The Effect of Diversity on Employee Sustainable Performance within NGOs Located in Lebanon after the Syrian War

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Abstract

This study aimed to investigate the current state of diversity in terms of (age – culture – religion - race) and the levels of sustainable performance within NGOs located in Lebanon after the Syrian war, and also to investigate the effect of diversity on employee sustainable performance within NGOs located in Lebanon after the Syrian war. The sample of the study consisted of (120) employees working at NGOs located Lebanon. The researchers adopted the analytical descriptive approach, which relied on questionnaires. The study yielded several results, including the following: "The current state of diversity related to NGOs located in Lebanon after the Syrian war", from the point of view of the research sample, was (high); and there are statistically significant differences at (0.05 significance level) in the opinions of the research sample about the questionnaire axes as a whole according to Training course variable, in favor of employees who had three or more training courses. The study presented several recommendations, including the need for Lebanese NGOs to continue overcoming the difficulties of diversity to achieve better competitive advantage.

Keywords: diversity – sustainable performance – NGOs – Syrian War – Lebanon.

1. Introduction

* **Background**

Sustainable performance is a state of operation in which an organization is dynamic in nature and aims at maintaining the creation of value continuously and sustainably for its key stakeholders. It is an approach of planning and operation based on the belief that by behaving while taking the needs of society and the environment into consideration, the organization becomes more capable of serving the needs of its key stakeholders more successfully. In doing so, an organization becomes more effective, as the sustainable performance approach is associated with improved and more efficient use of resources as well as improved performance in three main areas, which are the economic, the social, and the environmental (Abdullah et al., 2014, 118).

Another outcome of the constant and rapid changes in today's organizational environments is the emergence of a complex phenomenon that has

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become a reality that organizations have to adapt to, and that phenomenon is diversity. In essence, Diversity is a broad term referring to a wide variety of forms of difference and heterogeneity among members of social groups. Diversity may be in gender, culture, race, religion, among others.

Diversity has grown in prominence as an issue of fierce interest and concern, both in societal and academic contexts. However, managing diversity is still considered a complex and challenging task that cannot be accomplished by mere direction of well-intentioned efforts. In organizational reality, the dominance of certain groups (e.g., males, dominant racial groups, etc.) results in the undervaluation of the contribution of other groups as well as practicing various forms of exclusion (Ghorashi & Sabelis, 2013, 78).

Since both sustainable performance and diversity have become organizational realities and that maintaining their congruence is difficult to attain, organizations in which people are diverse would be expected to encounter complex organizational challenges. NGOs in Lebanon are among organizations in which diversity is a major characteristic, especially that Lebanon is a significantly diverse society. The situation has become particularly worrying in recent years due to

the outbreak of the Syrian civil war, which has resulted in a huge influx of Syrian refugees into Lebanon, further complicating the work of Lebanese NGOs.

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- **Definition of Terms:**
o **Diversity:**

Diversity is defined as the various forms of difference in culture, education, gender, race, and age among members of an organization (Mburu & Mwangangi, 2014, 13).

It is also defined as an approach of accepting and dealing with the differences among members of an organization based on various factors, including religion, nationality, disabilities, gender, etc. (Karodia et al., 2014, 17).

o **Sustainable Performance:**

Sustainable performance is defined as an organizational process reliant on the attainment of short-term performance without hurting the organization's ability to attain long-term performance (Jaaron & Backhouse, 2019, 2).

It is also defined as an organization's ability to sustain a level of performance that exceeds average levels over time (Sassoon, 2010, iii).

o **Non-Governmental Organizations (NGOs):**

NGOs are defined as organizations that are not associated with the country's government, as these organizations are established by the civil society, which encompasses a wide range of organizations that include trade unions, religious associations, community groups, and charities (Tibbitts, 2012, 10).

These organizations are also defined as non-profit organizations with private ownership and management that aim at improving the life conditions of people belonging to disadvantaged groups in society (Navarro-Flores, 2011, 48).

2. Literature Review:
First: Diversity:
- **Nature of Diversity in Contemporary Organizations:**

Policies and systems of diversity differ in nature between organizations of the public and private sectors. In private sector organizations, the commitment by the management to implementing diversity management approaches differs based on the purpose of implementing the approach. Diversity management policies in private sector organizations are implemented either for economic (improving organizational performance) or noneconomic (supporting multiculturalism or as a result of legal requirements). The former is more likely to be implemented with commitment compared to the latter. In the public sector, however, the implementation of diversity policies is more geared toward serving the purposes of legitimacy. Implementing such policies has higher symbolic importance for public sector organizations compared to what the case is in private sector organizations (Groeneveld & Verbeek, 2012, 360).

The success of diversity in organizations is influenced by several factors, one of the most important of which is the level of openness to diversity, which is an attitude among members of the organization and that compels them to be accepting and tolerant toward the areas of similarity and difference among members of the organization. As naturally expected, openness to diversity has positive effects on diversity in organizations, as the stronger the openness the more respectful the members of the organization are to the others who differ in terms of demographic characteristics (Lauring & Selmer, 2012, 157).

- **Forms of Diversity in Organizations:**
o **Age Diversity:**
There are various reasons why age diversity has

become a reality in organizations globally. The most important of these reasons are summed up in the following points (Boehm & Kunze, 2015, 33-34):

1. Due to the difficulty of finding junior employees with the right set of competencies, organizations have become more accepting of employees belonging to categories that have long been neglected, such as those belonging to older age groups.
2. Many organizations are abandoning the introduction of early retirement programs, leading to a significant growth in the numbers of employees belonging to older age groups.
3. In many countries around the world, there have been efforts toward reducing the number of years of education, leading to the inclusion of people belonging to younger age groups into the workforce.

o **Cultural Diversity:**

Diversity of cultures within the organization may not be immediately identifiable. Cultural diversity is a two-edged sword; it can result in either negative or positive effects. First, with regards to negative effects, the differences in culture create a fertile space for conflicts among employees, and that is even in interactions that are of no relation to work. For example, American and Japanese employees may have disagreements in casual conversations over events of World War II. The nature and effects of such disagreements vary between trivial and even serious. Such disagreements would typically nurture interpersonal negative sentiments, leading to creating a negative atmosphere among employees and also decreasing the level of the organization's productivity (Martin, 2014, 89).

However, cultural diversity may also be associated with positive effects. The diversity of cultures in an organization is correlated with a variety of opinions and styles of thinking among its members. In such circumstances, the knowledge base available in the organization becomes diverse. Cultural diversity also helps an organization in attaining success in international expansion without encountering major issues in adaption and assimilation, especially in cases when there are members of the organization who share the same culture as the local society (Martin, 2014, 90).

o **Racial Diversity:**

The nature of relations among employees belonging to different racial groups is a reflection of the relations among these groups in society. For example, in the United States, Whites are stereotypically viewed as more competent and as

possessing inherent superiority compared to other groups in the country. As a result, Whites are significantly more likely to be elevated to leadership positions in their organizations. This typical pattern may result in adverse organizational outcomes. For example, an environment in which racial stereotypes are prevalent, employees who belong to racial groups that are deemed inferior will have strong feelings of fear of encountering prejudice and stereotypical judgments by others (Ely et al., 2012, 343-344).

Moreover, racial diversity may result in a significant asymmetry of power relations in work groups, and this, in turn, may affect performance. This problem may lead to issues with regards to organizational learning and problem solving. Unfortunately, racial diversity is often associated with issues of trust among racial groups. Employees belonging to minority groups will often be reluctant to engage in discussions or present suggestions out of fear that they may be misunderstood (Ely et al., 2012, 344-345).

o **Religious Diversity:**

With the increased diversity of human resources in contemporary organizations, a natural and expected outcome is to find rituals belonging to several religions being practiced in organizations. This creates an urgent need for openness and tolerance toward religious diversity. In fact, this may yield positive outcomes for the organization. In general, organizations in which religious tolerance prevails are more likely to achieve organizational success. However, the potential negative effects of religious prejudice should not be neglected (Messarra, 2014, 60).

• **Theories Explaining the Phenomenon of Diversity:**
o **Social Identity Theory:**

The social identity theory posits that people categorize themselves based on characteristics that can be instantly identified and distinguished. The classification on these bases is purposeful; it aims at defining whether someone is similar (belonging to the in-group) or dissimilar (belonging to the out-group). By nature, individuals have the desire to find their in-group in positive conditions. This is attributed to two reasons: first, human beings are inherently driven toward having positive feelings about themselves. Second, the in-group is valued by individuals due to that it is viewed as an extension of oneself. This situation leads to biases and exaggerations in how to view the positive or negative characteristics of the in-group or out-

groups (Hebl & Avery, 2013, 680).

In practical reality, this means that in diverse organizational environments, people belonging to similar groups will naturally tend to classify themselves into groups that share similarities. From that perspective, nearly any area of similarity can be a basis of grouping, with examples of these areas including, age, race, gender, culture, etc. This conclusion highlights the fact that maintaining healthy diversity may be challenging in contemporary organizations.

o **Social Role Theory:**

The social role theory posits that in social contexts individuals' behaviors are guided by certain rules concerning their behaviors. Role expectations do not only concern the performance of job tasks, but they also include what concerns the relationships, communication, and interactions with others. The theory suggests that each individual is assign a social "role" in the social contexts of organizations, and the nature of this role is defined and shaped by certain sources, such as the work group, subgroup, among others (Sanders, 2014, 1401).

This theory is particularly interested in gender diversity. From this theory's perspective, roles of males and females in organizations are defined and shaped through stereotypes. These stereotypes, in turn, are based on observed behaviors associated with the roles that members of each gender perform in various contexts. For example, in most societies, men assume the roles of breadwinners and providers of livelihood, while women assume the roles of homemakers. Moreover, men typically enjoy a higher status in different social contexts. Characteristics typically exhibited by men include assertiveness and dominance (agentic in nature), while those exhibited by women include affection and sympathy (communal in nature). As a result, men would be placed in more influential and significant roles compared to women in different social contexts. This has its consequences on the treatment of men and women in organizations characterized by gender diversity (Bosak & Sczesny, 2011, 235).

- **Effects of Diversity in Organizations:**
o **Positive:**

Diversity is also beneficial in improving the integration and sharing of knowledge in an organization. This is evident in the cases of racial diversity. Organizational environments with a more racially diverse makeup have improved opportunities for enjoying more effective interactions between the management and employees, and that is because with racial diversity comes diversity of knowledge bases available in the organization. As a conclusion, racial diversity is associated with improved capability of attaining competitive advantage and thus organizational performance. This is so because racial diversity promotes competitive intensity. The positive role of racial diversity in promoting competitive intensity is attributed to the following reasons (Andrevski et al., 2014, 822-823):

1. People with racially diverse backgrounds have different norms, beliefs, and values. This makes the management more open to diverse opinions and suggestions. All this helps in setting the environment for adopting competitive procedures and courses of action.
2. Since racial diversity is accompanied by diversity of perspectives, the management may have more diverse perceptions of the conditions in the business or organizational environment. This helps the organization in identifying and detecting possible opportunities or threats.
3. Racially diverse management teams are relatively immune to situations known as "competence traps". These situations occur as a result of overspecialization in certain areas of performance, such as certain technology or technique. This situation leads to a variety of adverse effects, such as the narrowness of areas of competitiveness as well as the easiness of losing the competitive advantage, since the competitive practices will be easily identified and copied.

o **Negative:**

Diversity is associated with differences among employees, and these differences may be either relation-related or of a surface-level type. Unless employee relations are effectively managed, conflicts among employees become highly prone to emerge. In diverse organizations, people would normally tend to group themselves with accordance to certain characteristics, such as age, gender, etc. Employees belonging to the same group would typically hold favorable attitudes towards others belonging to that group. The drawback of this behavioral pattern is that it severs communication and interaction among employees belonging to different groups, leading to the emergence of issues such as prejudice and exclusion, which are often associated with conflicts within organizations (Choi & Rainey, 2014, 309).

Moreover, organizations with a diverse workforce are prone to experiencing challenges in

areas such as motivation, coordination, integration, and conflict management. As an outcome, accomplishing work tasks would often require exerting more efforts compared to what is required in organizations with homogenous members. Moreover, diversity may lead to exclusion of certain groups of individuals from decision-making and information-sharing processes (Choi & Rainey, 2010, 111).

Second: Sustainable Performance

- **Definition and Nature of Sustainable Performance:**

Sustainable performance is a type of performance that occurs when an organization manages to attain satisfactorily performance for its stakeholders, while ensuring the serving of society and the environment. Sustainable performance has three main pillars, which are the economic, social, and environmental areas of sustainable performance (Hassan et al., 2018, 119).

The sustainable performance of an organization is multidimensional in nature. The main dimensions (or pillars) of sustainable performance are as follows (Jiang et al., 2018, 4):

1. Economic performance: this dimension concerns the organization's economic and

financial performance outcomes. This type of performance is measured by a variety of indicators. One of these indicators is the ability to grow, which is, in turn, measured by a number of factors that include the total volume of sales, net profits, and total value of assets.

2. Environmental performance: this area of performance concerns the organization's behaviors and interactions with the environment. Measures of performance in this area include the use of resources, the extent of pollution caused by the organization, and the adoption of measures and policies for protecting the environment.

3. Social performance: this area of performance concerns the social side of the organization's operation. Indicators of performance in this area include the organization's relationships with employees and key stakeholders as well social influence in the community. This area of performance is also concerned with the conditions and well-being of employees; indicators in that area include job security, safety measures, development and training, and attaining employees' job satisfaction.

There are mutual correlations among these three dimensions are illustrated in Figure (1):
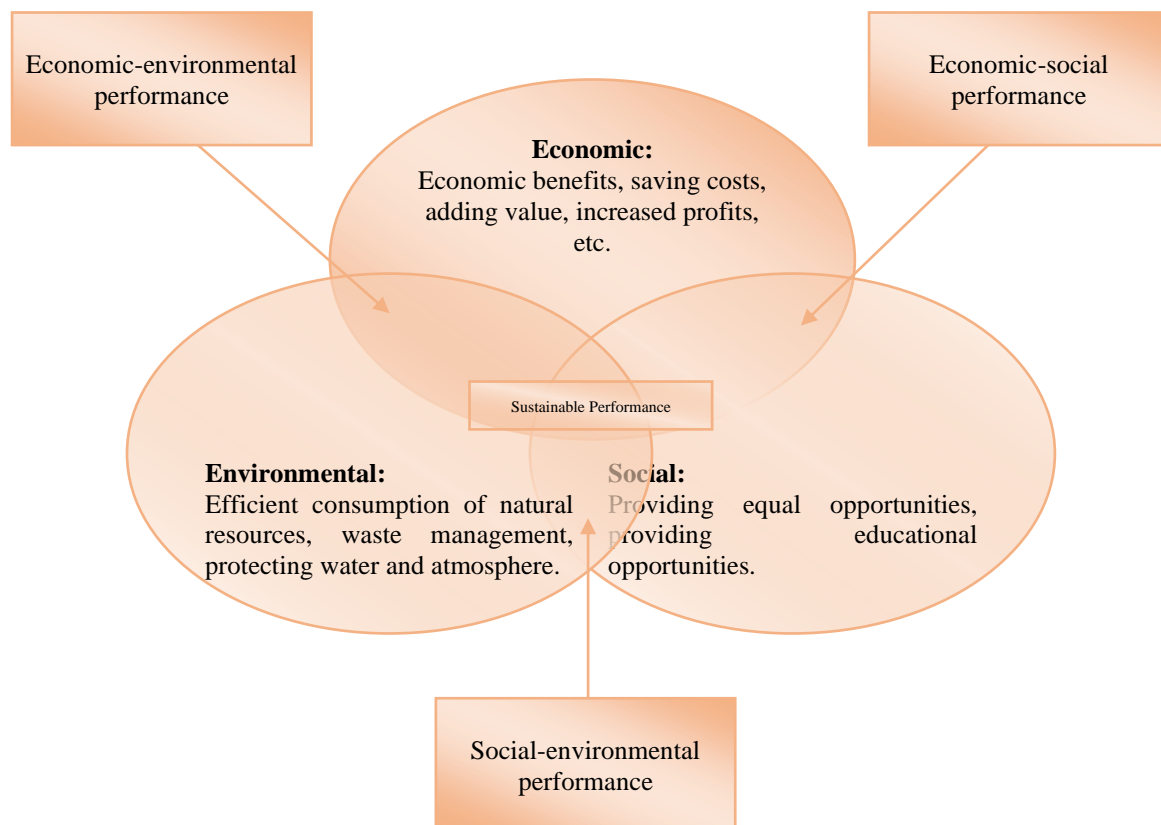

Figure 1. **Correlations among Dimensions of Sustainable Performance** (Source: Kocmanová & Dočekalová, 2014, 206).

- **Significance of Sustainable Performance in Organizational Contexts:**

Organizational success has no longer become merely synonymous with maximizing financial profits. Therefore, organizations are increasingly paying attention to the importance of attaining sustainable performance, as it takes into consideration meeting the organization's environmental and social needs as well. Nowadays, the success of organizations in not measured solely by financial indicators, as there are also non-financial indicators that measure the organization's success in performing activities related to a variety of other important areas of performance. Examples of non-financial indicators include risk management, conformity, safety, and employees' well-being (Radu, 2012, 455).

The importance of sustainable performance also stems from the fact that serving the environment and society helps the organization serve its targeted groups of customers as well as their stakeholders more effectively. By doing so, organizations become more innovative and constructive. Strategies that are conductive to sustainable performance instill a culture that encourages members of the organization to exert their maximum efforts for the good of the society, the economy, and the environment (Hassan et al., 2016, 432).

- **Requirements of Achieving Sustainable Performance:**

Achieving sustainable performance requires the availability of effective management. Frameworks adopted in that regard should arrive at ways to strike a healthy balance between the organization's social and environmental responsibilities on one hand and the economic or business goals on the other. Moreover, procedures of reporting should take into consideration all these dimensions simultaneously (Caraiani et al., 2012, 4991).

An important factor associated with attaining sustainable performance is sustainable competitive advantage. The more capable an organization is to achieve sustainable competitive advantage, the more likely it is to attain sustainable performance. The importance of sustainable competitive advantage in attaining sustainable performance emanates from that it gives an organization an improved capability to adapt to the dynamic nature of contemporary environments.

One of the most important factors associated with an organization's increased ability to attain competitive advantage is human resource management. Human resource management helps an organization increase and improve its dynamic capabilities, and this factor, in turn, is associated with improved ability to attain competitive advantage. This is so because human resource management enables the organization to reconfigure its members as a resource with accordance to what results in improving its dynamic capabilities (Breznik, 2014, 563).

Third: Non-Governmental Organizations (NGOs):
- **Definition and Nature of NGOs:**

NGOs are organizations operating independently and are composed of regular individuals as their members. These organizations are established through voluntary efforts and aim at achieving certain goals. They may be affiliated with either public or private sector organizations. They can also operate either within a local or international scope (Haider, 2013, 36).

However, an important thing to note about NGOs is that they do not include or host any type of representation or participation from any government. This often remains so even in cases when an organization is partially or fully funded by a governmental body. In such cases, NGOs remain being considered non-governmental organizations. Moreover, despite the fact that NGOs are formed legally in their countries, there is still a lack of precise legal definitions of them. This lack of consensus has led to the increased variety of terms used for referring to NGOs, with examples of these terms including "non-state sectors", "self-help organizations", "volunteer sector", "independent sector", among others (Uzuegbunam, 2013, 208).

- **Types of NGOs:**

NGOs are not homogenous in nature, as they differ in regards a variety of characteristics. One of the main areas in which NGOs differ is the domain of activities. From that perspective, NGOs are categorized into five main categories, which are illustrated in Figure (2):

- **Challenges Encountered by NGOs:**

NGOs encounter several challenges with regards to the processes of decision making. In these processes, tensions and conflicts are highly prone to occur due to the common expectation among the staff that decision making processes will involve all parties equally, when practically they don't; managers are often the ones who make the decisions. In the same context, another major related issue encountered in NGOs concerns governance issues and also the management of relations between staff members and managers.

There are also problems noted among NGOs with regards to the ineffectiveness of human resource management practices. Forms of ineffectiveness are found in areas such as recruitment, assigning work tasks and responsibilities, layoffs, training and development, and daily management. Moreover, it is worth noting that not all people who work at NGOs are volunteers; some of them are paid workers. Paid workers in NGOs often received wages that are notably lower compared to the common levels of wages in the private or public sector. NGOs also neglect the importance of training staff and developing their skills. Moreover, NGOs encounter a variety of challenges in different areas, such as weak expertise with regards to managerial and financial aspects of operation, self-sustainability, and communication with other organizations (Bromideh, 2011, 199).

Community Health Promotion and Education	Emerging Health Crises	Community Social Problems	Environmental	Economic
•Contraception and intimacy education. •General hygiene. •Waste disposal. •Water usage. •Vaccinations. •Youth counseling services.	•HIV/AIDS education and support. •Hepatitis B education. •Drug addiction recovery.	•Juvenile crimes. •Runaway girls. •Street children. •Prostitution.	•Sustainable water and energy consumption education. •Keeping mountains and forests clean.	•Microenterprises and micro loans. •Skill training (computer, technician training, catering services, clothing and textile, etc.). •Product promotion and distribution.

Figure 2. **The Main Categories of NGOs (Based on Area of Activity)** (Source: Bromideh, 2011, 199).

- **Overview of NGOs in Lebanon:**

NGOs are not a new phenomenon in Lebanon. In fact, origins of the work of NGOs in the country date back as far as the nineteenth century. NGOs have longed played pivotal roles in maintaining stability over the course of Lebanon's disturbed recent history. For example, during the devastating Lebanese civil war, which lasted between 1975 and 1990, NGOs played a critically important role in providing services to people in need. The total number of NGOs operating in Lebanon is not conclusively confirmed. The estimated number is as high as 15,000 NGOs in the country. However, when looking at the number of NGOs that are legally registered, about only 5,000 of them are. From among the registered NGOs, about only 700 maintain active and sustainable performance (AbouAssi, 2015, 221).

- **Challenges Encountered by NGOs in Lebanon:**

There is a variety of challenges plaguing the current state of NGOs in Lebanon. Several problems are noted in the commonly adopted style of governance. For example, the general assembly often dominates the responsibilities of decision making. This has its negative effects on how participative and influential member of NGOs are. For example, it is estimates that regular members of only approximately 53% of NGOs in the country have influential roles in decision-making processes. The bulk of contributions expected from regular members are often confined to financial donations and attendance of activities. At the same time, many members do not make financial contributions (membership fees) or even attend events, activities, or meetings. Another problem noted in NGOs in Lebanon today is that pertaining to the diversity of participation. In general, Lebanese NGOs tend to have specific political or religious orientations, making the involvement of members of a highly selective nature. Expanding the scope of membership remains a major concern to NGOs out of fear that this might lead to putting NGOs under the risk of being influenced by members with strong political tendencies. Moreover, there are also various forms of exclusion practiced against members belonging to certain groups, such as the disabled as well as women (AbouAssi, 2015, 221).

NGOs in Lebanon also suffer chronic issues when it comes to managing human resources. First, one of the most complex challenges encountered

by Lebanese NGOs is the inadequacy of human resources. Recent estimates indicate that approximately 56.5% of NGOs operating in Lebanon have paid employees, and the average number of people working per NGO belonging to that particular group is approximately 10. There is also the problem of lack of professionalism in the conduction of activities. Moreover, the positives of NGOs as employers do not outweigh the negatives. For example, it is true that finding a job opportunity in an NGO is considerably easier compared to that in the private and public sectors, but the offered wages are notably lower and not on par with what is offered in the other two sectors. Additionally, the nature of work at Lebanese NGOs is not suitable for building a career path. In fact, in many cases, NGOs resort to employing people by contracting on the basis of individual projects so as to eschew the requirement of offering employees social security payments (AbouAssi, 2015, 223).

- **Lebanese NGOs and the Syrian Civil War Crisis:**
Education is one of the main areas of activity in which Lebanese NGOs have played a prominent role during the devastating Syrian civil war. The prominent role of NGOs in that regard emanates from the failures of the public sector in dealing with the educational needs of refugees. Only a limited fraction (e.g., approximately 26.4% in 2014/2015) of students find educational opportunities in public schools. Moreover, the ones who are actually enrolled in schools encounter a variety of problems, which include costliness of transportation, victimization, and difficulties in language learning. As a result, the dropout rate among refugees has significantly risen, reaching to approximately 70%. Additional challenges are caused by the lack of awareness with regards to the processes of registering students, among both school leaders and children's parents. As an outcome, many parents have decided not to seek education for their children in public schools across Lebanon (El-Ghali et al., 2016, 2).

Lebanese NGOs have presented major contributions to deal with these issues, with examples of these contributions including offering remedial classes at schools overseen by the Ministry of Education and Higher Education, offering educational acceleration, and also offering classes for teaching numeracy and literacy skills to illiterate children. Many NGOs have gone as far as establishing new schools for the specific purpose of providing education to refugees' children, in spite of the strict prohibition by the Ministry, on the ground that the Ministry is the sole organization in Lebanon that has the legal authority to manage and oversee educational affairs (El-Ghali et al., 2016, 2).

3. Theoretical Framework Development:
According to what Cheah et al. (2018) indicated, an organization can attain sustainable performance even in the light of turbulence in its industry. In fact, turbulence, in itself, can be a stimulant of sustainable performance. However, the results highlighted the importance of innovativeness of the business model adopted by the organization in order to be able to attain sustainable performance under such conditions.

Modern organizational realities have resulted in the emergence of other organizational necessities alongside sustainable performance, which prominently include diversity. Unlike what might be typically thought, diversity does not constitute an impediment or barrier to organizational growth or success; in fact, diversity may bring positive outcomes to the organization. Several studies have discussed the potential positive outcomes associated with increased diversity among members of an organization.

Hsiao et al. (2015) investigated the effects of organizational diversity on the behavior on employees. According to the study's results, promoting diversity in the workplace is a factor that can lead to a number of positive organizational outcomes. The results showed that diversity is positively correlated with organizational citizenship behavior and job performance.

Despite the positive results indicated by recent studies concerning the importance of attaining sustainable performance in contemporary organizations and the role of diversity in that regard, some studies present different conclusions. Some studies indicated that attaining sustainable performance in the light of diversity may represent a significantly complex challenge, and this challenge emanates from a group of both internal and external factors.

First, with regards to internal factors, Kazemian et al. (2016) indicated that competitor orientation (an important dimension of market orientation) does not play a role in promoting financial and management sustainable performance in an organization. This implies that sustainable performance may not be achievable by merely introducing positive organizational changes, which means that attaining sustainable performance is a considerable challenge.

Second, with regards to external factors, Forstenlechner et al. (2010) highlighted the fact that the nature of the political environment may

negatively impact the attitudes toward diversity among employees. Specifically, if an organization is operating in the light of a traditional political environment, its employees are less likely to be tolerant towards the idea of diversity. This makes diversity more of an inhibitory factor than a stimulant to attaining sustainable performance.

Based on the above, the problem of the study can be demonstrated through the following question: "What is the effect of diversity on employee sustainable performance within NGOs located in Lebanon after the Syrian war?"

- **Questions of the Study:**
- What is the current state of diversity in terms of (age – culture – religion - race) within NGOs located in Lebanon after the Syrian war?

- What are the levels of sustainable performance within NGOs located in Lebanon after the Syrian war?
- What is the effect of diversity on employee sustainable performance within NGOs located in Lebanon after the Syrian war?

- **Conceptual Framework:**
The present study aims to investigate the correlation between diversity (independent variable) and sustainable performance (dependent variable) in NGOS operating in Lebanon after the Syrian War. The study is also interested in investigating the influence of demographic variables (mediating variables) in this correlation. Thus, the conceptual framework of the study is as illustrated in Figure (1):
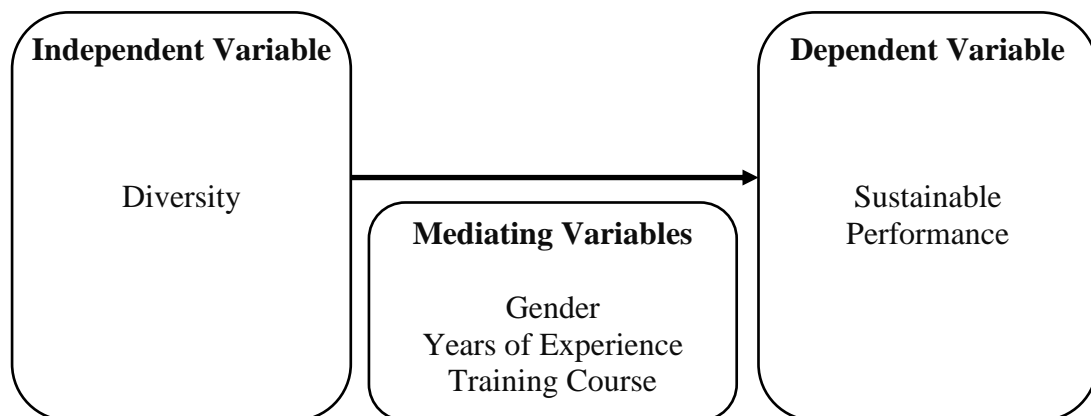

Figure 3. **Conceptual Framework of the Study**

4. Research Methodology:
In order to achieve the objectives of the research, the researchers used the descriptive, analytical, relational approach as the study method, which is one of the forms of structured scientific analysis and interpretation to describe a specific phenomenon or problem and quantify it by collecting data and specific information about a phenomenon or problem, classifying it, analyzing it and subjecting it to careful study.

- **Research Population and Sample:**
The current study population includes all employees working at NGOs located in Lebanon after the Syrian war. The study sample included (120) employees to represent the research population.

- **Sample Collection:**
The researchers adopted the random sampling method. It is a sampling method in which each

member of the study population has an equal chance of being selected as a part of the final sample. The purpose of the random sampling method is to have an unbiased selection of sample members.

- **Characteristics of the Research Sample:**
Frequencies and percentages of respondents were calculated according to (Gender - Years of experience - Training courses).

a) **Distribution of the sample according to gender:**
Table 1: **Distribution of the Sample According to Gender**

S	Gender	Frequency	Percentage
1	male	45	37.5%
2	female	75	62.5%
	Total	120	100.0%

Table (1) shows that (37.5%) of the sample are males, while (62.5%) are females.

b) Distribution of the sample according to years of experience:
Table 2. **Distribution of the Sample According to Years of Experience**

S	Years of experience	Frequency	Percentage
1	less than 5 years	36	30.0%
2	from 5 years to less than 10 years	59	49.2%
3	10 years and above	25	20.8%
	Total	120	**100.0%**

Table (2) shows that (30.0%) of the sample have less than 5 years of experience; (49.2%) have between 5 to 10 years of experience; and (20.8%) have more than 10 years of experience.

c) Distribution of the sample according to Training courses:
Table 3. **Distribution of the Sample According to Training Courses**

S	Training courses	Frequency	Percentage
1	None	10	8.3%
2	Less than three courses	27	22.5%
3	Three or more training courses	83	69.2%
	Total	120	100.0%

Table (3) shows that (8.3%) of the sample did not have any training courses and (22.5%) had less than three courses, and (69.2%) had three or more training courses.

- **Research instrument:**

The questionnaire in its final form contained two main parts:

The first part: includes the basic data of the sample members (gender - years of experience – training courses).

The second part: includes the dimensions of the questionnaire. The questionnaire, in its final version, consisted of (25) statements distributed on two main dimensions:

The first axis: "the reality of diversity related to NGOs located in Lebanon after the Syrian war", consisting of (10) statements.

The second axis: "levels of sustainable performance in NGOs located in Lebanon after the Syrian war", consisting of (15) statements.

A five-level Likert scale (very high – high – medium – weak – very weak) was used.

5. Findings and Analysis:
- **Presentation and discussion of the main question:**

To answer these questions, the mean and standard deviation of the total score for each axis were calculated; the results are explained in Table (4):

Table 4. **the Effect Of Diversity on Employee Sustainable Performance Within NGOs Located in Lebanon After the Syrian War**

S	Axis	Mean	Standard deviation	Response degree
5	First axis: "the current state of diversity related to NGOs located in Lebanon after the Syrian war"	3.46	.530	High
	Second axis: "levels of sustainable performance in NGOs located in Lebanon after the Syrian war"			
	First dimension: social performance	3.90	.695	High
	Second dimension: economic performance	3.43	.672	High
3	Third dimension: environmental performance	3.35	.871	High
	The total score of the second axis	3.56	.630	High
	The total score of the questionnaire	3.51	.532	High

Table (4) shows that the current state of diversity related to NGOs located in Lebanon after the Syrian war from the point of view of the sample members came with a (high) degree, where the total mean for the first axis was (3.46) with a standard deviation of (.530).

The table also shows that "levels of sustainable performance in NGOs located in Lebanon after the Syrian war", from the point of view of the sample members, came with a (high) degree, where the total mean for the second axis was (3.56) with a standard deviation of (.630).

The order of the dimensions of the second axis was as follows:

First dimension: social performance ranked first with a mean of (3.90) and a standard deviation of (.695); ranked second was the Second dimension: economic performance, with a mean of (3.43) and a standard deviation of (.672); and ranked third was the Third dimension: environmental performance, with a mean of (3.35) and a standard deviation of (.871).

- **Discussion of study hypotheses: are there statistically significant differences (at 0.05 level) in the opinions of the study sample about the questionnaire axes according to (Gender – Years of experience – Training courses)?**
- o **First: are there statistically significant differences (at 0.05 level) in the opinions of the study sample about the questionnaire axes according to** Gender:

To reveal the differences in the responses of the sample members about the total degree of questionnaire axes according to the gender variable, the researchers applied the "Independent Samples Test" to clarify the significance of the differences in the answers of the research sample as shown in Table (5):

Table 5. **the Results for the "Independent Samples Test" for the Differences in the Answers of the Research Sample about the Questionnaire Axes and the Total Score According to the Difference in Gender**

Axis	Gender	S	Mean	Standard deviation	Df	"T" value	Sig.	Significance level
First axis: "the current state of diversity related to NGOs located in Lebanon after the Syrian war"	male	45	3.48	.563	118	.388	.698	Not significant at 0.05>
	female	75	3.44	.513				
Second axis: "levels of sustainable performance in NGOs located in Lebanon after the Syrian war"	male	45	3.56	.705	118	-.041	.968	Not significant at 0.05>
	female	75	3.56	.586				
Total score	male	45	3.5244	.59484	118	.124	.902	Not significant at 0.05>
	female	75	3.5120	.49490				

It is evident from the results shown in Table (5) that:

- There are no statistically significant differences at (0.05) significance level in the opinions of the research sample about the first axis "the current state of diversity related to NGOs located in Lebanon after the Syrian war" according to Gender.
- There are no statistically significant differences at (0.05) significance level in the opinions of the research sample about the second axis "levels of sustainable performance in NGOs located in Lebanon after the Syrian war" according to Gender.
- There are no statistically significant differences

at (0.05) significance level in the opinions of the research sample about the questionnaire axes as a whole according to gender.

- o **Second: are there statistically significant differences (at 0.05 significance level) in the opinions of the research sample about the questionnaire axes according to Years of Experience?**

To answer this question, One Way Anova was tested to clarify the significance of the differences in the answers of the study sample vocabulary according to the study variable (Years of experience). The results of the analysis were about what was included in the study axes, as shown in Table (6):

Table 6. **Results of (One Way Anova) of the Differences in the Responses of the Study Sample about the Study Axes According to Years of Experience**

Axis		Sum of squares	Df	Mean square	F	Significance level
The first axis "the current state of diversity related to NGOs located in Lebanon after the Syrian war"	Between groups	.589	2	.294	1.049	.354
	Within groups	32.844	117	.281	---	
	Total	33.433	119	---	---	
The second axis "levels of sustainable performance in NGOs located in Lebanon after the Syrian war"	Between groups	.241	2	.121	.300	.742
	Within groups	47.064	117	.402	---	
	Total	47.305	119	---	---	
Total score	Between groups	.359	2	.179	.629	.535
	Within groups	33.339	117	.285	---	
	Total	33.698	119	---	---	

It is evident from the results shown in Table (6) that:

- There are no statistically significant differences at the significance level (0.05) in the opinions of the research sample on the first axis, "the current state of diversity related to NGOs located in Lebanon after the Syrian war" according to the variable Years of experience.
- There are no statistically significant differences at the significance level (0.05) in the opinions of the research sample on the second axis "levels of sustainable performance in NGOs located in Lebanon after the Syrian war" according to the years of experience variable.
- There are no statistically significant differences

at the significance level (0.05) in the opinions of the research sample about the axes of the questionnaire as a whole according to the Years of experience variable.

o **Third: are there statistically significant differences at the significance level (0.05) in the opinions of the research sample about the questionnaire axes as a whole according to the variable of Training courses?**

To answer this question, One Way Anova was tested to clarify the significance of the differences in the answers of the study sample vocabulary according to the study variable (Training courses). The results of the analysis were about what was included in the study axes, as shown in Table (7):

Table 7. **Results of (One Way Anova) of the Differences in the Responses of the Study Sample about the Study Axes According to Differences in Training Courses**

Axis		Sum of squares	Df	Mean square	F	Significance level
First axis: "the current state of diversity related to NGOs located in Lebanon after the Syrian war"	Between groups	1.382	2	.691	2.522	
	Within groups	32.051	117	.274	---	.085
	Total	33.433	119	---	---	
Second axis: "levels of sustainable performance in NGOs located in Lebanon after the Syrian war"	Between groups	2.829	2	1.414	3.721	
	Within groups	44.476	117	.380	---	.027
	Total	47.305	119	---	---	
Total score	Between groups	2.174	2	1.087	4.035	
	Within groups	31.524	117	.269	---	.020
	Total	33.698	119	---	---	

It is evident through the results shown in Table (7):

- There are no statistically significant differences at the significance level (0.05) in the opinions of the research sample on the first axis, "the current state of diversity related to NGOs located in Lebanon after the Syrian war" according to the training courses variable.
- There are statistically significant differences at the significance level (0.05) in the opinions of

the research sample on the second axis "levels of sustainable performance in NGOs located in Lebanon after the Syrian war" according to the Training courses variable.

- There are statistically significant differences at the level of significance (0.05) in the opinions of the individuals of the research sample on the axes of the questionnaire as a whole according to the training courses variable.

Table 8. **The Results of the "Kruskal-Wallis Test" Analysis to Determine the Direction of the Differences in the Answers of the Study Sample about the Axes of the Questionnaire and the Overall Score According to the Variable of Training Courses**

Axis	Training courses	No.	Mean rank	Chi square	Df	Significance level
Second axis: "levels of sustainable performance in NGOs located in Lebanon after the Syrian war"	None	10	67.50			
	Less than three courses	27	54.67	8.812	2	.012
	Three or more training courses	83	76.40			
	Total		120			
Total score	None	10	52.00			
	Less than three courses	27	72.91	9.154	2	.010
	Three or more training courses	83	79.26			
	Total		120			

In order to determine the differences in the opinions of the research sample about the total score according to the variable of training courses in favor of any of the sample groups, the Kruskal-Wallis Test was used and the test result was as follows:

The results explained above show the following:

- There were statistically significant differences at the level of significance (0.05) in the opinions of the research sample on the second axis "levels of sustainable performance in NGOs located in Lebanon after the Syrian war" according to the Training courses variable in favor of recipients of three or more training courses with a mean rank of (76.40).

- There were statistically significant differences at the level of significance (0.05) in the opinions of the research sample about the total score according to the Training courses variable in favor of recipients of three or more training courses with a mean rank of (79.26).

6. Discussion

The researchers believe that in the scores of Table (7) "the effect of diversity on employee sustainable performance within NGOs located in Lebanon after the Syrian war" had a high degree which can be attributable to that the diversity of the workforce in the workplace has an important and influential role in avoiding organizational conflict, as diversity has many goals, the most important of which is the development of administrative and executive work methods, and it also increases the chances of honest competition between the various employees to gain the trust of management and continue in their job as long as possible.

Perhaps the reason for this is the keenness of management boards of NGOs in Lebanon to adopt organizational policies that oppose favoritism and pay attention to encouraging communication and interaction among a diverse team of workers.

This result corroborates what is highlighted by the study of Hsiao et al. (2015), which indicates that diversity among the employees increases their productivity and improves their job performance levels, thereby leading to improving their ability to attain sough goals.

It is also evident from Table (4) that the levels of sustainable performance in the NGOs in Lebanon after the Syrian war were to a high degree, and the reason for this may be that the management in those organizations followed modern administrative methods based on providing employees with appropriate job experiences and competencies through continuous training of employees and human resources officials on impartiality and acceptance of diversity, and building an organizational culture that accepts diversity and rejects discrimination and prejudice, which directly contributed to improving performance and increasing its levels in the sample organizations.

This result concurs with the results demonstrated by Sitawati et al. (2015), which indicates that the levels of sustainable performance in organizations are generally (high). However, the result contradicts the results of the study by Cheah et al. (2018), which indicates that the levels of sustainable performance in contemporary organization are (moderate).

With regards to the results demonstrated in Table (5), which showed the lack of statistically significant differences among sample members' responses, as regards the gender variable, the researchers believe that they may be attributable to the fact that both males and females working within NGOs present in Lebanon after the Syrian war are experiencing close levels of impact of diversity on job performance levels.

This result corroborates the results presented by Lauring & Selmer (2012), which indicates the lack of statistically significant differences among the perceptions of sample members, as regards the gender variable.

Table (6) which showed the lack of statistically significant differences among sample members' responses, as regards the years of experience variable. The researchers believe that this result may be attributable to the convergence of the convictions of most of the sample members about the impact of diversity on the sustainable performance of employees within NGOs in Lebanon after the Syrian war. This result may be attributable to the direct contact among employees during work, which is presumed to have increased their ability to exchange and transfer experiences among each other, and also the similarity of their work responsibilities.

This result concurs with the results presented by Kazemian et al. (2016), which indicates the lack of statistically significant differences among the perceptions of sample members, as regards the years of experience variable.

From Tables (7) and (8), it was concluded that there were statistically significant differences among sample members' responses, as regards the training courses variable, for the favor of responses by those who have had three or more training courses.

This result contradicts the results highlighted by Kazemian et al. (2016), which did not indicate the existence of statistically significant differences among the perceptions of sample members, as regards the training courses variable.

The researchers believe that this result may be attributable to that the sample members who have obtained three training courses or more have a greater tendency to refrain from prejudice and accept diversity. This may be due to that training courses have helped sample members in expanding their knowledge on how to improve their job performance and avoid factors that can affect it, such as prejudice.

7. Conclusion
- **First: summary of the findings:**
– "The current state of diversity related to NGOs located in Lebanon after the Syrian war", from the point of view of the research sample, was (high).
– "The levels of sustainable performance in NGOs located in Lebanon after the Syrian war", from the point of view of the research sample, was (high).
– There are statistically significant differences at (0.05 significance level) in the opinions of the research sample about the questionnaire axes as a whole according to Training course variable, in favor of employees who had three or more training courses.

- **Second: research recommendations:**
– The need for Lebanese NGOs to continue to overcome the difficulties of diversity to achieve better competitive advantage.
– The need to provide more training and educational courses that deal with the significance and characteristics of intellectual and cultural diversity in Lebanese NGOs and make general use of them.
– The need to establish in Lebanese NGOs an organizational culture that accepts diversity and opposes discrimination and prejudice.

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