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**EMPLOYEES DIVERSITY AND TEAM EFFECTIVENESS**  
**AND THEIR IMPACT ON OUTSTANDING PERFORMANCE**

**SUMMARY**

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The purpose of this research is to demonstrate the role of diversity of employees in achieving the effectiveness of the team to develop and achieve outstanding performance and recognition of this role by a sample of decision makers at the (American University Dubai) as well as crystallize a clear conception of how organizations can manage diversity in organizational phenomena in order to ensure outstanding performance.

This research significantly revises a range of knowledge related to the impact of diversity on university work, focusing on team effectiveness and outstanding performance on the other hand, this method has been used to reinforce these concepts and to focus on them by the decision makers. The sample of the study, which amounted to (100) persons, namely directors, assistants heads of departments, divisions and units, the data were collected from the main sources of information using the research tools. The data were analyzed using the equation of the structural equation and its analysis by means of statistical programs (LES-ERL) (Amos) the research proved the credibility of the current tools and revealed the results of a positive relationship between the variables of study.

Two main applications were identified in this study the first application concerned researchers to investigate the interrelationship between staff diversity, team effectiveness and outstanding performance, and the realization of these subjects at the American University of Dubai the second application is for decision makers to recognize the need to develop diversity in line with outstanding performance through the effectiveness of the team, this will undoubtedly help to provide the knowledge and understanding of the employees at the university about the importance of these variables.

Research problem embodies a real need sensed by the researcher and dialogue through logical motives woven into the features of the face of the problem, these motivations are embedded in the most common literary paradigms that represent the cognitive background from which to proceed towards the problem of research therefore, this research aims to touch the idea of the subject and the reasons for its selection.

The human race in many parts of the world imposes the speed of local and global changes, which impose on the management a new thought and a new vision, where welcomed by some and escape from others because they accept or reject according to the dynamism of the individual and his readiness thus, the individual regardless of his position is not isolated from the impact of those variables, and no one is immune to it either by social organization or by values and trends, so the expectations of individuals will vary, the change will therefore be accompanied by behavioral patterns, and in turn will negatively or positively affect the performance of individuals in organizations.

In the context of the intellectual development of the administration, the answer to the questions above includes three directions, the first has changed the meaning of diversity than in the past, one theory holds that before companies can implement a diversity strategy, they must gain a clear understanding of what they mean, according to this theory, many people still focus on old models of diversity that focus on issues of social justice such as gender or race diversity and the contrast and direction of this theory. diversity should now focus on creating an atmosphere that enhances communication, the second trend is that diversity must be used to attract new customers by building a diverse team of employees, the business will be more able

to reach a particular audience, and the company that is demographically one would make it difficult to communicate with anyone outside that demographic area.

Either direction is third. Is the focus of commercial companies on understanding the customer rather than focusing on diversity in the workplace, there are many studies of diversity and many different ways to achieve this, there are also many laws that have been incorporated to combat workplace prejudice, this does not mean that we must stop focusing on diversity because the diverse working class is essential to maintaining social justice, their importance should not be forgotten and should be a tool for positive change whenever possible.

Hence, the current research problem comes from the reality that the researcher feels through logical motives and rationales that embody the features of the problem face and try to contribute to solving it after its theoretical and practical embodiment, and be planted in the contributions and literature, which represents the former cognitive background, which should be launched towards the problem of research through the selection of several models and alternatives or solutions.

Diversity, the new business model of variance the term diversity is attributed to the mid-1980 in the report. The Millennium Forecast for the Year 2000, published by the Hudson Institute Johantsen, 1987, most researchers agree that the expected progress in the management of human resources requires mastering the methods of investing and managing the knowledge inherent in the human minds and exploiting the resources found in the formative or social organizations Because diversity has become one of the keys that managers can use to understand how they deal with philosophical issues rooted in the legacy of organizational complexity. For this reason, many researchers believe that the improvement of organizations' backwardness depends on their ability to manage diversity and this encourages the importance of expansion and engage in the study of human diversity in the life of organizations because of the impact and clear to the success and survival in the work environment.

The increasing technological changes, global competitiveness and diversity of labor forces and social changes have created many conflicts within the organization, thus requiring leadership at present to increase efficiency and enhance creativity, and to adopt teams that promote individual values and work globally, the results of research have confirmed many scientists and researchers that organizations that do not have the ability to manage diversity or have not a broad base of diversity of the worlds, the organization will lose its vitality and be unable to achieve excellence and success, as well as the difficulty of coping with sudden changes and be unable to achieve outstanding performance, and they will suffer by inertia and will fall into the trap of failure and lose their elasticity so many scientists and researchers see that organizations that wish to improve performance must compete successfully around the formation of diverse workforce.

Studies and research confirmed the importance of organizations' thinking of diversity, as it found that the companies that are more successful are the ones that are highly capable of coaxing and achieving compatibility in dealing with the diversity of workers, and organizations that have achieved a high level of effectiveness, had a broad base of diversity and other organizations that have achieved high performance and excellence was working to address diversity and provide appropriate solutions to this phenomenon, and how organizations can

capture the bright and enlightening potentials of managing diversity, addressing the obstacles and problems of diversity and working to solve them.

According to the above, this research came to provide a clear answer to the general questions above through the use of the subject of managing diversity within the intellectual framework of the model of effectiveness of the team to verify its role in ensuring the outstanding performance sustainable), and it represents the model of the effectiveness of the team, the knowledge base of the ideas of the theory of diversity of workers which the research depends to provide answers to the three questions above by orienting the lens of scientific inquiry into three essential themes, each topic is answered with a specific question.

The first is to accept the diversity strategy by looking for the specific factors for accepting the higher management of the diversity of the organization. The second issue is how to form effective teams. the last issue is to ensure the achievement of outstanding performance through the implementation of the strategy of effective relationship between the diversity and effectiveness of the team, all of these topics are intellectually interconnected, as the diversity of staff forms a basis for the formation of effective teams and both help in achieving outstanding performance, the method of multiple studies has been adopted to achieve the objectives of this research by addressing three basic studies with the same application from the American University Dubai. The first study deals with the strategy of diversity of employees. The second study focuses on the strategy of team effectiveness, while the third and final study sheds light on the outstanding performance.

The present research lies in the phenomenon of diversity and the inability of most business organizations to deal with this phenomenon positively and invest it in order to enhance the distinctive capabilities of the organization and consider it to be negative in many organizations and their rejection and lack of awareness of its importance and non-integration within the framework of a flexible and transparent organizational culture, reflected negatively on the performance of these organizations and their competitive capabilities. and the importance of dealing with this subject research and study comes to the development in the fields of business at the global level and the overlap in the areas of communications and development in the globalization all this led to a large diversity within the organizations of business, which requires dealing with this issue wisely and employ it in the service of the overall performance of this organization.

The problem of low performance of organizations and individuals is one of the problems experienced by organizations, especially in light of contemporary administrative trends and continuous change and dealing with this change, despite the consensus of researchers on the credibility of the subject of this idea in previous literature, but the practical embodiment as a framework and model knowledge of this situation is still not in the formulation of previous studies, this intellectual gap prompted the researcher to wish to delve into the joints according to a formula that reflects the interdependence between the diversity of employees and the effectiveness of the team and its reflection on the outstanding performance.

Based on the above, the reasons that led the researcher to choose the subject of the diversity of workers and its impact on the outstanding performance can be explained without the other topics and as below:

- The researchers emphasize (Foma, 2014, Andrew et al., 2012) on the expansion and interest in studying the phenomenon of diversity in the life of the organizations because it has a clear impact on its success and survival in the work environment, especially by adopting a more holistic view, and that diversity in the workplace is more prominent at present than any time has passed and this increasing change requires immediate action by organizations in order to better absorb.
- Highlight the role of team effectiveness in explaining the reality of the challenges faced by organizations without other variables, especially that they are characterized by many characteristics that fit with the reality of contemporary work environment characterized by change and pluralism and scarcity.
- Diversity will soon be a key player in the future business environment and business globalization is rapidly approaching, the need to create a diverse work environment would strengthen a diverse workforce that is pressing companies everywhere, it would be useless to fight them and stay stuck in the traditional form of management.
- Despite the importance of the topics of diversity of staff and effectiveness of the team as well as outstanding performance at the academic level, but the follower of these studies found few researchers who deal with these topics, this is considered an incentive for the direction of conducting this research and especially by the relationship diversity and teamwork to achieve or develop performance , thus the motive drawn by the researcher in a series of questions represents the answer to the problem of study as below:
  - What intellectual trends contribute to the interpretation of the organization's ability to adapt to the business environment and achieve outstanding performance?
  - What are the theories that provided the intellectual basis for the concept of diversity and what are the different views on this concept?
  - Does diversity of staff and team effectiveness help to build continuous organizational performance?
  - What is the nature of the relationship between diversity and the effectiveness of the team and whether these relationships can be used to increase the achievement and development of continuous performance?

**The main objective of this research is to**

- ❖ Highlight the importance of diversity in business organizations as a positive phenomenon and a strategic dimension that must be treated as an integrated perspective that makes of in this difference as an advantage of promoting positive behaviors in business organizations and their success, it also requires a change of traditional propositions that see diversity and difference as a negative phenomenon must be fought by all means and methods.
- ❖ Provide a theoretical and conceptual basis on the subject of diversity and effectiveness of the team and outstanding performance, and work to provide an intellectual basis highlighting the supposed logical correlation between the current search variables,

- ❖ To identify the level of practice of diversity management philosophy for the staff of the American University in Dubai
- ❖ To explore the viability of the university in applying the philosophy of diversity of workers.
- ❖ Test the impact of both diversity and effectiveness of the team independently to achieve outstanding performance.
- ❖ Test the relationship between the diversity and effectiveness of the team and their impact on the performance excellence.
- ❖ The research is gaining importance by seeking to construct a theoretical model framed by a pilot test of subjects of interest in western studies, such studies are lacking in the (Arab library), despite the emphasis that researchers have shown in their role in influencing the competitiveness of companies and their ability to survive in complex environments. The research should not only examine the potential correlation relationship, but also try to investigate the usefulness of the nature of the interrelationship between the diversity and effectiveness of the team and its impact on the outstanding performance, the research reflects its importance through the recruitment of the expected recommendations to develop the strategic direction of the research sample. Based on this, the research is gaining importance, represented by the following.
  - Modern research, which dealt with variables diversity of staff - team effectiveness - outstanding performance for being a modern topics that have emerged recently.
  - Variable diversity with the effectiveness of the team is an important tool in achieving the outstanding performance of business requirements, while at the same time makes those organizations with a long-term strategic vision.
  - This research is likely to contribute to increasing the awareness of the university administrators about the importance of following the philosophy of diversity of employees and how to use effective teams to achieve outstanding performance.

Through the general model of research, it became clear how to formulate statistical hypotheses suitable for research, the statistical hypothesis is a statement of a guess or suggestion to express the relationship between two or more variables, it serves as a temporary answer to the search problem, where it a set of hypotheses was formulated for the purpose of testing the relationships of influence and correlation between the variables of research diversity - team effectiveness and outstanding performance.

Past cognitive contributions are key pillars that have an effective role for any future study, Perhaps part of this role is to enrich the researchers in the framework of precise knowledge, and a statement of the position of research from previous cognitive efforts through reference to these contributions, beginning with the cognitive gap found in previous studies, whether at the level of endoscopy or measurement or description or test, and this will prevent repetition and overlap in the future

This section attempts to identify the most prominent contributions and knowledge efforts related to the main variables of research, which address many important aspects, which excites the researcher to discuss and diagnose the point of Starting and direction through referencing to a variety of points.

On the basis of the presentation of previous contributions, we will highlight the extent to which the current research has benefited from these contributions and knowledge efforts which have enriched the research with theoretical and intellectual framing and scientific analysis through its management and use of the means required. Therefore, we will address a number of points on the benefit of these contributions are as follows:

- ✓ To deepen the intellectual perspective of the subject of research through the use of what is stated in the cognitive efforts that have been addressed, which represents the topics adopted by the current research such as the diversity of staff and the effectiveness of the team and the performance of outstanding topics of importance and vital in the field of human resources management, which received attention by many researchers such as (Cox, 1991).
- ✓ The previous studies highlighted the results and proper employment in the organizations. Studies have shown that the diversity of workers contributes to enhancing the performance of the organization and aims to maintain the balance between the organization and its environment and the surrounding variables, it also reflects the dynamic aspect for diversity where diversity plays a pivotal role in organizational life (Ole, 1998) and how this change is affected by diversity in operations and performance teams (Thomas and Eli, 1998).
- ✓ In spite of the numerous studies that dealt with these subjects, there is no study that directly tests the relationship between the variables of research, but this does not mean the absence of studies that tried to clarify this relationship from a conceptual point of view, there are a number of studies that have put some of their ideas in the direction of highlighting the role of diversity and high performance, and the previous studies have a role in framing the theoretical and intellectual side in building logical links between current research variable such, (Knight, 1999; Stahl et al., 2010; NorthCraft, 1999).
- ✓ The majority of previous studies were not directly related to the subject of research, which led the researcher to choose the subject of the current research and its variables, so as to contribute as much as possible to complete the research process and enrich the knowledge and application of the variables of research in taking this subject such (Nadeam and Saleam, 2017; Ancona and Caldwell, 1992).
- ✓ Determining the basic dimensions of the research variables referred to by most studies as the cornerstone for constructing the existing schema for the current research.
- ✓ To identify the methodology of these studies and how to prepare them properly, which makes it easier for the researcher to build a clear and clear methodology for the current study.
- ✓ To identify the results of the previous studies and it may facilitate the way for the researcher to identify the aspects dealt with by those studies.
- ✓ Previous studies have directly contributed to the construction of the current research standards for the diversity of employees, team effectiveness and outstanding performance. By looking at the standards, questionnaires and tools used in similar studies (Kochan et al., 2003, Son and Jin, 2013).



- ✓ Through the study the researcher reached the building of an active and dynamic model of a proposal that could be adopted by the organization's sample research and other organizations as a basis for supporting its knowledge base.

As for the practical side, the researcher used a set of statistical programs for the purpose of obtaining the results, these programs are the statistical program SPSS vr.20, the statistical program AMOS in addition to the table processor program Excel. The researcher also adopted, as required by the current research in determining the relationship of correlation and direct and indirect impact on regression analysis and Path analysis, factor analysis, link analysis and Structural Equation Modeling (SEM), (T) and (F) tests, and the Alpha Cronbach, this in terms of analytical methods. As for descriptive methods, the researcher has created graphs and tables of frequencies and their ratios and the computational and standard deviations and coefficients of difference and relative importance.

To give a clearer picture of the answers, the researcher used the diagrams that represent the proportions of the answers on the parts of the five-dimensional Likert scale concerning the dimension of the first variable, diversity sex, age, race, educational background the second variable is the team's effectiveness of its dimensions team cohesion, team goals ,skill, use of resources, creativity, quality and the third variable is the outstanding performance and its dimensions Leadership, planning, knowledge management, operations, financial results.

In addition to the presentation of general statistics of the arithmetic mean, standard deviation and coefficients of difference and the highest and lowest values and the importance of each paragraph based on the proximity of the approval of the intensity and as shown in detail and clearly in the chapter on analysis of the practical side and also to give a picture of the importance of each paragraph, the researcher drew the graphic forms for each of the measurements of the five-dimensional Likert that explain the most important paragraph and the least paragraph in terms of importance, for the purpose of determining the strength of the models and their suitability for scientific research, they have been constructed to represent the correlation and relations between the dimensions of the axes of the questionnaire, this was done through the method of Structural Equation Method (SEM).

The researcher used the confirmatory factor analysis in the identification and testing of models designed and tested for validity and suitability for the study and contains two types of variables, the first are latent variables that represent the dimensions of the assumed questionnaire, the second type is the measured or endogenous variables that represent the paragraphs questions and the terms are linked to their dimensions through arrows moving from the underlying variables to the internal variables.

In addition, indicators are used for the purpose of verifying the relationship between the variables involved in the analysis and the assumptions built through the model, and the model is accepted or rejected on the basis of those indicators

There are several indicators, including the index of the ratio between  $\chi^2$  and the degrees of freedom (df), which is calculated by dividing the value of the square  $\chi^2$  on its degrees of freedom and comparing the result with 5, if less, indicates that the model is appropriate and accepted.

Other indicators are the Incremental Fit Indexes, these indicators are based on estimating the comparison of the assumed model with the zero model which assumes that there is one common factor in which all measured variables are satisfied, such as the normal fit index (NFI), the Comparative Fit Index (CFI), the Tucker-Lewis Index (TLI), and the Incremental Fit Index (IFI) of these values.

The current study in this thesis measured the degree of belonging of the paragraphs to their dimensions in the three axes diversity management - team effectiveness - outstanding performance by building the scheme of confirmatory factor analysis using the program (Amos) and as shown in the practical side of the research, in addition to the use of Alpha Cronbach to verify the stability of the questionnaire, which was explained in detail and in the form of tables in the fourth chapter of the research and clarifying the relationship of correlation through the imposition of a set of hypotheses that represent the relationships between the three axes diversity - the effectiveness of the team - outstanding performance supported by a set of graphical illustration, in addition to the design of the structural form, which includes some direct and indirect effects, as well as the overall effect of using the bootstrapping test and calculation of the model's accuracy criteria for the (SEM) and from the results of the analysis of the research data in his three studies, which reflect the intellectual processing of the numerical results obtained through the statistical description and the hypothesis test, the researcher reached a set of conclusions that will pave the way for making the appropriate recommendations and suggestions.

The statistical data on the diversity of workers, specifically gender, show that there is a relative agreement about the expectations that the success criteria for men are higher than the level of performance for women, it also became clear that the organization did not have a good level of cognitive integration related to excellence during recruitment process for employees.

- ❖ Ensure that members of the research sample exercise moderately the process of communication among themselves and that the difference in language did not constitute an obstacle in the exchange of views ideas among members of the group.
- ❖ It turns out that the individuals of the research sample exercise moderately a wide variety of behaviors and roles to perform the requirements of the work, and the age differences had little role in creating conflict between workers.
- ❖ We found that the organization did not have an acceptable level of ability to provide opportunities and career development for all ages and may be due to a lack of interest in environmental values and introversion only under the requirements of internal work
- ❖ It turned out to us. that the deanship of the college of the research sample have an acceptable percentage of the support enjoyed by members of the faculty in the field of education and this reflects the evolution of strategic vision clear to its members
- ❖ It is clear through the statistical description of the sample that the context in the college is to support the collective action by focusing on the interaction between members and support to adopt the standards that drive the development process forward
- ❖ It was also found that the attitudes of individuals in the research sample towards the interest in the human resource were not at the required level, and attention to the motivational aspects did not take its share because of the formal form of action procedures.

- ❖ It emerged that there was a low level of interest in achieving the goals of the college as it did not pay much attention to achieving the goals as a basis for activities service, the reason for this may be due to the centrality of attention to the objectives of the team and its satisfaction only with meeting the requirements of normal work.
- ❖ Make sure that there is a moderate level in the use of skills for team members in the college, which means that there is some interest by the university in establishing a base to provide qualified human resources to do works of a distinct nature, but the results also indicated a low level of training for all members as well as a decline in the level of readiness to carry out the work of professional and at any time, they often do not have a collective desire to accomplish business requirements and this may be associated with the habit of working and missing a career.
- ❖ It has become clear that the process of application of the laws and regulations followed contribute to enhance the feeling of reassurance among the workers and raise their morale
- ❖ It turns out that the college that can adopt the exploration of future leaders will have the ability to enhance the role of the leader to accomplish activities and perform in a manner that achieves excellence from other organizations, but the results also indicate a low level of provision of the organizational climate that stimulates education and this is linked to the non-extrapolation and follow-up of external variables by the administration.
- ❖ It was found that the existence of standards of conduct that governs the relationship between the deanship of the college and related parties stakeholders contributes to the strengthening of the organizational energy produced by gaining the confidence of stakeholders.
- ❖ We have also been assured that the level of internal and external auditing of the college activities was very low due to the college's focus on not ensuring independence in reviewing and checking the performance of different departments and units.
- ❖ The attitudes of the individuals in the research sample indicated that the college lacks the criteria for formulating the strategy and specifically the long-term goals of the college. This may be due to the traditional thinking of the founders of the institution and their convictions that contradict the justifications of excellence.
- ❖ It turned out that the attitudes of individuals in the research sample show that the interest in drawing plans and implementing them and working on their development is not at the level of ambition within the values and cultures of the college in question , and attention to the changes that are taking place in the public and private sectors has not taken its full share due to the lack of exchange of views and ideas on the issues and the subsequent changes,

By looking at the ideas and opinions that were presented by researchers (Anil, 2012; Yousuf and Feraousi, 2009; Rynes and Rosen; 1995) in previous studies, the current study found that many organizations need to restructure the function of diversity in a way that expands their roles beyond traditional roles, through the investment of diversity functionality in the way that the organization can benefit from, and added value to it by helping managers to guide their operations, strategies and practices in a manner consistent with the needs of the organization,

this is achieved through the practice of a number of contemporary roles that the current study is trying to test and to know the extent of its application in the colleges of the research sample

In addition, the current study in this thesis presented a number of proposals, the most important on the need to maintain a diverse work force, where diversity is now characteristic of organizations at present.

- ✓ Emphasize the need for education and communication as a key to companies to modify the behavior of their employees towards adoption and acceptance of diversity.
- ✓ Adopt the concept of diversity and create communication effectively and take advantage of strengths and talents and try to remove the barriers of communication, and develop its employees to the extent possible.
- ✓ It is important to understand the importance of the diversity of working forces in the workplace and the results of the organizations and their sustainability, because universities change as a result of demographic differences, where local and international organizations are designed to create products (goods, services and ideas) for diverse consumers, as well as to ensure benefits for various stakeholders.
- ✓ The need to expand multi-cultural customer base and increase competition for market share of other service providers or stakeholders.
- ✓ It is important to design the collective tasks and to encourage the behavior of the leader and the characteristics of the group.
- ✓ Today's diversity is often the dynamic that provides for corporate founders, opportunities to meet the challenges and follow - up organizational strategic goals.
- ✓ The need for the organization to adopt cultural diversity as an open system that has interaction and coherence with the performance of the organization, which can add value to the organization by providing an important qualitative view towards the effectiveness of performance.
- ✓ Emphasize the need to be the preferred goal of the employer to provide excellent customer service and maintain the competitive edge by adopting the concept of diversity.
- ✓ The need to maximize the benefits of training, which is the payment and attention to assess needs in accordance with the global perspective.
- ✓ Diversity should be defined as an integral part of the administrative system and this helps the organization to diagnose the challenges and obstacles that face diversity within the organization.
- ✓ Preparation or introduction of high-level training programs and the preparation of continuous seminars devoted to the administrative leadership and intensively for the purpose of providing them with confidence and not hesitate to accept the change applied to their colleges when the introduction of this new system.

Looking at past studies, the current study found that the issue of the shift in roles and responsibilities of human resources management towards diversity has been discussed by many researchers (Van Kanippenberg et al., 2004; Horwitz and Horwitz 2007), but there is still little interest from these researchers on the capabilities required for human resource experts and managers In order to play these new roles, Therefore,

the current study attempted to explore these capabilities and to identify its availability to human resources experts in the colleges of the research sample.

The current study in this thesis also pointed to a number of important points related to future proposals, perhaps the most prominent ones

- There is a wide scope for the purpose of conducting many studies of the factors affecting the diverse workplace in information technology organizations as well as many other industrial organizations.
- This research can serve as a guide for future research where our focus was on gender, age, ethnicity, background of learning, and its impact on team effectiveness and how to achieve outstanding performance. we therefore believe that future research can go further by associating diversity with variables other than the variables of team effectiveness and outstanding performance
- Researchers should achieve consensus in ideas as well as in performance presentations on how the diversity of working forces, which opens the way for further studies and research, in order to explore more benefits and effects.

### **The current study presents literature contributions through various methods**

- First, there are a number of previous studies that took on the subject of diversity in the management literature (Gantevk et al., 2010; Ancona and Caldwell, 1992; Wang and Yaos, 2013; Lahiri, 2008 ) Some of them focused on the role of diversity in the advancement of performance as well as developing the level of innovation while others spotted the light on the impact of diversity on teamwork effectiveness (Gantevk et al., 2010) some of them focused on the effect of diversity on the performance of team and employees (Ancona and Caldwell, 1992) as for some they focused on the role of diversity in improving knowledge abilities of all the members and the growth of the strategic work (Lahiri, 2008) although all the Previous studies did not take on the practical relationship between diversity and team effectiveness, there are several conceptual studies that clarified the rational nature of the relationship between the two variables (Wang and Yaos, 2013) based on that, the current study will present a trial test between diversity and team effectiveness ... contribution 1
- Second, the subject of sex and age diversity is considered as vital and important in the field of managing human resources that attracted the attention of many researchers (Anil, 2012) the previous studies spotted the light on the results of employing the dimensions of both sex, age in organizations since the studies have proven that sex and age diversity solidify the performance of the organization (Kreitz, 2008) and also in achieving the competitive advantage (Kochan et al., 2003) aside from the fact that there are numerous studies that showed attention to the subject of diversity of both sex and age, there is no study that directly test the relation between the diversity of sex, age and team effectiveness , this does not surely mean the absence of studies that tried to clarify this relationship form a conceptual point of view, as there are many studies that sprouted its ideas towards showing the role of sex and age as a main tool to support team

- effectiveness (Pelled,1996) this is where the current study comes in to test this relationship in the light of conceptual framework of preceding studies ... contribution 2
- Third, in the previous points it was made clear that diversity did not take its rightful share within measurement and testing. Thus, the current study if the first one to thrive to test the relation of both diversity variable, team effectiveness variables and it's dimensions (team cohesion, team goals, team skills, creativity, using resources, quality). Some previous studies aided the idea of supporting conceptual nature of this relationship (Ely and Thomas, 2001; Wang and Yaos, 2013) ... contribution 3
  - Fourth, a number of researchers paid attention to studying the relation between diversity and general performance (De Dreu et al., 2003; Qian et al., 2013; Horwitz and Horwitz 2007) on another aspect we notice that previous studies didn't show any attention to the relationship between diversity and excellent performance, in spite of the existence of many knowledge indicators that can be taken use of to prove the logical relationship between these variables (Ancona and Caldwell, 1992 ) naturally this leads to creating a knowledge downfall in the previous studies which the current study aims to support ... contribution 4
  - Fifth, the majority of previous studies that took on the subject of diversity, mainly focused on testing and studying the role of diversity in improving team performance whether it was on the financial or organization level (Yousuf and Feraousi, 2009) (Shemle et al., 2016 ) which means that the previous study paid attention to the role diversity and groups effectiveness on the short run which did not take in consideration its role in guaranteeing the success of organizations on the long run thus the current study sprouted from the ideas of (Eugene et al., 2011:137) to support the role of diversity in guaranteeing permanent excellent performance... contribution 5

**By observing the ideas of the researchers that have been reviewed in previous studies, it is possible to point out the most important benefits achieved for the current research**

- a) To deepen the intellectual perspective of the subject of research through the use of what is stated in the cognitive efforts that have been addressed, which represents the topics adopted by the current research such as the diversity of staff and the effectiveness of the team and the performance of outstanding topics of importance and vital in the field of human resources management, which received attention by many researchers such as (Cox, 1991), the previous studies highlighted the results and proper employment in the organizations. studies have shown that the diversity of workers contributes to enhancing the performance of the organization and aims to maintain the balance, between the organization and its environment and the surrounding variables, it also reflects the dynamic aspects of diversity where diversity plays a pivotal role in organizational life (Ole, 1998) and how this change is affected by diversity in operations and performance teams (Thomas and Eli, 1998),in spite of the numerous studies that dealt with these subjects, there is no study that directly tests the relationship between the variables of research, but this does not mean the absence of studies that tried to clarify this relationship from a conceptual point of view, there are a number of studies that have put some of their

ideas in the direction of highlighting the role of diversity and high performance, and the previous studies have a role in framing the theoretical and intellectual side in building logical links between current research variables.

- b) The majority of previous studies (Coleman, 2001; Van Kanippen Berg et al., 2004) were not directly related to the subject of research, which led the researcher to choose the subject of the current research and its variables, so as to contribute as much as possible to complete the research process and enrich the knowledge and application of the variables of research in taking this subject.
- c) Determining the basic dimensions of the research variables referred to by most studies as the cornerstone for constructing the existing schema for the current research.
- d) To identify the methodology of these studies and how to prepare them properly, which makes it easier for the researcher to build a clear and clear methodology for the current study.
- e) To identify the results of the previous studies and it may facilitate the way for the researcher to identify the aspects dealt with by those studies.
- f) Previous studies have directly contributed to the construction of the current research standards for the diversity of employees, team effectiveness and outstanding performance. By looking at the standards, questionnaires and tools used in similar studies (Eugene et al., 2011, p.137; Billy et al., 2002, p. 223; Baldrige, 2006, p.6).
- g) Through the study the researcher reached the building of an active and dynamic model of a proposal that could be adopted by the organization's sample research and other organizations as a basis for supporting its knowledge base.