# The Relationship between the Quality of Tourism Service and Diversity Management of Human Resources

## (An Analytical Study of the Opinions of a Sample of Workers in Excellent-Class Tourist Hotels in the Holy City of Karbala)

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*Abstract:*

The main purpose of this study is to test the relationship between the quality of tourism service and diversity management for human resources, which was conducted at the Rotana Hotel - Rehana Karbala with an excellent degree in tourism service, as the level of tourism service quality and its relationship to diversity management of human resources were evaluated by a group of workers In the aforementioned hotel, the main hypothesis of the study was formulated, on the basis of which the theoretical and practical frameworks were built, preliminary data were collected from the employees of the hotel under study, the study sample included 50 people representing various administrative and leadership levels within the hotel under consideration. The head of the most important findings of the study is the biggest concern in the complaints filed by employees and customers with the knowledge capacity of staff development.

*Keywords:* *quality of tourism service, diversity management for human resources , Rotana Hotel - Rehana Karbala.*

## 1 . Introduction

The increasing globalization and competition, makes managing diversity for human resources is more important. There is broad agreement on the need to engage seriously with diversity within organizations in order to define the nature of the advantages and disadvantages that this concept can achieve. (Dietz & Peterson, 2006; Kochan et al., 2003; McKay et al., 2009).

(Ghosh, 2016) pointed out the need for organizations to take care and work cautiously with diversity in their human resources, especially with a work environment characterized by huge transformations. There are many empirical evidence

that explains the nature of the challenges managers face when managing diversity for human resources in the workplace with several studies linked, for example, to the health sector (Ali et al., 2013; Hunt, 2007) and sports fields (Spracklen et al., 2006). The Hotel Industry (Gröschl, 2011).

With workers from different backgrounds possessing different values and needs, they wish to have respectable aspects of the work environment by the administration, and this means the administration needs to understand those needs present in various groups in order to avoid conflict and difference (Hill et al. 2003).

This research focuses on studying the impact of diversity in human resources on the quality of tourism service for a group of hotels of excellent class in the holy city of Karbala.

## 2 . Theoretical framework
### 2.1. Managing diversity for human resources

There are many ways that contributed to clarifying the concept of managing diversity for human resources, the most common of which focused on various dimensions such as gender, age, ethnicity, nationality, education, work status, (Kreitz, 2008).

(Cennamo & Gardner, 2008) indicated that diversity in human resources includes the presence of workers from different and unique cultures and have different characteristics, impressions and expectations. (Yang & Guy , 2006) adds the need to pay attention to the diversity in human resources, because of its great role in achieving harmony and, thus increasing performance and improving the service provided to customers.

Diversity management for human resources indicates that there are groups of two or more people who are often characterized by personal differences between their members (Ely & Thomas, 2001). (Gomez - Mejia et al., 2007) defined diversity management of human resources as human characteristics that make an individual different from others and this includes biological characteristics related to custom, gender, age, color, nationality in addition to the family and society in which he was born, and there are secondary characteristics related to the individual Such as experiences in work, income, religion, political beliefs, language, geographical location, education, values and ethics. Diversity human resources management does not focus on organizational initiatives, but rather focuses on assessing differences and avoiding discrimination and distinction between workers in addition to caring for workers' respect in the workplace regardless of their race or gender (Cornelius et al., 2000).

(Roberson & Park, 2007; Carnevale & Stone, 1994) adds that managing diversity for effective human resources requires a culture of embedding the work environment for teamwork

requirements, participation and inclusion. High diversity teams achieve less performance compared to groups with diversity under specific conditions, particularly with regard to creativity and contentment (Fujimoto et al., 2004; Stahl et al. 2010).

### 2.2. Quality of tourist service

Providing the service is one of the critical components in business functions, which is a means by which the organization can communicate and provide its products to customers in a concrete way in order to sustain customer comfort while increasing the level of production, therefore the development and provision of excellent quality services is the most important input to meet customer requirements beyond their expectations are positively reflected in their behavior and loyalty to the organization (Fisher, 2001).

Many researchers have indicated that quality of service is the life of the organization that gives blood and weapons the most effective way to compete (Neupane, 2014). Quality is the overall features and characteristics of products and services that carry the ability to satisfy the needs and desires of customers (Kotler, 2003). In the same context, quality can be defined by the multidimensional phenomenon, and thus access to quality of service without distinguishing the basic features of quality is difficult to obtain (Ramesh & Manju, 2017).

The quality of service is the difference between the customer's perception of the received service and his expectations for that service, and therefore, perception and expectations are the central elements in the concept of quality of service (Mosahab et al., 2010) . More specifically, the quality of the service is a holistic assessment of the service received by comparing the organization's performance with the customers 'general expectations regarding how the organization will perform that service (Parasuraman et al., 1999). Customers seek to evaluate quality at a high level if the perception of service exceeds their expectations, and conversely it is considered low when the performance of the service does not meet their expectations (Oliver, 1980).

(Parasuraman et al., 1991) Create the SERVQUAL model which is the most used model in organizations today, as this model assumes that the quality of service can be measured by the difference between the customers 'perception of the service received and their expectations for that service, and according to this model that the evaluation of the quality of service It mainly depends on the organization's delivery process of service to customers, so if the level of service exceeds the expectations of customers, this means that customers 'perception of the service will be considered a quality of high value. The dimensions of the quality of service

according to this model are:Tangibles, Reliability, Responsiveness, Assurance, and Empathy .

## 2.3. The relationship between Quality of tourist service and diversity management of human resources

Many researchers indicated that there are positive outputs that the diversity management of human resources can contribute to supporting the quality of service and increasing the performance of service organizations. (Bantel & Jackson, 1989) found that managing diversity for human resources can increase creativity and innovation, as well as a direct positive impact on quality of service and performance (Wright et al., 1995; Hartenian & Gudmundson, 2000; Richard, 2000). Diversity management of human resources is now an organizational reality, and it is through these practices that the organization can reap many substantial benefits (Jayne & Dipboye, 2004; Storey, 1999).

In addition, (Redman & Wilkinson, 2006) indicated that managing diversity for human resources can contribute to achieving many advantages for organizations, the most important of which are:

1 - Optimal use of human resources.

2 - The presence of human resources that are easy to organize and restructure.

3- Representing human resources within local communities.

4- Improving the image of the organization among employees and potential customers.

5- Attracting the right investors.

6 - Enabling managers to achieve complementarity between quality and organizational goals.

7 - Develop new ideas for new tasks.

Managing diversity for human resources can achieve the integration of many talents and work together towards a common goal through the use of a set of skills in order to achieve loyalty to the organization and increase productivity and quality of service. With the presence of diverse ideas and

mentalities, many solutions and different ways of thinking, problem solving and decision-making can be found. . The sense of inclusion and appreciation increases loyalty and a sense of citizenship, which reflects positively on the quality of service and the provision of the most accurate requirements of customers (Tabitha et al., 2013).

In addition, by optimizing the skills available to all employees, managing diversity for human resources can contribute to achieving organizational success and the ability to access various markets and achieve excellence (Cox & Blake, 1991; Iles, 1995; Gardenswartz & Rowe, 1998).

(Cassell, 1996) notes that managing diversity for effective human resources may become a source for achieving competitive advantage, working to improve the quality of organizational life and the unlimited pursuit of business efficiency.

**Hypothesis** : The quality of tourism service is affected by managing diversity of human resources .

### 3. Sample and methodology

The research sample was deliberately intentionally chosen, as it included a number of general managers, assistant managers, heads of departments and service providers in the excellent class hotels discussed in holy kerbala city, the sample size reached 50 person , and this sample is acceptable to represent the community in statistical and practical terms.

In order to collect data, the questionnaire was developed and all its questions were initially tested on part of the sample in order to increase the level of understanding and eliminate ambiguity in a way that achieves high adaptation to the main objective of the research. The scale used in the questionnaire is a 5 points Likert scale. The items used to measure quality of tourism service were taken from ( Parasuraman et al., 1988) . In the case of the items used to measure Diversity management for human resources they were taken from (Josiah& Omkar,2015) . **Table 1** presents the model.

**Table 1**
**Measurement model**

| Variable | Dimensions | Description |
|---|---|---|
| Quality of tourist service | **Tangibles** | Elegant appearance of the workers |
| | | Distinguished hotel facilities |
| | | Comfortable hotel rooms for customers |
| | **Reliability** | The ability and high knowledge provided by the employees |
| | | Unified treatment provided by employees |
| | | The hotel offers convenient services |
| | **Responsiveness** | Fast response |
| | | Accurate and guaranteed hotel services |
| | | Quick handling of complaints |
| | **Assurance** | High quality service standards |
| | | Service management with high quality |

| | | |
|---|---|---|
| | | High quality hotel services |
| | **Empathy** | Nice and friendly customer service |
| | | Providing information in a way that can be easily understood |
| Diversity management for human resources | **Gender** | The hotel has good jobs to attract and hiring male and female ( Q1) |
| | | Good treatment is granted to all workers, whether male or female (Q2) |
| | | Male and female opportunities for growth and development are available at the hotel (Q3) |
| | | The hotel's training and development programs are constantly changing to meet male and female requirements and standards (Q4) |
| | **Age** | Age differences within the working group may cause conflict (Q5) |
| | | At work, I have a sense of the lack of interconnectedness among workers within groups of different ages(Q6) |
| | | Feel positive about the age difference in work (Q7) |
| | **Ethnicity** | The hotel has good jobs to attract and rent minorities and different cultures (Q8) |
| | | The hotel is concerned with the values, customs and cultures of workers (Q9) |
| | | The team leader includes all workers from different cultures and customs in problem solving and decision making (Q10) |
| | | Different languages can be used to communicate and are not considered an obstacle facing employees (Q11) |
| | **Education background** | At work, I feel a lack of confidence due to my educational background (Q12) |
| | | The team leader includes all members and from all levels of education in problem solving and decision making (Q13) |
| | | The hotel deals fairly when there is a diversity of employee educational backgrounds ( Q14) |

## 4. Results

In order to analyze the nature of the relationship between the quality of tourism service and diversity management of human resources, the study relied on showing the results of the correlation between the two variables in Table (2) shown below, in addition to that, Table (3) showed special statistical values (mean, standard deviation, and variance ) .

**Table 2**
**correlations**

| | | (Q1) | (Q2) | (Q3) | (Q4) | (Q5) | (Q6) | (Q7) | (Q8) | (Q9) | (Q10) | (Q11) | (Q12) | (Q13) | (Q14) |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Elegant appearance of the workers** | Pearson Correlation | .417 | .435 | .324 | .485 | -.277 | -.347 | .473 | .173 | .195 | .244 | .392 | -.023 | .078 | .103 |
| | Sig. (2-tailed) | .003 | .002 | .022 | .000 | .051 | .014 | .001 | .229 | .175 | .088 | .005 | .873 | .592 | .478 |
| | Sum of Squares and Cross-products | 6.420 | 7.780 | 6.780 | 7.720 | -5.940 | -6.940 | 9.680 | 3.400 | 4.460 | 5.760 | 8.220 | -.680 | 1.720 | 1.700 |
| | Covariance | .131 | .159 | .138 | .158 | -.121 | -.142 | .198 | .069 | .091 | .118 | .168 | -.014 | .035 | .035 |
| | N | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 |
| **Distinguished hotel facilities** | Pearson Correlation | .499 | .427 | .365 | .401 | -.042 | -.045 | .394 | .187 | .168 | .153 | .253 | .056 | .142 | .209 |
| | Sig. (2-tailed) | .000 | .002 | .009 | .004 | .770 | .755 | .005 | .194 | .244 | .287 | .076 | .700 | .324 | .146 |
| | Sum of Squares and Cross-products | 7.120 | 7.080 | 7.080 | 5.920 | -.840 | -.840 | 7.480 | 3.400 | 3.560 | 3.360 | 4.920 | 1.520 | 2.920 | 3.200 |
| | Covariance | .145 | .144 | .144 | .121 | -.017 | -.017 | .153 | .069 | .073 | .069 | .100 | .031 | .060 | .065 |
| | N | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 |

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|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Comfortable hotel rooms for customers** | Pearson Correlation | .429 | .164 | .140 | .092 | -.224 | -.114 | .371 | .013 | .240 | .281 | .100 | -.087 | .123 | .084 |
| | Sig. (2-tailed) | .002 | .254 | .331 | .527 | .118 | .429 | .008 | .930 | .093 | .048 | .491 | .547 | .397 | .564 |
| | Sum of Squares and Cross-products | 5.260 | 2.340 | 2.340 | 1.160 | -3.820 | -1.820 | 6.040 | .200 | 4.380 | 5.280 | 1.660 | -2.040 | 2.160 | 1.100 |
| | Covariance | .107 | .048 | .048 | .024 | -.078 | -.037 | .123 | .004 | .089 | .108 | .034 | -.042 | .044 | .022 |
| | N | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 |
| **The ability and high knowledge provided by the employees** | Pearson Correlation | .287 | .374 | .319 | .486 | -.099 | -.106 | .238 | .044 | .085 | .042 | .293 | -.057 | .204 | .123 |
| | Sig. (2-tailed) | .043 | .008 | .024 | .000 | .495 | .465 | .096 | .764 | .558 | .774 | .039 | .696 | .154 | .396 |
| | Sum of Squares and Cross-products | 4.140 | 6.260 | 6.260 | 7.240 | -1.980 | -1.980 | 4.560 | .800 | 1.820 | .920 | 5.740 | -1.560 | 4.240 | 1.900 |
| | Covariance | .084 | .128 | .128 | .148 | -.040 | -.040 | .093 | .016 | .037 | .019 | .117 | -.032 | .087 | .039 |
| | N | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 |
| **Unified treatment provided by employees** | Pearson Correlation | .252 | .114 | .019 | .285 | -.193 | -.372 | .156 | .101 | .121 | .006 | .374 | -.109 | .019 | -.089 |
| | Sig. (2-tailed) | .078 | .431 | .897 | .045 | .178 | .008 | .280 | .487 | .404 | .969 | .008 | .453 | .894 | .537 |
| | Sum of Squares and Cross-products | 4.720 | 2.480 | .480 | 5.520 | -5.040 | -9.040 | 3.880 | 2.400 | 3.360 | .160 | 9.520 | -3.880 | .520 | -1.800 |
| | Covariance | .096 | .051 | .010 | .113 | -.103 | -.184 | .079 | .049 | .069 | .003 | .194 | -.079 | .011 | -.037 |
| | N | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 |
| **The hotel offers convenient services** | Pearson Correlation | .137 | .313 | .194 | .346 | -.065 | -.069 | .047 | .186 | .093 | .047 | .090 | -.187 | -.084 | -.027 |
| | Sig. (2-tailed) | .349 | .028 | .181 | .015 | .659 | .636 | .748 | .200 | .523 | .748 | .539 | .199 | .565 | .852 |
| | Sum of Squares and Cross-products | 1.429 | 3.796 | 2.735 | 3.673 | -.939 | -.939 | .653 | 2.449 | 1.449 | .755 | 1.265 | -3.714 | -1.265 | -.306 |
| | Covariance | .030 | .079 | .057 | .077 | -.020 | -.020 | .014 | .051 | .030 | .016 | .026 | -.077 | -.026 | -.006 |
| | N | 49 | 49 | 49 | 49 | 49 | 49 | 49 | 49 | 49 | 49 | 49 | 49 | 49 | 49 |
| **Fast response** | Pearson Correlation | .297 | .555 | .434 | .462 | -.076 | -.040 | .110 | .232 | .275 | .313 | .250 | -.020 | -.011 | .138 |
| | Sig. (2-tailed) | .036 | .000 | .002 | .001 | .598 | .784 | .445 | .105 | .053 | .027 | .079 | .893 | .941 | .341 |
| | Sum of Squares and Cross-products | 5.420 | 11.780 | 10.780 | 8.720 | -1.940 | -.940 | 2.680 | 5.400 | 7.460 | 8.760 | 6.220 | -.680 | -.280 | 2.700 |
| | Covariance | .111 | .240 | .220 | .178 | -.040 | -.019 | .055 | .110 | .152 | .179 | .127 | -.014 | -.006 | .055 |
| | N | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 |
| **Accurate and guaranteed hotel services** | Pearson Correlation | .180 | .506 | .391 | .457 | -.205 | -.220 | .197 | .171 | .225 | .259 | .284 | -.077 | -.110 | .101 |
| | Sig. (2-tailed) | .211 | .000 | .005 | .001 | .152 | .125 | .171 | .235 | .117 | .070 | .045 | .595 | .447 | .484 |
| | Sum of Squares and Cross-products | 3.140 | 10.260 | 9.260 | 8.240 | -4.980 | -4.980 | 4.560 | 3.800 | 5.820 | 6.920 | 6.740 | -2.560 | -2.760 | 1.900 |
| | Covariance | .064 | .209 | .189 | .168 | -.102 | -.102 | .093 | .078 | .119 | .141 | .138 | -.052 | -.056 | .039 |
| | N | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 |
| **Quick handling of complaints** | Pearson Correlation | .353 | .456 | .260 | .342 | -.042 | -.136 | .089 | .277 | .238 | .230 | .303 | .062 | -.082 | .110 |
| | Sig. (2-tailed) | .012 | .001 | .068 | .015 | .770 | .346 | .541 | .051 | .096 | .107 | .032 | .670 | .572 | .449 |

| | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Sum of Squares and Cross-products | 6.000 | 9.000 | 6.000 | 6.000 | -1.000 | -3.000 | 2.000 | 6.000 | 6.000 | 6.000 | 7.000 | 2.000 | -2.000 | 2.000 |
| | Covariance | .122 | .184 | .122 | .122 | -.020 | -.061 | .041 | .122 | .122 | .122 | .143 | .041 | -.041 | .041 |
| | N | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 |
| **High quality service standards** | Pearson Correlation | .231 | .495 | .378 | .491 | -.211 | -.365 | .288 | .321 | .199 | .256 | .240 | -.074 | .144 | .078 |
| | Sig. (2-tailed) | .107 | .000 | .007 | .000 | .141 | .009 | .043 | .023 | .166 | .073 | .093 | .608 | .319 | .589 |
| | Sum of Squares and Cross-products | 3.840 | 9.560 | 8.560 | 8.440 | -4.880 | -7.880 | 6.360 | 6.800 | 4.920 | 6.520 | 5.440 | -2.360 | 3.440 | 1.400 |
| | Covariance | .078 | .195 | .175 | .172 | -.100 | -.161 | .130 | .139 | .100 | .133 | .111 | -.048 | .070 | .029 |
| | N | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 |
| **Service management with high quality** | Pearson Correlation | .265 | .633 | .424 | .499 | -.110 | -.281 | .237 | .359 | .206 | .328 | .203 | -.193 | .136 | .064 |
| | Sig. (2-tailed) | .063 | .000 | .002 | .000 | .449 | .048 | .097 | .010 | .152 | .020 | .158 | .179 | .345 | .657 |
| | Sum of Squares and Cross-products | 4.980 | 13.820 | 10.820 | 9.680 | -2.860 | -6.860 | 5.920 | 8.600 | 5.740 | 9.440 | 5.180 | -6.920 | 3.680 | 1.300 |
| | Covariance | .102 | .282 | .221 | .198 | -.058 | -.140 | .121 | .176 | .117 | .193 | .106 | -.141 | .075 | .027 |
| | N | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 |
| **High quality hotel services** | Pearson Correlation | .162 | .517 | .275 | .410 | -.159 | -.258 | .187 | .482 | .227 | .353 | .144 | -.100 | .097 | .021 |
| | Sig. (2-tailed) | .262 | .000 | .054 | .003 | .271 | .071 | .194 | .000 | .113 | .012 | .319 | .489 | .505 | .884 |
| | Sum of Squares and Cross-products | 2.840 | 10.560 | 6.560 | 7.440 | -3.880 | -5.880 | 4.360 | 10.800 | 5.920 | 9.520 | 3.440 | -3.360 | 2.440 | .400 |
| | Covariance | .058 | .216 | .134 | .152 | -.079 | -.120 | .089 | .220 | .121 | .194 | .070 | -.069 | .050 | .008 |
| | N | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 |
| **Nice and friendly customer service** | Pearson Correlation | .354 | .549 | .321 | .355 | -.239 | -.153 | .258 | .189 | .119 | .299 | .171 | .101 | .162 | .237 |
| | Sig. (2-tailed) | .012 | .000 | .023 | .011 | .095 | .290 | .071 | .188 | .411 | .035 | .234 | .485 | .261 | .098 |
| | Sum of Squares and Cross-products | 5.280 | 9.520 | 6.520 | 5.480 | -4.960 | -2.960 | 5.120 | 3.600 | 2.640 | 6.840 | 3.480 | 2.880 | 3.480 | 3.800 |
| | Covariance | .108 | .194 | .133 | .112 | -.101 | -.060 | .104 | .073 | .054 | .140 | .071 | .059 | .071 | .078 |
| | N | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 |
| **Providing information in a way that can be easily understood** | Pearson Correlation | .333 | .317 | .325 | .280 | -.154 | .061 | .178 | .069 | .161 | .318 | -.002 | .182 | .201 | .245 |
| | Sig. (2-tailed) | .018 | .025 | .021 | .049 | .287 | .675 | .216 | .635 | .263 | .024 | .988 | .205 | .161 | .087 |
| | Sum of Squares and Cross-products | 4.560 | 5.040 | 6.040 | 3.960 | -2.920 | 1.080 | 3.240 | 1.200 | 3.280 | 6.680 | -.040 | 4.760 | 3.960 | 3.600 |
| | Covariance | .093 | .103 | .123 | .081 | -.060 | .022 | .066 | .024 | .067 | .136 | -.001 | .097 | .081 | .073 |
| | N | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 |

Table (2) shows the correlation values between the dimensions of tourism service quality and the dimensions of diversity management for human resources, as the low correlation relationship ranges between (0.00 - 0.30), while the strong correlation ranges between (0.31 - 0.70), and the very strong correlation relationship ranges from (0.71 - 100%). There is no correlation relationship if the correlation coefficient value is (0) , and the weak negative correlation is between (- 0.00 to -

0.30) and the strong negative correlation if it ranges between (-0.31 to -0.70), and the very strong negative correlation ranges from Between (-0.71 to - 100%) .

It is clear from the nature of the answers for the study sample that there is a strong positive relationship between some dimensions of the quality of tourism service with the dimensions of managing diversity for human resources with some negative relationships within the study. This indicates the employees 'understanding of all aspects related to the work environment in the hotels under study, and the true indication of some negative aspects and the lack of some development and training programs related to human resources, which is reflected in the level of tourism service provided to customers.

## Table 3
## Descriptive Statistics

| | N | Range | Minimum | Maximum | Sum | Mean | | Std. Deviation | Variance |
|---|---|---|---|---|---|---|---|---|---|
| | Statistic | Statistic | Statistic | Statistic | Statistic | Statistic | Std. Error | Statistic | Statistic |
| -Elegant appearance of the workers | 50 | 3.00 | 2.00 | 5.00 | 203.00 | 4.0600 | .07778 | .54995 | .302 |
| - Distinguished hotel facilities | 50 | 2.00 | 3.00 | 5.00 | 208.00 | 4.1600 | .07205 | .50950 | .260 |
| -Comfortable hotel rooms for customers | 50 | 2.00 | 3.00 | 5.00 | 209.00 | 4.1800 | .06188 | .43753 | .191 |
| -The ability and high knowledge provided by the employees | 50 | 2.00 | 3.00 | 5.00 | 201.00 | 4.0200 | .07279 | .51468 | .265 |
| -Unified treatment provided by employees | 50 | 4.00 | 1.00 | 5.00 | 198.00 | 3.9600 | .09459 | .66884 | .447 |
| -The hotel offers convenient services | 49 | 2.00 | 3.00 | 5.00 | 199.00 | 4.0612 | .05383 | .37684 | .142 |
| -Fast response | 50 | 3.00 | 2.00 | 5.00 | 203.00 | 4.0600 | .09218 | .65184 | .425 |
| -Accurate and guaranteed hotel services | 50 | 3.00 | 2.00 | 5.00 | 201.00 | 4.0200 | .08802 | .62237 | .387 |
| -Quick handling of complaints | 50 | 3.00 | 2.00 | 5.00 | 200.00 | 4.0000 | .08571 | .60609 | .367 |
| -High quality service standards | 50 | 2.00 | 3.00 | 5.00 | 206.00 | 4.1200 | .08398 | .59385 | .353 |
| -Service management with high quality | 50 | 3.00 | 2.00 | 5.00 | 207.00 | 4.1400 | .09480 | .67036 | .449 |
| -High quality hotel services | 50 | 3.00 | 2.00 | 5.00 | 206.00 | 4.1200 | .08871 | .62727 | .393 |
| -Nice and friendly customer service | 50 | 3.00 | 2.00 | 5.00 | 202.00 | 4.0400 | .07538 | .53299 | .284 |
| -Providing information in a way that can be easily understood | 50 | 2.00 | 3.00 | 5.00 | 204.00 | 4.0800 | .06905 | .48823 | .238 |
| -The hotel has good jobs to attract and hiring male and female | 50 | 3.00 | 2.00 | 5.00 | 193.00 | 3.8600 | .08086 | .57179 | .327 |
| -Good treatment is granted to all workers, whether male or female | 50 | 4.00 | 1.00 | 5.00 | 187.00 | 3.7400 | .09394 | .66425 | .441 |
| -Male and female opportunities for growth and development are available at the hotel | 50 | 4.00 | 1.00 | 5.00 | 187.00 | 3.7400 | .10995 | .77749 | .604 |
| -The hotel's training and development programs are constantly changing to meet male and female requirements and standards | 50 | 3.00 | 2.00 | 5.00 | 188.00 | 3.7600 | .08359 | .59109 | .349 |
| -Age differences within the working group may cause conflict | 50 | 3.00 | 1.00 | 4.00 | 99.00 | 1.9800 | .11245 | .79514 | .632 |

| Statement | N | Range | Minimum | Maximum | Sum | Mean | Std. Error | Std. Deviation | Variance |
|---|---|---|---|---|---|---|---|---|---|
| -At work, I have a sense of the lack of interconnectedness among workers within groups of different ages | 50 | 3.00 | 1.00 | 4.00 | 99.00 | 1.9800 | .10494 | .74203 | .551 |
| -Feel positive about the age difference in work | 50 | 4.00 | 1.00 | 5.00 | 172.00 | 3.4400 | .10751 | .76024 | .578 |
| -The hotel has good jobs to attract and rent minorities and different cultures | 50 | 3.00 | 1.00 | 4.00 | 160.00 | 3.2000 | .10302 | .72843 | .531 |
| -The hotel is concerned with the values, customs and cultures of workers | 50 | 4.00 | 1.00 | 5.00 | 159.00 | 3.1800 | .12017 | .84973 | .722 |
| -The team leader includes all workers from different cultures and customs in problem solving and decision making | 50 | 3.00 | 1.00 | 4.00 | 154.00 | 3.0800 | .12401 | .87691 | .769 |
| -Different languages can be used to communicate and are not considered an obstacle facing employees | 50 | 3.00 | 1.00 | 4.00 | 163.00 | 3.2600 | .10995 | .77749 | .604 |
| -At work, I feel a lack of confidence due to my educational background | 50 | 3.00 | 1.00 | 4.00 | 128.00 | 2.5600 | .15429 | 1.09096 | 1.190 |
| -The team leader includes all members and from all levels of education in problem solving and decision making | 50 | 3.00 | 1.00 | 4.00 | 138.00 | 2.7600 | .11627 | .82214 | .676 |
| -The hotel deals fairly when there is a diversity of employee educational backgrounds | 50 | 2.00 | 2.00 | 4.00 | 155.00 | 3.1000 | .08690 | .61445 | .378 |

Table (3) includes the values of descriptive statistics for the answers of the study sample, as all the results of the arithmetic mean indicated the existence of the relationship and the significant effect of diversity management of human resources in improving the quality of tourism service, as all values were greater than the value of the hypothetical medium (0.5) within the answers of the study sample, As the biggest value for the medium in relation to the variable was the quality of tourism service is (the presence of comfortable rooms for customers) as it got (4.18) and this supports the quality of tourism service in the hotels under study. As for the lowest value obtained by the paragraph on the variable management of diversity for human resources included (age difference within work may cause conflict), this indicates the presence of a positive aspect in human resource management in the field of diversity management in the hotels under study.

As for the standard deviation, it is a statistical measure that indicates the level of dispersion or harmony in the values of the variables compared with the hypothetical mean, and by looking at those values, a decrease is shown in them, which means that there is good harmony between the answers of the study sample compared to increasing the value of the mean,

and finally the values of variance indicate a level Agreement or difference in views of the study sample in the nature of the answers to the dimensions of the dimensions of the study, so the higher the values of variance, the more it indicates a lack of agreement between the study sample about the questionnaire paragraphs and vice versa, and after reviewing the values of variance within the table (3) notes in harmony answers sample by low contrast values, as I got paragraph (At work, I feel a lack of confidence due to my educational background ) ,this paragraph obtained the highest percentage of the variance values, which means that there is a difference in the opinions of the sample about the meaning of this paragraph and the answer to it.

**Table 4**
**Reliability Statistics**

| Cronbach's Alpha | Cronbach's Alpha Based on Standardized Items | N of Items |
|---|---|---|
| .848 | .876 | 28 |

Table (4) indicates a measure of reliability statistics, which shows the level of reliability in the paragraphs of the questionnaire, the measuring tool in the study, and the effectiveness of the variables in measuring the basic dimensions of the study, as Cronbach's Alpha showed special statistical results.

As the value was represented by (.848), which is a relatively large percentage in the statistical sciences, indicating the reality of the study scale and its ability to achieve the required goals of the study.

### 5. Conclusion and discussion

Diversity management for human resources is interested in attracting a wide range of workers appropriate to the goals and objectives of the organization, and working to develop their capabilities and motivate them to participate in decision-making, implement tasks and contribute to achieving success. In general, there is a general acceptance among workers about the benefits and dimensions of managing diversity for human resources, and that will reflect positively on improving the quality of tourism service. The results of this study gave great attention to the variables adopted by the leaders of the organization, with a clear impact of the positive relationship between diversity management of human resources and the quality of tourism service.

The study reached a set of recommendations, the most important of which is to focus more on developing the capabilities of workers through acquiring, sharing and disseminating knowledge in a way that contributes to investing capabilities and experiences and contributing to achieving high levels of tourism service. The greatest interest in achieving harmony in the service provided to customers and dealing with interest with complaints submitted by workers and customers to develop tourism services.

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