

# **Impact of Diversity Management on Customer Satisfaction Through Customer Relationship Management as A Mediator: An Applied Study of Ducting & Servicing Company, Kuwait**

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## **Abstract**

The current study investigates the mediating role of customer relationship management (CRM) in between diverse management and customer satisfaction. The researcher adopted a quantitative analytical technique and primarily a questionnaire was used for the study; of the 500 questionnaires given, 394 were returned, yielding a response rate of 78.8%. Researcher used a set of statistical tests and techniques such as simple, multiple regression, correlation, and structure equation modelling, using Statistical Package for the Social Sciences (SPSS) Version 25 and Analysis of Moment Structures (AMOS) Version 23. There are many results, the most important of which is: There is a statistical significant impact of diversity management on customer satisfaction, statistical significant impact of diversity management on customer relationship management (CRM) , There is a statistical significant impact of customer relationship management (CRM) on customer satisfaction , and finally customer relationship management (CRM) is mediating the relation between diversity management and customer satisfaction .The study concluded with a series of suggestions based on its findings, the most crucial of which is: Organisations should diversify their workforce to improve employee knowledge exchange, which will hasten the adoption of and comprehension of new cultures and methodologies. Organization should adopt strategies and plans in the customer relationship management (CRM) system to improve customer satisfaction.

Based on the findings, the study came to its conclusion with a number of recommendations. The most important of which is that organisations should alter their workforce which improves employee knowledge sharing and hasten the adoption of new cultures. To increase customer satisfaction, businesses should implement strategies and plans in the customer relationship management (CRM) system.

**Keywords:** Diversity Management, Customer relationship Management (CRM), Customer Satisfaction

## 1. Introduction

Massive technological advancements are breaking down international barriers and introducing cultures to new areas. Globalization has had a major impact on cultural change (Amadi and Akena, 2014). As a result of the business environment's rapid and continuous development, Today's companies are facing many challenges to fulfil the needs and desires of different type of customers. Keeping up with these advancements necessitates the creation of new strategies to deal with global cultures and boost organizations competitive advantages locally and globally (Sung and Choi , 2019).

Cultural diversity in the workplace has risen an importance as a result of the world's increased globalization. One beneficial impact is that people from various cultures often have distinct approach of thinking, evaluating, and interpreting situations (Roberson, 2019).

The cultural diversity of the workforce helps businesses and organizations to better comprehend the changing and various demands of their consumers. It is also useful in broadening of an organizations point of views, the formulation of a marketing strategies and planning for new operation (Alder, 2007).

Because it can be highly challenging to get creative ideas from homogeneous teams who have the same concept and same working attitude it is vital for creativity, innovation, and growth in organisations (Yadav, 2020). Therefore, organisations should adopt diversity at their workplace, in their own opinion to be more creative and adaptable.

Satisfied customers are the most significant resource for every business, they are like free advertising for the company. Implied customer experience is a key factor in motivating repeated buying. Therefore, it is very important to put customers on the centre of the business's strategies, activities, and operations. Organizations directing their strategies which ensure customer sustaining, and they hire their employees to be more customer-focused (Mohsan et al., 2011).

Customer relationship management (CRM) is a technique to managing a business's connection with its existing and potential customers by forging dependable relationships with them. CRM focuses on analysis of customer data and evaluate company's history to establish strong relationships with customers, focusing specifically on ways to keeping customers and increasing revenue (Al Annan, 2020).

By the Customer relationship management programs and its tools utilized, businesses can understand how to meet their needs better. Customer relationship management program, can get its information from various communication channels such as customer calls, pages, e-mail, its live chat as well as resources in addition to social media (Al-Gasawneh et al , 2022).

Accordingly, current research aims to explore the impact of the diverse management on customer satisfaction at Ducting & Servicing Company (DASCO) for manufacturing and contracting, Kuwait.

## 1.1 Research Problem

The business market in the Arab Gulf region in general and in the State of Kuwait in particular is characterized by multinational and multicultural market. Owing to people interaction in different cultures with different origins, beliefs, and backgrounds cultural diversity has become a rising trend.

Socio-cultural changes, economic transformation, globalization and rapid dynamic changing in the customer needs and desires forcing organizations to re-form their organizational values, norms, belief and their cultures.

Workforce diversity may have a positive impact with knowledge base variation, maximizing abilities, and tendency. On the other hand, it may cause negative effects such as increasing organizational personnel interpersonal conflicts. Workforce diversity can cause problems to organizations but also can be a solution, diversity can come with its disadvantages but also its benefits, it can be dangerous but also constructive.

When organization does not concern about diversity and has no good inclusion or get injustice in their workplace, both customers and employees are adversely affected. Then the challenge will be, how to extract the very essence of diversity and how to tactically manage it for the improvement of the employees and the organization.

Accordingly, the main problem of the current research can be formulated in the form of the next question:

- Does diversity management impact on customer satisfaction through customer relationship management as a mediator at DASCOS for manufacturing and contracting, Kuwait?

### **Study Importance**

This study will analyse some of the factors that have an impact on the management of the manufacturing, contracting, and intercultural interaction firm environments. It is anticipated that the findings will benefit researchers by advancing the management and industrial domains.

The study will provide an overview of the three factors (customer satisfaction, diversity management, and customer relationship management) and their relationships.

Finally, the findings of this study may help businesses understand how we can treat different cultures, how to get the most efficiency of a workforce diversity, and how to arrange it in a way that can result in a successful, long-lasting business.

### **Diversity programs and practices.**

A wide variety of different characteristics that have an impact on how people interact, depending on how diversity is handled. Age, gender, education, religion, country, and ethnicity are all examples of characteristics that contribute to diversity (Usmani, 2015).

### **Inclusive climate**

Inclusion in the workplace meant respecting and accepting people's differences. An inclusive environment is created when inclusion competencies are ingrained in an integrated management system (Jennifer & Francois, 2015).

### **Growth and advancement opportunities**

Perceived chance for progress that includes contributions being acknowledged and the representativeness of a qualified applicant pool. Employee opinions regarding whether there are equitable possibilities for growth for all employees can, for instance, be influenced by organisational compensation, promotion, and hiring systems (Jennifer & Francois, 2015).

### **Responsibilities distribution**

Also, can be called a power distribution which refers to both the differences in the influential authority of different identity groups as a result of the demographic distribution of identity groups in upper management levels. When employees believe that all minority groups have an equal voice in decisions and authority, a balanced power structure emerges. (Konrad & Linnehan, 2013).

### **Brand Credibility**

According to Zafar et al. (2019), a brand's perceived credibility depends on its willingness and ability to fulfil its promises to customers. Credibility is a belief in the reliability of brand-related product information. Whether a brand can be accepted by people in their minds completely depends on how they perceive it.

### **Customer relationship management (CRM)**

Customer relationship management (CRM) is a how to control business and interacts with its current and potential customers. It entails utilising technological tools to synchronise, organise, and automate corporate activities. (EL-Annan et al ., 2020)

### **Research Model**

Figure (1) shows the proposed complete conceptual model. It shows that the independent variable is diversity management. The dependent variable is customer satisfaction. The mediating variable is customer relationship management (CRM).

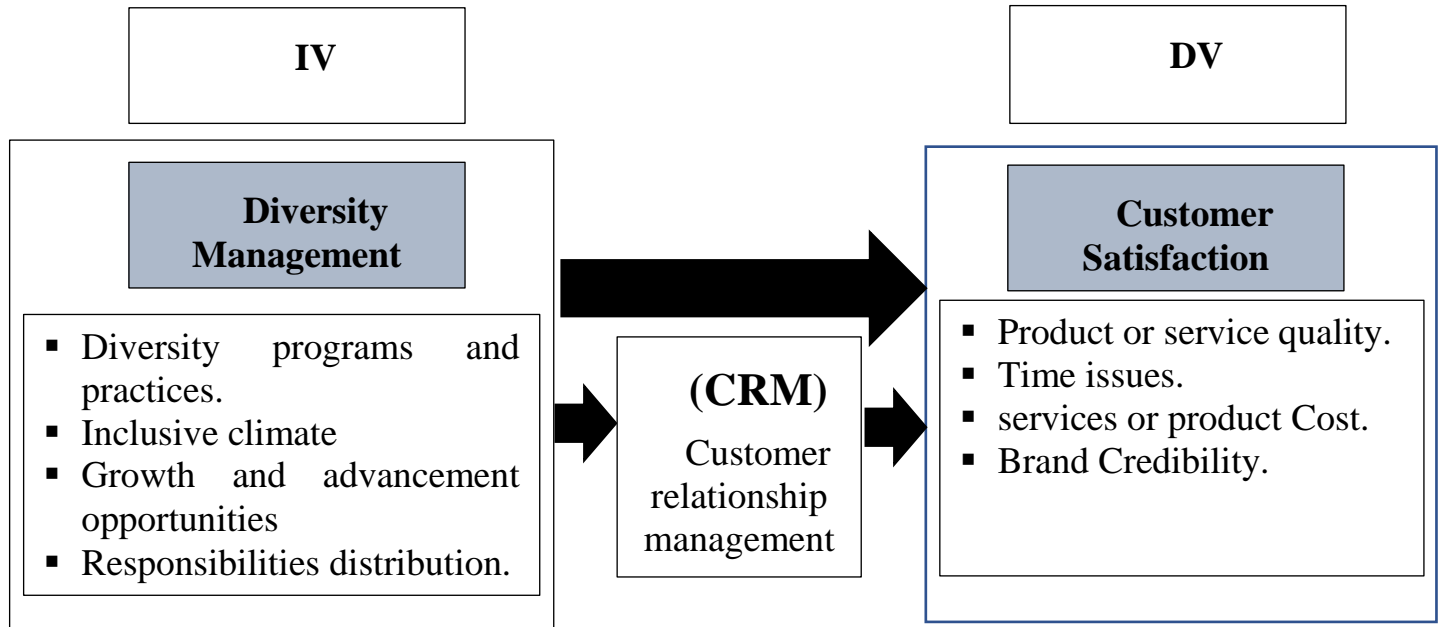


Figure (1) The Framework of the study

The research framework suggests that diversity management has an impact on customer satisfaction, has also impact on customer relationship management (CRM). diversity management as measured consists of diversity programs and practices, inclusive climate, growth and advancement opportunities, and responsibilities distribution. Customer satisfaction is measured in terms of product or service quality, time issues, services or product cost and credibility

### Research Questions

This study attempts to examine:

Q1: Is there an impact of diversity management on customer satisfaction at DASCO for manufacturing and contracting?

Q2: Is there an impact of diversity management on Customer relationship management at DASCO for manufacturing and contracting?

Q3: Is there an impact of Customer relationship management on customer satisfaction at DASCO for manufacturing and contracting?

Q4: Is there an impact of diversity management on customer satisfaction through Customer relationship management as a mediator at DASCO for manufacturing and contracting?

### Research Hypotheses

Based on previous studies we can conclude the following hypotheses to investigate if there is a significant correlation between diversity management and customer satisfaction.

H1: Diversity management has significant effect on customer satisfaction at DASCO for manufacturing and contracting.

H2: Diversity management has significant impact on customer relationship management (CRM) at DASCO for manufacturing and contracting.

H3: Customer relationship management has significant impact on diversity management at DASCO for manufacturing and contracting.

H4: Diversity management has significant effect on customer satisfaction through customer relationship management (CRM) as mediator at DASCO for manufacturing and contracting.

## 2. Methods

To find the impact of diversity management on customer satisfaction, the survey-based research approach was used. Secondary and primary data were used in this study. Researcher gathered primary data via questionnaire and informal interviews.

The population of the study included all DASCO for manufacturing and contracting customer the sample type for research is simple random sample, of DASCO customers

All employees and customers working in these companies were targeted, and (500) questionnaires distributed, and only (394) questionnaires returned with a ( 78.8%) Percentage form distributed.. After checking all returned questionnaires suitable and coded against SPSS 25 for further analysis.

Research tool (questionnaire) has three parts:

Demographic variables: age, gender, education level, position, and nationality.

The independent variable is diversity management, which contains four dimensions: Diversity programs and practices, Inclusive climate, Growth and advancement opportunities, Responsibilities distribution (Herdman & McMillan-Capehart, 2010)

Dependent Variable (customer satisfaction): The independent variable contains four dimensions: Product or service quality, Time issues, services or product Cost, and Brand Credibility. sourced from (Elhawa , 2013)

Mediating variable : Customer relationship management (CRM) sourced from (Sirbel , 2012)

### 2.1 Methods for testing research tool:

Before distributing questionnaire, in order to test reliability and validity, researcher used a set of methods as following:

#### 2.1.1 Reliability Test

Cronbach's Alpha coefficients of internal consistency used to test the consistency and suitability of the measuring tools, the reliable tools have a Cronbach's alpha above 0.70 and accepted if it is exceeding 0.60 Table (1) shows the Diversity Management Sub-Variables Cronbach's alpha ranges between 0.885 and 0.900. Moreover, it is for customer satisfaction Dimensions between 0.868 and 0.925, Finally Mediating Variable: Customer relationship

management (CRM) Cronbach's alpha coefficient is 0.931, as shown in table (1) all sub-variables and dimensions are above 0.70. Therefore, the tool reliability is assumed.

Table (4-1) Reliability Test (Cronbach's Alpha) for all Variables

Variable	No of Item	Item Range	Cronbach's Alpha
Diversity programs and practices.	7	7 - 1	0.900
Inclusive climate	7	14 - 8	0.931
Growth and advancement opportunities	6	20 - 15	0.895
Responsibilities distribution.	5	25 - 21	0.885
<b>Independent Variable: Diversity Management</b>	<b>25</b>		<b>0.963</b>
Product or service quality.	6	26-31	0.906
Time issues.	5	32 – 36	0.868
services or product Cost.	4	37 – 40	0.900
Brand Credibility	4	41 - 43	0.925
<b>Dependent Variable: Customer Satisfaction</b>	<b>19</b>		<b>0.964</b>
<b>Mediating Variable: Customer relationship management (CRM)</b>	14	44 - 57	0.931
			<b>0.960</b>

### 2.1.2 Validity Test

Two methods used to confirm validity: content validity assured through using different sources to collect the data such as books, researches, articles, dissertations, thesis, working

papers, journals, and the Internet. Face validity confirmed via the panel of judge committee. The principal component factor analysis with KMO was used to test construct validity, if the loading factor for each item within its group is more than 40%, this shows that each sub-variable is suitable with other loading factors more than 0.50 is good and accepted if it is exceeding 0.40). While Kaiser-Meyer-Olkin (KMO) is used to measure sampling adequacy, KMO values between 0.8 and 1 indicate that high sampling adequacy and 0.6 considered acceptable. Results & Discussion

### 2.1.3 Descriptive Analysis for Research Variables

Descriptive statistics is a tool that explains and gives a distinct understanding of the features of a certain data set, by giving short summaries about samples and how to measure the data.

Table (2) indicates the frequencies and percentages of the demographic characteristics of the respondents:

Table (2): Describe the characteristics of the demographic study sample

	demographic information	Frequen cy	%	Tot al
<b>Gender</b>	Female	228	57.87 %	394
	Male	166	42.13 %	
<b>Age</b>	less than 26 years	55	13.96 %	394
	More than 26 and less than 31 years.	122	30.96 %	
	More than 31 and less than 36 years.	86	21.83 %	
	More than 36 and less than 41 years.	75	19.04 %	
	41 years and more	56	14.21 %	
<b>Educatio n Level</b>	less than bachelor degree	24	6.09 %	394
	High degree	351	89.09 %	
	Diploma, Master or Doctorate	19	4.82 %	
<b>National ity</b>	Arabian	194	49.24 %	394
	Oriental	112	28.43 %	
	European	64	16.24 %	
	Other	24	6.09 %	

It is noted from Table (2) that the highest percentage of the sample was males, which constituted (57.87%) and their number (228), and the percentage of females was (42.13) with number of (166) females. It was also found that (30.96%) of the study sample members are between the ages of 26 and less than 31 years and their number is (122), while (21.83%) are between the ages of 31 and less than 36 years and their number is (86). It was also found that (89.09%) of the study sample have scientific qualifications with a bachelor's degree, and their number is (351), while (4.82%) of them hold a Diploma, Master or Doctorate and their number is (19). We note that there are many of nationalities of customers the sector deal with and they comes from many different countries (Bangladeshi , Philippine, Kuwaiti, Saudi Arabia, Egypt, Russian, American, ....) the most nationality was Arabian, (49.24%) of the



study sample members are Arabian, and their number is (194), while (28.43%) are Oriental, and their number is (112).

### 2.1.4 Hypothesis Test :

In order to test research hypothesis, researcher used many methods such as simple regression , multiple regression, correlation coefficient , and structure equation model and path analysisi for examing the medianing role of customer relationship management between Diversity Management and Customer Satisfaction as following :

**H<sub>1</sub>: There is a significant positive effect of Diversity Management (Diversity practices, Inclusive climate, Growth and advancement opportunities and Responsibilities distribution) on Customer Satisfaction.**

To examine previous hypothesis, the researcher depended on the multiple regression analysis to investigate the positive effect of Diversity Management on customer satisfaction. presented in Table (3).

Table (3): Regression analysis of Diversity Management on Customer satisfaction

	Unstandardized Coefficients		Standardized Coefficients	T	Sig
	B Coefficients	Std Err	Beta		
Cons	1.222	.238		5.140	.000
Diversity practices.	.264	.050	.264	5.254	.000
Inclusive climate	.157	.055	.147	2.845	.005
Growth and advancement opportunities	.165	.038	.196	4.296	.000
Responsibilities distribution.	.113	.037	.142	3.033	.003
		<b>R</b>	<b>R Square</b>	<b>F</b>	<b>Sig.</b>
		.522	.273	36.495	.000

Table (3) shows the positive effect of Diversity Management (Diversity practices, Inclusive climate, Growth and advancement opportunities and Responsibilities distribution) on customer satisfaction. Regression analysis achieves a medium degree of fit, which reflected by “R” and “R<sup>2</sup>” values (0.5225) , (0.273), which means that (0.273) of the explained variation in Customer satisfaction can be accounted for Diversity Management (Diversity practices, Inclusive climate, Growth and advancement opportunities and Responsibilities distribution).

Also, research data set illustrated the coefficient values of (.264) , (.157), (.165) , and (.113) for regression line. It means that, one unit increase in Diversity Management (Diversity practices, Inclusive climate, Growth and advancement opportunities and Responsibilities distribution) can significantly predict a (.264) , (.157), (.165) , and (.113) increase in Customer satisfaction.

Table (2) shows that the analysis of variance is significant with F value of (36.495) and (0.000) . This is indicator of goodness of model. Since the p-value is less than (0.05), it shows a statistically significant relationship between the variables at (0.95) confidence level.

This further supported the first hypothesis:

**At level ( $\alpha \leq 0.05$ ) , Diversity Management (Diversity practices, Inclusive climate, Growth and advancement opportunities and Responsibilities distribution) has a positive impact on Customer satisfaction.**

**H<sub>2</sub>: There is a significant impact of Diversity Management (Diversity practices, Inclusive climate, Growth and advancement opportunities and Responsibilities distribution) on Customer Management Relationship (CRM).**

To examine previous hypothesis, the researcher depended on the multiple regression analysis to investigate the positive effect of Diversity Management on Customer Management Relationship (CRM). presented in Table (4).

Table (4): Regression of Diversity Management on Customer Management Relationship (CRM)

	Unstandardized Coefficients		Standardized Coefficients	T	P value
	B Coefficients	Standard Error	Beta		
Diversity practices.	.079	.039	.087	2.009	.045
Inclusive climate	.103	.043	.107	2.389	.017
Growth and advancement opportunities	.309	.030	.406	10.293	.000
Responsibilities distribution.	.249	.029	.346	8.572	.000
Diversity practices.	.079	.039	.087	2.009	.045
		<b>R</b>	<b>R Square</b>	<b>F</b>	<b>Sig.</b>
		.677	.458	82.338	.000

Table (3) shows the positive effect of Diversity Management (Diversity practices, Inclusive climate, Growth and advancement opportunities and Responsibilities distribution) on Customer Management Relationship (CRM). The regression model scored a medium degree of fit, as shown by “R” , “R<sup>2</sup>” values (0.677) , (0.458), which means that (0.458) of the explained variation in Customer Management Relationship (CRM) can be accounted for Diversity Management (Diversity practices, Inclusive climate, Growth and advancement opportunities and Responsibilities distribution).

Also, research data set illustrated the coefficient values of (.79) , (.103), (.309) , and (.249) for the regression line. This means that a one unit increase in Diversity Management (Diversity practices, Inclusive climate, Growth and advancement opportunities and Responsibilities distribution) can significantly predict a (.79) , (.103), (.309) , and (.249) increase in Customer Management Relationship (CRM).

Table (4) shows that the analysis of variance F value of (82.338) and (0.000) . This means goodness of the model At (0.95) confidence level, there is a statistically significant relationship between the variables, since the Sig value is less than (0.05).

This further supported the second hypothesis:

**Diversity Management (Diversity practices, Inclusive climate, Growth and advancement opportunities and Responsibilities distribution) has a positive effect on Customer Management Relationship (CRM).**

**H<sub>3</sub>: There is a significant impact of Diversity Management (Diversity practices, Inclusive climate, Growth and advancement opportunities and Responsibilities distribution) on Customer Management Relationship (CRM).**

In order to investigate this hypothesis, the researcher depended on multiple regression analysis to examine the impact of Customer Management Relationship (CRM) on Customer Satisfaction. As shown in Table (5).

Table (5): Regression analysis of Customer Management Relationship (CRM) on Customer satisfaction

	Unstandardized Coefficients		Standardized Coefficients	T	P value
	B	Standard error	Beta		
Regression Constant	2.041	.200		10.217	.000
Customer Management Relationship (CRM)	.501	.049	.455	10.128	.000
		<b>R</b>	<b>R Square</b>	<b>F</b>	<b>Sig.</b>
		.455	.207	102.574	.000

Table (5) shows the positive impact of Customer Management Relationship (CRM) on customer satisfaction. Also, Table (4) shows that “R” and “R<sup>2</sup>” values (0.455) , (0.207), which means that (0.20) of the explained variation in Customer Satisfaction can be accounted for Customer Management Relationship (CRM).

The coefficient value of (.501) , for the regression line. This means that, a one unit increase in Customer Management Relationship (CRM) can significantly expected value of (.501) increase in Customer satisfaction.

Table (5) shows that ANOVA (F) value of (102.57) and (0.000) . This means model goodness. As the Sig value is less than (0.05), it means that at (0.95) confidence level, there is statistically significant relationship between the variables.

This further supported the third hypothesis:

**Customer Management Relationship (CRM) has an impact on Customer satisfaction.**

**H4: There is a significant impact of Diversity Management on Customer Satisfaction through Customer Relationship Management).**

To examine previous hypothesis, the researcher used path analysis, illustrated structure equation modeling (SEM) to ensure the effect of Diversity Management on Customer Satisfaction through Customer Relationship Management (CRM). As shown in Table (6).

Table (6): Mediating effect of Customer Relationship Management Path analysis between Diversity Management and Customer Satisfaction

			Estimate	S .E.	C. R.	P
CRM	<---	Diversity Management	.764	.048	15.915	* **
Customer Satisfaction	<---	CRM	.237	.060	3.973	* **
Customer Satisfaction	<---	Diversity Management	.515	.073	7.064	* **

Table (6) illustrates , that critical value calculated coefficient effect of the first path (Diversity Management & Customer Relationship Management) (15.915) with significant impact , Also the coefficient critical value calculated of the second path (Customer Relationship Management & Customer Satisfaction) (3.973) with significant impact, finally, the critical coefficient value calculated effect of the third path (Diversity Management & Customer Satisfaction) (7.064) with significant impact.

This finding means that Customer Relationship Management (CRM) has a significant statistical indirect impact between on the relationship between Diversity Management and Customer Satisfaction.

Table (7) illustrates, that Customer Relationship Management has a mediating effect between the Diversity Management and Customer Satisfaction. **Chi<sup>2</sup>** was (4.011) at level (0.05), **Chi2/DF** scored a goodness fit of model with a value of (2.006). Also the Goodness of Fit Index (**GFI**) scored (0.973) that is indication of goodness fit of model as it is near to one. Also, Comparative Fit Index (**CFI**) scored (0.965) that is indication of goodness fit of model as it is near to one, while the **RMSEA** was (0.053) approaching to zero, as Direct impact was (0.764) between Diversity Management and Customer Relationship Management, (0.515) between Diversity Management and Customer Satisfaction and (0.237) between Customer Relationship Management and Customer Satisfaction. Also the Indirect impact was (0.181)

between Diversity Management on Customer Satisfaction through Customer Relationship Management.

Table (7) Model Fit Summary

Chi Square	Chi-square/df	GFI	CFI	RMSEA
4.011	2.006	0.973	0.965	0.053

**GFI:** Goodness of Fit Index when it is near to 1.

**CFI:** Comparative Fit Index when it is near to 1.

**RMSEA:** Root Mean Square Error of Approximation is accepted when when it is proximity to Zero

Thus, accepted the main fourth hypothesis that states:

**There is a indirect significant impact of Customer Relationship Management on the relationship between Diversity Management and Customer Satisfaction .**

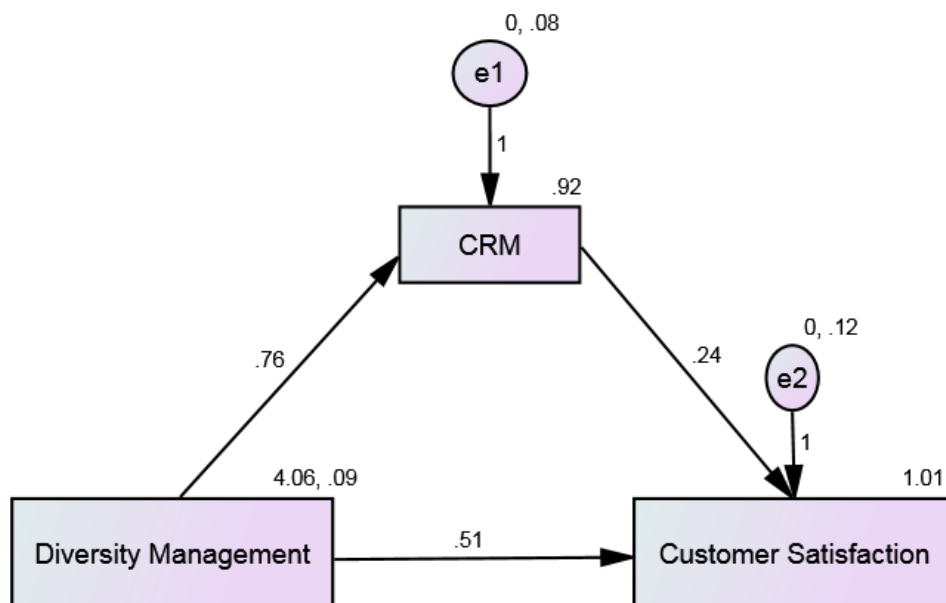


Figure (2): Mediating Path analysis for Study Variables

### 3. Conclusion & Recommendation:

The current study discussed the importance of workforce diversity management and its role gaining customer satisfaction and how relationship management can help managers to know customers desires in order for good engagement and emotional containment for current and prospective customers. In order to achieve the study objectives, the researcher relied set of statistical tests and techniques based on specialized statistical programs, and the researcher

reached a number of results, the most important that, diversity management policies had statistically significant impact on customer satisfaction. The result is consistent with (Francisco , 2020) and (Usmani., et al ,2015)., As far as their studies' results are concerned, they all proved a significant impact of diversity management on customer satisfaction. Not to mention that the difference in those researches is represented in the sample and the countries from which the data is collected. Also, this result agrees with result of (Karji , 2022) study , which found that there is an impact of diversity management on performance, also the current study results agreed with (Choi , 2022) study which found that there is an impact of diversity and turnover intention of employees, the current study results agreed with (Ohunakin et al, 2019) study which found that there is an impact of diversity management and inclusion on organizational outcomes (job satisfaction and job performance), Diversity management has significant impact on customer relationship management (CRM). The findings correspond with the findings of (Zygiaris et al.,2022 ) study which found that there is an impact of service quality on customer satisfaction, also, the current study results agreed with ( Habibi ( 2021). study which found that there is an impact of customer satisfaction on customer loyalty. Customer relationship management (CRM) has significant impact on customer satisfaction. The result is consistent with (Al Annan et., al , 2020) and (Choi et al, 2013) studies, As far as that studies' results are concerned, they all proved a significant impact of Customer relationship management (CRM) has significant impact on customer satisfaction. Not to mention that the difference in those researches is represented in the sample and the countries from which the data is collected.

Cultural diversity in the workplace efficiency depends on wellness of how it is managed by organisational top management since leaders may strengthen the benefits of cultural diversity with the correct strategic planning.

For effective Customer Satisfaction, organizations should provide good products or service quality, also, organizations should reduce cost and time of service to the lowest possible time. Most of the respondents agreed that, customer relationship management (CRM) system is a very good strategy for gaining customer satisfaction

#### Recommendation

When firms work in international market, multicultural workplace is considered the most important key success factor for remaining in this such markets, accordingly based on statistical results, we can present the following recommendation:

- Corporates should adopting workforce diversity management among staff, since it may improve knowledge sharing among staff members and hasten the adoption of and understanding of new cultures and process techniques.
- Intercultural workshops and training should be presented by organisations to raise understanding of diversity management strategies.
- Organizations should take into consideration the frequently changes that face the environment specially with multicultural workforce.

- In order to reach customer retention level, organizations have to increase customer satisfaction and do all ways to keep customers as long as possible.
- Organisations should implement plans and strategies in the customer relationship management (CRM) system to increase customer satisfaction.

### **Future Studies:**

For future researches, the researcher suggests the following studies:

- Future study for examining the impact of diversity management and equity, on employee belongingness.
- Examine the impact of the impact of diversity management practices and inclusion in multinational organizations and foreign cultures on organizational conflict.

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