pain brought on by disasters are the fundamental objectives of humanitarian organizations. Instead of focusing on making money, each organization works to fulfill its social goal and mission (Balcik et al., 2010). Meanwhile humanitarian organization must pay attention to the financial aspect, despite it being not a goal, as it is essential to its continuity and mission (Kaplan, 2001) On the other hand; the main goal of profit organizations is making profits and providing satisfactory financial returns to shareholder interests. The products and services delivered are the means to gain money (Boland and Fowler, 2000).

Revenue Sources

A key distinction between humanitarian organizations and profit organizations is the funding or the source of revenue sources. Humanitarian organizations rely on a mix of funding sources, including donations from individuals, foundations, corporations, and governments. They may also receive grants from international organizations or pursue fundraising initiatives. Funding for humanitarian organizations is often project-based, with specific funds allocated for emergency response, development programs, or advocacy campaigns. In contrast, the revenues generated through the sales of goods and services to clients serve as the defining source of funding for profit organizations (Moore, 2000). In other words, humanitarian organizations obtain their funding from individuals and groups who do not seek financial gain, while profit organizations' revenue sources are from customers who buy products and services for their personal advantage (HENDERSON, CHASE and WOODSON, 2002)

Stakeholders

Freeman (1984) clarified stakeholders as any person or group that has the potential to influence or is influenced by the accomplishment of an organization's targets. Each profit organization has clearly defined stakeholders. The primary stakeholders in a typical organization are its investors, employees, customers, and suppliers (Freeman, 1984). Humanitarian organizations, on the other hand, have a wide range of stakeholders, each with a unique set of needs and aims. Donors, staff, volunteers, and beneficiaries all are stakeholders for humanitarian organizations (Speckbacher, 2003). Humanitarian organizations are driven by the supply (donors), whereas profit organizations are driven by the demand (customers)(Tomasini and Wassenhove, 2009).

1.1.6. Differences between Humanitarian Organizations and Public Organizations

Humanitarian organizations also differ from what is known as public organizations. Public organizations, also known as government organizations or public sector entities, encompass a wide range of institutions and agencies that operate at various levels of

government to provide public services and implement government policies. In the following, some key differences between the two will be discussed (Kaplan, 2001; Tomasini and Wassenhove, 2009; Rainey, Fernandez and Malatesta, 2021):

1. **Focus:**

As mentioned before, humanitarian organizations are primarily focused on providing assistance and support to people affected by crises, disasters, or conflicts. Their main goal is to alleviate human suffering, protect human rights, and promote the well-being of vulnerable populations. Humanitarian organizations often operate in areas where there is a lack of basic necessities, such as food, water, shelter, healthcare, and education. While public organizations are typically responsible for providing public services and implementing policies on behalf of the government. Their focus can vary widely, covering areas such as health, education, infrastructure, public safety, environmental protection, and social welfare. Public organizations are accountable to the government and aim to serve the general public.

2. **Structure and Governance:**

Humanitarian organizations are often independent entities with their own governance structures, including boards of directors or trustees. They rely on the dedication of volunteers, partnerships with other NGOs, and collaboration with governments to carry out their humanitarian work. Public organizations are part of the government structure and are established and funded by the government. They operate under specific legal frameworks and have hierarchical structures with clear lines of authority. Public organizations are governed by laws, regulations, and policies set by the government and are accountable to elected officials or appointed authorities.

3. **Funding:**

As presented before, the main source of funding for humanitarian organizations is donations. On other hand, public organizations are funded through public resources, such as taxes and government budgets. Their funding comes from the revenue collected by the

government, and their expenditures are allocated based on public priorities and government budgets. Public organizations may also receive grants or funds from international organizations or partnerships with other governments for specific projects or initiatives.

It's worth noting that there can be some overlap between humanitarian organizations and public organizations. Public organizations may engage in humanitarian activities during emergencies or crises, and humanitarian organizations may collaborate with public organizations to coordinate relief efforts or advocate for policy changes. The specific roles and responsibilities of these organizations can vary based on the context and the nature of the crisis or issue they are addressing.

1.2. WORKFORCE DIVERSITY

With the increasing globalization, there is a move towards a world in which barriers to cross border are tumbling and perceiver distance is shrinking due to advances in transportation and telecommunications technology. In short, it can be said that day by day the world is becoming a global village due to globalization and because of this, workforce is becoming more diverse. A diverse workforce is a reflection of the continuous vast changes in the world. Modern companies remove the barriers that formerly separated workers of different backgrounds (Saxena, 2014). Many researches have been written on this subject and the idea of diversity has become more prevalent in management literature. Although there is no specific definition of workforce diversity, it can refer to the variety of differences among people in an organization. Diversity is the recognition, understanding, acceptance, and value of individual variations with regard to age, color, religion, disabilities, sex, etc. Diversity could be related to factors including: age, gender, culture, education, employee status, physical appearance, family status, regional origin, national origin, thinking style, religion, and race. People are also different in their perspectives and prejudices (Agrawal, 2012).

Knippenberg et al, (2004) defined that the term "diversity" refers to individual differences in any characteristic that could cause someone to believe he/she is different from the others (Knippenberg, de Dreu and Homan, 2004). Diversity, according to Harrison and

Sin (2006), can be summed up as the overall level to which individuals of a social group differ from one another.

Harrison and Sin acknowledged that this description could be described any differences, but they recommended that given the specific research context and theoretical orientation toward teams, researchers to stick to factors such as demographics, abilities, cognitive styles, perceptual orientations, personality dimensions, values, attitudes, and beliefs that are relevant to the functioning. A second group of researchers often uses a broad approach when looking at group member characteristics. In truth, all people may have traits that set them apart from other people in the broadest sense (Harrison and Sin, 2006).

Diversity makes the workforce heterogeneous and on the basis of the above statement, Saxena has prepared the following model (Figure 1.1)

Figure 1.1 Model for Wokforce Diversity

Source: Saxena (2014, p.77)

Today, hiring a varied work labor is a need for any organization. It suggests a chance for organizations to establish a competing benefit. A majority of organizations are making use of team working including staff with diverse experiences, skills, awareness, and backgrounds to increase the competitive benefit by enhancing internal operations (Cox and Blake, 1991). It has been viewed by several employers as a motivator for their continuation and a means for entering new markets. Based on Kundu and Mor (2017),

there is an increasing tendency from peoples to participate in organizations that appreciate diversity and praise diversities (Kundu and Mor, 2017). To create an inclusive work environment that guarantees justice, engagement, acceptance, and fair chances for staff irrespective of their differences, organizations have begun to routinely examine and update their diversity-related policies and actions (Healy, Kirton and Noon, 2010). In western countries, organizations hold a long record in applying positive activities, identical open positions and other diversity-related tools that assure the decent presentation of minority groups in the organization. This may happen as a consequence of efforts by these organizations to create diverse workforce, and this usually requires seeking, selecting, training, and keeping a varied team of exceptional employees irrespective of their differences to improve the performance of the organization(Nishii, 2013)

The relationship between the diversity of workforce and the performance continues to be a key concern in the study of organizational behavior. In modern organizational theory, diversity is generally pictured as a two edged sword. At one side, the diversity supporters emphasize the beneficial benefits of variety on team outcomes, while adversaries argue that numerous irreconcilable differences among diverse members cause inefficient team relationships, communications, and poor performance (Williams and O'Reilly, 1998). Many analysts have discussed that group diversity has an affirmative effect on performance for particular cognitive features that people transfer to the group. Diverse work teams bring value to organizations. Considering and giving more attention to the individual differences will benefit the workplace by creating a competitive edge and increasing work productivity. Joseph and Selvaraj (2015) agreed with that, and they identified workforce diversity as one of the strategic capabilities that will add value to the organizations over their competition (Joseph R. and Selvaraj, 2015). Another researcher thinks that work connected diversity was actually connected to both quality and quantity of group outcome, but, biological human demography diversity was not remarkably connected to group outcome (Horwitz and Horwitz, 2007). Similarly, individual performance is deeply affected by diversity; the positive results of diversity would work as substantial and also external motivating elements for the employees and boost staff involvement. Diversity in the work site can decrease prosecution and expand marketing

chances, enrollment, innovation, and work representation. Jim Morris (2018), pointed out in his essay " five advantages of a diverse workplace no one is talking about, that it's simple to concentrate on the more evident benefits of a diverse worksite, reducing costs or the satisfaction that comes from exhibiting diversity as a strength of the company"(Morris, 2018). However, there are a lot of less evident benefits, which are embedded in the sensational improvement that happens when people take part in different actions, join in diversity acceptance training activities, and completely welcome diversity and involvement in their organization. The first one is that individuals get used to thinking and showing their feelings through involving in discussions about diversity, which drum emotional sensitivity that extends into family or romantic bonds. At work and at home, realizing what you do not understand can be a liberating experience for your emotions. The second benefit is employee involvement. Diverse workplaces impose in-depth and perhaps challenging dialogues amongst employees who are given chances to be mindful of unconscious prejudices and listen to others point of view actively. Deeper participation inside the organization and among the workforce is correlated with high job satisfaction. The next positive side is expanded innovation and creation capacity because diversity helps people to have an open mind and that increases their ability to see problems from different angles. As a result, an environment that values diversity will certainly result in more invention. Another benefit of diversity is that it helps organizations better express their beliefs and overall roles in the community. Having a varied staff facilitates this process.

Operating in a global and diverse organizational environment is the final benefit Jim mentioned. People who work in diverse environments may be their true selves at work, which allows them to connect with others more intimately. Today, the capability to interact with people from various origins and cultures is considered a tremendous asset in the global business world (Morris, 2018).

The workers in diverse work environment generally experience interaction issues, low trust, stress, attendance problems and low job satisfaction that negatively affect the performance of the organization (Zenger and Lawrence, 1989; Tsui, Egan and O'Reilly, 1991; Elfenbein and O'Reilly, 2007). Tsui his colleagues (1991) have stated that when employees are distinct from their colleagues, they normally feel uneasy and have poor levels of

organizational engagement. Organizational diversity can be hindered by negative attitudes and behaviors because they can affect colleagues' relations, morale, and performance (Tsui, Egan and O'Reilly, 1991). Discrimination, prejudice and stereotyping are unfavorable attitudes and actions that should never be employed by management in employing, retaining, or terminating staff since they could result in expensive legal action. Negative consequences of diversity, such as time and financial losses, should not be disregarded (Green et al., 2002)

The fundamental factor that determines whether diversity has a positive or negative effect on an organization is diversity management. Positive outcomes will result from effectively managing the workforce's diversity. Ineffective management could have unfavorable effects (Healy, Kirton and Noon, 2010). Managing diversity is an exhaustive procedure to provide a work atmosphere that involves everybody and it goes beyond dealing with people differences. It is about appreciating the power and understanding the difficulties, fighting discrimination, encouraging equity and establishing safe environment where all the employees have same rights and opportunities (Pelled, 1996).

Diversity management can be categorized into two types (Syed and Tariq, 2017):

1- Local: It is management of human resources within the same homeland of all kinds (citizens or immigrants)
2- National: It is management of human resources in different countries, whether they are citizens or immigrants

Diversity management has thus become one of the most important areas of management in organizations as a way to help organizations respond to the diversity evident in the labor market so that no one is discriminated based on culture, race, sex, and religion. Where it can be said that diversity is to find more human resources to increase creativity.

Diversity management achieves features for organizations such as (Amaram, 2007; Ansari et al., 2016):

a) Low cost due to lack of absence.
b) More competition due to multi-talent.
c) Achieve justice.
d) Improve the image of the organization globally.

Employees will benefit from the beneficial effects including enthusiasm, information and experience transfer, innovation, and enhanced decision making when the organization provides a supportive atmosphere for workforce diversity (Amaram, 2007). Therefore, they will work as a stimulant for the organization's development. However, if the diversity of the workforce is not appropriately dealt with, the consequences will be misunderstanding, emotional battle, unrest, and finally to loss of workforce. The diversity, in this case, will turn into a drawback to the organization's progress. Therefore, organizations need to learn how to manage to diversity to be successful, especially since most organizations have diverse workforce these days, and it is also important to use management tools in a heterogeneous workforce to inform everyone about concerns related to diversity such as regulations and laws (Jehn, 1995)

Since many organizations in the humanitarian field assume that a variety of views brings more productivity and new ideas, they try to create a better diverse, and comprehensive workplace (UNHCR, 2019). Leadership team in the humanitarian sector perform more effectively when they are more inclusive and varied. Teams with inclusive and diverse leadership perceive their leaders as being more receptive to and responsive to the opinions of communities and colleagues, making better judgments, managing risk, and encouraging innovation (Sutton and Henty, 2019)

Several organizations are carrying out methods to promote diversity and comprehensiveness. These involve inside employees analysis to realize existing obstacles for various communities, establishing special chains like LGBTI networks, setting up enrollment measures, enhancing expert progress chances and creating diversity and comprehensiveness strategies and carrying out projects.

For instance, UNHCR applies some programs such as launching a staff-led diversity, inclusion, and gender equity project is one way to encourage a more diverse and inclusive

workplace. This initiative supports an open discussion of issues including language inclusion, handicap, sexuality, gender, and ethnicity while compiling stories of diversity challenges in the workplace. (UNHCR, 2019).

In many cases, diversity in humanitarian organizations is essential to deliver the aid to people in need. There is a valid hypothesis that organizations with more diverse and inclusive teams could potentially deliver more inclusive humanitarian action and engage more meaningfully with affected populations. The victims are seen as socially and economically diverse, and frequently politically motivated players rather than as merely help recipients. Staff members must to be knowledgeable and prepared to deal with the difficulties they face (Grunewald, 2003)

During a disaster, humanitarian workers frequently deal with frustrated, powerless beneficiaries and groups that feel as though their lives are in danger and that the humanitarian organizations are likely their only option for assistance. Sometimes, a lack of cultural understanding and awareness might compromise an organization's good intentions (Ismail, 2017). International groups working to reduce disaster risk may encounter cultural barriers when working with communities at risk, which may lead to social vulnerability. The implementation of development projects that are culturally incompatible will consume resources and raise risk if there is no engagement with culture (Johnson, K., Wahl, D. and Thomalla, 2016) International groups working to reduce disaster risk may encounter cultural barriers when working with communities at risk, which may lead to social vulnerability. The implementation of development projects that are culturally incompatible will consume resources and raise risk if there is no engagement with culture (Ismail, 2017)

Language may be a major obstacle to the work of humanitarian organizations in responding to disasters, because the exchange of information and building cooperative relationships to deliver the required services require effective communication, which cannot be achieved without a correct language communication. Good language communication can be hampered by language differences and the provision of appropriate translation (Hunt et al., 2019). For humanitarian work, linguistic diversity has been noted as a communication difficulty, particularly where there are several national

languages and poor literacy rates. This issue can be a chief obstacle to giving assistance to the aimed recipients of just regarding language but based on the way people interact with each other and with the changing environment (Karjalainen and Soparnot, 2012). When the beneficiary does not speak a language that the workers in humanitarian organizations can understand, there may be a risk of not obtaining appropriate assistance or obtaining fair treatment, and this endangers the principle of impartiality in the humanitarian organization (Slim, 1997). Many examples demonstrate that providing proper translation during times of crisis is ethically justifiable by the possible advantages delivered and the potential damages avoided. It moreover shows respect for language minority communities in distress. Interpretation and translation are crucial in environments of linguistic and cultural variety for effective communication and awareness of the needs and values of various groups (Hunt et al., 2019).

Humanitarian organizations should include workers with different genders to ensure adequate access to all beneficiaries and properly adapted responses. The shortage of female employees in organizations has been identified as the main reason for the inability to provide protection for female refugees, according to assessments conducted in the past decade. This shortage is a significant barrier to gathering information from female refugees and handling the protection challenges they encounter. For instance, female refugees do not look for medical care, as there was no female doctors. As another example, in several instances the absent of gender diversity in field sites may lead to victims of gender-based violence failing to disclose abuse (Women's Commission for Refugee Women and Children, 2002).

According to our literature review, language barriers, lack of gender diversity and lack of knowledge about cultural norms and values represent very serious challenges to deliver humanitarian aid to beneficiaries. Therefore, in this study there will be a focus on these three types of diversity and try to find out their importance, positive and negative impact on humanitarian organizations performance.

1.2.1. Gender Diversity

Gender can be defined as the roles, attitudes, activities, characteristics, and opportunities that any culture deems proper for girls and boys, as well as women and men. Gender reflects the attitudes, feelings, and actions associated with a person's sex in a certain culture. The criteria for differentiating between the genders relate to cultural expectations and any behavior that does not conform to these expectations is considered as gender non-conformity (Manandhar et al., 2018).

Gender diversity, which is concerned with the equitable participation of males and females in the workplace, is a crucial component of diversity. Forty percent of all workers are women. Less than ten percent of workers in some industries, such as engineering, are women, and despite several initiatives, there has not been much of an impact on those numbers. It is still difficult to close the gender gap and guarantee women's equal involvement and participation in these areas. Today's business world faces a challenge in making the correct hiring decisions and finding the right individual for the appropriate job. Thus, there is a necessity for an efficient proficiency structure evaluation for checking everyday workforce job without considering being a man or woman to keep a more unbiased career plan (Bennaceur et al., 2018).

When team members are socially and gender diverse, there are different beliefs and expectations, which allow them to get to know different points of view and learn how to change their behavior to adapt with the rest of the team members. When the people in a group realize that there are social diversities, their perspectives will be changed. They will be prepared for various ideas and viewpoints. Thus, a hard work will be required to reach to a harmony. This represents an advantage and disadvantage of diversity. In diverse environments, people interact with a great effort both intellectually and culturally. It might not be so desirable, but the great effort can end in improved results (PHILLIPS, 2017). Bennaceur et al (2018) conducted a survey among employees in several organizations about their opinion on the importance of gender diversity for the success of the organization. The results of the survey strongly indicate that employees believe that diversity is important to the success of their organizations by 87%, while the opinion of 7% of them is the opposite and 6% are neutral(Bennaceur et al., 2018). This goes along

with Farrell and Hersch (2005), Smith et al. (2006) and Kebede (2017), they have found a link between gender diversity and organizational success(Farrell and Hersch, 2005; Smith, Smith and Verner, 2006; Kebede, 2017).

Based on empirical evidence that demonstrates the importance of gender diversity in decision-making, Johnson, 2017 investigated the relationship between gender diversity and risk management. He suggested that financial services institutions may lower risk by using more gender diversity in their leadership top positions and the study pointed out that the relation between risk management and gender diversity needs more exploration(Johnson, 2017). The team which includes diverse genders, its financial performance is better, especially when women hold a considerable portion of managerial positions as well as the relationships between the colleagues and the team productivity are improved (Hoogendoorn, Oosterbeek and van Praag, 2013). Josh et al. (2015) emphasizes that gender diversity provokes extra economic turnovers by boosting productivity (Joshi et al., 2015).

Successful management of gender diversity results in advantageous organizational results like opening up new markets, establishing a great brand, and increasing staff loyalty. Heterogeneous groupings offer diversity benefits including creativity and coming up with fresh ideas (Solakoglu and Demir, 2016), but managing gender diversity successfully is significantly difficult, particularly when it comes to the top management team. Organizations that seek to manage diversity effectively must take into account that the old management style, which relies on homogeneous policies applied to all employees, is not aligned with diversity management, which cares about and appreciates differences between individuals and respects different points of view, and that adhering to old policies may bring negative results from diversity. This point is also discussed by Ansari et al. (2016) in a study with title "Diversity Management: Towards a Theory of Gender Sensitive Practices". The study argued that, the so-called gender-neutral policies are in fact policies that serve males only and constitute an obstacle to the success and performance of female employees because they do not take into account the additional responsibilities of females. For example, in the 24/7 system, there is an implicit exclusion of women, as most of them will not be able to meet the requirements of this system because of their personal obligations towards their families and children. Women fight to

meet the requests of their professional lives, moreover to their basic duties of taking care of family and the home. Women seem unable to take advantage of possibilities for human capital or career improvement due to their house/ family tasks. As a result, they are unable to meet the requirements for advancement in the Service and lag behind compared to men (Ansari et al., 2016).

Greene and Kirton (2010) examined the development of diversity management policies in the UK. The authors found that diversity management policies have become more comprehensive and strategic over time in UK organizations, and that there is now a greater focus on creating inclusive cultures and promoting diversity throughout the organization, rather than simply addressing equal opportunities and addressing barriers to diversity and equality in the workplace. However, the study suggests that the shift towards diversity management can potentially undermine the gender equality project and that different understandings of equality and diversity exist in organizations and may influence how people understand themselves and others. They also found that there is still need for improvement, and that many organizations are struggling to effectively implement and measure the impact of their diversity management policies. The authors highlighted the role of diversity practitioners in promoting diversity and inclusion and the importance of senior leadership commitment and engagement for the success of diversity management efforts (Greene, 2010).

1.2.2. Language Diversity

The term “language diversity” refers to the presence of multitude of speakers of different native languages” (Lauring and Selmer, 2012). It is not new to speak many languages at work. However, in the globalized world, the unprecedented level of mobility of people and businesses results in complex linguistic landscapes. Because of that, today most of organizations have experienced a linguistically diverse workforce. Due to international business agreements and population migration, many organizations now have a diversified language and cultural workforce (Mahili and Angouri, 2015).

Language diversity indicates the variety of languages spoken by individuals and the diverse ways in which they understand and interpret messages due to their unique

backgrounds and experiences. The same statement is interpreted quite differently by listeners from various speech communities. Based to their varied origins, they frequently employ various interpretive techniques (HENDERSON, 2005).

Language diversity is a “double edged sword” that generates both positive and negative results (Minbaeva, Fitzsimmons and Brewster, 2021). No matter the size of the organization, the ability to meet the needs of clients and customers in the age of globalization will ultimately lie in meeting their language needs. English is a corporate language adopted by many organizations, however, many of these organizations employ people who speak other languages. The ability to speak several languages and knowledge about cultures and religions could be important human capital resources influencing organization performance (Lazear, 1999).

The language diversity is important for all departments in an organization, but the demand is highest in client-facing functions, where employees interact with customers from different language groups. Language is very important in personal interactions between customers and service provider. If a common language is not shared, it can negatively affect the communication and overall service experience. While the language used by the service provider can affect customer behavior, the customer's language is prioritized in these interactions, as it is a crucial factor in building a positive and effective relationship between the customer and the service provider. Most customers prefer that service interactions be conducted in their first language. Consumers' emotional responses to language have been shown to go beyond simple communication (Holmqvist, 2011). Research on language diversities have been conducted in medical care where it has been identified that clients or patients like to communicate through their first language even when they are can speak in second language fluently (Fernandez et al., 2004).

Knowledge sharing is crucial in organizations as it allows employees to learn from each other and find better solutions to problems. Linguistic differences, if managed properly, can add value to the knowledge-sharing process by bringing diverse perspectives and ideas to the table but at the same time, it may make the interaction and communication harder among the colleagues, so they need extra effort (Ghaznavi et al., 2012).

To take advantage of the benefits brought about by language diversity, there should be acknowledgement of the challenges that come with it. Minx (2008) considered language differences to be the biggest challenge faced by multicultural teams when employees are not able to communicate and express their ideas in their mother language (Minx, 2008). Many researches have shown that language barriers can create communication difficulties, leading to misunderstandings and miscommunications, causing friction in relationships, lowering trust and affecting the overall atmosphere (DiStefano and Maznevski, 2000; HENDERSON, 2005).

Research indicates that functioning in a multilingual environment can pose significant challenges and contribute to conflicts and difficulties in forming effective relationships among team members. These difficulties can arise from issues in both task-related communication and in the formation of interpersonal perceptions and attitudes. This is due to differences in communication styles, which can be unfamiliar and lead to misunderstandings. Studies of teams who use English as their common language have shown that obstacles to effective communication are faced not only by non-native speakers, but also by native speakers (Iles and Kaur Hayers, 1997; Schweiger, Atamer and Calori, 2003)

Cooperation and discussion with coworkers can result in the creation and acquisition of knowledge, leading to increased productivity and ultimately reflected in the performance of the organization. The language used in these interactions plays a crucial role in determining the ease of knowledge sharing. Research has found that in multilingual organizations, there is a language hierarchy that affects access to information. Employees who speak the language of the parent company are less likely to build knowledge sharing connections with those who speak a different language. This is because most key positions in the organization are held by individuals from the home country, and the ability to speak their language allows for the development of relationships and access to important information. However, this can lead to decreased motivation to connect and share knowledge with others (Ahmad, 2017).

Employees often turn to their personal knowledge sharing networks for efficient acquisition of knowledge (Ghaznavi *et al.*, 2012). These networks can form intentionally,

as a result of the need for knowledge from skilled colleagues, or spontaneously through daily conversations, small talk, and social activities in the workplace. However, a lack of proficiency in the corporate language can lead to an avoidance of interaction between non-native speakers, as they may be hesitant to engage in situations where their language deficit is exposed (Park, Sun Dai Hwang and Harrison, 1996). As a result, they may tend to communicate primarily in their native language with those who share a similar linguistic background, leading to connections between linguistically similar individuals and a lack of interaction with those who do not speak their native language (Ahmad and Widén, 2018).

1.2.3. Cultural Norms

Culture can be described as the collective mental programming that sets apart members of a particular group or category of people from others. Although it is always a group phenomenon, it can be linked to different groups (Hofstede et al.,, 2010). Culture refers to a set of shared behaviors, knowledge, values, beliefs, experiences, and traditions among a particular group of people that is different for each individual and passed down from one generation to the next. This definition can also be applied to national culture, which encompasses the shared values and beliefs of people within a nation (Ford, Connelly and Meister, 2009).

Culture is comprised of both explicit and implicit patterns of behavior and is communicated through symbols. It represents the unique achievements of human groups and includes the embodiment of these achievements in artifacts. The core of culture includes traditional ideas and their attached values. Culture systems can be viewed as products of past actions, or as conditions for future actions (Adler, 1997)

Cultural norms refer to the established expectations of behavior and thoughts based on shared beliefs within a specific cultural or social group. These norms serve as the standards of conduct and are integrated systems of beliefs and practices that characterize a cultural group (Encyclopedia of Public Health, 2021). Cultural norms are acquired and reinforced through upbringing, shaped by the influence of parents, friends, teachers, and other key figures in society. They are evident in the forms of government, education,

family, religion, and other political and economic systems, which reflect basic cultural patterns (Jones, 2002).

Although they may not be explicitly stated, cultural norms provide a social code of behavior that governs what is considered acceptable or not in interactions among individuals. They are the shared expectations and rules that guide the behavior of people within social groups. Cultural norms provide a reliable framework for daily living and play a crucial role in promoting the health and well-being of the group. Cultural norms serve as guidelines for correct and moral behavior, giving life meaning and coherence, and helping individuals attain a sense of integrity, safety, and belonging (McKay and Whitehouse, 2015). These normative beliefs, along with related values and rituals, provide a sense of order and control in areas of life that may otherwise seem chaotic or uncertain. Cultural norms help people navigate their daily experiences, offering a structured approach to decision-making and problem-solving, which can improve their overall sense of security and well-being(Cialdini, Reno and Kallgren, 1990).

Cultural norms theorists distinguish between descriptive norms and injunctive norms. Descriptive norms refer to beliefs about the common behavior in a particular reference group, while injunctive norms refer to beliefs about how one should behave to gain social approval and avoid disapproval in the reference group (Muldoon et al., 2014).

These two types of norms are believed to have separate motivational forces, with injunctive norms motivating through the threat of social sanctions, while descriptive norms motivate by inference from what is typical to what is deemed a reasonable course of action (Cialdini, Reno and Kallgren, 1990). In other words, people may conform to cultural norms in order to gain acceptance and avoid disapproval, or because they see it as the norm based on their observation of others. This distinction highlights the complex interplay between individual behavior and the cultural norms within a group. Cultural norms give rise to cultural practices. Cultural practices are the shared ways in which people routinely behave within a culture and are guided by cultural norms. Values, on the other hand, are shared ideals and beliefs of a culture. Norms shape and control the behavior of people in a culture, and as a result, they are linked to cultural practices (Schwartz, 1999).

Norms both influence and are influenced by cultural practices. They prescribe certain behaviors and, once these behaviors become routine within a culture, they become cultural practices (Wan *et al.,* 2007). In other words, cultural norms act as a driving force behind the development of cultural practices, and cultural practices can also reinforce cultural norms. The relationship between cultural norms and cultural practices highlights the dynamic nature of culture and its ability to change over time. Cross-cultural misunderstandings can arise due to differences in cultural norms. Employees from the same culture tend to form teams more efficiently compared to culturally diverse teams which may experience cultural issues that delay the team formation process. Different cultural backgrounds can lead to varying opinions about desirable team behaviors, leading to conflicts in the workplace. Culturally diverse team members may also experience low satisfaction and performance levels due to poor communication and decision making (Gibson and Zellmer-Bruhn, 2001).

Chevrier (2003) highlights that multicultural teams may face uncertainty, confusion and complexity, leading to decreased team effectiveness. In conclusion, cultural norms play a significant role in shaping individual behavior, values and beliefs. They contribute to cultural practices and help create a sense of order and control in society (Chevrier, 2003). However, cultural differences can lead to misunderstandings and conflicts in culturally diverse work teams, but with proper management and effective communication, these teams can become a source of competitive advantage for organizations. Cultural diversity can bring new perspectives, ideas, and experiences that can lead to high organizational performance. To ensure a positive and productive work environment, it is essential for managers to adopt a rational thinking approach towards employees, treating all employees fairly, and promoting good communication among team members (Das Neves and Melé, 2013).

1.3. PERFORMANCE OF HUMANITARIAN ORGANIZATIONS

The concept of performance originated in the mid-nineteenth century and was initially used in reference to the outcome of athletic competitions. Over time, the definition has expanded and evolved, leading to various interpretations that aim to encompass the

broadest sense of performance (Maria, 2016). The term "performance" stems from the Latin "performare," meaning to carry out a task, and from the English word "to perform," meaning to execute an action that requires a specific skill or capability (Monica and Achim, 2008).

Various definitions of organizational performance can be found in the literature, and these definitions have evolved over time. Georgopoulos and Annenbaum (1957) viewed organizational performance as equivalent to organizational efficiency, which denotes the extent to which an organization, as a social system with limited resources and means, accomplishes its goals without excessive effort from its members (Georgopoulos and Tannenbaum, 1957). Seashore and Yuchtman (1967) defined organizational performance as the ability of an organization to exploit its environment to gain access to and effectively use limited resources. Harrison (1974) defined performance as the outcome of evaluating effort. Warmington, Lupton, and Gribbin (1977) connected organizational performance with the productivity rate and the levels of motivation and satisfaction of its members, as well as costs and labor unrest (Warmington, Lupton and Gribbin, 1977). Katz and Kahn (1978) equated performance with organizational effectiveness and stated that the efficiency and effectiveness of an organization are essential components of its global organizational performance (Katz and Kahn, 1978).

Performance encompasses both behaviors and results, where behaviors represent the concrete action stemming from the performer that transforms the abstract concept of performance into tangible outputs. Behaviors are not merely tools to achieve results but are also outcomes in themselves, resulting from the physical and mental efforts exerted in task execution, and can be evaluated independently from results (Brumback, 1988). Brumback (1988) adopts this definition of performance, which considers both behavior as input and results as output, as a measure of organizational success and effectiveness in achieving its goals (Cherrington, 1989).

The quality of employees' performance is a critical determinant of organizational performance. Regular exposure of organizational workers to new and relevant knowledge and skills is, therefore, essential to ensure high-quality organizational performance. Kane (1996) also highlights the relationship between organizational performance and

employees' performance, with performance defined at either the individual or organizational level and based on the achieved results. He asserts that a universal definition of organizational performance is unattainable(Kane, 1996).

According to Bernadin et al. (1995), performance should be considered as the culmination of work outcomes, as they have the greatest impact on an organization's strategic goals, customer satisfaction, and economic contributions. A high level of performance is attained when all efforts are directed towards accomplishing objectives and satisfying customers (Bernadin *et al.,* 1995). Harrison and Freeman (1999) suggest that an organization's performance is deemed to be of high quality when it satisfies its stakeholders(Harrison and Freeman, 1999).

Organizational Performance is the result of the productive output of a system, in the form of goods or services. However, the measurement of performance is a complex and multifaceted process that depends on various factors (Bates and Holton, 1995). Bourguignon (1997) identifies three distinct meanings of the term performance. The first meaning is success, which is defined based on the goals and expectations of stakeholders. The second meaning is outcome, which only considers the value of results achieved. Finally, the third meaning is action, which acknowledges that performance is a process that encompasses both the inputs and outputs of an activity(Maria, 2016).

Rolstadas (1998) posits that performance of an organizational system involves a complex relationship comprising seven criteria: effectiveness, efficiency, quality, productivity, quality of work, innovation, and profitability. The achievement of these criteria can be considered as performance objectives that are closely related to overall performance(Rolstadås, 1998). Defining performance, as stated by Profiroiu (2001), requires a relationship between objectives, means, and results such that performance is the outcome of achieving efficiency, effectiveness, and adequate budgetary processes simultaneously. Performance should be measured by quantifying the efficiency and effectiveness of actions, which can be expressed either qualitatively or quantitatively (Mihaiu, 2014).

Organizational performance refers to an organization's capability to effectively utilize its available resources to accomplish goals consistent with its objectives, while also taking into account the needs of its stakeholders. It also refers to an organization's capacity to produce results within a set priority, relative to a specific target or goal (Laitinen, 2002).

According to Paul and Anantharaman (2003), the key to achieving high performance is maximizing shareholder wealth so performance is a specific outcome achieved in management, economics, and marketing, which imparts characteristics of competitiveness, efficiency, and effectiveness to the organization and its structural and procedural components (Paul and Anantharaman, 2003).

Folan (2007) prioritizes three objectives for analyzing performance. Firstly, an organization's performance should be evaluated within the context of its operating environment. For example, a company's performance should be analyzed in the markets that it operates in, rather than those that are irrelevant to its operations. Secondly, performance is always linked to the objectives that the organization has established and accepted internally. Thus, a company measures its performance against these objectives and targets. Thirdly, performance should be reduced to the relevant and identifiable features. Folan suggests various definitions for the concept of performance as it should be analyzed and measured from multiple perspectives. Therefore, performance is influenced by the environment, the objectives to be achieved, and the relevant and identifiable features (Folan, Browne and Jagdev, 2007).

The ability of an organization to achieve its objectives effectively is crucial for its potential success, and is encompassed by the term organizational performance. This term encompasses a range of different notions, such as growth, profitability, return, productivity, efficiency, and competitiveness. The characteristics of the local work environment, including the organizational culture and its focus on expertise, skills, and knowledge flexibility, significantly impact organizational performance (Randeree and Youha, 2009).

Several factors are relevant to the development of organizational performance according to different definitions. Khan (2010) identifies staff motivation, working environment,

training and development, and management involvement as influential factors. Brewer and Selden (2000) include physical spaces and conditions in the work environment. Rocha-Fernandes et al. (2005) describe the organization as a set of resources that are employed productively to generate wealth, including building, equipment, employee skills and competencies, procedures and norms, culture, and values (Brewer and Selden, 2000; Rocha Fernandes, Mills and Tereza L. Fleury, 2005; Khan, 2010).

Several studies have identified employee performance and leadership competencies as crucial factors that impact organizational performance. Mastrangelo et al. (2014) highlighted that competent leaders can influence the behavior, attitudes, and motivation of their followers, and play a significant role in creating an environment conducive to achieving organizational objectives. Additionally, Babcock- and Strickland (2010) suggested that competent leadership can empower employees and lead to improved performance outcomes, underscoring the importance of leadership competency in achieving organizational success (Babcock-Roberson and Strickland, 2010; Mastrangelo, R. Eddy and J. Lorenzet, 2014).

Zohir's (2007) research on the financial industry found a positive correlation between employee satisfaction and organizational performance. The individual employee dissatisfaction caused by unfavorable workplace environmental conditions can significantly reduce employee productivity, ultimately resulting in a decline in organizational performance. Harter et al. (2002) found that employee satisfaction has positive effects on job productivity and customer satisfaction in organizations worldwide. In addition to these factors, Hunnes, Kvaloy, and Mohn (2008) identified organizational culture as a key determinant of organizational performance (Harter, Schmidt and Hayes, 2002; Zohir, 2007; Hunnes and Mohn, 2008).

The subsequent sections of this thesis will explore two prevalent factors that significantly impact organizational performance in the context of humanitarian organizations: cooperation and customer satisfaction. These factors have been identified as key indicators in several studies (Barnard, 1938; Schalk and Curşeu, 2010; Glykeria Kalamata, 2018; Bucăţa and Rizescu, 2017).

1.3.1. Cooperation and Organizational Performance

Barnard's definition of the organization describes it as a conscious, purposeful, and deliberate cooperation among individuals. He emphasized the importance of cooperation in achieving organizational success and highlighted the need to obtain employee cooperation. For an organization to succeed, individuals must choose to participate in the tasks and activities required. Effective communication and commitment to a common purpose are crucial in achieving desired outcomes. Barnard stressed the importance of communication systems that encourage cooperation and create a conducive environment for individuals to work together towards shared goals (Barnard, 1938). Incorporating the concept of working together for the greater good, cooperation involves sharing information, providing voluntary assistance, and seeking mutually beneficial solutions to problems. This fundamental process serves as a driving force for organizational effectiveness and is a critical element for modern organizations. It is often based on informal agreements among parties, which ultimately leads to advantages for all involved and the realization of shared objectives. High levels of cooperation can significantly contribute to the fulfillment of the organization's goals. Successful organizations are often differentiated from less successful ones based on the quality of cooperation exhibited (Schalk and Curşeu, 2010).

Effective coordination is a highly valued outcome of cooperation in organizational settings, as it is thought to lead to better performance. While cooperation can have various other positive effects, such as increased productivity, creativity, decision-making effectiveness, problem-solving, flexibility, and innovation, effective coordination is particularly important(Pelled, 1996; Karjalainen and Soparnot, 2012; Okoro and Washington, 2012).

According to Podsakoff et al. (2009), organizational performance can be improved by engaging in cooperative actions. Cooperation is a critical component of organizational functioning and sustainability. Typically, it is expected to produce favorable results, such as increased productivity for colleagues and managers, allocation of resources, greater

organizational flexibility to adapt to changing circumstances, and positive effects on employee performance evaluations (Podsakoff *et al.,* 2009).

In a study conducted by Glykeria Kalamata in 2018, titled "Organizational Culture, Justice, Equality and Change in Youth Organizations", the impact of organizational culture and daily practices in non-governmental organizations was explored. The findings revealed that regular interaction and collaboration between individuals provide a solid foundation for resolving issues within an organization. Additionally, the study demonstrated the significance of effective and successful cooperation in achieving an organization's goals and objectives (Glykeria Kalamata, 2018).

Cooperation is influenced by a range of factors, including shared values, norms, and rules, as well as individual motivation. These factors are essential for the development and sustenance of cooperative behavior in organizations, which in turn can lead to improved performance outcomes. Cooperation is not a given when a group of individuals comes together to form a team; it requires effort and time to develop a well-functioning team in which all members work together towards shared goals. The key to successful leadership is to motivate and influence employees to cooperate towards the organization's objectives. True cooperation arises when individuals are mutually dependent on each other to achieve good outcomes. In such situations, it is vital that each individual understands how the problem will be solved, their contribution to the solution, acknowledges the contributions of others, and supports their team members to maximize their impact. (Sasidevan and Sinha, 2015; Miminoshvili, 2016)

Effective communication, cooperation support, motivation and inspiration are necessary for a leader to build employee commitment to organizational goals. In addition, trust in both supervisors and colleagues has been identified as a facilitator and motivator for employee cooperation (Matzler and Renzl, 2006).

The significance of cooperation and teamwork in the success of international non-governmental organization projects has been well-documented by researchers. Effective teamwork is built upon the foundation of people working collaboratively for mutual benefit. In times of organizational crisis, it becomes even more critical to have

widespread cooperative behavior. In the case of non-profit organizations, cooperation is often seen as a defining characteristic of the organization as a whole or, at the very least, within project teams. This observation was made by Moczulska, Seiler, and Stankiewicz (2019) in their study aimed at exploring the characteristics of for-profit and non-profit organizations (Moczulska, Seiler and Stankiewicz, 2019).

Santarelli and colleagues (2015) developed a system for measuring the performance of humanitarian organizations, which included cooperation as a key performance indicator. The authors emphasized the importance of cooperation and data exchange among actors in a humanitarian supply chain in order to respond effectively to emergencies. To measure cooperation, they used two indicators: the degree of information sharing, which measures the extent to which information is shared among actors within the organization, and the degree of cooperation, which measures the level of collaboration among actors within the organization. These indicators are crucial for effective performance measurement in the context of humanitarian organizations (Santarelli *et al.*, 2015).

1.3.2. Cooperation and Diversity

As specified already, diversity has a major role in the survival of an organization, because globalization has become a reality that cannot be overlooked, higher workforce diversity, and the rising of employment complexity (Williams and O'Reilly, 1998). Scientists started to think over the impacts of workgroup diversity on cooperation years ago like Campbell and Levine (1961) and Wilson and Kayatani's (1968), and many other Scientists. All of them made research to understand how the cooperation is effected by diversity (Campbell and Levine, 1961; Wilson and Kayatani, 1968).

Due to the diversified workforce in some or the other way, people are facing lot of problems at the workplace such as language problem, miscommunication, emotional conflicts, difference in perceptions etc. These problems may make diversified workforce experience less cooperation from some of their colleagues (Cox and Blake, 1991).

Employing diversified workforce will surely enhanced productivity, at the same time if it is not managed appropriately, it may turn to be a disaster. The organization has to go

along with management methods that establish cooperative behavior and help each member effective in terms of its functioning in the particular department to take advantage of diversity and achieve the organizational goals (Saxena, 2014).

According to Earley and Mosakowski (2000), multicultural teams are thought to perform better than monoculture teams, particularly when performance needs for a variety of abilities and judgment (P. Christopher Earley and Mosakowski, 2000).

Culture and cooperation have a connection, and the consequences of this connection impact the organizational behavior. Cultural diversity generates variety considering cooperation. For instance, one can anticipate that members in collectivist show more cooperative behavior than among individualists since collectivism refers to a group's members working together to achieve shared goals (Chen, Chen and Meindl, 1998).

Adler (1991) believed multinational and multicultural cooperation are essential factor to the achievements of the international and worldwide organizations. Smith, Carroll, and Ashford (1995) address new issues and challenges given by cultural differences in cooperation in a special issue of the Academy of Management Journal that focuses latest studies in organizational cooperation. Cultural diversity in work groups influences cooperation between members. Through efficient Human Resources Management and respecting all cultural differences, cooperation can be achieved (Smith, Carroll and Ashford, 1995; Adler, 1997).

From the studies and researches which has been reviewed such as (Cox and Blake, 1991; Jehn, 1995; Adler, 1997; P. Christopher Earley and Mosakowski, 2000; Healy, Kirton and Noon, 2010; Agrawal, 2012; Karjalainen and Soparnot, 2012; Das Neves and Melé, 2013; Saxena, 2014), three keys indicators to cooperation in organizations were deduced which are, communication, trust and conflict. Therefore, these three aspects will be depended to evaluate the cooperation inside the organization in this thesis.

1.3.2.1. Communication

Communication means the transfer of viewpoints, emotions, realities, information and background between the transmitter and the recipient in a spoken or written or non-verbally way or by sign language or gestures through means of communication. In order to perceive the procedure of the human communication, you have to comprehend how people connect to one another (Fox and Meyer, 1995).

Persons or group of them, try to understand the meaning in the other peoples' mind by purposeful use of spoken or non-spoken ways. Verbal means are spoken sounds, but nonverbal means include everything that might generate meaning beyond what is expressed in words, such as movements. According to the researches, a person's comprehension of a spoken communication depends on the nonverbal behavior that goes along with it (Wrench and Punyanunt-Carter, 2015).

Through successful communication, team members can interact with each other and form healthy, non-confrontational interpersonal relationships. The shared goals of the team should be the basis for these relationships. One of the important roles of communication is to facilitate the process of moving employees between different tasks in the case of a change in the goal or target, and this achieves maximum benefit from the workforce to improve work and increase the level of their skills. Activities of the organization can flow correctly through effective communication (Bucăţa and Rizescu, 2017).

Communication generates variations in people engaged through a set of relationships and interactions that change with time. There are several elements that can put impact on communication and modify how persons relate to each other like language obstacles, cultural history and norms (ABU-ARQOUB, 2019).

Communication represent an issue in heterogeneous groups (The term heterogeneous team means that it includes members from different cultures, gender, age, ethnicity, etc. according to Thomas (1999)). Holmgren and Jonsson (2013) state that individuals' cooperation plays a big role in multicultural organizational performance and

communication can depend greatly on individuals' knowledge in languages (Holmgren and Jonsson, 2013).

As the employee figure out their roles and duties, the organization may attain high level of performance. Therefore, there is a need for continues communication between employees and the managers to establish what performance is expected, check on the plans and achieved positive results. It is generally believed that enhancing the workplace environment improves organizational performance and productivity. Performance is influenced by a variety of interrelated factors, including privacy concerns, social relationships, workplace system organization, management, and environmental concerns.

According to several research, a variety of elements, including communication, coworkers, working conditions, organizational rules, systems, and procedures, salaries, promotion opportunities, and personal development, combine to determine organizational performance and employee satisfaction (Dawal, Taha and Ismail, 2009)

In order to get the benefits of diversity, language and communication must be taken into account.It may lead to conflicts because conflicts can more easily arise in heterogeneous groups due to differences in values, beliefs, backgrounds, and perspectives (Jehn, 1995).

Cultural diversities can bring barriers to groups which might be delicate and hard to realize before they make problems appear. As Parvis, 2003 has stated communication and real attentive listening are the important factors to deal with conflicts. With cultural diversity language often considered as reason to problems and conflicts. Even if they are able to talk to each other, people with various cultures use different definitions to the similar words or describe the same things in not the same ways (Parvis, 2003).

The results of Fenwick and Neal's study (2001) showed that, on management similar task, heterogeneous teams including the same number of male and female workers or having more female workers could perform better than groups with the same gender which can be explained as the heterogeneous team are more cooperative (Fenwick and Neal, 2001).

Tjosvold (1988) and Argyle (1991) tried to find indicators for successful cooperation behaviors. Both of them identified the ability to communicate and passing knowledge, viewpoints, ideas and information between people and integrate them besides helping each other, as indicators of successful cooperation behaviors (Tjosvold, 1988; Argyle, 1991).

In a study about the humanitarian organizations performance, which was done by Villa et al, 2017, it was specified that the performance of humanitarian organizations is improves by effective communication. Effective communication plays a crucial role to get groups together and encourage them to work cooperatively in the organization. This cooperation may cut down on unproductivity and enhance performance (Villa, Gonçalves and Villy Odong, 2017).

A research on cooperation / coordination in humanitarian aids discusses that a major obstacle to deliver the aids is weak communication, not just regarding language but in the way people connect to each other with the environment constantly changing (Heaslip, 2011). Therefore, creating standardized communication guidelines is crucial in the context of creating trust and information exchange in the context of enhancing disaster resilience (Tatham and Kovács, 2010).

1.3.2.2. Trust

Many researchers agree that building trust is essential to fostering cooperation. Ring et al, 1994, described trust as a person's certainty in the good intention of other people in relationships and prediction that others will collaborate in return if the person in need. Trust is made on ideas of performance behaviors and achievements like: convey reliability and competence. This trust should provide team members with confidence that everyone will be treated equitably. Team working usually includes interrelationship, and members have to obtain their individual and organizational targets, rely on each other in various ways (Ring and van de Ven, 1994).

Building psychological safety and trust in the team's effectiveness, planning for accomplishing tasks, and establishing norms and communication patterns are all part of

the initial stage of team development. It can be said that trust is the ability to be vulnerable to the acts of another party based on the anticipation that they will take a specific action, regardless of the ability to observe or exert control over that other part.Or as a more precise description, trust is certain positive anticipations relating to another's behavior (Johnson-George and Swap, 1982; Lewicki, McAllister and Bies, 1998).

Lack of trust can have severe results for the organization. For employees who have given their time, reputation, and career goals to the organization, stress, mistrust and insecurity can be extremely upsetting. The absence of trust may reveal in less desire among workers to show a type of confidence-assured behaviors which generate affective performance (Dirks and Ferrin, 2001) disengagement as well and more slowdown or revenging behaviors (Robinson, 1996).

To prevent facing these results and reducing the consequences which may deeply impact working environment and relationships, several organizations take advantage of applying ways and arrangements to monitor and control, and they also modify their structures, procedures of making decisions, rewards, internal processes (Jensen and Meckling, 1976). However, all of these solutions have been criticized as being ineffective, poor alternatives for trust that could harm organizational effectiveness. Therefore, organizational researchers from many different domains are quite interested in trust (Sitkin and Roth, 1993).

1.3.2.3. Conflict

Conflict does not have a single definition. Academics interest in conflict from various areas have contributed significantly to this concept. Conflict is described by Tedeschi et al. (1976) as an interacting condition in which one actor's actions or objectives are partially incompatible with those of another actors. Their explanation makes it clear that the term "actor" can refer to any social entity, from a single person to the corporate entity itself. Conflicts are the differences between and among people in values, goals, motivations, resources, and beliefs. It can be characterized as the process brought on by conflict amongst team members due to actual or imagined disagreements. Studies have

distinguished between two different aspects of conflict conceptualizations (Kahan *et al.*, 1976; De Dreu and Weingart, 2003):

1. Relationship or emotional conflict: This happens when two socially interacting entities realize that their feelings and emotions about some or all of the problems are conflicting while attempting to work together to solve it. It was described by Pelled et al. (1999) as a state in which group members experience interpersonal conflicts marked by rage, frustration, and other unfavorable emotions. Disagreements or stress over interpersonal preferences or communication styles are characteristics of relationship or emotional conflict (Pelled, 1996).

2. Task conflict: "Disagreements among group members' ideas and opinions about the task being performed, such as disagreement regarding an organization's current strategic position or determining the correct data to include in a report ", this is Jehn's and his colleagues' (1999) description to task (Jehn, Northcraft and Neale, 1999).

In 1954, Sherif and his team showed that even the slightest differences among teams may lead to conflict and that could be avoided by setting cooperative objectives. Cooperation is the polar opposite of conflict as the researchers demonstrated. A social categorization viewpoint would typically expect that team diversity should be linked to increased relationship conflict and reduced cooperation, while an information/decision-making perspective predicts that team diversity must be linked to higher task conflict and performance on complicated tasks. Conflict is more likely to happen in heterogeneous groups than in homogeneous groups (Sherif *et al.*, 1954).

The results of Pelled's study (1996) indicate that gender diversity and interpersonal conflicts have a positive correlation. These results are in line with the results of a study by Reddy, and Collins (1982), who discovered that mixed-sex groups indicated a higher level of conflict, relational stress, and decreased friendliness. In the opposite side, Vodosek's (2005) study results which indicate that gender-varied groups experienced much fewer conflicts so there is a negative correlation between gender diversity and conflicts (Alagna, Reddy and Collins, 1982; Pelled, 1996; Vodosek, 2005).

Diversity in terms of gender, cultural background, race, ethnicity, age, and other personal characteristics can result in bitter and expensive workplace conflict. People with different backgrounds, talents, and norms find it difficult to collaborate, make decisions, and strive to accomplish project goals and objectives without running into conflict and this may make the workplace incredibly stressful and, in the worst situations, can lead to an employee's career-ending.

1.3.3. Customer Satisfaction and Organizational Performance

Customer satisfaction is the key factor of an organization performance, which has been confirmed by many studies. Porter (1986) considers the performance of an organization depends on its ability to create value for its customers and achieve their satisfaction. The organization can achieve high performance only when meeting customer satisfaction and the quality of the relationship between the customers and the organization determines its performance (Porter, 1986).

Customer satisfaction is crucial for the performance and success of any organization, according to Kotler and Keller (2016). To improve the performance, the organization should do everything within its ability to please its consumers. Satisfied customers denotes high level of organizational performance. In their research, Suchánek and Králová (2015) support this notion. They emphasize how crucial it is for the organization management to understand what factors influence customer satisfaction and work on these factors in order to improve the organization performance. In a study by Zeithaml (2000), a good summary of factors of the relationship between organizational performance and customer satisfaction has been presented (Zeithaml, 2000; Suchánek and Králová, 2015; Kotler and Keller, 2016).

In profit organizations, Ittner and Larckner (1996) revealed that shareholder value and customer satisfaction are closely associated. Customer satisfaction and accounting return on assets are significantly correlated(Ittner and Larcker, 1996). Better stock returns were found to be associated with higher quality assessments. Studies on hospitals with high profitability show a clear link between organizational success and consumer satisfaction (Koska, 1990). According to other studies, greater customer satisfaction leads to better

than average market share growth, the capacity to charge a higher price, enhanced customer loyalty with a clear correlation to greater profitability, and reduced transaction fees. Additionally, it has been discovered that customer satisfaction is closely associated to future purchase plans, willingness to recommend the company, and increased cross-buying (Fornell, 1992).

Financial measures have always been used in the commercial sector to monitor performance although these financial measures were unable to predict changes in the economic value of the companies and provided false signals for innovation and continual improvement. To solve this issue, Kaplan created the Balanced Scorecard approach in the early 1990s. From four separate perspectives, which are financial, customer, internal business process, and learning and growth, this performance assessment approach gives executives a thorough and transparent picture of the vision and strategy of their company. He offered the modifications needed for the Balanced Scorecard to be used in the non-profit sector.

This balanced Scorecard was modified to be used with non-profit organization. Kaplan put the customer perspective at the top of the Balanced Scorecard in the non-profit sector since the primary objective of these organizations is to effectively and efficiently address the needs of their beneficiaries while the primary goal of a commercial organizations is the financial aspect and it serve as assessment for the organization's that the shareholders can use to assess the organization, so financial aspect is put on the top of scorecard.

In the literature review has been found many other important models for performance assessment in humanitarian organizations that addressing customer satisfaction as a main dimension related to performance. The framework proposed by Medina-Borja et al. (2007) can be used to develop and execute a performance evaluation system for non-profit service providers, particularly for humanitarian organizations. Efficiency and beneficiary satisfaction have been viewed as the key factors influencing performance. In addition, Moe et al. (2007) suggest a framework related to disaster management associated with natural risks, maximizing the desired results of the projects and establishing performance measures, beneficiary perspective one of these measures. Federation of Red Cross and Red Crescent Societies (IFRC) developed a tool to direct

and keep track of performance development of their logistics unit. Its implementation had the goal of drawing attention to projects or areas that affect performance, facilitating knowledge sharing about how to enhance procedures among the various regional logistics units, and informing donors about the effectiveness and ongoing improvement of the regional logistics units. The customer perspective was originally selected for this structure (Lin Moe *et al.*, 2007; Medina-Borja, Pasupathy and Triantis, 2007). A performance measuring methodology was created and put into use by Santarelli et al. (2015) to evaluate the effectiveness of humanitarian organizations including both development and crisis scenarios. Cooperation, customer satisfaction, reaction time, and dependability are the framework's four aspects. Customers are given priority in Schiffling and Piecyk's (2014) approach since they are the main focus of a humanitarian effort. Haavisto and Goentzel (2015) outline the metrics employed by humanitarian organizations to evaluate the effectiveness of operations. These metrics include some metrics targeted at the beneficiary, for instance the quality control of the received supplies, which can be gained by gauging how satisfied the beneficiaries are with their financial support. A plan offered by Anjomshoae et al. Handling and meeting all of the requirements and expectations of their customers is a demanding undertaking for the companies (Schiffling and Piecyk, 2014; Haavisto and Goentze, 2015; Santarelli *et al.*, 2015; Anjomshoae *et al.*, 2017).

1.3.4. Customer Satisfaction Definition

There isn't currently a widely acknowledged definition of contentment in the literature. Based on their perceived views, several academics have examined the problem of consumer satisfaction. Oliver (1997) talks about this " everyone knows what satisfaction is until asked to give a definition. Then it seems, nobody knows ". Customer satisfaction, according to him, is the assessment that a characteristic of a good or service or the good or service itself offers a gratifying degree of consumption-related fulfillment. It may take into account aspects like delivery time, cost, conformance, and professionalism, or it may simply be a reaction to a client's request. Customer satisfaction, according to Westbrook(1987), is an emotional reaction to the experience that is delivered by or connected to specific goods, services, retail establishments, or even cellular patterns of behavior, as well as the general marketplace. It is a method of evaluation that determined

the experience was at least satisfactory in comparison to expectations. According to several research, providing clients with the goods and services or other valuable items they require at the proper price, location, time, and combination would satisfy them by resolving their concerns. When a person eats a product or receives something, they are said to be satisfied if they feel happy, at ease, or reassured (Westbrook, 1987; Oliver, 1997).

Customer satisfaction is typically understood to be a sentiment or assessment made by customers about goods or services after using them. Customer satisfaction has been characterized by several studies as a reaction to an assessment procedure. For example, overall evaluation, worldwide evaluative assessment, evaluative reaction, conscious assessment, or psychological state (Westbrook, 1987; Fornell, 1992).

1.3.5. Who Are The Customers of Humanitarian Organizations?

Customers in the perspective of humanitarian organizations involve two separate groups: assistance recipients (beneficiaries) and donors. Donors who provide financial support to the humanitarian organizations. Governments, people, corporations, nonprofit organizations, and charities are all examples of donors. Without funding from donors, these organizations are unable to carry out their missions. Despite this, the humanitarian organization's main customers are not donors. Beneficiaries of humanitarian organizations are the main customers and most significant recipients of their help (sometimes referred to as "victims"). Beneficiaries are often the people who use the goods or services. They are the ones who directly use the goods or services and reap the greatest advantages for the company (Beamon and Balcik, 2008; Schiffling and Piecyk, 2014). Humanitarian organizations must concentrate their efforts on these beneficiaries since they bear the brunt of disasters and wars and may experience harm, disease, starvation, thirst, poverty, and other issues. Beneficiaries are the main clients of humanitarian organizations despite receiving no financial compensation since they are the main reason for these organizations' existence and satisfying their needs is the main objective of every humanitarian organization (Oloruntoba and Gray, 2009).

The dissatisfaction of this group, which is brought on by pain and misery resulted from disaster, may be interpreted as a sign of bad performance by the humanitarian organization, endangering immediate and ongoing funding for the organization from donors, if a humanitarian organization fails to focus their people service delivery efforts on the beneficiaries. Although a significant portion of the supply chain is hidden from the donors, who are the organization's primary customers and in the best situation to evaluate the performance of the humanitarian company in terms of its output and impact, donors primarily see performance through the organization's reports and media reports, which may or may not feature a particular organization. Since the beneficiaries engage directly with the personnel of the humanitarian organization, in contrast to donors, there will be reliance on beneficiaries' happiness in this thesis as it would on consumers' satisfaction (Hilhorst, 2002).

Based on above discussion previous studies about workforce diversity have been explored. These studies demonstrate that workforce diversity has a controversial aspect. Some researchers consider it as one of the methods to improve the performance and increase the opportunity of success in organizations while others consider it a reason of conflicts, miscommunication, and misunderstandings, which will reflect negatively on the organizational performance. The research reviewed examined diversity from multiple aspects as (Gender, education, the cultural background, language, etc.). It has been noticed that amongst the most important aspects of diversity, which effect the organizational performance in the humanitarian organizations, (Gender, language, and cultural values), are very important for non-profit organizations, which are meant to provide services for people who are living in urgent and dangerous conditions without seeking any financial goal. Some researchers consider diversity as a problem and an obstacle to the performance of these organizations and a cause, which affects negatively the quality of the provided service to the beneficiary, while others consider it as a necessary factor to provide services to the beneficiaries. Based on these disputed points, an attempt to study how important diversity to humanitarian organizations performance was considered in this thesis. The literature review concluded that in the humanitarian organizations, there are beneficiaries instead of customers. According to these results

from the literature, the effects of diversity on the cooperation and beneficiary satisfaction as indicators to the humanitarian organizations performance will be studied.

One of the aspects of performance that is affected by diversity is communication and flow of information among stakeholders in the organization, in addition to the impact on the trust between employees themselves on one hand, and between employees and beneficiaries on the other hand. These aspects affect cooperation within the organization, which is one of the performance indicators."

Numerous studies indicate that beneficiary satisfaction is an indicator of organizational performance (Suchánek and Králová, 2015; Kotler and Keller, 2016), and they consider a successful organization with strong performance to be one that achieves beneficiary satisfaction. The customers of the humanitarian organizations are beneficiaries, according to the majority of the studies (Beamon and Balcik, 2008; Schiffling and Piecyk, 2014).

Based on the results that have been drawn from the literature, the impact of diversity on cooperation and beneficiary satisfaction, as an indicator of the performance of humanitarian organizations will be studied by the research. The impact of diversity on cooperation and beneficiary satisfaction, as indicators of the performance of humanitarian organizations, will be investigated in this research based on the results derived from the literature.

Regarding cooperation, the impact of diversity on communication, trust, and conflicts will be studied, and the success of organizations in managing diversity, considering that proper management of diversity is the key to reaping its benefits, as many studies have indicated, will be ascertained. With regard to beneficiary satisfaction, the aim will be to ascertain whether differences in language, gender, and cultural values lead to an unsatisfactory service for beneficiaries, and whether employing diverse staff is necessary for the organization to overcome the problems caused by these differences.

CHAPTER 2

IDENTIFYING THE IMPACT OF DIVERSITY ON HUMANITARIAN ORGANIZATIONS PERFORMANCE

After reviewing the literature on diversity and humanitarian organization performance and identifying key factors, research questions were developed. This chapter begins by articulating the purpose of the research and formulating the research questions, followed by the research approach, methodology and the analysis and evaluation of the research findings.

2.1. RESEARCH THEME, OBJECTIVE AND IMPORTANCE

The humanitarin organizations play a critical role in addressing complex and pressing challenges such as natural disasters and conflicts. Hence, it is important for them to consistently enhance their performance and overcome the obstacles that face their work. By investigating the impact of diversity within these organizations, the organizations can gain insights into the potential advantages to enhance them and potential disadvantages to aviod them. The overall aim of this research is to contribute to the advancement of knowledge and understanding of the impact of diversity on the performance of humanitarian organizations, and to attempt to increase the understanding of this concept. The study highlights the issues, challenges and opportunities caused by language, cultural norms, and gender diversity.

1- To explore and observe the role of language, gender and cultural norms diversity on the organization's performance in terms cooperation and beneficiaries' satisfaction.
2- To explore and observe the role of language, gender and cultural norms diversity on communication, trust, conflict between the co-workers inside humanitarian organizations.

3- To address the aspects that are negatively affected by diversity, which in turn are reflected in the performance of the organization and make recommendations to humanitarian organizations.

2.2. ESEARCH MODEL AND RESEARCH QUESTIONS

Through the literature, two main indicators have been identified that show the level of humanitarian organizations performance, namely cooperation and beneficiary satisfaction. With regard to cooperation, it was found that organizations in which an atmosphere of cooperation prevails, their employees trust each other and are able to communicate effectively, conflicts are few and they accept diversity. This is achieved if the organization's role is successful and positive in managing diversity within it.

Beneficiary satisfaction is achieved if the organization is able to fullfilling the needs of the beneficiaries and has the necessary competencies to deal with them and understand their needs. In addition, the satisfaction of the beneficiary is achieved if he/she feels that the employee has empathy and there is general satisfaction with the employees. These relationships are depicted in Figure 2.1 of the study model.

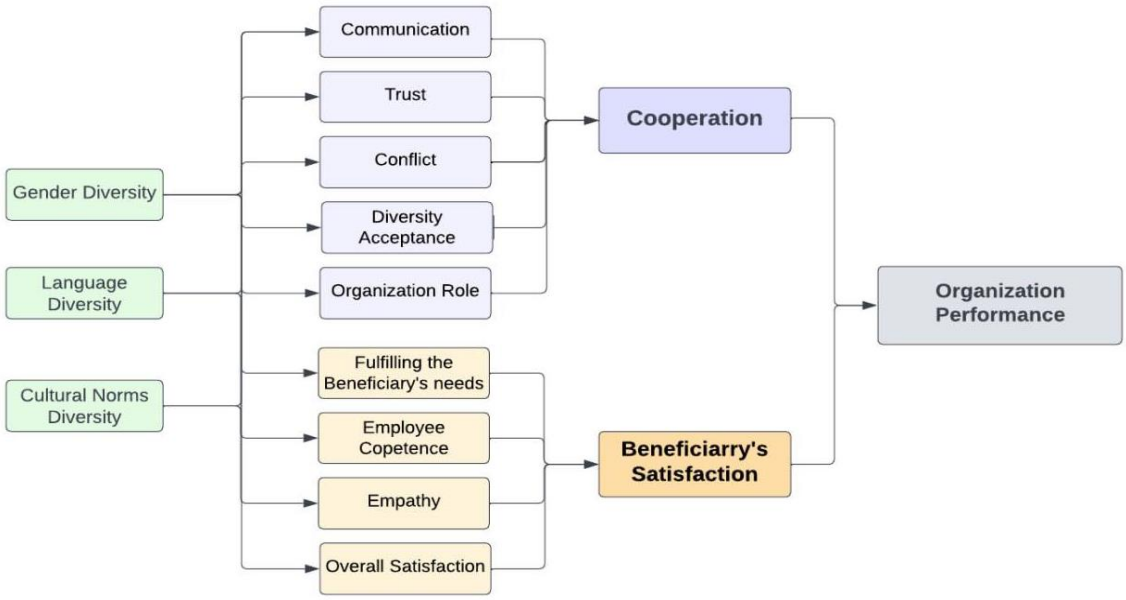

Figure 2.1 The Study Model

The aim of the research is to know the role of diversity in language, cultural norms, and gender in the performance of humanitarian organizations. Therefore, the impact of these types of diversity must be known on the key indicators that have been previously identified. Accordingly, the following research questions are formulated

1- How important is diversity in language, cultural norms and gender to the performance of humanitarian organizations?
2- What role does the diversity in language, cultural norms, and gender play on the humanitarian organization's performance in terms of cooperation?

   2a. Does the diversity in language, cultural norms, and gender effects cooperation in term of communication?
   2b. Does the diversity in language, cultural norms, and gender effects cooperation in term of trust?
   2c. Does the diversity in language, cultural norms, and gender effects cooperation in term of conflict?
   2d. Does the diversity in language, cultural norms, and gender effects cooperation in term of Diversity Acceptence?
   2e. Does the diversity in language, cultural norms, and gender effects cooperation in term of organization Role?

3- What role does the diversity in language, cultural norms, and gender play on the humanitarian organization's performance in terms of beneficiary’s satisfaction?

   3a. Does the diversity in language, cultural norms, and gender effects beneficiaries’ satisfaction in term of fulfilling the important beneficiary's needs?
   3b. Does the diversity in language, cultural norms, and gender effects beneficiaries’ satisfaction in term of assurance and employee competence?
   3c. Does the diversity in language, cultural norms, and gender effects beneficiaries’ satisfaction in term of empathy?
   3d- Does the diversity in language, cultural norms, and gender effects beneficiaries’ satisfaction in term of overall Satisfaction?

2.3. RESEARCH METHODOLOGY

According to Bryman (2011), the research strategy defines the manner in which information is obtained and analyzed. There are two primary approaches to research: qualitative and quantitative. These approaches depend on whether the findings are numerical (numbers) or non-numerical (words, video clips, images, etc.), in accordance with their methodological focus.

Denzin and Lincoln (2000) stated that "qualitative research is a situated activity that locates the observer in the world. It consists of a set of interpretive, material practices that make the world visible. These practices turn the world into a series of representations including field notes, interviews, conversations, photographs, recording and memos to the self. At this level, qualitative research involves an interpretive, naturalistic approach to the world". This might be interpreted to that qualitative researchers analyze things in their natural surroundings, trying to make sense of phenomena by interpreting them in terms of the meanings that people bring to them, and studying things as they are in their natural environments (Denzin and Lincoln, 2000).

The main objective of this study is to explore the role of diversity in language, social norms and gender on the performance of humanitarian organizations through the point of view of the workers in these organizations, and to explore their feelings and experiences related to this subject as well as the type of problems that diversity may cause and the benefits that it can bring. Thus, the research strategy that is consistent with this study is the qualitative research. The qualitative research is used to investigate a problem or a phenomenon, so it can be suitable to investigate if diversity has positive, negative, or mixed impacts on organizational performance. It gives information regarding the human side of a problem, such as individuals' often-contradictory behaviors, ideas, views, feelings, and relationships with other people. The qualitative approaches are also helpful in uncovering intangible aspects, such as cultural norms, religion, gender stereotype, economic status, and race. The role of these aspects may not be immediately obvious in the research issue. This suggests that qualitative research is especially fit gathering information about the behaviors, attitudes and opinions, which makes it suitable for this study. Another advantage of qualitative methods is that the researcher can flexibly discuss

and investigate the participants' responses by asking why or how (Denzin and Lincoln, 2000; Robert B Burns, 2000).

2.3.1. Data Collection Tools

The essential method to collect data in qualitative research is interviews, which can classified into four types: group interviews, unstructured interviews, semi-structured interviews, and structured interviews. *Structured interviews* ask predefined questions to the respondent. *Unstructured interview*, more in-depth questions are asked by the interviewer focusing on a specific topic, but they are not necessarily asked in order. The semistructured Interview method was chosen to make it possible to control the flow of the interview and at the same time, give room for the participants to express their feelings and ideas and share the stories and events they witnessed regarding the research topic. The semi-structured interview has a flexible framework and structure. An interview schedule is set up to create a guide which directs the interview so it contains predefined questions, at the same time, the researcher is able to change the questions in later interviews if necessary, and also ables to add or omit questions based on the flow of the conversation.

The researcher must pay great attention to what participants say, interact with them in a way that fits their unique personalities and communication styles, and use detailed questions to get them to expand and clarify their responses (Saunders, Lewis and Thornhill, 2012).

Sometimes the interviewer may influence the participants' responses by verbal or nonverbal cues. In order to avoid that the researcher should pay attention to his/ her verbal and non-verbal hints, such as facial expressions or body language, and to choose sentences carefully to not affect the participant's answer or give an indication of the type of answer he/ she wants to hear. In addition, the researcher must strive, as much as possible, to create a comfortable interview atmosphere for the participant and to probe and explore the responses well in order to get a truthful answer.

Semi-structured interviews with various employees working in diverse groups were carried out in order to collect data for the research and the impact of language, cultural norms and gender diversity on the performance of humanitarian organizations was analyzed. Interviews were conducted whilst the COVID-19 pandemic lockdown was happening; hence, they were conducted through the video conference application (Zoom). Some questions were prepared in advance based on the topic of the research and the research questions. The prepared questions included questions to collect demographic information for the participants in order to help understand their responses and the factors that influence these responses. The pre-prepared questions determined the direction of the interview towards the goal of the study, and more questions were added during the interview to have a better understanding of the stories and elicit any hidden or deeper feelings.

2.3.2. Semi-Structured Interview Form

In the literature review, two key factors were identified to measure the organizational performance in a humanitarian organization, which are cooperation and beneficiaries' satisfaction. The interview questions contained two sections. The first section is concerned with the assessment of diversity's importance and impact on cooperation inside the humanitarian organization. Each question is related to diversity in language, gender, and cultural norms. These three aspects of diversity were chosen because, in the literature review, they were denoted as the most important aspects that relate to humanitarian organizations' work.

The second section of the interview questions was related to beneficiaries' satisfaction with the services they receive from humanitarian organizations. As with the first section, each question related was related to diversity in language, gender and cultural norms. The questions were open ended questions. The open ended questions gave the participants the freedom to express their feelings, impressions and experience about diversity.

Regarding the cooperation factor, five aspects were investigated. These are:

1- Communication: The interview questions were employed to guide the participant to talk about the positive and negative effects of diversity on the communication among the employees inside the organization from his/her viewpoint.

The questions were:-

- *In your organization, do employees experience problems, mistakes or communication barriers caused by differences in language,gender and cultural norms ? Can you remember a specific situation?*
- *Do you think free flow of information between groups is promoted by language,gender and cultural norms diversity. Can you explain why?*
- *Can you easily learn from your coworkers from other language, gender and cultural norms?*
- *Do you think, there can be an effective communication and good relationship that helps to achieve targets in a mixed team?*
- *Do you think, language,gender and cultural norms diversity in your organization helped to expedite the completion of your task/projects on time?*
- *How often do you need help from your coworkers to accomplish your tasks?*

2- Trust: Trust was the second aspect of cooperation included in the interview questions. The questions were put to show the extent to which employees trusted their colleagues in the diverse work environment. As stated in the literature review, an individual would trust the team members or colleagues if he or she had a feeling that he/she could rely on them when needed and they would not hesitate to help. On this base the questions related to trust were put and they were:

- *When a team member is in need, Do you think people in the team do not hesitate to help him/her regardless of the differences in language, gender and cultural norms?*
- *Do you think people in your team can rely on each other regardless of the differences in language, gender and cultural norms?*
- *Do you think you have a complete confidence in each other's' ability to perform tasks regardless of their language, gender and cultural norms?*

3- Conflict: Conflicts represent an indicator to lack of cooperation in work environment. The questions in this part investigated the conflicts, stress and discrimination that may be caused by diversity. The participants were asked about the emotional issues they may have faced inside their work environment and if they have experienced harassment or inappropriate behaviors. The questions were:

- *Are the emotional and professional relationships within the team affected by language, gender and cultural norms diversity? Can you please explain How?*
- *At work, do you see any inappropriate behaviors based on peoples' differences in language, gender and cultural norms? Can you give us an example?*

- *Have you personally experienced harassment, bullying or discrimination from other employees caused by your language, gender or cultural norms?*
- *Within your work in the organization, did you experience any stress due to your language, gender and cultural norms?*

4- Diversity Acceptance: To improve the cooperation among diverse workforce there should be a diversity acceptance. There is diversity acceptance in the organization when individuals respect and recognize their colleagues who are different to them and learn from them. In this case, people can communicate and cooperate regardless of their differences.

Questions in this part explored the employees' diversity acceptance and how comfortable they felt working in a diverse work environment. The questions were:

- *Are you comfortable to work within a team of a mixed language, gender and cultural norms?*
- *What are the advantages and disadvantages of mixed teams in your point of view?*
- *From your viewpoint, is there any difference in the work performance of both genders? If there is any, how? Can you explain?*

5- Organization Role: In order to encourage the employees to cooperate and communicate, every employee need to be treated respectfully and fairly regardless of

their differences. Humanitarian organizations often claim to embrace and encourage diversity. In this part of questions, the organization's positive role in diversity through encouraging communications among employees was explored and whetehr the employees felt they were treated respectfully and fairly. The questions were:

- *Does your organization encourage effective communication regardless of in language, gender and cultural norms differences?*
- *Do you think the managers treat all employees with respect, regardless of their differences in language, gender and cultural norms?*

The second section of questions was related to beneficiaries' satisfaction as a key indicator of organizational performance. The questions in this section explored the importance of diversity to deliver satisfactory services to the beneficiaries, facilitate dealing with them and understanding their problems. This section was divided into four parts as explained below.

1- Reliability and fulfilling the important beneficiary's needs: These questions examine if it was important for the humanitarian organization to provide a diverse staff to meet the needs of the beneficiaries and how it is important to help beneficiaries to clarify their suffering and cases correctly and easily.

This part also explores which type of diversity (language, gender or cultural norms) is more impactful in this regard. The questions were:

- *Do you think, the way the employees work shows that they understand the different needs and expectations of all types of beneficiaries?*
- *Does diversity have a role in that?*

- *Which diversity type has the most important role; Language, gender, or cultural norms?*

- *Do you think, the required effort of the employees to understand the beneficiary's needs or case may increase because of the language or cultural norms differences between the employee and the beneficiary?*
- *Can you remember any situation in which it was hard for the employee to understand the beneficiary because of these differences?*

- *Can you tell us more about this situation?*

2- Assurance and Employee Competence: The questions in this part explore whether diversity in language, gender, and cultural norms is necessary and critical to getting work done and providing the necessary competencies to deal with beneficiaries of humanitarian organizations. They investigate also whether beneficiaries need a staff member in a particular language, gender or cultural norms to deal with, and what type of diversity is most in demand. The questions were:

- *To provide the needed competencies (knowledge and skill), do you think your organization have to hire diverse employees from different languages, genders or cultural norms?*
- *Which diversity type is the most important? Which one is the least important?*
- *Do you think, the reliability, consistency, and dependability of the employees can be impacted by their language, gender, or cultural norms when they deal with the beneficiaries? How? Can you give us an example?*
- *Did you see cases in which the beneficiary could not trust the employee of the organization because of the employee's language, gender, or cultural norms?*
- *Sometimes, does the beneficiary ask for an employee from a specific language, gender, or cultural norms to be able to trust him/her? How often?*

3- Empathy: The humanitarian organization provides services to diverse beneficiaries. In this part, these diverse beneficiaries' feelings when they deal with an employee similar to them or different from them, were investigated. Do the beneficiaries trust them and if the participant had witnessed any problems between employees and beneficiaries that occurred due to diversity.

- *Have you ever experienced or seen problems raised with the beneficiary because of language misunderstanding, gender or cultural norms differences? Please provide the problem.*
- *Does the beneficiary expect the employee will not give him/her a personal attention because of the differences in gender or cultural norms between them?*
- *Can the trustworthiness, believability, and honesty of the employees be doubted by the beneficiary because of the employee's gender or cultural norms? Have you seen such cases? Did it ever happen that the beneficiaries refused to deal with an employee? Why?*

4- Overall Satisfaction: These questions asked about overall beneficiaries' satisfaction and if the participants thought the diversity in language, gender and cultural norms might minimize the beneficiaries' complaints.

- *Do you think the language, gender, or cultural norms diversity might minimize the beneficiaries' complaints?*
- *Do you think the beneficiaries are satisfied with the employees in your organization?*

In the following section, the interview questions will be reviewed and the answers of the participants to these questions will be analyzed.

2.3.3. Population and Sample of The Research

The target population of the research is the employees who have worked for various humanitarian organizations for a period of time or are still working for them. The sample was a heterogeneous sample consisted of 31 participants of different genders, cultural background and they were from many different nationalities.

In most humanitarian organizations operating in Turkey, Turkish, Iraqi and Syrian nationalities are the most prevalent nationalities among the employees, as organizations operating in Turkey, and most of the beneficiaries are Iraqis and Syrians, so the organizations work to provide the workforce capable of dealing with them. After these

nationalities comes the Iranian nationality, then African nationalities and other nationalities It was not possible to access data about nationalities, genders and other data of employees because it is confidential. That is why, in each interview, the researcher was inquiring the participant about the nature of diversity in their organizations in order to determine the shape of the sample and the diversity that should be present in it, in addition to the prior knowledge that the researcher possesses about this aspect as a result of her work in these organizations for years

Because the targeted population is hard to locate (humanitarian organizations' employees), the researcher used chain-referral sampling method. The chain-referral sampling method is the method that starts with a small group of seeds that act as the study's initial participants. These participants then immediately assist in recruiting new participants. This recruitment from the current participants goes on until the required number of samples is obtained (Salganik and Heckathorn, 2004). But when this method is used, there was a fear that the sample is not representative and do not reflect the real distribution of the population and using recommendation to contact new participants for the study has a potential issue, which is, the sample may consist of a homogeneous group of participants. To encounter this issue, the demographics of the participants referred to, were reviewed prior to contacting any of the suggested participants. Each participant was asked to suggest other participants that are in different one way or another, for example they are different in gender, nationality, or mother tongue. Then, their data is cross-referenced with the data of previous participants and selected candidates that would make the sample more representative of reality. As a result, a relatively heterogeneous representative sample was obtained. The sample consisted of participants of different genders, languages and they were from different nationalities. Even those from the same country were chosen from different regions to reflect the cultural diversity of that country. For example, the Iraqi participants were chosen from the north, center and south because there are cultural differences between these regions.

2.4. RESEARCH PROCESS

The research was conducted according to a systematic approach starting with identifying and investigating the area of interest. A comprehensive review of the existing literature and research related to the topic was conducted to identify gaps, controversies, and areas that need further exploration, ensued. Questions that address the research objectives were developed as a result of this comprehensive review. The research design and methodology that best suits the research objectives were determined subsequently.

To collect data, online interviews were conducted with the participants. This data was analyzed using qualitative analysis techniques and based on the analysis of the data, the conclusions were drawn.

2.4.1. Establishing the Quality of The Research

Quantitative research and qualitative research are two distinct approaches to conducting research in various fields. They have different objective, methodologies, data collection techniques, and analysis methods (Golafshani, 2015).

Quantitative research is suitable when researcher wants to measure and quantify variables, test hypotheses, and make predictions. It's ideal for measuring and quantifying variables to establish relationships, causality and patterns. Quantitative research focuses on facts and data is represented in numerical form. Researchers collect data through structured instruments such as surveys, questionnaires and experiments. Usually the sample size in quantitative studies involve large sample sizes to ensure statistical significance and generalizability of findings to a larger population. Mathematical methods are used to measure and analyze Data and the findings are expressed using statistical terms (Babour, 1998).

In contrast, qualitative research seeks to gain a deep understanding of a phenomenon or explore complex issues. It focuses on subjective experiences, perceptions, and meanings. Researchers collect data through methods like interviews, focus groups, observations, or open-ended survey questions. Sample Size in these studies typically involve smaller

sample sizes, and the emphasis is on the richness and depth of data rather than generalizability. Data is analyzed through techniques like thematic analysis, content analysis, or narrative analysis. Researchers identify patterns and themes to interpret the data. Qualitative research provides context and a comprehensive understanding of the studied phenomena, but its findings may not be easily quantified or generalized (Patton, 2002).

As Quantitative and Qualitative research are two distinct approaches in objective, data collection, analysis methods, and the outcomes, so the standards that used to evaluate the quality of them cannot be the same. Scientists are still arguing among themselves about whether general standards can be set for evaluating qualitative research (Armstrong,2010). Despite this, there are five criteria that can be found in the literature that are considered as indicators of the quality of qualitative research. These criteria are credibility, Reflexivity, dependability, confirmability and transferability. In this study these criteria were established as explained below (Guba and Lincoln,1989; Sandelowski,1986):-

- **Credibility** refers to the state of being believable, rigor, and trustworthy or as Guba and Lincoln (1989) named it truth value. The motivation for this study originated from the researcher's personal experience as she worked at a humanitarian organization for three years. The qualitative approach was chosen because the aim of the research is to explore the advantages and disadvantages of diversity in humanitarian organizations. To enhance credibility, the primary results were presented to twenty participants. Eighteen of the twenty agreed with the results and thought they represented reality. It was not possible to contact all the original participants due to the long period that had passed.

- **Reflexivity**: According to Gilgun (2010), the researcher's reflexivity occurs in three areas: their personal and professional connection to the research topic, that means the topic must be relevant to the researcher's background, expertise, and experience, the perspectives and experiences of the research participants, and the stakeholders and policy makers who will use the research findings for potential policy implications (Gilgun,2010). The motivation for this study originated from the researcher's personal experience as she worked at a humanitarian organization for three years. This experience

helped ease the interaction between the researcher and the participants, and more understanding of their answers, their feelings, and the stories and situations they told, as she is familiar with their work environment and circumstances. The researcher initiated this study with the aim of providing valuable insights to humanitarian organizations and policy makers. The aim was to identify and address challenges arising from diversity while leveraging its positive aspects to enhance the organizations' work, considering their significant impact on numerous people's lives.

- **Dependability** in qualitative research is equivalent to reliability in quantitative research. Achieving dependability involves documenting the research process thoroughly, including the steps taken in data collection, data analysis, and interpretation of results so it will be possible for other researchers to replicate the study (Guba and Lincoln,1989). In this study, dependability was achieved by providing clear and detailed descriptions of the research procedures. In order to increase the dependability, the researcher carried out the process of coding and analyzing the data twice in two different ways manually and using the Maxqda data analysis software, and the results in the two methods were the same.

- **Confirmability**, in the context of qualitative research, refers to the degree of objectivity and neutrality demonstrated by the researcher throughout the research process. It is one of the criteria used to assess the quality of qualitative studies (Guba and Lincoln, 1989; Patton, 2002). To ensure confirmability, the personal biases, values, and preconceived notions of the researcher were put at a distant to do not unduly influence the data collection, analysis, and interpretation of the findings. Researchers should strive to maintain objectivity and transparency throughout the research, making it clear how their own perspectives might have impacted the study. In the data analysis stage, all responses to each question were thoroughly examined and presented using percentages and graphical representations. These techniques were employed to illustrate the nature of the answers and provide a clear understanding of how the findings were derived and the conclusions were drawn. This proves confirmability because the results were extracted from the data and not from the bias or the personal ideas of the researcher.

- **Transferability**, refers to the extent to which the findings of a study can be applied or generalized to other contexts or settings beyond the specific study's scope. Unlike generalizability in quantitative research, which aims to apply findings to a larger population, transferability in qualitative research focuses on understanding how well the findings can be relevant or useful in similar situations or different settings. Readers should have sufficient information to determine the relevance of the study's findings to their own contexts. Additionally, selecting participants from diverse backgrounds and experiences increase the likelihood of capturing a broader range of perspectives and increasing the potential for transferability. In order to ensure this research transferability, detailed descriptions of the research setting, participants, and data collection process and a careful review of each potential participant was conducted during the snowball sampling process to achieve a balanced and diverse sample that accurately represented the diversity within humanitarian organizations. Also the information related to all participants were described such as gender, age, nationality and languages (Leininger,1994).

2.4.2. Selection of the Participants

The selection of the participants was carried out via selection from the researcher's colleagues' network, in a humanitarian organization. Respondents were willing to take part in the study and by using a strategy of recurring recommendations, more participants in the study could be contacted and recruited. Every participant was asked if he/she could suggest another coworkers who might be able to get in touch with for an interview. There are some benefits form this process. Firstly, every candidate has a brief idea about the study and the interview's questions from the prior participants before the interviews were contacted. This means that the candidates had nearly consented to join when the researcher initially spoke to them. Secondly, and because the previous interviewee was aware of the types of questions of interview, he/she was able to recommend coworkers they recognized to be knowledgeable and interested in the subject.

When the study was conducted, the participants were employed at humanitarian organizations or they previously worked for a humanitarian organization. On average,

each participant had about two years of humanitarian work experience. The following table represents the demography of participants.

Table 3.1 Represents the Demography of Participators

	Gender	Age	Cultural Background	Languages
1	Female	31	Moroccan	English -French -Arabic-Turkish
2	Male	38	Iraqi	Arabic-English-Turkish
3	Female	34	Iraqi	Turkish -Arabic-English
4	Male	34	Iraqi	Arabic-English-Turkish
5	Male	30	Sudanese	Arabic-English
6	Female	32	Somalian	Somali-English-Arabic-Turkish
7	Female	44	Turkish	Turkish-Arabic
8	Male	31	Syrian	Turkish -Arabic-English-Kurdish
9	Female	34	Djibouti	Somali- French -English - Arabic
10	Male	35	Iraqi	Turkish -Arabic-English-Kurdish
11	Male	36	Iraqi	Arabic-English
12	Female	34	Iraqi	Arabic-English-Turkish
13	Male	32	Iraqi	Arabic-English
14	Male	40	Iranian	Persian-Turkish-English
	Gender	Age	Cultural Background	Languages
15	Female	45	Iranian	Persian-Turkish-English
16	Female	31	Syrian	Arabic-English-Turkish
17	Female	35	Iranian	Persian-Turkish-English
18	Female	40	Iranian	Persian-Turkish-English
19	Female	30	Turkish	Turkish-English
20	Male	30	Turkish	Arabic-English-Turkish
21	Female	29	Turkish	Turkish-Arabic-English
22	Female	29	Turkish	Turkish-Arabic-English
23	Female	25	Syrian	Arabic-English-Turkish
24	Female	25	Syrian	Arabic-English-Turkish
25	Male	27	Syrian	Turkish-Arabic-English
26	Female	33	Syrian	Arabic-English-Turkish
27	Female	38	Iraqi	Arabic-English
28	Male	40	Iraqi	Arabic-English-Turkish
29	Male	37	Sudanese	Arabic-English-Turkish
30	Male	36	Sudanese	Arabic-English-Turkish
31	Female	42	Yemeni	Arabic-English-Turkish

2.4.3. Interview Ethics

Every interview began with an introduction of a few ethical and practical considerations which were deemed to be important for the participant to know. This approach demonstrated how significant the ethical issues surrounding the conduct of this entire study were. The deontological perspective was chosen as the one that was most relatable. This perspective demands that the end does not justify the means, and hence, the findings of the research do not suffice to support acquiring the research in an immoral manner (Saunders, Lewis and Thornhill, 2012).

The participant was informed his/ her privacy would be preserved and that their identity would never be disclosed in the reported results. Furthermore, it was explained that if a participant did not feel comfortable answering a question for any reason, he or she would have the freedom to withhold their response and even they could stop the interview process. The interviewee was also consented for their conversation to be electronically recorded. Finally, the interviewee was thanked for participating, the study's purpose was briefly explained, and it was noted that the interview would last about an hour.

Following each interview, the participants were thanked for taking part in the interview once more. They were offered the option of receiving a copy of the research after it was completed. The participants were also asked if they would consent to being contacted once more for follow-up discussions. Finally, the participants were asked if they could connect with, and refer to, one of their coworkers who they thought would be an interested and a qualified candidate to take part in an interview. This was a useful tool for connecting with those in the right positions who had an in depth knowledge and enthusiasm for the subject at hand.

2.5. DATA ANALYSIS AND DISCUSSION

In this section, the collected data will be analyzed, and the results will be discussed. The ethics, the interview guide, and the coding process that was followed in the analysis will be presented. The analysis was divided into two sections based on the theoretical

framework. The first section is related to cooperation while the second section is related to beneficiary satisfaction.

The procedure started with a lengthy period of reviewing several literature papers and books about the analysis and interpretation of qualitative data. The literature was scanned on various qualitative analysis methods to find the suitable method for analysis of the study. Discourse analysis, content analysis, narrative analysis, and constant comparison approach for analysis are the most widely used techniques for analyzing qualitative data in the fields of business and social sciences.

Content analysis is useful if it aims to develop concepts, describe a phenomenon, or when an existing research literature on a phenomenon is limited (Hsieh and Shannon, 2005). As the purpose of the study describes the effects of the diversity in language, cultural norms and gender on the humanitarian organizations performance and investigates its importance for these organizations, conventional content analysis for this research was followed.

2.5.1. Coding Process

It can be difficult and stressful to analyze qualitative data, especially for inexperienced qualitative researchers. Results are not directly conspicuous from transcripts of interviews or recordings, hence they need a considerable effort to extract the essential components and form a cogent and coherent story that is based on the data obtained during the research. The research questions will be answered by this story.

Coding is an essential tool for transforming unprocessed qualitative data into a "story" that is credible and easy to communicate. The fundamental process of coding includes finding a cohesive piece of the data, it could be a paragraph, a word, or something like that and assigning it a label using a word or brief phrase that explains its meaning(Miles, Huberman and Saldana, 2013).

There are a number of approaches that can be followed in the coding process based on the research conducted and the data. The most common methods of coding are inductive approach, deductive approach and blended approach.

In inductive approach, the researchers create codes from the data using words or phrases that the participants actually used instead of using the language of the researcher, which is typically more theoretical. While in deductive approach, before beginning to code the data, a coding frame is used to construct a predefined list of codes (Miles, Huberman and Saldana, 2013). The blended approach that is most frequently employed in practice. It is a mix of inductive and deductive coding. Starting inductively guarantees proximity to the data or "giving voice" to it, with the potential for theory to emerge afterwards. While deductive guarantee that there will be structure and theoretical significance right from the beginning, and allowing for a more inductive examination of the deductive codes during later coding cycles (Graebner, Martin and Roundy, 2012).

The blended approach was used in this research to ensure focus on the main idea of the research but at the same time, it remained open to adding new codes in case interesting information or valuable insights in the interviews were discovered. The literature reviewed has made it feasible to form preconceived notions about what it has been attempted to be found out. Based on these ideas, predefined codes were developed

As mentioned earlier, all interviews were conducted online as this was the only option available due to the Covid 19 pandemic lockdown. All interviews were recorded after permission was sought from the participants. Zoom Application was used to conduct the interviews to have an audio and video format, as it was important to see the participants' reactions to the questions and their facial expressions to have a better understanding of their answers.

The coding process began by listening to the interview recordings several times and then converting them into a handwritten script. The written script was reviewed afterwards. The reviewed literature, in addition to the preliminary readings of the interview texts, enabled to develop a prior framework for the codes. Figure 2.2 shows the software interface which was used in the coding process

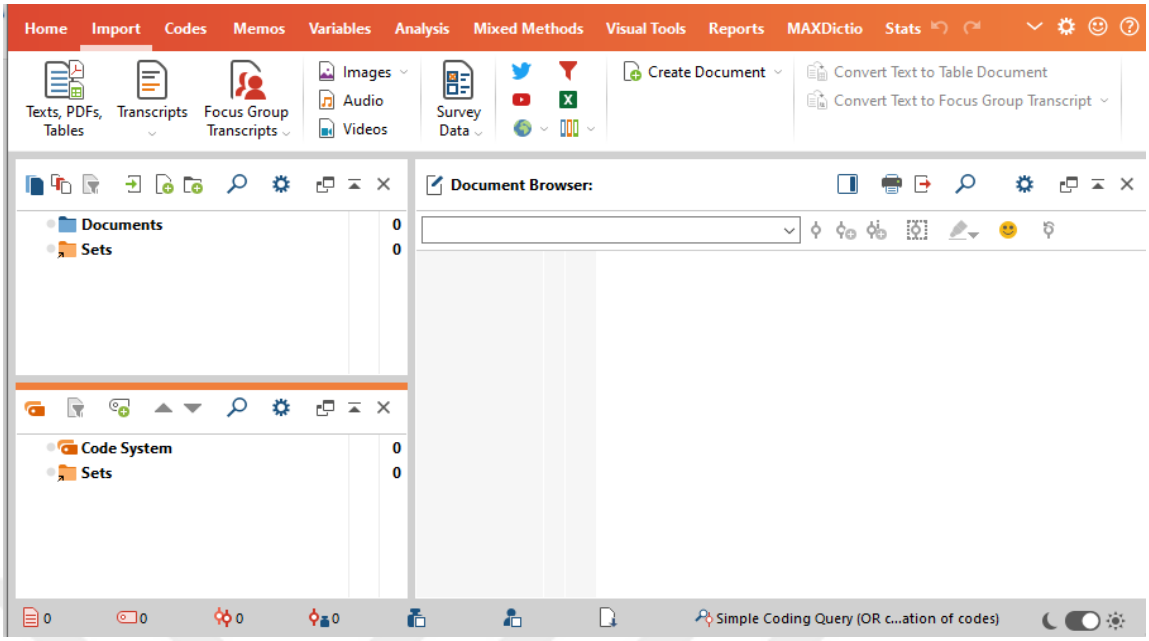

Figure 2.2 MAXQDA Software Interface.

The MAXQDA program allows researchers to organize and analyze qualitative data using friendly interfaces. This made it feasible to represent and visualize the data generated from transcripts of thirty, one-hour long interviews.

Hierarchical coding framework based on the literature, research questions and preliminary readings of the interview transcripts was created, using the coding software. The framework consisted of two main categories: Cooperation and Customer Satisfaction at the top of a pyramid, each. The category of Cooperation is divided into subcategories of Communication, Trust, Acceptance of Diversity, and the Role of the Organization. The category of Beneficiaries' Satisfaction consists of four sub-categories which are fulfilling the important Beneficiary's Needs, Employee Competence, Empathy and Overall Satisfaction.

The documents for the interviews were uploaded using the analysis software and all the documents related to each interview were grouped together and coded as Interviewee 1, Interviewee 2, and so on. Each question was individually reviewed for all the interviews and its code was added to its subcategory. This process was followed by a review process for all the resulting codes, which were further assembled into themes.

Figure 4.2 shows the hierarchical coding frame followed in the coding process.

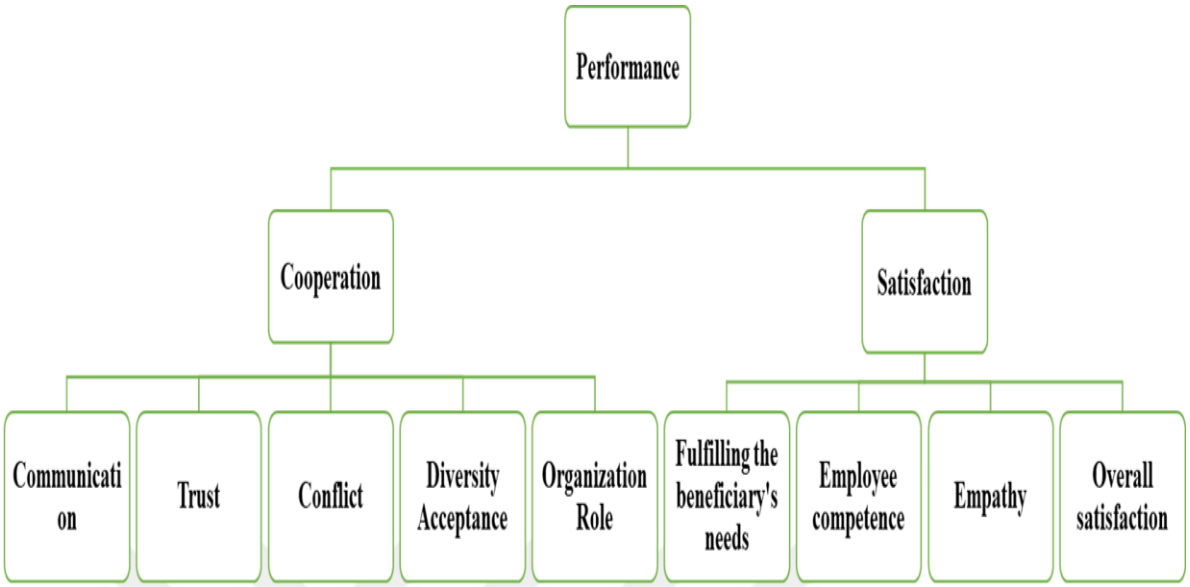

Figure 2.3 Hierarchical Coding Frame

The coding process followed each subcategory and assigned an emotion or sentiment to each code. Once data were sorted into categories with its sentiments, analysis and assessment to the numbers was started.

2.5.2. Data Analysis

In this section, the data collected from the interviews will be presented with the analysis. The questions are divided into two sections: The first section is related to cooperation inside the organization which consists of five parts, and the second section is related to beneficiaries' satisfaction which includes four parts as described below.

2.5.2.1. Cooperation Section

1. Communication: The first question in the cooperation section in the interview was if diversity causes communication barriers or misunderstanding. 70% of participants thought that at least one type of diversity (language, gender or cultural norms) causes communication barriers or misunderstandings. 50% of the participants agreed that diversity in language is an obstacle to communication among colleagues.

> "*We are a half-Arab/ half-Turkish team, the half-Arab speaks Turkish, but their Turkish language is weak, and vice versa for the Turkish half. We find it difficult to understand each other, on occasions" Interview 7*

This was the response of one of the participants to this question. But at the same time, most of those who stated that language constituted a problem in communication were convinced that this only happened in the beginning of their working relationship. Over time, this problem disappeared and everyone adapted.

> *"The beginnings are always difficult. When a person starts working here, One usually faces difficulty because of the language differences. Eventually, these difficulties disappear" Interview 5*

Some of the participants also pointed out the importance of the English language by helping to overcome language barriers as one of the languages that are frequently used in humanitarian organizations. For example, a native Arabic speaker and a native Persian speaker can cross the communication barrier, caused by language, by communicating in English.

> *"I have colleagues at work who do not speak my language and I do not speak theirs. We use English to communicate even though our English is not perfect" Interview 5*

Regarding cultural norms, 35% of the participants answered that different cultural norms cause communication problems. Some of these consider it as the most important reason that cause communication barriers.

> "*Sometimes, I say something which is considered appropriate according to our cultural norms, but it is inapropriate according to the cultural norms of others. This often leads to a misunderstanding.*" *Interview 30*

Some participants have argued that the barriers that arise because of different cultural norms are not caused by the norms themselves, but by the people who are unable to accept others' different culture norms.

Gender was the least type of diversity that was considered to have caused barriers in communication according to the opinion of the participants, about 20% believed this.

> "*In terms of gender, I don't think so. Being male or female, does not make a difference. We all strive to achieve positive results" Interview 23*

Of course, this was not everyone's opinion. People of the other opinion stated that the difference in gender caused a problem in communication.

> "*We were in a meeting when men took over the conversation and women were interrupted" Interview 21*

This was the answer of one of the female participants while another female participant felt the misunderstanding caused by gender diversity was a common occurance in their work environment.

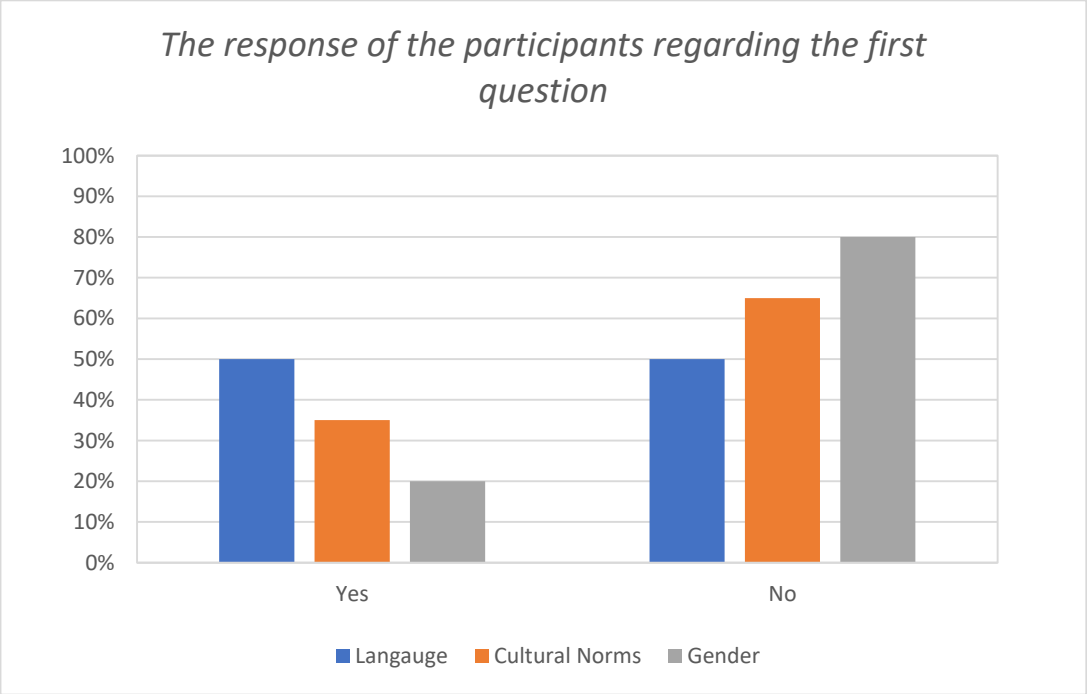

Figure 2.4 The response of the participants regarding the first question

In the second question related to communication, participants were asked, whether they believed that the flow of information between groups was promoted and increased by diversity? All but four of the participants strongly supported this idea. They believed that diversity, whether in language, gender, or cultural norms, provided different perspectives, broad experiences, and different ways of thinking, and this was in the interest of work.

> *“Individuals of diffirent backrounds or cultural norms can contribute different solutions to challenges which enriches the discussion and adds more to One’s knowledge”* Interview 1

The participants gave examples of the importance of diversity to increase their information and expand their knowledge and how diversity enriches opinions and ideas in meetings and work discussions.

> “*Yes, of course, this happens frequently in meetings. For example, a Yazidi person speaks to clarify some matters related to Yazidis. The Iranian is talking about a topic we did not know before, the British colleague is talking about a different topic and so on. At the end of the meeting, we would have gained new acquaintances and different viewpoints "Interview 31*

This belief comes from the employees' understanding of the nature of the work of humanitarian organizations and the fact that they deal with diverse beneficiaries and from different places of the world.

> *“Yes, if we are considering a successful working team, we need diversity to complement each of the team’s members’ knowledge. This is especially important in humanitarian organizations, as we are dealing with people from different places and backgrounds” Interview 6*

Gender diversity was the least important in promoting information, from the participants' point of view, with 80% believing that it had no role in this matter.

> *“I don't think gender has an effect as language and culture. I believe a person gains their knowledge and opinions from his/her education, culture and surroundings regardless of being a male or female. Men and women who have the same culture, the same environment, and the same education have the same knowledge and adopt the same viewpoints to some extent” Interview 2*

This was how one of the participants justified his opinion that the gender diversity had no effect on promoting information.

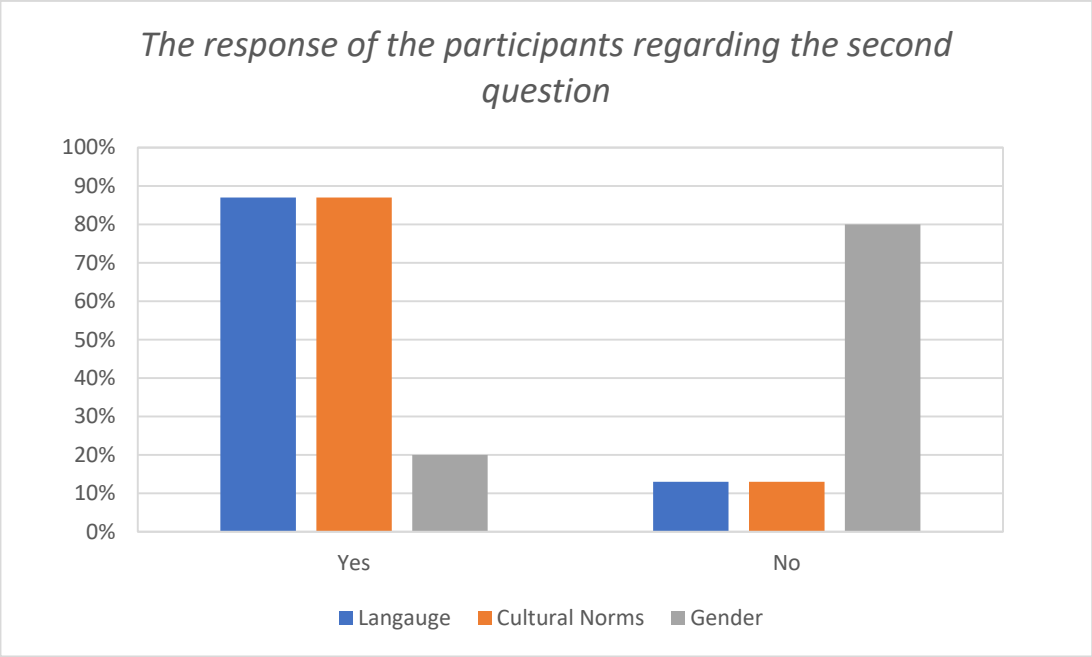

Figure 2.5 The response of the participants regarding the second question

As mentioned earlier, one of the aspects of good communication and cooperation in an organization is the ease of learning among its members from each other.

In the third question, the participants were asked if they could easily learn from their colleagues when they needed, or whether such learning was difficult because of diversity in language, gender or cultural norms. Only 13% said that they had a difficulty in learning from their coworkers because of diversity and that it made the learning process difficult. They stated that anguage diversity was the main reason for the difficulty, followed by the difference in cultural norms. As for gender diversity, none of the participants felt it as a reason for learning difficulty

> *"Sometimes, it is difficult to exactly have a solution for a problem if there was a different spoken language I do not understand" Interview 12*

Diversity did not constitute an obstacle for learning, as far as the rest of the participants were concerned. Some stated that the chalengewas probably related the individuals themselves rather than diversity. If the individual really wants to learn something, then diversity will never be an obstacle, but rather it provides an opportunity to learn.

"When I have an interest in learning something, I can learn easily, differences will not be an obstacle in my way" Interview 9

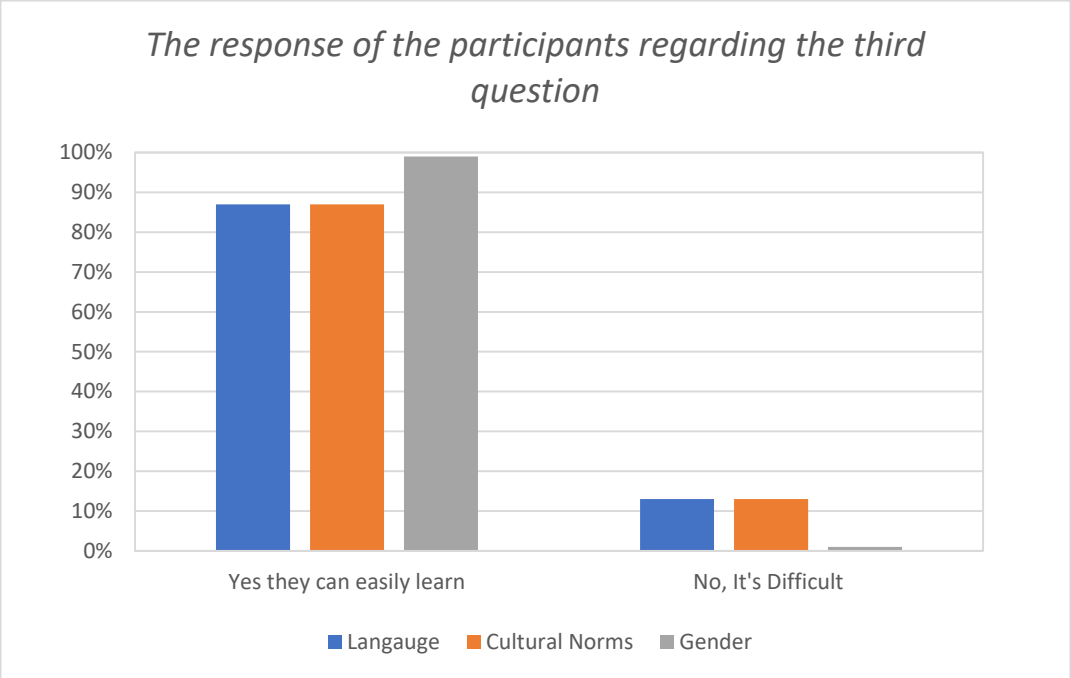

Figure 2.6 The response of the participants regarding the third question

The participants were surveyed for their opinions about the mixed team, and if it was possible for such a team to have an effective communication and good interpersonal relashionships which support achieving goals and accomplishing tasks.

Almost all the participants had positive thoughts about mixed teams and thought that it was possible for these teams to achieve their goals more easily due to the presence of diverse members in terms of language, culture and gender.

"In fact, I consider myself luckier to work in a humanitarian organization where I have a chance to work with a mixed team than people who work in other fields where there is no diversity. It is true that some colleagues face difficulties in the beginning, but with observation and learning, they overcome these difficulties" Interview 10

Some of the participants considered that diversity in the team would encourage positive competition among its members and would create a challenging environment for each of them to do their utmost to accomplish the tasks to the fullest.

> *"People will be positively challenged to learn and to improve if they are in a diversed team" Interview 14*

In this question, the participants emphasized that diversity brings about diverse ideas, visions, and capabilities to the team, which help it accomplish its tasks.

> *"Diverse competencies and ideas contribute positively in the interest of the performance of the humanitarian organization" Interview 9*

The two participants who differed in their opinion with the rest of the participants believed that the diversity in the one team might lead to disagreements which affect the workflow.

In this question, participants considered all types of diversity as important to the mixed team, but they emphasized diversity in cultural norms importance more than other types of diversity

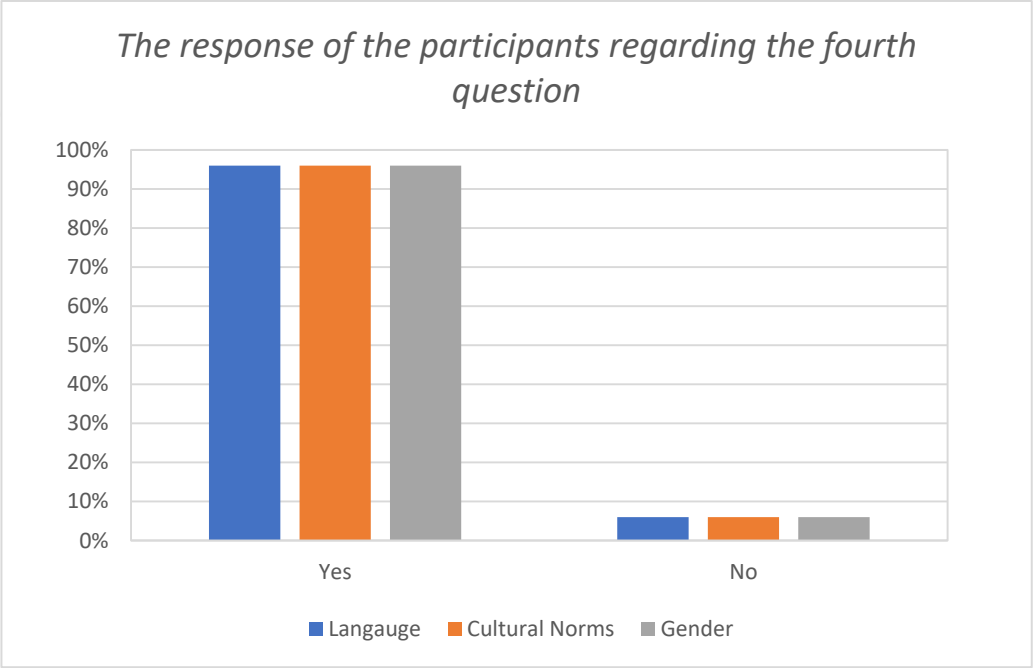

Figure 2.7 The response of the participants regarding the fourth question

In the last question related to communication, an attempt to investigate the importance of diversity in language, gender, and cultural norms in accomplishing and accelerating work

in humanitarian organizations was made. This was from the point of view of employees through asking them how often they needed colleagues who were different from them in language, gender, or cultural norms, to complete assigned duties and whether this was a common practice or if it happened so few times that they could dispense with it.

The responses to this question indicated that 90% of the participants believe that diversity in language, gender and cultural norms is very important for the work of their organizations and that without it; the organization would not be able to fulfill its role. Humanitarian organizations need diversity in their workforce, not only for the sake of justice and morals but also for achieving goals and improving performance with it being essential and not secondary.

> *"Certainly, diversity is required, especially in language. We provide services to people of different nationalities and places of the world. Some of them come from Africa and speak French, while some speak Arabic or Persian and other languages. An organization needs staff who can speak these languages in order to be able to communicate with them." Interview 17*

Some participants explained that diversity contributes to accelerating the completion of tasks. For example, diversity in cultural norms and understanding them contributes to a better understanding of the cases put in front of humanitarian organizations.

> "*Once, I was reviewing a case of a refugee. I did not understand the problem, which put his life in danger and forced him to leave his country and seek refuge, not because of the language, but because of his cultural norms that I was not aware of. Until a colleague came and explained to me the exact problem of the refugee." Interview 1*

Participants also mentioned gender diversity as essential in their organizations to get the work done.

> "*Gender diversity is important as sometimes, we are faced with many cases that need an employee of a certain gender, such as dealing with battered women for example." Interview 15*

More than 70% of the participants stated that they needed the help of their colleagues to complete their tasks on an almost daily basis. Approximately 20% said that they needed this support between 5 and 10 times a month, and less than 10% said that they did not

need cpolleagues' help at all. This shows a need for diversity in humanitarian organizations and that colleagues rely on diversity among them to accomplish their tasks.

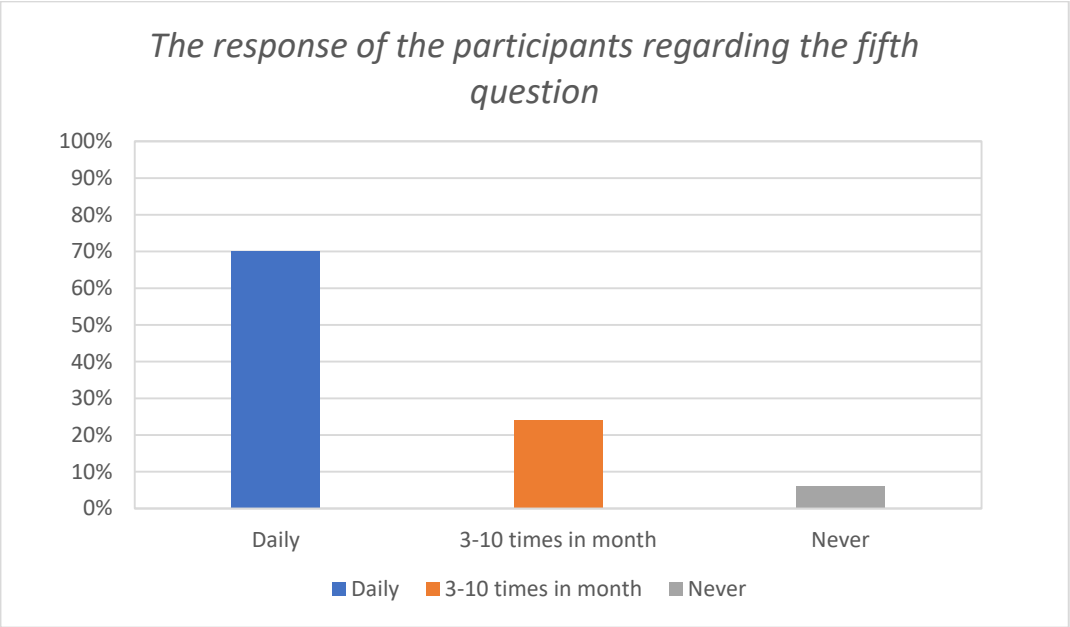

Figure 2.8 The response of the participants regarding the fifth question

The participants' responses regarding communication questions and the positive and negative effects of diversity on them in humanitarian organizations, demonstrated that the participants believed that diversity had important positive effects and that the only negative impacts are barriers and misunderstandings that may occur due to differences. Most of those who mentioned those negative impacts said that these only happen in the beginning and resolve with time.

2- Trust: According to the literature, in order to achieve cooperation inside an organization, there is a need to establish trust within it (Smith et al. 1995). A person trusts colleagues when there is a feeling that he/she can rely on them, they will not hesitate to help him/her when there is a need and they have the necessary competence to get the work done (Mayer et al., 1995, Tyler et al.,1996). Based on this, the first question in the trust part was if the participant thought that people in the team did not hesitate to help him/her regardless of the differences in language, gender, and cultural norms.

Participants were asked if they thought that people in the team did not hesitate to help and if they thought that people in their team could rely on each other regardless of the differences in language, gender, and cultural norms.

In general, the participants' responses indicated that they had the trust that some of their colleagues did not hesitate to provide help, regardless of the differences between them. This was the opinion of 80% of the participants.

> *"Everyone will help* regardless of the difference. *No one hesitates to help. All you have to do is ask for help" Interview 14*

The remaining twenty percent responses were between not always and at all. Most of them attributed the reason to the difference in language.

> "*Sometimes, hesitation occurs because of language differences. For example, if I want to help a colleague, but there is no common fluently spoken language, then he or she will not be able to explain the exact problem to me, and I will not be able to explain the solution to them clearly." Interview 28*

Two participants noted gender difference as a possible reason for hesitance to provide help.

> "*Usually, they don't hesitate. Sometimes, colleagues from the other gender may hesitate to help, when it comes to a case with embarrassing sexual details" Interview 30*

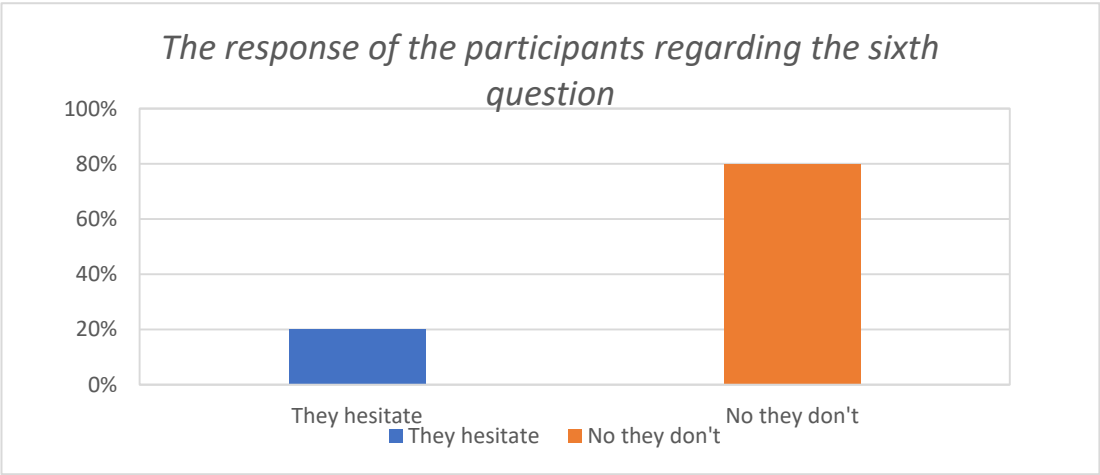

Figure 2.9 The response of the participants regarding the sixth question

Regarding the question about the reliance of employees on each other, all but two respondents responded positively and believed that their team members could rely on each other regardless of the language, gender, or cultural background of colleagues. They see that this is a common occurance and that the work contexts in humanitarian organizations require that.

> "*Yes, everyone in the department in which I work relies on each other because our work consists of steps that depend on one another. Team members help others in a situation of need or when there is a challenge, due to them sharing the same goals" Interview 4*

Most of the participants thought the team could not accopmplish tasks if they did not have the support of their colleagues and without relying on each other. They did not believe differences between them had a negative effect, as the interest of the work came first.

> *"It is necessary, and there is no other solution but to rely on each other to get the work done." Interview11*

Regarding the third question related to confidence, in which participants were asked whether they have confidence in each other's ability to perform tasks regardless of their gender, language, and cultural standards. The responses were similar to the previous two questions with most participants believing that their colleagues were at a good level of competence despite their diversity.

> *"We, as employees of humanitarian organizations, are carefully screened and selected following rigorous interviewing before we are accepted to work in such organizations. Therfore, every employee has a good level of competence whether he is male, female, Turkish, Arabic, Persian, or other language, culture, or gender" Interview 17*

45% of respondents noted that they trusted a colleague's competence based on the colleague's work experience and personality rather than on the gender, language or cultural norms of the colleague concerned.

> *"It is related to the personality and experience of the person and is not related to their language, gender, or culture. I trust the competence of my Arab colleague in the team because they have been working in this organization for a long time and have a great experience with them being highly qualified.*

> *I trust the competence of my female colleague because she has good experience and high qualifications, and I will not question her competence just because she is a woman." Interview 29*

This was the response of a Turkish male participant and the answers of 12 other participants had the same meaning despite their differences. Likewise, the participants who said that they did not have complete confidence in the competence of their team members did not attribute the reason to diversity, but rather to the lack of experience of coworkers or their personal qualities.

As stated in the participants' answers, the environment inside humanitarian organizations is generally characterized by trust, despite the great diversity among workers in general. This indicates that diversity in language, gender, and cultural norms does not conflict with cooperation and therefore does not negatively affect the performance of the humanitarian organization in this respect.

3- Conflict: For many researchers, conflict is the opposite of cooperation. In general, workforce diversity leads to increased conflict and decreased cooperation (Clark et al., 2000). In this section of the interview, there was an attempt to find out if there was any form of conflict that the participants had experienced or noticed in the organization.

The first question related to conflict was whether the emotional and professional relationships within the team were affected by language, gender and cultural norms diversity.

More than 85% of the participants believed that both emotional and professional relationships are affected by diversity in language, gender or cultural norms. The participants indicated that despite their work in humanitarian organizations where diversity is a commonplace and there are good relationships and communication between diverse coworkers, but it seems that most tend to have relationships with the others resembling them in language, cultural norms or gender. It was found that employees within the organization divide themselves into groups based on their language, culture or gender

> "*Collegues tend to have relations and interact with others who talk the same language and understand more their cultural norms and of the same gender. In our organization, most of the employees are either Turks, Arabs or Iranians. They seem to interact and spend time together during their breaks with others of the same language, gender and cultural norm."15*

According to the responses, this also applies to professional relationships; a manager tends to ask his/her employees who share language, culture, or gender with him/her more to perform tasks.

> "*When I need help with a work matter, I prefer to ask for it from my teammate who speaks my language or who is of a similar culture.*" *Interview 8*

Gender has a clear impact on relationships within humanitarian organizations according to the responses in the interviews but at a slightly lower rate, 79% of the answers. Some male participants had a feeling that there was a bias in in favor of women unlike other organizations.

> *"Outside humanitarian organizations, women are not supported like men. Inside our humanitarian organization, women are supported well and their views and concerns are taken more seriously. This is admirable;however, if a conflict occurs, my experience is the result will be in the woman's favour. Therefore, I am always very careful in this regard as I feel the organization considers women's concerns more"* Interview 29

This was a response of a male participant for this question.

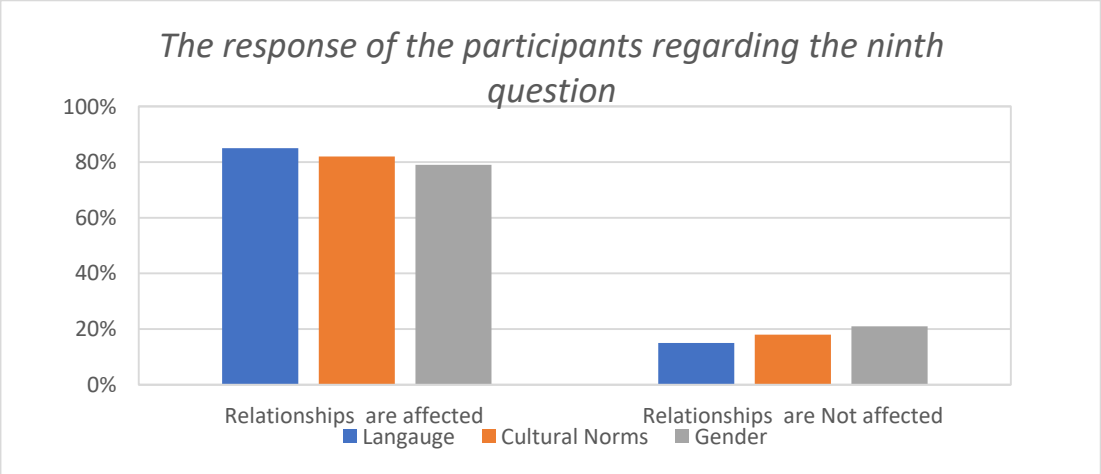

Figure 2.10 The response of the participants regarding the ninth question

When asked, 50% of the responses indicated that the participants see inappropriate behavior in their organizations related to language, culture or gender when asked the second question realted to conflict.

When it comes to appropriate and inappropriate behavior, language, gender and culture are intertwined with them being difficult to distinguish. Participants indicated that due to different cultures, there are some behaviors or words, which are appropriate in one culture, but inappropriate in another. These were mostly related tradition or sexual content, which can lead to some conflicts among coworkers.

Some participants indicated that sometimes, they find their coworkers may discuss a topic like sex, which in other cultures is inappropriate in the presence of the opposite gender. Below is what one of the female participants said about the question…

> *"I often find myself in situations where my male coworkers from different cultures kiss me when greeting me even though this is is not appropriate in my culture" Interview 26*

Some words are appropriate to say in one culture, are not appropriate to say in another culture, even though the two cultures speak the same language.

> "*Even though we share a similar language, some colleagues say some inappropriate words which are not acceptable in my culture.These words actually have a different acceptable meaning of something different in their culture or are considered appropriate"*

Because of this overlap between culture, language, and gender, when the responses of the participants were began to be reviewed in the analysis, it was difficult to determine whether the examples and situations they mentioned were culturally, linguistically, or sexually inappropriate.

The next question in the conflict section, the participants were asked whether they had experienced harassment, bullying, or discrimination. In fact, the results were shocking and unexpected, as 53% of the participants said that they experienced these things in their humanitarian organizations.

The first reason for this result according to the responses of the participants was the difference in cultural standards, with 40% of them stating that they experienced bullying or discrimination themselves or witnessed situations for others because of the difference in cultural norms.

> "*Yes, I get bullied because of my cultural norms. For example, when we are on a special occasion at work, the co-workers start bullying me because I don't drink alcohol, or when I'm fasting they question why I am fasting." Interview 6*

Language ranks second as a cause of bullying and discrimination in humanitarian organizations at thirty-three percent of the responses. Some participants said they were bullied because of their language weakness or had been discriminated against because of a language they did not speak.

More than one participant mentioned that the issue of bullying comes in the form of a joke, but it was perceived to be offensive and unacceptable

> "*Yes, I was bullied because of my language and culture; usually it is in the form of a joke. They think it is funny but it is not, it is hurting"*

Related to gender, about 24% of the answers reported that there was discrimination and bullying based on gender that occurred in humanitarian organizations. These answers were for female participants who felt that there was a bias in favor of men or for men who see that there was a bias in favor of women.

One of the female participants mentioned the issue of discrimination against covered women and that they did not have equal opportunities as their colleagues, even if they had the same level of experience and qualifications.

> *"There is no bullying, but we as veiled women, have fewer opportunities than others. There is no discrimination within the teams, but if we apply for a job or a position, we notice that they do not prefer veiled women, even if their qualifications are good and unfortunately, they don't get it because of the hijab" Interview 27*

After this interview, the participants were asked about this issue and whether they thought it was true that veiled women did not have fair opportunities in humanitarian organizations. Eight of the eleven participants stated that they believed so. One of these participants said that she used to wear hijab at the beginning of her work in the organization; but because of this issue, she abandoned it.

It has been noticed that some participants who reported that practical relationships were affected by diversity in language, gender and cultural norms, have said at the same time that there was no discrimination based on these types of diversity. Hence, the question was raised, aren't the two answers contradictory? Their answer was that they believed that diversity affects relationships, but does not reach the point of discrimination and that eventually, all are granted their rights fairly in the humanitarian organization.

47% of the participants, stated they had a different opinion and that they were not subjected to discrimination, bullying or harassment, and that humanitarian organizations have laws that prevent such practices. Anyone who is exposed to such behavior can file a complaint and the wrongdoer will certainly be punished

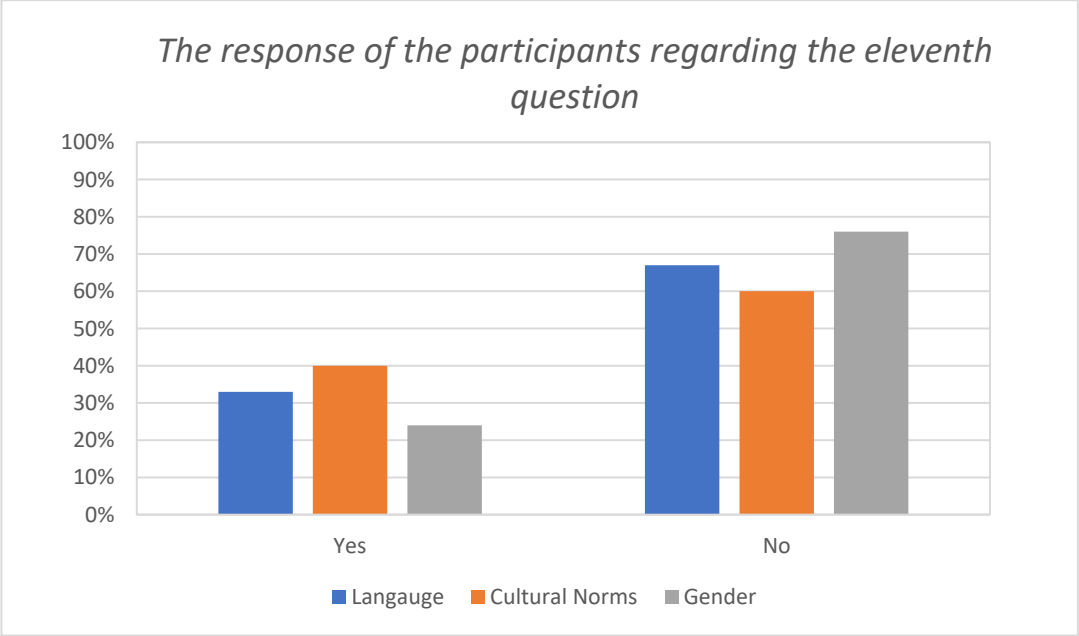

Figure 2.11 The response of the participants regarding the eleventh question

In the last question, the stress that employees may experience was explored. Many researchers identify stress as a cause of conflict, and the presence of stress is evidence of conflict in the work environment (Fred Luthans,1995).

Participants were asked if they had faced any pressure in their work because of their language, cultural or gender differences. The results were close to the previous question, as approximately 43% of the participants said that they were exposed to stress in work. Language was the first reason for stress in work according to the participants at 40%, while culture was identified by them in 30 %. As for gender, it caused stress, in approximately 13%.

> "*I may face stress because of my Turkish language skills. This is the case no matter how much hard I try to master it" Interview 23*

One of the female participants said the following.

> *"My work required sometimes to go to the police as a woman which caused me stress. This is not the case when I am based in the organization" Interview 21*

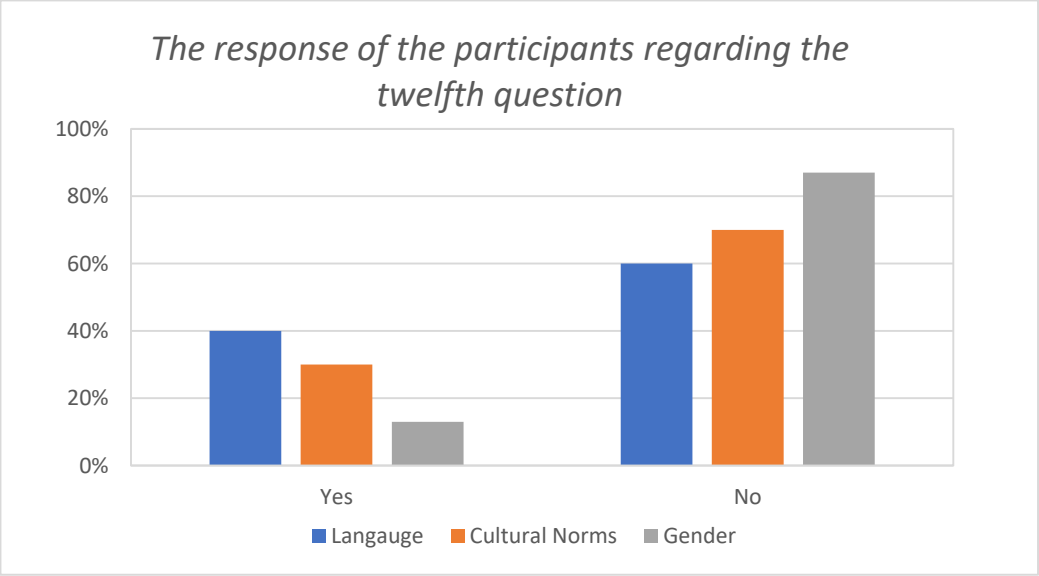

Figure 2.12 The response of the participants regarding the twelfth question

From the results that have been seen in the part related to conflict, there are significant indications of conflicts within humanitarian organizations, although they are organizations of a diverse nature. This may represent a problem for the performance of such organizations.

4- Diversity Acceptance: In this section, the employees' diversity acceptance was investigated. According to many researchers, diversity acceptance is positively related to cooperation and organizational performance.

The first question was related to whether the participant felt comfortable to work with a team of mixed culture norms, languages and genders. The second question was aimed at clarifying the advantages and disadvantages of mixed teams in participant's point of view were explored. That third question was, about differences in the work performance of both genders.

These questions give an insight into the participants' thinking and the extent to which they accept diversity.

Regarding the first question, all participants without exception answered they were comfortable working in a mixed team. In fact, many of them enthusiastically answered this question with phrases such as it is fun, they enjoyed working in a mixed team or they liked it very much.

As for the question related to the advantages and disadvantages of linguistic, cultural and gender diversity in humanitarian organizations, the main objective was not to know the advantages and disadvantages from their point of view. The main objective was to find out how participants felt about these types of diversity and whether they perceived them positively or negatively and which were more predominant.

All but two of the participants said that diversity had many advantages. Most of those who mentioned the advantages considered that one of the most important ones was *learning*. They believed that when they work with people of different cultures or places in the world, who speak different languages, and have different viewpoints with different

genders, they enrich their knowledge, broaden their horizons of thinking, and improve their second languages.

Another advantage mentioned a frequently by the participants was the multiplicity of viewpoints and different experiences, which led to better solutions to work problems.

Many of the participants also reported that the diversity of genders gives a view of things from different angles, which makes things seem clearer.

> *"Men usually take a general view of things, while women pay more attention to details, and this gives us a comprehensive and detailed view of things" Interview 10*

When the team is mixed, it means that there are multiple competencies and experiences, which contribute to the completion of the work.

> "*Men and women are needed in the team. Each could contribute to a different aspect of the case especially when it involves gender related sensitive issues. In addition, the presence of multiple language speakers will help to support refugees who only speak their native language" Interview 25*

These advantages represent the public opinion of the majority of the participants. There are some advantages mentioned by some of the participants such as the following..

> "*When everyone is different, you don't feel different, and hence you don't feel alienated" Interview 11*

As for the disadvantage, most of the participants believed that the disadvantages of diversity are few. Some of these disadvantages disappear with time, while the advantages are more.

The language barrier and misunderstanding because of cultural differences are mentioned as disadvantages of diversity by some participants.

> "*At first, the team may be mismatched because of their differences and diversity but usually, and with time, the situation improves and the team adapts" Interview 4*

One participant mentioned the above comment as a disadvantage of diversity.

In the last question on the topic of accepting diversity, participants were asked whether they thought that there was a difference between men and women in work performance. The objective of this question was to find out to what extent the participants accepted the opposite gender at work and whether they had a sense of superiority.

The responses to this question was there was no difference in about 73%. Three participants said that this depended on the nature of the work. There are tasks that men perform better, and there are tasks that women perform better.

Four of the answers were, women perform better, but two of those answers were from male participants, and cannot be considered as non-acceptance of the opposite gender.

One female participant believed men did better.

> "*Women can be more empathetic, they tend to immerse themselves in work"*
> *Interview 3*

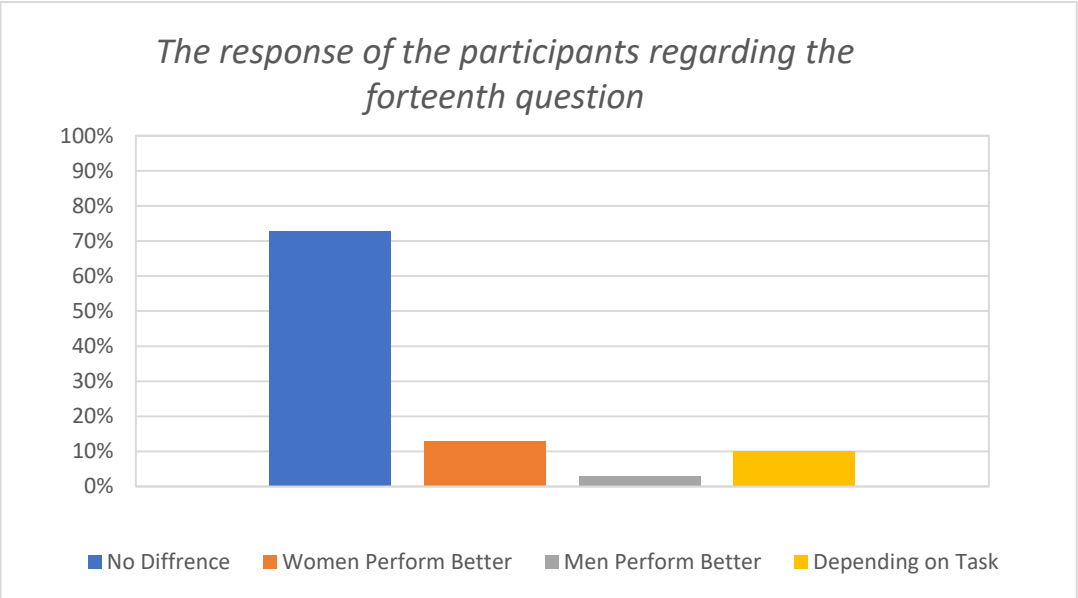

Figure 2.13 The response of the participants regarding the fourteenth question

It has been noted from the participants' responses to the questions about accepting diversity, that there was a great acceptance of diversity by employees in humanitarian organizations. This contributes to enhancing cooperation and improves the performance of the organization.

The last questions in cooperation section were about the organization’s role. According to the literature, the organization plays an important role in making the impact of diversity positive or negative on organizational performance. Successful management, support and encouragement of diversity can make the impact of diversity positive. The failure of the organization in this role could make a negative impact.

This part includes two questions. The first one was related to whether the organization encouraged effective communication regardless of language, cultural norms and gender differences. Approximately 77% of participants responded positively and indicated that the humanitarian organizations in which they work encourage effective communication between their employees, regardless of differences between them in language, cultural norms and gender.

The responses mentioned two ways, which humanitarian organizations implement to encourage their employees. Firstly, by setting strict policies to discipline employees who abuse their coworkers because of their differences. Secondly, through setting up educational meetings and events which allow employees to have joint discussions and dialogues, in addition to rapprochement and acquaintance outside the framework of work.

The remaining twenty-three percent of the participants answered between No, only on paper and Yes, but not enough.

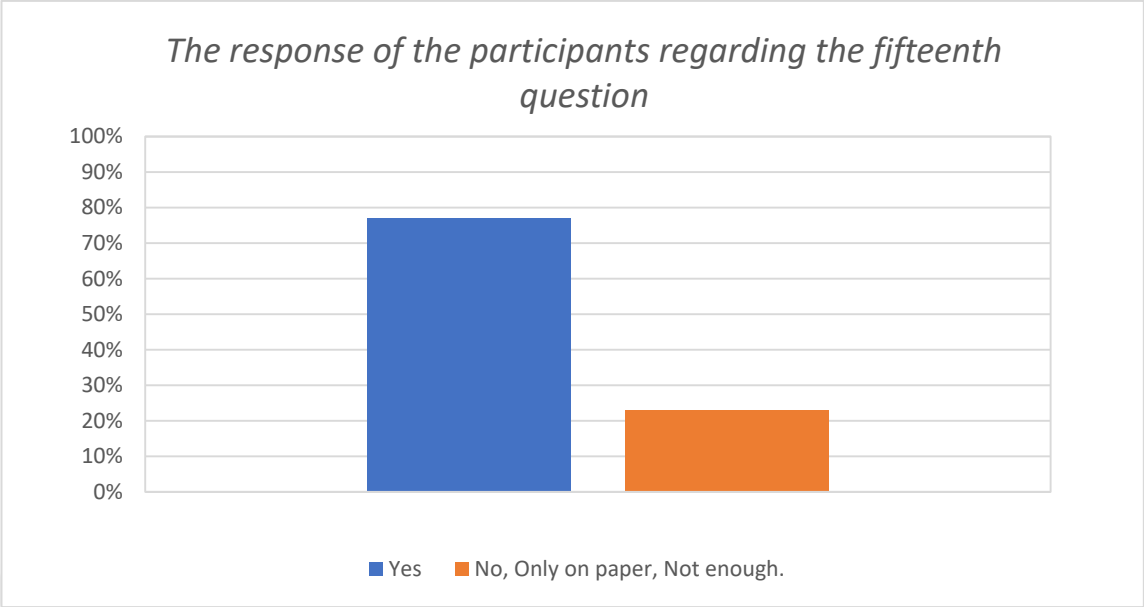

Figure 2.14 The response of the participants regarding the fifteenth question

The last question was about how managers treated employees and if they felt there was an inequality in their treatment. Most of the respondents said that managers treated everyone with respect. However, 63% of them believed that managers did not treat employees equally and that was some kind of an unfairness in their approach as they tended to favour employees who are of the same language, culture or gender.

"When the manager is from a certain group, you find that they prefer employees from their group in terms of distributing tasks and providing facilities" Interview 9

The remaining 27% of participants had opposite opinions, as they said that their managers treat everyone equally and the laws of humanitarian organizations dictate this. If an employee feels that there is unfairness, he/she can file a complaint against his/her manager.

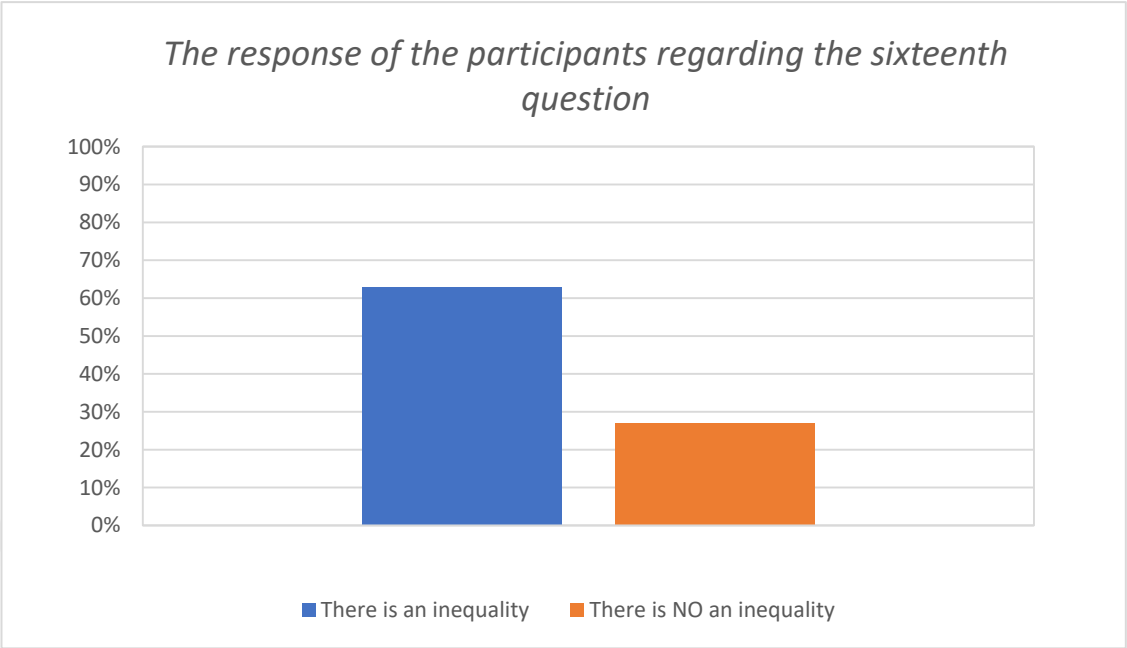

Figure 2.15 The response of the participants regarding the sixteenth question

This was the last of the questions which were asked to the participants regarding the impact of diversity in language, cultural norms, and gender on cooperation in humanitarian organizations. The next section of the questions is related to the effect of these types of diversity on the satisfaction of the beneficiaries. In the next part, the analysis of this section will be reviewed.

2.5.2.2. Beneficiaries Satisfaction

Scholars identified beneficiary satisfaction as a key factor for organizational performance, as the performance of an organization depends on its ability to achieve beneficiary satisfaction (Porter,1986; Bernadin et al., 1995; Ndubisi and Nwankwo, 2019).

In this section, the responses should be viewed in an opposite way to the cooperation's section. For example, when the question was about the communication problems that occured between employees because of diversity with the participants answering yes,

there were problems which occured because of diversity. This means that diversity is not in the interest of the organization. When the participants were asked whether there were communication problems that occured between employees and beneficiaries due to differences in language, cultural norms or gender, the answer was yes. This means that diversity is in the interest of the organization and that the organization must increase workforce diversity in order to reduce the differences between employees and beneficiaries and improve the performance of the organization.

As mentioned before, this section contains four parts as following:

1. Reliability and fulfilling the important beneficiary's needs: In this part, the participants were asked two questions. In the first question, what they think of their organization's employees and do they think these employees understand the different needs and expectations of all types of beneficiaries and does the diversity of employees play a role in this understanding. 70% of the participants were convinced that the employees in their organizations understand the needs of the beneficiaries and that diversity in language, cultural norms and gender play a major role in this understanding.

> "*Yes, I see that the employees are usually attentive to the needs of the beneficiaries, because we in the organization, make sure that the employees who provide the service to the beneficiary are of the same language, gender and close to the beneficiary's cultural norms. For example, when we interview an Arab female refugee from Iraq, we make sure that the employee is a female from Iraq and speaks Arabic*" *Interview 12*

When the question was, which type of diversity (language, cultural norms, gender) is the most important to increasing employee understanding, most of the participants answered that the three types are important, but that the most important was language at 47%, cultural norms at 33% and 20% of the respondents said it was gender.

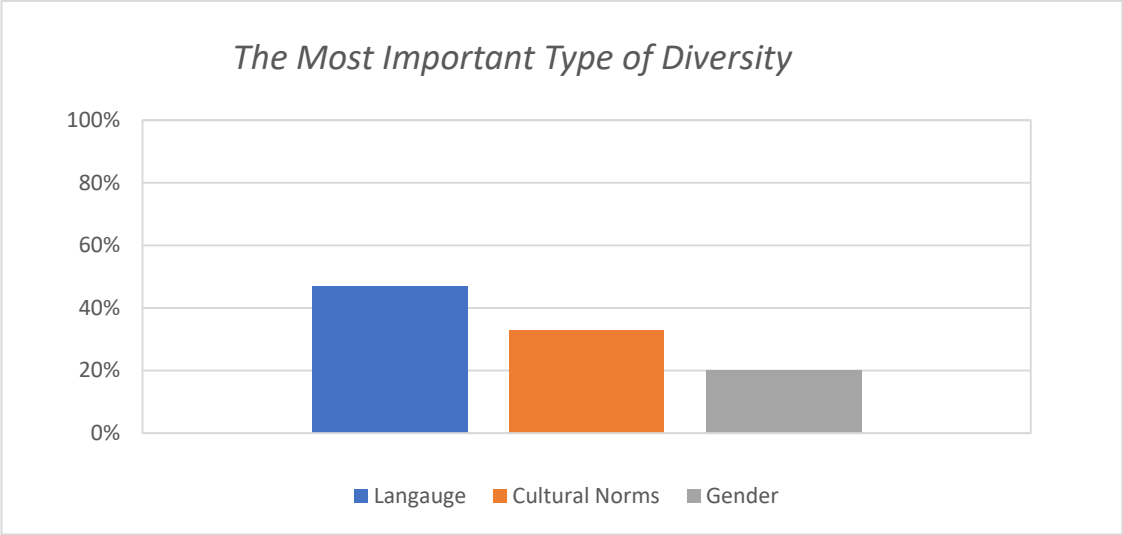

Figure 2.16 The Most Important Diversity

In the next question, participants were asked if the required effort from the employees to understand the beneficiary's needs or case may increase because of the language or cultural norms differences between the employee and the beneficiary. All participants agreed that the effort that the employee needs to understand the beneficiary's case is less if the differences between them are less.

> *"We need more effort when the beneficiary is different from us. We need to ask, inquire and learn so that we can understand them or explain to them, the instructions or what is required. If I need, for example, five minutes to explain something to a person of the same language or culture, I may need fifteen minutes to do so shuld they were different language or cultural background." Interview 12*

The participants pointed out the problem of different dialects, and that sometimes it was not enough that the employee spoke the beneficiary's language, but rather there was a k a need to know their dialect,also.

> "*When the beneficiary speaks a dialect which is different from mine, I need to repeat the questions frequently so that they can understand me, and I also need more effort to understand them*" *Interview 19*

The participants mentioned many situations in which the different dialects led to a great misunderstanding between the employee and the beneficiary. The subject was understood by one of the parties in a completely different way from the exact meaning.

> "*Once, a beneficiary was explaining her case and said, according to what the employee understood that her husband was killed and then they lost the war. She actually meant her husband was beaten and then they fled from the place where they were living*" *Interview 8*

The difference in cultures was the reason for the lack of understanding in other examples.

> "*Just because I am speaking the same language does not mean I understand the need. On one occasion, a beneficiary came with a clan-based problem, which was completely unknown to the employee's cultural norms, who did not understand the scope of the issue, and the beneficiary herself did not understand her case was appreciated equally. She needed the help of a colleague from the same cultural norm of the beneficiary to explain the case to in more detail to the employee." Interview 1*

Some of the participants also mentioned gender as a reason for the increased effort and lack of understanding. This is because the beneficiary was sometimes unable to explain his or her problem frankly to the employee of the opposite gender.

2. Assurance and Employee competence: In this part, the impact of diversity on assurance and competence of employees was explored, as it has a significant positive impact on beneficiaries' satisfaction. Assurance means the ability of employees to ease the beneficiary to trust them. Competence includes Knowledge and skills (Chaichi, 2012;Rosmika and Nurhaida,2017).

When the participants were asked if organizations really needed to hire people from a diverse language, culture, and gender to provide the competencies needed, everyone's approaved, and stated that the organization's need for diversity was essential, not a luxury. Everyone agreed that the three mentioned types of diversity are important in the work of their organizations, but their order of the most important and the least important was quite different. It can be said that the three types were equivalent in importance according to the responses.

The employees' opinions were surveyed on that the consistency, and dependability of the employees was affected by the differences in language, culture and gender between with the beneficiary. 70% of the participants believed that the consistency and reliability of

employees are affected by the differences and that it was better when the employee worked with a beneficiary who was not very different from them.

> *"When I meet a refugee of the same language and culture, my work is certainly more reliable. This is because I understand the meaning of the words correctly, as well as having a clear perception of the cultural conditions surrounding the refugee's story." Interview 22*

Regarding gender, some participants had similar opinions, as they saw that in some cases, the work of one gender was better than the other.

> *"Gender has a role sometimes and may depends on the beneficiary's gender. When the case is about domestic violence perpetrated against a female, a female employee works better, more reliable and consistent."25*

Almost all of the participants had seen cases of beneficiaries where they had doubts related to the competence of employees because of their gender, language or culture. Tere are quite a number of examples of cases of beneficiaries requesting that the employee be of a certain gender, language or culture.

The first common reason for the beneficiary's lack of confidence in the employee's competence is the difference in language. The participants said often the beneficiary felt that the employee did not understand him/her well and did not translate what they said correctly. Therefore, he/she asks that the employee's mother tongue to be of the same as the language of the beneficiary.

> *"An Iranian beneficiary who speaks good English prefers an employee of Iranian background so they could speak in Farsi" Interview 17*

The second reason mentioned, which makes the beneficiaries doubt the competence of the employee, is the culture. According to what the participants mentioned, the beneficiaries are of two types, one type believes that the person who differs from their culture is an inexperienced employee and cannot deal well with their case. And another type, when he/she comes to a humanitarian organization expecting to meet a foreign employee. This gives him/her the impression that the employee is an expert and with more decision powers.

The gender of the employee, which the beneficiary seeks to meet, represents the most characteristic determined by the beneficiaries, but not always. This is not because of their lack of confidence in their competence, but because the beneficiary is often unable to talk about their problem openly with the other gender. This is especially true when the issue of the beneficiary relates to sexual assault. Women usually ask for a female employee and men ask for a male employee so that they can be more open to talk about their problem. Other reasons are related to empathy and personal trust.

3- Empathy: it can be defined as the ability to feel and understand others' feelings. Empathy simply means an understanding of others point of view, and not necessarily agreeing with it. Scholars showed that employees' empathy to beneficiaries lead to beneficiaries' satisfaction (Lee et al., 2011). In this part, the questions explored the effect of diversity on empathy.

About 77% of the participants had witnessed situations in which a problem or a misunderstanding was raised between the beneficiary and the employee due to the differences between them, especially cultural differences and then language differences.

> "*Once, I said to a Yazidi child, "Don't be a devil (Shaitan) as a joke. This is a common endearment phrase in our culture, but I almost ended up being beaten by the father because the word (Shaitan) is sacred to the Yazidis." Interview 8*

Similarly, participants said that beneficiaries expect people who are similar to them to give them more attention, especially with regard to culture and gender.

> "*Usually, Somali refugees often ask for a Somali employee because they feel that such an employee will pay more attention to them and will sympathize more with their situation."6*

The trustworthiness, believability, and honesty of employees may be questioned by the beneficiary because of the employee's gender or cultural norms, according to 70% of the participants. In many cases, abused women have a phobia of men and refuse to talk to male employees. Similarly, LGBT beneficiaries do not trust male employees and prefer to talk to an employee of the same orientation or a female employee.

With regard to culture, sometimes, the beneficiary has a bad preconceived ideas about a particular culture and subsequently, they refuse to be helped by an employee of that culture.

> *"Afghan people do not believe that Iranian people will help them because of the high level of discrimination against their ethnicity by Iranians, they think"*

Some beneficiaries do not trust other cultures and their honesty. They hence, ask that the employee is of the same culture as theirs. Sometimes, it is the opposite, and the beneficiary requests that the employee is from another culture for the fear that his/her information will reach where he/she came from.

> *"I remember a Kurdish beneficiary asked for not Kurdish employee and from a city does not live." Interview 8*

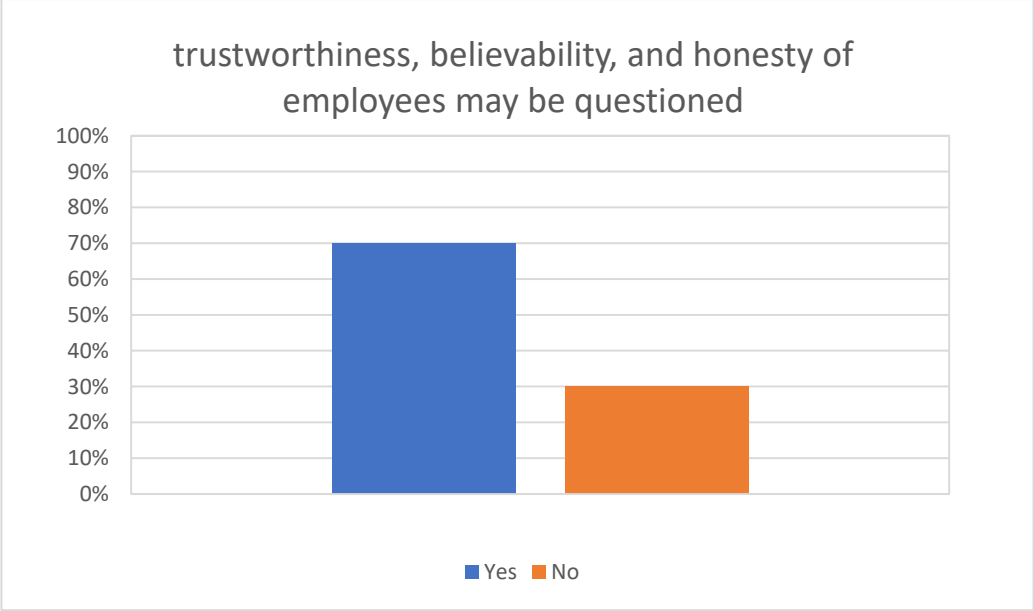

Figure 2.17 Trustworthiness, believability, and honesty of employees may be questioned

5- Overall satisfaction: In the last part of the interview, the impact of diversity on beneficiaries' satisfaction from the point of view of employees was explored.

The first question was whether diversity contributed to reducing beneficiaries' complaints. The responses were positive at 90%. They tought that complaints would

become less due to the presence of diversity. They thought that the beneficiary could feel at easy if the spoke to the employee in an open manner, without fear and without difficulty in communication, because of the diversity of languages, cultures, and gender in the organization.

Additionally, they believed that the beneficiaries were generally satisfied with the organizations and the performance of their employees. They also believed if there was a dissatisfaction, it was because of the organizations' lack of resources and their limited capabilities, and not because of the performance of the employees.

> "*Often, the refugee comes expecting that the organization will provide him/her with refuge in one of the developed countries within a short time, but in fact, this process does not depend on the organization only. It depends on international approvals and long procedures, for a refugee to enter a country's territory. This may cause some dissatisfaction from the beneficiaries" Interview 9*

This was the response of one of the participants, and there were other responses to the same meaning.

In this chapter of the research, the appropriate strategy for this study was explored, and the types of research strategies were compared with the objectives of the research. Qualitative research strategy was found to be most appropriate for the study.

In order to collect data, the chosen method was semi-structured interviews to ensure that the interview was guiding towards the goal of the study and at the same time, giving the participants the opportunity to express their opinions freely and share their experiences related to the subject of the research to reveal any aspects that might be absent.

The research aims to explore the phenomenon of diversity in humanitarian organizations and develop concepts about it. The most suitable analysis was content analysis, as there are not enough studies about this issue in humanitarian organizations.

The mixed approach between inductive and deductive coding was followed in the coding process because there was a pre-prepared set of codes available depending on the studies

and research objectives, but these codes had to be updated to add any new information that appeared through the participants' answers.

CONCLUSIONS AND RECOMMENDATIONS

The main objectives of the study were to investigate the impact of diversity on the performance of humanitarian organizations, specifically in terms of cooperation and beneficiaries' satisfaction. The study also aimed to explore the experiences and perspectives of individuals within these organizations regarding diversity in language, cultural norms, and gender. Additionally, the study seeked to identify both the potential challenges and benefits associated with diversity in these contexts. The study focused on understanding how diversity can affect the performance of humanitarian organizations.

The study was conducted in Turkey and data were collected from interviews with participants of different cultural backgrounds and nationalities who work in humanitarian organizations operating in Turkey.

This thesis utilised qualitative methodology to address the research questions. The key indicators of humanitarian organizations performance were identified based on what was reviewed in literature. Data collection method was semi-structured interviews. Content analysis was the mean to analyze data and the mixed approach between inductive and deductive coding was followed in the coding process.

Through the semi-structured interviews that were conducted with workers in humanitarian organizations in Turkey, some finding were reached which can be summarized as the followig.

It was observed that although 70% of employees reported that there were obstacles in communication between co-workers due to diversity in language, cultural norms and gender, most of them reported that these obstacles were temporary and usually, new employees in organizations were able to overcome these barriers with them disappearing over time. Diversity in language was the most notable cause for communication barriers according to 50% of the participants, followed by cultural norms and gender. It has been found that in general, diversity in language, gender, and cultural norms does not lead to negative effects on communications within the organization and that it has positive important effects on the flow of information and the completion of work. It was clear that

88% of the participants perceived diversity as a way to increase their knowledge and information, and that language and cultural norms have an important role in this regard. As for gender, most participants believed that it was not as important as language and cultural norms.

Most of the participants do not have a problem working in a mixed team and that they see diversity as important for their work. In addition, 87% indicated that they did not face difficulty in learning from colleagues who were different from them in language, cultural norms and gender, although some of them indicated that language might affect the ease of learning, but they can resort to a common language such as English language to bypass these difficulties.

According to the analysis to the participants' responses, most employees in humanitarian organizations have a great acceptance of diversity in their organizations and see it as an important and positive contributor to their work. The responses indicate that 80% of the participants trust their colleagues in the humanitarian organizations. Most participants indicated, that they trusted their colleagues and would not hesitate to provide help to them should they need it, regardless of the differences among them and that they already depended on the support of their colleagues to complete their tasks on an almost daily basis.

Conflicts and the role of the organization are two areas where responses suggested the impact of diversity was perceived to have a negative effect. Regarding the conflict aspect, most participants indicated that some conflicts occurred because of diversity in language, cultural norms, and gender. More than half of the participants noted experiencing bullying or hearing inappropriate speech due to differences in language, cultural norms, or gender. Although this negative speech and bullying are not usually taken seriously, nevertheless, they cause harm and contribute to psychological pressures.

As regards to the role of the organization, and its negative impact in terms of diversity in language, cultural norms, and gender, the participants felt that there was discrimination by managers on the basis of this diversity; although humanitarian organizations have laws to prevent this and exert efforts to encourage overcoming the problems arising from the

differences between individuals. Clearly, this was not perceived to be enough as per the respondents' answers.

The importance of diversity in language, cultural norms and gender becomes clearer in the second part of the interview. Diversity is necessary to provide the competencies and expertise that organizations need to perform their work, deal with their beneficiaries and provide their needs. 47% of prticipants said the language diversity was the most important type to fulfill the beneficiaries needs, while 33% indicated cultural norms, 20% felt gender diversity was of the most important.

It was clear from the participants' responses to the questions in the second part of the interview that diversity in language, cultural norms and gender has a positive and an important positive impact on the satisfaction of beneficiaries. All participants agreed that humanitarian organizations cannot effectively perform their work without having a diverse workforce. This is essential and indispensable for humanitarioan organizations' operations.

All in one, this study was conducted in order to answer three main research questions. This section presents general conclusions in view of the research questions.

The first question was about the role of the diversity in language, cultural norms, and gender and their effects on the humanitarian organization's performance in terms of cooperation. Depending on literature review, the indicators of cooperation are communication, trust, diversity acceptance and conflicts. The conclusion from the findings was that diversity had no real negative effects on communications between employees within the humanitarian organization, and if there were some negative effects, they were only temporary. The diversity in language, cultural norms and gender causes obstacles in communication between coworkers. However, these obstacles are temproray. Usually, new employees in organizations were able to overcome these barriers over time. Diversity in language was the most notable cause for communication as a barrier according to participants, followed by cultural norms and gender.

There is a belief held by participants that diversity having a significant positive effect on work and communication. Working in a mixed team does not represent a problem for the participants and it is important for the work. Coworkers in diversed teams can learn from each other in spite of the difficulties caused by language differences. Using common language can help with challenge.

Acceptance of diversity existed in these organizations and the employees saw it as an important and a positive contributor to their work. There is a general atmosphere of trust among employees in the work environment in the humanitarian organizations. Trust does not depend on similarities and differences but rather on experience and sincerity in work.

However, conflicts occurred because of diversity, and bullying and inappropriate speech related to differences in language, cultural norms, or gender existed, also. These caused psychological pressures and harms. The humanitarian organizations laws and efforts is not enough to prevent discrimination and bias inside them.

Regarding the second question, which was related to the role of diversity in language, cultural norms, and gender and their effects on the humanitarian organization's performance in terms of beneficiaries' satisfaction, it was clear from the findings that diversity played an important role on the beneficiaries' satisfaction and as a result, on the organization's performance. These aspects of diversity help with fulfilling beneficiaries' needs and provision of much needed competencies in employees.

The last question was about the importance of diversity in language, cultural norms and gender and their effects on the performance of humanitarian organizations. The study concluded that, for humanitarian organizations, diversity in language, cultural norms and gender are very important and necessary to provide the competencies and expertise that organizations need to perform their work, deal with their beneficiaries and provide their needs. Therefore, humanitarian organizations are encouraged to employ a diverse workforce.

The conclusions reached in this research, have demonstrated that linguistic, cultural, and gender diversity have significant importance for improving the performance of humanitarian organizations and that these aspects of diversity cannot be dispensed with in these organizations. However, to gain the benefits of diversity and overcome its drawbacks, it must be well managed to provide an environment, which promotes and respects diversity.

It has been noticed from the participants' answers that many of them believed that they had faced discrimination or bullying from colleagues or officials in one way or another and that the adopted policies of humanitarian organizations to raise awareness about diversity and combating discrimination were not sufficient.

Humanitarian organizations should consider to address these concerns and put in place stricter laws and policies to combat discrimination and bullying due to diversity. Further targeted diversity education is recommended.

A future research study could investigste to what extent this discrimination affects the work and performance of humanitarian organizations and their work environment, and the best methods to follow for its prevention.

Another suggestion for a future study is communication problems facing new employees, and to what extent can this problem contribute to withdrawal of the new employees from the organization. The role of organizations in helping their new employees to overcome these challenges could also be investigated.

A number of limitations were faced in this research. The research was conducted during the COVID-19 pandemic time, hence the only method of contacting participants was through telephone or internet facilitated connections. This caused a reduction in the number of participants recruited to this study. The interviews were conducted virtually via a video link, which in turn had its challenges in communication, and reduced the level of interpretation of participant's reactions. Ideally, a face-to-face interview would have given the researcher the opportunity to pick more on the participants' nonverbal body

language communication indicators. Face to face interviews provide a more suitable and comfortable environment to answer the interview questions.

Single source of data collection was used in the study. Secondary data was not available as the information and statistics of humanitarian organizations are confidential. We could not get statistics such as those related to the problems of beneficiaries, and demographics of employees..etc.

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APPENDICES

APPENDIX 1. ETHICS BOARD APPROVAL

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Sayı: 35853172-300-E.00001348135
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T.C.
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Rektörlük

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Konu : Enaam Umran Mosa ALRUBAYE Hk. (Etik Komisyon)

SOSYAL BİLİMLER ENSTİTÜSÜ MÜDÜRLÜĞÜNE

İlgi : 06.11.2020 tarihli ve E-12908312-300-00001319625 sayılı yazınız.

Enstitünüz İşletme Anabilim Dalı Doktora programı öğrencilerinden **Enaam Umran Mosa ALRUBAYE**'nin **Prof. Dr. Mustafa KILIÇ** danışmanlığında hazırladığı **"İnsani Yardım Kuruluşlarında İşgücü Çeşitliliğinin Örgütsel Performans Üzerindeki Etkileri"** başlıklı tez çalışması Üniversitemiz Senatosu Etik Komisyonunun **24 Kasım 2020** tarihinde yapmış olduğu toplantıda incelenmiş olup, etik açıdan uygun görülmüştür.

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Rektör Yardımcısı

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Duygu Didem İLERİ

APPENDIX 2. THESIS ORIGINALITY REPORT

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Ph.D. DISSERTATION ORIGINALITY REPORT

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GRADUATE SCHOOL OF SOCIAL SCIENCES
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Student No: N13142622

Department: Business Administration

Program: Business Administration

Status: ☒ Ph.D. ☐ Combined MA/ Ph.D.

ADVISOR APPROVAL

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Prof. Dr. Mustafa KILIÇ

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Tarih: 07/08./2023

Tez Başlığı : "İnsani Yardım Kuruluşlarında İşgücü Çeşitliliğinin Örgütsel Performans Üzerindeki Etkileri"

Yukarıda başlığı gösterilen tez çalışmamın a) Kapak sayfası, b) Giriş, c) Ana bölümler ve d) Sonuç kısımlarından oluşan toplam 157 sayfalık kısmına ilişkin, 07/08/2023 tarihinde şahsım/tez danışmanım tarafından Turnitin adlı intihal tespit programından aşağıda işaretlenmiş filtrelemeler uygulanarak alınmış olan orijinallik raporuna göre, tezimin benzerlik oranı % 16 'dır.

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Hacettepe Üniversitesi Sosyal Bilimler Enstitüsü Tez Çalışması Orijinallik Raporu Alınması ve Kullanılması Uygulama Esasları'nı inceledim ve bu Uygulama Esasları'nda belirtilen azami benzerlik oranlarına göre tez çalışmamın herhangi bir intihal içermediğini; aksinin tespit edileceği muhtemel durumda doğabilecek her türlü hukuki sorumluluğu kabul ettiğimi ve yukarıda vermiş olduğum bilgilerin doğru olduğunu beyan ederim.

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