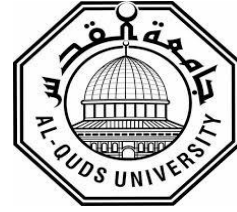


Deanship of Graduate Studies

Al-Quds University



**Behavioral Diversity and its Effect on Creative Performance:
A Case Study on the Health Care Sector in Hebron**

Fahed Muhammad Barakat Mahmoud Dweik

M.Sc. Thesis

Jerusalem – Palestine

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**Prepared By:
Fahed Mohammad Barakat Mahmoud Dweik**

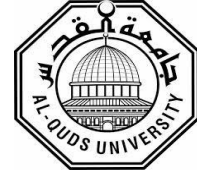
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**Al-Quds University
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THESIS APPROVAL

Behavioral Diversity and its Effect on Creative Performance: A Case Study on the Health Care Sector in Hebron

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Jerusalem – Palestine

1439 / 2018

My Lord, this is my humble effort presented in front of Your endless knowledge and provision

May Allah make my work advantageous to Your servants

And make it, by virtue of Your mercy, a blessing in my deeds

DEDICATION

To my beloved father, may his soul rest whom from his soul, springs of hope and light stem.

To my beloved mother, my bridge of love that links me to Heaven;

Your satisfaction is all that I need,

To my loyal wife who always stands by my side and supplies me with determination.

To my brothers and sisters,

To my heart and eyes: my kids (Barakat, Jana, Raghad and Tala),

To Dr. Ibrahim Awad appreciating and acknowledging his timely support and wise orientations,

To those who supported me,

To all of them, I dedicate the fruits of my scientific research.

May Almighty bestow His blessing upon it and make it advantageous to the mankind.

DECLARATION

I certify that this thesis submitted for the degree of Master, is the result of my own research, except where otherwise acknowledged, and that this study (or any part of the same) has not been submitted for a higher degree to any other university or institution.

Signed:

Fahed Mohammed Barakat Dweik

Date:

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Praise be to Allah Who creates the universe on an unprecedented basis, and prayer and peace be upon our prophet Muhammad, his family, companions and upon those who are guided by his teachings.

Overwhelmed with recognition and gratitude, I would like to thank the supervisor of this thesis, Dr. Ibrahim Awad, who gave me his time, effort and knowledge to reach this level of scientific work. I would also like to thank all those who facilitated my duty in the data collection either in the governmental, private or civil societies sectors. Further thanks go to all the staff (doctors, nurses, administration and services) who agreed to respond to the questions of the study and to all of those who helped me in distributing the questionnaire.

Finally, I would also like to extend my thanks and appreciation to the Institute of Sustainable Development at Al-Quds University, and its distinguished employees for their good morals and timely willingness to help.

ABSTRACT

The purpose of this study is to investigate the effects of behavioral diversity on the creative performance in primary and secondary health units at Hebron sector. To achieve this aim, a descriptive and empirical methodology was adapted. A questionnaire was specifically developed for collecting the data needed for this study. 303 structured questionnaires were collected from employees of health care sector. Obtained results from the research questionnaires were analyzed by using the SPSS software. In addition to that, a stepwise Multiple Regression analysis was used to gauge the effects of behavioral diversity on creative performance.

The main Results show that three aspects of behavioral diversity, which are orientation and expectation, communication style and organizational culture, have significant effect on creative performance. Orientation and expectation have the most significant effect and some variety according to organization type and employee position. However, other aspects of behavioral diversity, work style and thinking style, did not have a significant effect on creative performance. Finally, workload, shortage employees member, administration reduced support have been challenged employees creative performance.

Study proposed some practical suggestions to improve creative performance that can be summarized by the following:

1. Empowerment of supportive policies for collaborative work and professional behavior.
2. Reinforcement sense of collective responsibility among employees to encourage permanent commitment in health care units towards patients and society.

التنوع السلوكي وأثره على الأداء الإبداعي: دراسة حالة لقطاع الرعاية الصحية في مدينة الخليل

إعداد: فهد محمد بركات دويك

إشراف: د. إبراهيم عوض

ملخص

تهدف هذه الدراسة الى استطلاع اراء العاملين في قطاع الرعاية الصحية في مدينة الخليل حول اثر التنوع السلوكي على الاداء الابداعي للعاملين. ومن أجل تحقيق تلك الغاية، تم تطبيق المنهج الوصفي والتجريبي، وللحصول على البيانات اللازمة لهذه الدراسة تم بناء استبانة حول التنوع السلوكي في خمسة محاور: نمط العمل، نمط التواصل، نمط التفكير، التوجهات والتوقعات، الثقافة التنظيمية، وأثره على الاداء الابداعي. وتم تطبيق الاستبانة بعد التأكد من صدقها وثباتها على عينة بلغت (303) من الموظفين العاملين في كل من مراكز الرعاية الأولية (العيادات الصحية) ومراكز الرعاية الثانوية (المستشفيات) في مدينة الخليل. تم استخدام الرزمة الاحصائية للعلوم الاجتماعية (SPSS) كأداة إحصائية لإدخال البيانات وتحليلها للجوابة عن اسئلة الدراسة واختبار وفرضياتها. وبناءً عليه، استخدم تحليل انحدار التدرُّج (Stepwise egression) للوقوف على أهم المتغيرات المؤثرة على الاداء الابداعي.

أظهرت نتائج الدراسة أن الاداء الابداعي كان ايجابياً وبدرجة كبيرة على ثلاثة محاور للتنوع السلوكي الاتجاهات والتوقعات، ونمط التواصل، والثقافة التنظيمية. وكان الأثر الأكبر لمحور للاتجاهات والتوقعات، مع وجود فروقات ذات دلالة احصائية تعزى الى نوع المؤسسة والمركز الوظيفي. أما بالنسبة لمحوري : نمط العمل، ونمط التفكير، فلم يظهر لهما أي أثر معتبر على الأداء الإبداعي .

توصلت الدراسة الى أن هناك صعوبات في تنمية الاداء الابداعي لدى العاملين تتمثل في ضغط العمل في المراكز الصحية وقلة عدد العاملين في ذلك القطاع، كذلك عدم توفير الدعم اللازم من قبل الادارة والمسؤولين لتمكين العاملين على البحث عن حلول ابداعية وعدم الاعتماد على الحل الروتيني لمشاكلهم اليومية المتكررة وقدمت الدراسة بعض المقترحات التطبيقية حول ضرورة الاهتمام بتعزيز السياسات الداعمة للعمل الجماعي السلوك المهني للعاملين، كذلك العمل على نشر ثقافة المسؤولية الجماعية مقابل المسؤولية الفردية لتعزيز الالتزام المستمر في المؤسسات الصحية تجاه المجتمع والمرضى .

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CHAPTER 1

INTRODUCTION AND BACKGROUND

This study investigates the effects of behavioral diversity on creative performance in the health care sector in Hebron, Palestine. This chapter presents the background of the study, research problem, research objectives, hypothesis, the significance of the study, the scope of the study, and the definition of terms.

Background of the study

The health care sector in Hebron is heterogeneous. There are five hospitals in the city of Hebron, two of which are governmental, one is private, and two are non-governmental. There are also sixteen governmental clinics and one non-governmental clinic, in addition to private ones.

The employees of the health care sector are diverse. First of all, the types of their roles are diverse in nature, depending on their type of work and the units they work in. Those units include: Physician, Nurse, Pharmacy, Laboratories, Physiotherapy and administration and service units, all of which have to work collaboratively to achieve the required objectives of their work.

Also, they are diverse in their training and experience. Some of the staff has been trained locally, while others have been trained elsewhere. For example, some studied or trained in Egypt, Russia, Jordan, Yemen, Algeria, Sudan, etc. Moreover, they are diverse in their level of study. Some are holders of diplomas, while others are holders of bachelor's degree or a master's degree, whereas others hold a PhD in their field. Even more, they are diverse in several other areas, including gender, years of experience, ...etc.

Recently, the world has undergone continuous economic, political, technological and social changes, and organizations seeking to thrive must strategically and fully understand and adapt these changes. All of that present various challenges and increased attention to the labor force that form the organization. This is because the labor forces are the instruments that work, produce, innovate and solve problems. However, creative performances and solutions are not a mere of chance but the contrary. It requires providing an environment that encourages creativity and expands the horizon for the creative minds. For organization to ensure the growth of creative skills, it must provide the cultural fabric that encourages and promotes these skills. These cultural beliefs and values are what direct labor forces and individuals to follow what should and shouldn't be done in the work environment.

The health care sector is of significance importance due to the sensitive nature of this sector, as it affects the life and well-being of the residents of the area. This sector has to be well-supported in order for the community to develop properly. Although there is a considerable effort that has been allocated to developing this sector, there is still room for development and improvement. In order to achieve this, continuous improvement in the performance of the

employees is needed.

Health care services within the city of Hebron are introduced by several providers. Firstly, The Ministry of Health is considered the main governmental health care provider; it provides its services through a system of primary and secondary care units. Secondly, non-governmental organizations also provide health care services through their own primary and secondary care units. Finally, the private sector also provides health care services through the establishment of private health care facilities, under the supervision of the Ministry of Health (Appendix III).

Research Problem

Considerable research has been dedicated to the study of diversity dimensions and modern challenges regarding workers commitment to achieve the organization's mission. Diversity utilizes growth, development as well as creating positive and efficient work environment. Other studies have concluded that diversity is the main force that drives the increased performance and efficiency (Zhuwao, 2017; Atiyah, 2016; Zhang & Huai, 2016). Therefore, we need to work toward creating individual diversity, and be equipped with creative culture and teamwork. Furthermore, we have to grant employees (staff/worker) the opportunity to learn in order to develop their knowledge as well as improve their skills and abilities.

Creative performance of the staff is a true investment in their skills, abilities, and motivation within the organization. Certainly, the performance of employees is the main measurement tool for the success of the human resources programs in achieving the competitive

edge that relies solely on creativity. In that sense, performance is what fulfills the mission of the organization and its employees. Based on the aforementioned, this thesis tackles the effect of behavioural diversity on the staff creative performance in the health care sector. As this sector forms the core of the medical field for numerous reasons such as the development plans and its various program that rely on the diversity of the workforce and its efficiency.

Despite the fact that diversity research is considered one of the most explored and relevant field in the twenty first century, this field still lacks an in-depth analysis of the dimensions and results of diversity in the work environment. This scarcity in research limits organizations' abilities to improve the performance of their staff. It also weakens their capacity to innovate when solving challenges that they might face.

In an effort to understand the shortcoming of diversity, this thesis implements a preliminary study to characterize the research, and a study to explore the diversity in the health care centers, and their effects on creative performance. In addition, the exploration of the staff views about the main issues facing the human resources in regards of behavioral diversity and its influence on the creative performance of the staff. Thus, the research questions can be framed as follows:

1. Is there a relation between the behavioural diversity and the creative performance of the staff in the health care sector? This leads to the following sub-questions:
 - a. Is there a relation between behavioural diversity related to the work style and the creative performance of the staff in the health care sector?

- b. Is there a relation between behavioural diversity related to communication style and the creative performance of the staff in the health care sector?
 - c. Is there a relation between the behavioural diversity related to the thinking style and staff creative performance in the health care sector?
 - d. Is there a relation between the behavioural diversity related to expectations and staff creative performance in the health care sector?
 - e. Is there a relation between the behavioural diversity related to organizational culture and staff creative performance in the health care sector?
2. Is there a significant difference in the level of staff awareness of the behavioural diversity and its effect on creative performance in relation to the personal and professional factors in the health care sector?

Research Objectives

This section presents the general objective and specific objectives of the study, which were triggered by the above mentioned problem statement. The study objectives are presented as follows:

1. General Objective:

The general objective of this study is to investigate the effects of behavioral

diversity on creative performance in the health care sector in the city of Hebron.

2. Specific Objectives:

The specific objective of this study are:

- a. Rooting the definition and actuality of behavioural diversity as well as identifying creative performance.
- b. Identifying behavioural diversity and its primary aspects in health care centers and its effect on the creative performance.
- c. Allocating the factors that define the staff awareness of behavioural diversity in health care centers.
- d. Concluding recommendations that could help to the administrations of service-based organizations, especially in the health care sector, as well as the researchers and individuals interested in this field.
- e. Reaching a practical model for behavioural diversity that can be used to improve the creative performance of the staff in the health care sector.

Research Relevance

This research is meant to be of value to the people who work in the health care sector, through the following:

1. The thesis is applied to the health care as it becomes the core for the national services sectors since it assists effectively all other sectors and helps in achieving developmental plans and strategies.
2. As discussed in the background, the health care sector is one of the most important work sectors in Palestine, and thus it is important to focus on this sector to try and seek methods and tools to improve its creative performance through:
 - a. Providing and upgrading health care services.
 - b. Preparation, supervision, and publication of scientific research.

Research Hypotheses

This research is meant to be of value to the people who work in the health care sector, through the following:

H 1. There is no relation between behavioural diversity dimensions and the creative performance of the staff in the health care sector in Hebron City.

The sub-hypotheses of the main research are as follow:

H 1_1. There is no relation between behavioural diversity related to the work style and the creative performance of the staff in the health care sector in Hebron City.

H 1_2. There is no relation between behavioural diversity related to

communication style and the creative performance of the staff in the health care sector in Hebron City.

H 1_3. There is no relation between behavioural diversity related to thinking style and the creative performance of the staff in the health care sector in Hebron City.

H 1_4. There is no relation between behavioural diversity related to expectations and the creative performance of the staff in the health care sector in Hebron City.

H 1_5. There is no relation between behavioural diversity related to organizational culture and the creative performance of the staff in the health care sector in Hebron City.

H 2. There are no significant differences between the average answers of participants in relation to their views regarding the behavioural diversity and its effect on the creative performance of health care workers in Hebron City given that...

The Sub-hypotheses of the main research are as follow:

H 2_1. There are no significant differences between the average answers of the participants despite the type of organization.

H 2_2. There are no significant differences between the average answers of the participants despite the ownership of the organizations.

H 2_3. There are no significant differences between the average answers of the participants despite the career position

Significance of The Study

This study provides an understanding of the concept of behavioral diversity and its influence on creative performance of employee, thus enabling employees to accept, value and comprehend the perceptions of one another. It also shows the importance of having diverse behaviours to enable multiple ideas at work, and ultimately improving the performance of employee.

The study also provides more information to the body of knowledge by encouraging more research in the field of diversity and creative performance of employee. Moreover, it creates awareness of the benefits of having a diversity of suitable behaviours in the healthcare sector, thus steering up the creative performance of employee. Above all, this study helps policy and legislative makers to view this diversity as an important aspect in steering up business growth, rather than as a legal need.

Scope of the Study

This study was focused on the health care sector in the city of Hebron. Both the 20 primary care units (exclusive of the private clinics), and the 5 secondary care units within the city boundaries were taken into account. The primary care units consisted of 19 governmental units, and one non-governmental unit, while the secondary care units consisted of two governmental, one private, and two non-governmental units. The private clinics were excluded from the study due to their limited capacity (In terms of the number of employees, their space and the provided service) and schedule, as well as the large number and geographic distribution of such clinics. No units from outside of the city of Hebron were included in the research.

Research Variables

Independent variables: the dimensions of behavioural diversity includes 5 main dimensions which are (working style, communication, thinking, orientation and expectation, and organizational culture)

Dependent variables: the creative performance of the staff presents the main dependent variables of the study.

Definition of Important Concepts

Behaviour

Behavior is a response or responses that is/are "observed directly or indirectly". It can be observed directly by examining people's response to a work environment, and indirectly by recording the decision making process and the attitudes as people describe them verbally (Madsen & Madsen, 1998).

Diversity

Diversity is the “collective mixture characterized by differences and similarities that are applied in pursuit of organizational objectives.” (Hubbard, 2004: p.27).

Behavioural diversity

Behavioural diversity is the variation of the different patterns exhibited in people's input to a social interaction, quantitatively and qualitatively, and between individuals or populations (Brown et al., 2011; Stewart et al., 2016).

Work Style

Work style is the "unity of professional, organizational, political and moral qualities that are obviously revealed in the everyday professional activity of individuals" (MihuĀ, 1989, p. 73).

Thinking Style

Thinking style is a form of self-regulation and self-organization of thinking activities, or the different strategies on which people rely to govern their daily activities (Belousova, 2014; Kim, 2011).

Communication Style

Communication style is a "Patterns of behavior that others observe. Voice patterns, eye movement, facial expression, and posture are some of the components of our communication style" (Manning et al., 2015).

Orientation & Expectation

Orientation and expectation are the state of mind that results in form the cognitive factors (including beliefs, convictions, knowledge and information), emotional reactions and feelings, and prejudice towards the subject or situation (Kamenov, 2008; Stoyanov, 2014).

Organizational Culture

Organizational Culture is set of norms, or implicit rules of behavior, which reflect the central values of the organization and dictate the appropriateness of attitudes and behaviors (Spataro 2005, as cited from O'Reilly, 1989).

Creativity

Creativity is the "ideation process", or "the generation of new ideas that are novel and

useful" (Carmeli et al., 2013).

Performance

Performance is the result of the behavior that accompanies it, or the result that an employee produces when he does any work, such as the activities of the running duties within the organization (Durra, 2003; Rahnavard, 2008).

Creative Performance

Creative performance is the ability to transform novel ideas into successful products and processes (Zhang et al., 2013), or the production of novel and appropriate ideas, processes or solutions to an open-ended task (Jang, 2017).

Performance of Employee

According to Tinofirei (2011, p. 15), employee performance is defined as the “successful completion of tasks by a selected individual, as a set and measured by a supervisor or organization, to pre-defined acceptable standards, while efficiently and effectively utilizing available resources within a changing environment”.

Chapter Layout

The present study is comprised of five chapters.

Chapter 1: Introduction and Background

This chapter highlights the introduction of the study, indicating the variables that are of significance to the study. It also gives a summary of the foundation of the study, showing the key objectives to be achieved after the study. The hypotheses of the study are presented and key aspects are defined.

Chapter 2: Literature Review

An overview of literature is given in this chapter, providing the theoretical background over which the research was established.

Chapter 3: Research Methodology

This chapter provides the methods that were used for collecting data. It also highlights the research design and the statistical techniques to be used for testing the hypotheses.

Chapter 4: Analysis, Presentation and Interpretation of Results

This chapter outlines the statistical results of the study. It also provides data presentation and a summary of important notes.

Chapter 5: Discussion and Conclusion

This chapter provides a discussion of the outcomes of the study, relating to the present literature. Furthermore, conclusions, practical implementations and future research suggestions are made.

CHAPTER 2

LITERATURE REVIEW

This chapter will present the theoretical background of this research. Firstly, this chapter will present the definition of behaviour. Next, it will discuss diversity, including the definition, importance, and positive and negative effects of diversity. Then, a connection between diversity and behavior is established, and thus the definition of the dependent variable of the research (behavioural diversity) is introduced. Afterwards, the chapter will introduce the elements of behavioural diversity, and discuss each of them separately. Finally, the definitions of performance and creativity are introduced and discussed, as well as the connection between the two, leading to the dependent variable (creative performance).

Behaviour

As defined by Madsen, & Madsen (1998), behavior is a response or responses that is/are "observed directly or indirectly". It can be observed directly by examining peoples' response to a work environment, and indirectly by recording the decision making process and the attitudes as

people describe them verbally.

Behavior includes how people and organizations act, how they function (patterns of action and interaction over time, sometimes referred to as institutional behavior), and what choices they make — whether in response to internal/external stimuli, or in anticipation of future events/conditions, out of subconscious habit, or for no immediately apparent reason. . At an organizational level, people act in response to their job responsibilities (e.g., procurement versus maintenance versus administrative), which, in turn, are affected by a wide variety of expectations and stimuli (Wolfe et al., 2014)

In other words, Behaviors demonstrate the attitudes and approach we take to work; they are: (1) how we do things, (2) how we treat others, (3) what we say and how we say it, and 4)) how we expect to be treated. (<http://hrdirect.wiltshire.council/hrdirect/hrhome.htm>)

Within teams, members' behaviors can be categorized in terms of both task work and teamwork processes (Lepine et al., 2008). Marks and his team of researchers differentiated between the two by suggesting that “taskwork represents what it is that teams are doing, whereas teamwork describes how they are doing it with each other” (Marks et al, 2001, p. 357). Specifically, while task work involves the execution of core technical competencies within a given domain, teamwork refers to the range of interactive and interdependent behavioral processes among team members that convert team inputs (e.g., member characteristics, organizational funding, team member composition) into outcomes (e.g., team performance, team member satisfaction) (Rousseau et al., 2006).

Task work, on one hand, represents the technical performance of the team's task, whereas teamwork behavior and team processes are used to direct, align, and monitor task work (Marks, Mathieu, & Zaccarro, 2001).

Teamwork, on the other hand, has been conceptualized within several theoretical models. For example, in their review, Rousseau and his team (2006) reported that 29 frameworks related to teamwork have been published. Although there is much overlap across these models, there are also some notable differences.

For instance, according to Rousseau and his team, teamwork consist of 10 and 14 dimensions of teamwork, respectively. In general, teamwork models focus on behaviors that function to (a) regulate a team's performance and/or (b) keep the team together. These two components coincide with the two respective processes that Kurt Lewin, the widely recognized father of group dynamics, originally proposed all groups to be involved in: locomotion and maintenance (Rousseau et al., 2006).

Teamwork behavior has been described as activities that are devoted to enhancing the quality of the interactions, interdependencies, cooperation, and coordination of teams (Tasa et al., 2011).

During interactions between team members, teamwork behavior takes the form of overt actions and verbal statements that contribute to the coordination demands of the team's task (Rousseau et al., 2006).

For example, a team member would be engaging in teamwork behavior when they steer

their fellow team members toward on-topic conversations, suggest setting time deadlines for completing tasks, or attempt to resolve a conflict within the group. (Tasa et al., 2007) found that teamwork behaviors contribute to team performance in an additive fashion, suggesting that efforts to encourage higher amounts of these behaviors are warranted.

Diversity

The term "diversity" covers a broad range of differences that exist within a social unit, such as a work team, a department or an organization as a whole (Harrison and Sin 2006). These differences can occur on many dimensions, including: demographic differences among group members in race, ethnicity, gender, social class, religion, nationality, sexual identity, age, functional background, socioeconomic background, educational background, geographical location, marital status, lifestyle, abilities, personality, physical appearance, economic status, values, and religious beliefs, that are marked or identified by prejudice, stigma, discrimination, or oppression intergroup (Wentling & Palmarivas, 2000; Ely & Thomas, 2001; Ely & Roberts, 2008; Dessler, 2011; Jones & George, 2011; Elsaid, 2012).

Today, organizations are embracing a more inclusive definition of diversity that recognizes a spectrum of differences that influence how employees approach work, interact with each other or derive satisfaction from work, (Daft, Kendrick & Natalia, 2010).

Organizations may become diverse as a result of demographic developments, or may actively strive to be diverse in order to increase their innovative potential, to access new markets, or to attract the most qualified employees. This increasing diversity is of great importance to

organizations because diversity can have a range of positive as well as negative effects on organizations and their employees. Unfortunately, until now it is difficult to predict under which conditions what kind of diversity will have positive or negative effects (van Knippenberg and Schippers 2007).

Having varied points of view can have several benefits. For instance, it can be helpful when groups are trying to come up with creative ideas or solve complex problems. In fact, research on top management teams has typically found that firm performance increases when the senior management group is more diverse (Kravitz, 2003).

However, diversity can also have negative effects on individual and group outcomes. For example, group members who differ from the majority tend to have lower levels of psychological commitment, higher levels of turnover intent and absenteeism than do majority members (Richard & Johnson, 2001). Organizations need to do their homework before attempting to woo minority jobseekers. This homework consists of performing diversity audits to determine whether their climates are supportive of diversity, developing recruitment messages that coincide with racial conditions and placing them in minority-rich recruitment sources, evaluating recruitment and retention effectiveness, and eliminating workplace characteristics that undermine diversity recruitment and minority retention. Otherwise organizations will be apt to default on their implied recruitment promises, minority recruits will feel misled, and some form of backlash will be probable (Mckay & Avery, 2005).

Diversity management is the process of intentional including issues of workforce diversity into management. Diversity management refers at least to three disciplines: human

resources management, work law, marketing and change management, which mutually derive from their work. However, data collected from global surveys during ongoing downturn show that is first closely related to strategic management (Minchington, 2013, pp. 2–3).

Lau and Murnighan (2005) say “by attracting a culturally diverse pool of applicants, organizations have the benefit of recruiting employees with many cross cultural capabilities”. They suggest that international business decisions require knowledge of complex international environments and institutions. Such knowledge also translates into stronger capabilities for identifying business opportunities and risks in the global business environment. People who can grow the business will be a great asset to an organization (Lau & Murnighan, 2005). The benefits that have been proposed include attracting and retaining the best human talent (Hicks-Clarke & Iles, 2002).

In his book, "The Manager's Pocket Guide to Diversity Management", Edward E. Hubbard states:

Diversity can be defined as a “collective mixture characterized by differences and similarities that are applied in pursuit of organizational objectives.” Diversity management then can be defined as “the process of planning for, organizing, directing, and supporting these collective mixtures in a way that adds a measurable difference to organizational performance.” (Hubbard, 2004: p.27)

There are four aspects of diversity, which are independent, and that sometimes overlap, which are: Workforce diversity, behavioral diversity, structural diversity, and business diversity.

Behavioral diversity "encompasses work styles, thinking styles, learning styles, communication styles, aspirations, beliefs/value systems as well as changes in the attitudes and expectation on the part of employees" (Hubbard, 2004: p.27).

Empathy was revealed to mitigate differences between the out-group and in-group members, suggesting that mere contact and commonality might not be enough to overcome surface-level differences. The appropriateness of an individual's behavior and actions is also noted as being a point of perceptual judgment within groups of different multinational people (Cooper et al., 2007).

The employees' perceptions of diversity within organizations may be directly influenced by the work environment's diversity climate (Herdman and McMillan-Capehart, 2010; Luring and Selmer, 2011).

Behavioral Diversity

Individuals can exhibit behavioral diversity, varying their input to a social interaction both qualitatively and quantitatively (Stewart et al., 2016). Access to a diversity of behavioral choices makes social dynamics rich and difficult to analyze. Individuals are rarely constrained to a binary choice between "cooperate" or "defect," as many theoretical treatments assume (Stewart et al., 2016).

Behavioural diversity can be identified as encompassing the different and varied behavior patterns exhibited by human beings, both between and within populations, and the variation exhibited within and between individuals (Brown et al., 2011).

The diversity of human behavior has sometimes been viewed as a problem for biological approaches to studying humans. That is, the existence of inter-population behavioural differences that are unlikely to reflect genetic differences has been taken to show that biology is insufficient for understanding human behavior. Given that humans occupy a very broad range of habitats, a great degree of inter-population behavioural diversity would be expected even if humans had no special derived traits (Nettle, 2009).

A previous work showed that not only actual similarity and diversity, but also perceived similarity within teams also affects behavior and performance. (Zellmer-Bruhn, 2008).

Elements of Behavioural Diversity

Behavioral diversity consists of several elements. Those elements are: work styles, thinking styles, learning styles, communication styles, aspirations, beliefs/value systems in addition to changes in the "attitudes and expectation" on the employee's side (Hubbard, 2004).

1. Work Style

Work style is conceptualized as the response pattern of a worker to increased work demands. This pattern of response includes behavioral, cognitive, and physiological components, ie, a multi-dimensional response to stress. This response is hypothesized as a relatively stable (yet modifiable) characteristic of a worker (Feuerstein et al., 2005).

Work style can also be defined as the "unity of professional, organizational, political and moral qualities that are obviously revealed in the everyday professional activity of individuals" (MihuŢ, 1989, p. 73).

If it is approached as an application of the individual's personality style to work-related activities, work style can be defined as a combination of specific traits organized by several distinct dimensions (NiculiŢă, 2015).

- Ways to manage and channel personal energy (extraversion - introversion);
- Specific ways to gather information (sensation and perception - intuition);
- Decision making patterns (reason based - emotion based);
- Life-management patterns (reasoning, judgment of values and perception).

2. Thinking Style

According to Kim (2011), the mental self-governing theory, developed by Stenberg in 1997, defines thinking styles as the different strategies on which people rely to govern their daily activities; this is based on Stenberg's notion that intellectual abilities cannot be understood without knowing how individuals react to environmental situations.

Belousova (2014) defines thinking style as a form of self-regulation and self-organization of thinking activity. He also mentions that each person has unique characteristics and particularities in terms of his ability to innovate, which leads to widely diverse ways by which

different people achieve their aims.

The parallel thinking process suggests that all participants in the conversation focus on a specific thinking style at one time to achieve a specific desired outcome (Shelly, 2012). He also mentions that a tool has been developed to assist people understand their thinking styles and how well their style matches their role.

In his paper titled Relationships between Thinking Styles and Behaviors Fostering Creativity: An Exploratory Study for the Mediating Role of Certain Demographic Traits, Ayhan DİKİCİ (2014, p. 2) elaborates on the types of thinking styles, relying on several previous studies, according to which he states that:

As suggested by Sternberg (1988; 1997), there are 13 thinking styles that fall into five categories: (a) functions (including legislative, executive, and judicial styles), (b) forms (hierarchical, monarchic, oligarchic, and anarchic styles), (c) levels (global and local styles), (d) scopes (internal and external styles), and (e) leanings (liberal and conservative styles). These styles have been discussed and described in many previous studies (e.g. Duru, 2004; Sternberg, 1988, 1997; Sternberg, Grigorenko, & Zhang, 2008; Zhang & Sternberg, 2005).

3. Communication Style

As defined in the Pearson's Selling Today, communication style is "Patterns of behavior that others observe. Voice patterns, eye movement, facial expression, and posture are some of the components of our communication style" (Manning et al., 2015).

Communication style has five main principles, which are (Manning et al., 2015):

- Individual differences exist and are important.
- A communication style is a way of thinking and behaving.
- Individual style differences tend to be stable.
- There are a finite number of styles.
- To create the most productive relationships, it is necessary to get in sync with the communication style of the people you work with.

There are several things that may help overcome communication difficulties among diverse people. Adler and Proctor (2011), in their book *Look Out Look In* mention some, which are: motivation, tolerance for ambiguity, open-mindedness, knowledge and skill. They also suggest three strategies to overcome those difficulties, especially in an inter-cultural communication, which are: passive observation, active strategies and, finally, self-disclosure (Adler & Proctor, 2011).

4. Orientation & Expectation

Merriam-Webster Dictionary (2018) defines orientation as "a usually general or lasting direction of thought, inclination, or interest". The expectations are result of the personal behavior, which is formed on the basis of experiences and perspectives (Kamenov, 2008). They have three

underlying components (Stoyanov, 2014):

- Cognitive – beliefs, convictions, knowledge and information about the subject and the situation.
- Affects (sensitiveness) – emotional reactions and feelings towards the subject or the situation.
- Prejudice (pre-attitude and inclination) –a lack of a just and real image for someone or something, which is not based on facts and proves, but on one’s own interpretation (possible and imaginative suppositions).

Evidence suggests that positive psychological resources and overall workplace attitudes and performance are positively related, but studies have yet to test the relationship between these resources and creative performance in the workplace. In order to overcome this, a group of researchers (Sweetman et al., 2011) examined the relationship between psychological capital (PsyCap), its four core components (efficacy, optimism, hope and resilience), and creative performance.

Organizational Culture

Organizational culture was used as a control variable in this research. Control variables are "extraneous variables that are not pertinent to explaining a given dependent variable, but may have some impact on the dependent variable" (Bhattacharjee, 2012). Organizational culture may be observed as a set of norms, or implicit rules of behavior, which reflect the central values of the

organization and dictate the appropriateness of attitudes and behaviors (Spataro 2005, as cited from O'Reilly, 1989).

According to Spataro (2005), organizational culture can provide some answers to questions about factors relevant to managing employees' diversity. Firstly, it guides the definition of diversity in any given environment. Secondly, the culture has direct implications for the extent to which organization members emphasize or de-emphasize differences between individuals. Thirdly, as culture prescribes the appropriateness of different behaviors, social interaction processes among individuals who are similar to one another and those who are different from one another will be affected by the culture.). Fourthly, culture has direct implications for how governmental and organizational policies regarding diversity will be adopted. Finally, different types of culture have general implications for diversity management (Spataro, 2005).

Creativity

Klijn & Tomic (2010) present a "common" definition of innovation, that is: the successful implementation of creative Ideas", and, therefore, refer to creativity as the "cornerstone of innovation". In other words, Creativity "refers to the ideation process—namely, the generation of new ideas that are novel and useful" (Carmeli et al., 2013).

In its "narrow sense", Runco & Jaeger (2012) define creativity as:

The abilities that are most characteristic of creative people. Creative

abilities determine whether the individual has the power to exhibit creative behavior to a noteworthy degree. Whether or not the individual who has the requisite abilities will actually produce results of a creative nature will depend upon his motivational and temperamental traits. To the psychologist, the problem is as broad as qualities that contribute significantly to creative productivity. In other words, the psychologist's problem is that of creative personality. (Runco & Jaeger, 2012, pp. 94)

According to Carmeli and his team of researchers, team creativity is the "production of ideas concerning products or services that are novel and useful" (Carmeli et al., 2013).

Research on team creativity mainly concerns brainstorming where creativity is defined as divergent thinking and is measured as fluency, flexibility, originality, and elaboration (Paulus, 2000). Creativity—the joint novelty and usefulness of ideas regarding products, processes, and services (Amabile, 1988; Zhou & Shalley, 2010)—is vital for organizations, and creative work is frequently done in teams.

As old products are replaced by new, creativity is the "identifying factor changing the way we do things". Creativity is behind entrepreneurship at all levels anticipating profits through early product innovation. Whether that innovation is radical or incremental, "creative dynamism at the individual level has a cumulative effect on the innovation process" (Patterson, 2002).

Recent studies on organizational creativity are more focused on investigating the social origin of new ideas going beyond individual cognitive processes (Grant and Berry, 2011; Sawyer, 2009, Pirola-Merlo and Mann, 2004).

The importance of creativity for organizations' ability to adapt to the changing environments and to innovate is very well recognized (George, 2007; Zhou & Shalley, 2010). Creative work is usually done in teams in order to address the complexity of issues organizations face, and the more specialized work roles. Whenever the members of these teams differ in their task-relevant perspectives and knowledge, existing theories predict higher creativity (Jackson, 1992; West, 2002).

According to the findings of IBM's Global CEO Study from 2010, CEOs, general managers and senior public sector leaders around the world stated that creativity was the number one leadership competency needed by their organizations. The increasing uncertainty and complexity of the global competitive environment is probably the main reason for choosing creativity as the key leadership competency (Haserot, 2011). As a result, creativity has taken on a broader meaning for organizations and it has become more of a required organizational resource and a desirable core competency (Kent, 2007).

However, this idea of a consistent main effect of diversity on team creativity is not backed by reliable and generalizable evidence (Hu'lsheger, Anderson, & Salgado, 2009; Jackson & Joshi, 2011), raising the question of how to realize diversity's effects on employees' creative performance in organizations. This study's role is to investigate this correlation between behavioural diversity, which is a main aspect of diversity, and the creative performance of employees in the Health care sector in the city of Hebron.

Performance

According to Durrah (2003), Haynse defines performance is the result that an employee produces when he does any work within the organization, and, similarly, Fred defines it as the result of the behavior that accompanies it. He mentions that behavior is an activity done by an individual, whereas the result of that behavior are the changes that occur within that person's surrounding due to that behavior (Durra, 2003).

Similarly, Rahvard (2008) defines employee performance as a result of the activities of the running duties after certain period of time. The result can be production aspects such as the number of books that one bookmaker is binding during the day, yet can have aspects such as the number of clients served throughout the day in various units of an organization guided by the receptionist (Rahnavard, 2008).

Employee performance plays an important role for organizational performance. Employee performance is originally what an employee does or does not do. Performance of employees could include: quantity of output, quality of output, timeliness of output, presence at work, cooperativeness (Güngör, 2011).

Effective performance of the job is to achieve certain results or achieving specific results predefined for jobs (such as income), through specific measures so that in accordance with policies, procedures and organizational environment (Sydanmaanlakka, 2003).

Good employee performance has been linked with increased consumer perception of service quality, while poor employee performance has been linked with increased customer

complaints and brand switching. To conclude, employee performance could be simply understood as the related activities expected of a worker and how well those activities were executed. Then, many business personnel directors assess the employee performance of each staff member on an annual or quarterly basis in order to help employees identify suggested areas for improvement (Ying, 2012).

Also, a review of ten years of research in human resources management highlights that contextual factors may influence the effectiveness of employee performance appraisal, mentioning the role of work context in the appraisal process and factors that may influence this process using feedback for enhancing performance (Rusu et al., 2016).

Creative Performance

Creative performance in an organization may refer to a variety of elements—a process, a product, a person, a situation, or the way in which each of these components interacts with the others. These elements correspond to different perspectives (individual, group, or organization), which are interlinked in an “interactionist perspective on creativity” and can be considered to be the results of different but related measurement processes (Guercini, 2014).

According to Carmeli and his team, creative performance or creativity is defined "in terms of generating new ideas (originality) that are appropriate (usefulness)" (Carmeli et al., 2013). However, According to Zhang and his team of researchers, creative performance is the ability to transform novel ideas into successful products and processes. They also state, in their paper on "Measuring Creative Performance of Teams Through Dynamic Semantic Social

Network Analysis", that creativity represents a starting point for organizational innovation (Zhang et al., 2013).

The literature on organizational creativity has often used interchangeably the concepts of 'team performance' and 'team creativity' with the assumption that a high-performing group or individual must be more creative (Hackman and Katz, 2010). Instead of considering performance and creativity as two different concepts, we adopt the concept of 'creative performance' to focus on the structural and relational properties of creative teams that could improve innovation and increase performance (Shalley and Perry-Smith, 2001; Perry-Smith, 2006).

Creative performance can also be defined as the production of novel and appropriate ideas, processes or solutions to an open-ended task (Sujin Jang, 2017). Moreover, Creativity tasks are those that have no single correct answer and require an individual or team to generate and select ideas (Sujin Jang, 2017).

Creative performance, defined as the extent to which employees generate novel and useful ideas regarding procedures and processes at work, has been examined as a function of individual differences, features of the context surrounding employees, and the interaction between the two (Stobbeleir et al., 2011).

In a paper about the relation between leadership and creative performance, Vishal Gupta, from the Indian Institute of Management Calcutta, states that Creative performance behaviors, defined as the set of interdependent observable and unobservable activities that occur in response to a non-algorithmic task or project and that purportedly constitute the creative process,

are an antecedent of creative outcomes, defined as idea, prototype and products judged by relevant stakeholders to be both novel and useful (Gupta, 2012). This has also been stated in a latter research by Gupta & Singh (2014).

Individuals' creative performance is believed to be partially the result of a social process in which others in their environment stimulate and support creativity (Perry-Smith & Shalley, 2003). Moreover, individuals, both within and outside employees' immediate work setting, are increasingly important contributors to their creative performance (Madjar, 2005; Madjar, Oldham, & Pratt, 2002).

Creative performance is strongly linked to social atmosphere (Guercini, 2014). The scientific literature highlights the growing role of interpersonal networks in generating creative results and that team size is such a crucial factor in producing creative results that it can be proposed as an indirect indicator of creative performance (Guimerà et al. 2005).

Empirical Review of Literature

In this section, previous studies on relevant topics have been introduced and briefly discussed, stating the title, author and year of each study.

In his study, *Impact of Teamwork on Employees Performance*, Khan (2017) examines the banking sector. He has specifically chosen that sector due to its performance, and the increased number of banks at the time and region of the study, which lead to a difficulty for banks to retain their customers. According to Khan, the banking sector is striving to improve its human resources performance all around the globe to achieve the maximum efficiency and attempt to

increase the customer retention. In his research, he found an effective relation between teamwork and employee performance, and a correlational research design was used to examine the relationship between teamwork and employees' performance. Data was collected from 120 employees working in a Bank. Different statistical tests were applied which demonstrated that there was a positive and direct relationship of teamwork on employees' performance, according to Khan. Khan states that "The results obtained from correlation and regression analyses displayed a significant impact of teamwork on employee performance" (Khan, 2017).

In a study titled "Linking employee behavior to external customer satisfaction using quality function deployment", Hannal et al. (2004) consider the relationship between human behavioural patterns occurring in industrial environments to the general level of external customer satisfaction. The hypothesis of that study was that by correlating behaviour patterns to levels of customer satisfaction a route can be found to improve performance by changing behaviours. The researchers used a modification of the quality function deployment (QFD) technique to relate attributes that external customers value to internal behavioural patterns. Situation strength was seen, in the study, as the key influencing factor on individual and group behavior. The argument was that if the situation is strong, then changes to situational variables would have the primary impact upon the behaviour. In contrast, if the situation is weak, then recruitment and a rewards system are better influencers of behaviour. The researchers also conducted a case study based on a small engineering enterprise, which demonstrated how the use of QFD can guide managers on the introduction of the most appropriate initiatives to improve performance.

In 2013, Bireswari conducted an empirical study on the IT sector titled: Organizational Performance with Employee Attitude and Behavior Respect to IT Industry, Bangalore. The purpose of that study was to examine the organizational performance related to employee attitude and behavior in the IT industry. According to Bireswari, the Indian information technology (IT) industry had played a key role in "putting India on the global map". Attitude is defined as a mental position that consists of a feeling, emotion, or opinion evolved in response to an external situation. Employee attitude is seen as the behavior pattern, manners, body language of an employee towards his/her co-workers, colleagues, sub-ordinates, boss etc. The study was based on a sample of 310 IT employees from diverse IT companies in Bangalore, which included both males and females. The study aimed to help the organizations to understand the impact of organizational performance related to employee attitude and behavior and its outcome. The results suggested that the employee attitude survey is a useful tool for achieving the goal when the organization uses it for its performance.

Gupta & Singh (2014) have examined the direct relationship between leadership and creative performance behaviors, in addition to the mediating role of justice perceptions for this relationship in a R&D context. In their paper, titled Leadership and Creative Performance Behaviors in R&D Laboratories :Examining the Mediating Role of Justice Perceptions, the researchers collected data using a survey questionnaire from 482 scientists working in 11 publicly-owned Indian R&D laboratories. Gupta & Singh used structural equation modeling to test the hypothesized relationships between the study variables. The study found evidence for both direct and indirect relationships between leadership and creative performance behaviors.

Justice perceptions partially mediate the relationship between leadership and creative performance behaviors. The study presented a process model of creativity linking leadership to creative performance behaviors through employee justice perceptions, discussing implications for theory and practice.

In a research titled: Effect of Employee Diversity on Organization Performance of Selected State Corporations in Kenya, Wachira (2016) examines the causality between employee diversity and organization performance of state corporations in Kenya. The study divided diversity into three categories: skills diversity, values diversity and social diversity. The study targeted the employees of selected state corporations using multi-stage sampling technique, and used a descriptive survey design. Primary data was collected via structured questionnaires, and the data was analyzed using both descriptive & inferential statistical measures. Employee diversity was found to affect customer satisfaction, market share, employee satisfaction, labour costs and employee performance with the most significant impact being on employee performance. The study found skills category diversity to be the most significant positive factor. This was followed by values diversity that had a moderate effect on performance. Social category diversity was found to affect performance positively and was the third most influencing factor. The relationship between employee diversity and organization performance of the corporations in that study was found to be moderated by external factors.

Lien Vossaert (2012) discussed the relationship between self-regulatory processes, which are responsible for managing and directing the behavior of humans, and creative performance on real-world projects. The thesis, titled Ideas that matter: The relationship between self-regulatory

processes and creative performance on real-world projects, aimed to answer the fundamental question ‘When do people succeed and when do they fail in reaching creative performance?’. In order to provide answers to this "overarching" question, the researcher proposed a focus on the internal self-regulatory processes of human psychology, which were often neglected in past research. The self-regulatory processes of self-determination, planning, and an iterative approach are hypothesized to enhance employees’ creative performance. Also, the researcher proposed that the adoption of the self-regulatory strategy of planning is "most beneficial in environments with high exploitation demands". The hypotheses were tested in a study with 104 employees, working on 202 real-world projects in a variety of professions and industries, using multilevel modeling. The results confirmed the positive relationships between the proposed self-regulatory processes and creative performance. The study concludes some techniques to facilitate creative performance for both employees and supervisors..

In their research, titled *The Effects of Work Force Diversity on Employee Performance in Singapore Organisations*, Joseph & Selvaraj (2015) discussed the effects of work force diversity on employee performance in organizations in Singapore. Workforce diversity was identified as one of the strategic capabilities that will add value to the organizations over their competition. Their study focused on the effect of the workforce diversity in terms of age, gender and ethnicity. According to the researchers, if the diversity of the workforce is properly managed, it will provide positive benefits. If not properly managed, however, it could lead to negative results. A self-administered questionnaire was used to collect the views of employees in both manufacturing and service industries in Singapore. The reliability of the survey was tested by

estimating Cronbach's alpha. The analysis reveals that the three variables do not have a statistically significant impact on the performance of employees. The researchers recommended human resource programmes suggested by the employees to improve the effectiveness of workforce diversity.

In *The Effects of Work Force Diversity on Employee Performance in Singapore Organisations*, Atiyah (2016) analyzed the diversity of workers and its influence on the organizational performance. According to Atiyah, "adopting diversity management and diverse workforce inside organization, will create a behavior to add several traits that will enhance the organizational performance by adapting the current work environment to the future work plan". The goal of his research was to identify the effects of diversity in being an independent variant resembled by: (Type, sex, age, religion, ethnicity) and the other one the organizational performance in being a dependent (Related) variant resembled by (market share, sales growth, customer satisfaction, the release cycle of a new product). Atiyah reached a number of conclusions, some of which are the importance of diversity relying on diversity strategy on improving the current products while offering continuous and effective support to the projects of development and research, considering it as the main tool to support the success of effective organizational performance. His results were generally confirmed as the relation and the expected effect between the effective organization performance and diversity in the organization.

In their research, *Diverse Work Groups and Employee Performance: The Role of Communication Ties*, Zhang & Huai (2016) investigate group diversity, and more specifically: particularly informational diversity and social diversity, revealing its effects on individual

performance through communication ties. Two studies, one using 127 groups of employees from six firms and another using 104 groups of part-time students from a training program, demonstrate that informational diversity affects individual task and creative performance through communication ties, whereas social diversity does not. Future research and practical implications are also discussed in the research.

Moon (2016) presented a work titled *Examining the Relationships Between Diversity and Work Behaviors in U.S. Federal Agencies: Does Inclusive Management Make a Difference?*. In his research, he calls workforce diversity "a double-edged sword" that leads to both positive and negative work-related outcomes. Thus, the critical issue in diversity research is concerned with enhancing the benefits and reducing the detriments of heterogeneity within organizations on work behaviors. Moon examined inclusive management as a moderator of the relationships between demographic diversity (gender and race) and work behaviors (innovative and turnover behavior), using survey and personnel data drawn from federal subagencies. He defined inclusive management as a "set of policies aimed at recognizing all employees as valued organizational insiders with unique identities", and he found that it does not only strengthen the positive relationship between racial diversity and innovative behavior, but also attenuates the positive relationship between gender diversity and turnover behavior. His findings suggest that inclusive management is a key strategy for effectively managing diversity.

In a researched titled *Workforce Diversity and Its Effects on Employee Performance in A Higher Education Institution in South Africa: A Case Study of The University of Venda*, Zhuwao (2017) investigates the effects of workforce diversity on employee performance in a selected

Higher Educational Institution in South Africa. A cross-sectional research design was used in his study, with a random sample (n = 267) chosen by dividing employees into homogeneous strata of academic and non-academic employees. A Workforce Diversity Questionnaire and Employee Work Performance Questionnaire were administered. The results showed a positive and significant relationship between independent variables (gender diversity, ethnic diversity and educational diversity) and the dependent variable (employee performance). The relationship between age diversity and employee performance was not significant. Finally, he recommends introducing diversity management programs to improve the effectiveness of workforce diversity towards employee performance.

A research titled *The Effects of Diversity in Innovation: The moderating role of universal-diverse leaders* was conducted by Suzuki & Takemura (2016). Past research had shown mixed results for the effect of diversity toward innovation. The researchers hypothesize that leadership is a key in its success. They particularly focused on the leader's universal-diverse orientation. According to the researchers, team diversity could lead to low social integration which affects team creativity; however, leaders with a high universal-diverse orientation ("universal-diverse" leaders) moderate this relationship between social integration and creativity. The conceptual model of the study was assessed using survey data of 41 teams from mid- and large-sized Japanese companies. The results showed that diversity is negatively associated with a group's social integration, and that social integration has a positive effect on creativity. The results also indicated that the universal-diverse leader mitigates the negative relationship between diversity and creativity through decreased social integration. According to the researchers, it is

not enough simply to diversify their organization; it is also important to have the universal-diverse leaders manage the diversified groups. They also state that leaders need to have universal-diverse orientation, and they need to be able to understand people's similarities and differences and effectively manage the diverse groups.

In a study titled " Diversity and creativity in cross-national teams: The role of team knowledge sharing and inclusive climate", Bodla et al. (2016) take cross-national teams into consideration. According to the authors, diversity literature has demonstrated negative effects of surface-level diversity and positive effects of deep-level diversity. The study aimed to explore situations which increase the positive and limit the negative effects of team diversity on team knowledge sharing, that, in turn, leads to team creativity. The researchers tested the hypotheses with data from a sample of 60 cross-national research teams from a number of universities in China. The research hypothesized inclusive climate as the significant condition, and knowledge sharing as the profound intervening mechanism between team diversity and team creativity relationship. The results support the hypotheses in that relationships among inclusive climate, team knowledge sharing, and team creativity existed. The research findings contributed to the advancement of team diversity and team creativity literature, and their theoretical and practical implications were discussed within the research.

McSherry et al. (2017), in a research titled Measuring health care workers' perceptions of what constitutes a compassionate organisation culture and working environment: Findings from a quantitative feasibility survey, discussed the organizational culture and working environment in the health care sector. The authors state that health care organisation cultures and working

environments are highly complex, dynamic and constantly evolving settings, and that they significantly influence both the delivery and outcomes of care. In this research, a mixed methods approach was applied on a sample of 223 health care workers, and quantitative results were presented from three phase feasibility study designed to develop and test a Cultural Health Check toolkit to support health care workers, patients and organisations in providing a safe, compassionate and dignified care. Exploratory factor analysis identified two significant factors, which are “Professional Practice and Support” and “Workforce and Service Delivery”, and according to health care workers, these factors have a significant impact on the organisational culture and the quality of care delivered by staff.

In a research titled Understanding How Creative Thinking Skills, Attitudes and Behaviors Work Together: A Causal Process Model, Basadur et al. (2011) conducted their work on a sample of 112 managers working for a large international consumer goods manufacturer. The participants have undergone a field experiment in which they learned and applied the Simplex process of creative thinking to solve real management problems. Six attitudinal and behavioral skill variables learned during the training and interrelations among those variables were measured to improve the understanding of how these variables contribute to the process. Behavioral skill in generating quantity of options was the most important variable overall: it was directly associated with behavioral skill in both generating quality options and evaluating options.

In a study titled Getting Creative in Healthcare: The contribution of creative activities to Australian healthcare, Pagan et al. (2008) examined creativity in the health care sector in

Australia, based on a mix of statistics and case studies. Creative occupations were found to be making significant, growing and widespread contributions to the development and delivery of healthcare goods and services, the initial training and ongoing professionalism of doctors and nurses and the effective functioning of healthcare buildings. The main creative activities that the study addressed were: information management and analysis and making complex information comprehensible, assisting communication and reducing psycho-social and distance-mediated barriers, and improving the efficiency and effectiveness of services.

Discussion of the previous related studies

In this section, the previous studies will be overviewed, with a brief commentary on their relevance, connection to this study and limitations.

In the study conducted by Hannan et al. (2004), employee behavior is discussed and then linked to customer satisfaction. However, this link is not isolated, as there are several other links that count. In the study conducted by Basadur et al. (2011), a link is established between creative thinking skills on one hand, and attitudes and behaviours on the other, and how they work together in the workspace. Moreover, Bireswari (2013), in his empirical study, has discussed between employee behaviours, and more specifically their attitudes, and the performance of an organization as a whole. Khan (2017) also linked behavior, and more specifically teamwork behavior, and performance.

Furthermore, Gupta & Singh (2014) have discussed the term "creative performance behaviours", that is behaviours that drive the creative performance. Here, the researcher linked

behavior, creativity and performance all together. Even more, Vossaert (2012) took a more in depth approach into the relation between the self-regulatory process, that is the process that drives or stops people from behaving in a certain way, and the creative performance in real world projects; thus, establishing a deeper connection between behavior and creative performance from a psychological perspective, in addition to linking it to projects in the real world. All of those studies, however, have not discussed or referred to diversity, nor its effects, in light of the aforementioned terms.

Other studies, however, related diversity to some of the aforementioned terms. For instance, in the study conducted by Suzuki & Takemura (2016), the researchers examined the connection between diversity and innovation (creativity), and how the former affects the latter. Also, Bodla et al. (2016) discussed the relationship between diversity and creativity in teams that are cross-national (come from different nationalities). Due to the political situation and the special need for health care specialists, the health care sector in Palestine, including Hebron, receives foreign doctors and health care teams and specialists, which makes this study relevant. Moreover, Moon (2016) explored diversity and work behaviours, and how they correlate with each other. Finally, there are several studies that explored, examined and discussed the relationships between diversity and performance of both employees and organizations, some of which are the ones conducted by Wachira (2016), Joseph & Selvaraj (2015), Atiyah (2016), Zhang & Huai (2016) and Zhuwao (2017).

Other research work discussed those topics within the health care context. McSherry et al. (2017), for example, discussed the organizational culture within the health care sector. Also,

Pagan et al. (2008) discussed creative activities and how they contribute to the health care sector.

Although all of the above mentioned studies have provided a solid ground for the establishment of this research, they still had the following gaps. First of all, the connection between behavior and diversity has not been discussed in any of the aforementioned studies. Secondly, the relations between diversity and creative performance have not been examined. Thirdly, behavior of employees in the health care sector has not been discussed in any of the previous studies. Finally, although the research Bodla et al. (2016) has discussed diversity and creativity in cross-national teams, it has not focused on the health care sector. Thus, no research has discussed diversity within the health care sector, barriers, and improving the efficiency and effectiveness of services.

The hallmarks of this study

This study is the first to address certain issues. For instance, it is one of the very few studies to explore behavioural diversity among humans, and the only one to explore behavioural diversity within the workspace. Also, it is the first study to discuss the relationship between behavioural diversity and creative performance, and how the former affects the latter.

This study is also the first to address those topics within the health care sector. Furthermore, it is the first study to examine diversity within the health care sector. Even more, it is the first study to discuss the behavior of employees within the health care sector.

In addition to all of that, it is the first to address those issues in Palestine. For example, it is the only study to discuss creative performance in the workspace in Palestine. Also, it is the

only study to examine diversity in the workspace in Palestine.

All of these contribute to the importance of this research, as the first of its kind, and the only to address these topics in this manner.

CHAPTER 3

METHODOLOGY

In this chapter, the problem definition, domain and analysis, as well as the choice of methodology, theory and scientific approach are presented. The research methodology is comprised partly of a quantitative survey and analysis of the health care staff.

Research Design

The overall theme of this study is to consider the impact of behavioural diversity on team creative performance in the health care sector in Hebron. A cross-sectional research design was used in this study. As of Creswell (2013) definition of a cross sectional research design, this design was used to gather a representative sample by taking a varied cross section of the employees in the health care sector in Hebron. Since this study was aimed at investigating the relationship between the independent variables (working style, thinking style, communication style, expectations, and organizational culture) and the dependent variable (creative performance of employees), a cross sectional research design was more suitable. Further support was given by

Cohen, Manion and Morrison (2013), who indicated that a cross-sectional research design is suitable for the descriptive functions of correlational research.

Research Method

It is the research goal and the subsequent questions of empirical investigation that directly influence the choice of methodology.

Choosing the right methodology is helpful for answering the research questions and achieving the research purpose. To get answers on the research questions, a quantitative survey, based on a questionnaire, has been made. The purpose of the questionnaire was to explore the effects of behavioral diversity on the creative performance of employees in the health care sector in Hebron.

The quantitative research method was used in this study due to the availability of relational research objectives of the independent variables (working style, thinking style, communication style, expectations, and organizational culture) and the dependent variable (creative performance of employees), which require numerical data for statistical treatment, according to Creswell (2013), who mentioned that a quantitative research method can be used in correlational research. Even more, Yin (2013) mentions that quantitative research is suitable for generating statistics from a large-scale research by using data collection methods, such as questionnaires.

Population of the Study

Population is a total group of individuals or units that are of interest to the researcher and individuals at which the outcomes of the study can be generalized (Bell and Waters, 2014). In this study, the target total population consists of 1952 employees in the health care sector in Hebron, including males and females, doctors, nurses, pharmacologists, laboratories, etc.

Sampling Technique

For the purpose this study, proportional stratified sampling was used. Under this method, a proportionate stratified sampling technique was employed to divide employees into two main strata: Primary care organizations, with 19 centers size as 180 employees, and secondary care organizations with 5 centers sized as 1772 employees. The first main stratum (primary care) consisted of two strata: governmental and non-governmental. This was in consideration of the availability of a heterogeneous population of employees within the health care sector. In these strata, a systematic sampling technique was applied to ensure that every employee in each stratum has a chance of being selected, thus improving the representativeness of the sample.

Sample Size

The first main stratum (Primary Care organizations) consists of two strata: 1) the governmental centers consists of 103 employees, and 2) the non-governmental centers with 77 employees, a proportionate stratified sample with 70% proportion was taken from these two strata, then the sample size become $(70\% * (103 + 77)) = 126$ employees from the Primary Care organizations. The sample size from the second main strata (Secondary Care organizations) was

10% from the population which is $(10\% * 1772) = 177$. The total sample size was $126 + 177 = 303$.

Detailed information about the study population is shown in the table in Appendix I.

Data Collection

The researcher used questionnaires to gather data from the target population within the health care sector. The researcher spread 303 questionnaires and he received them all with 100% response percentage. The following table shows the stratified population and sample sizes:

Table 1: Population and Sample Size

Organization Type	Center	Population	Sample
Primary Care (Health Care Centers)	Governmental	103	72
	Non-governmental	77	54
	Total	180	126
Secondary Care (Hospitals)	All	1772	177
Total		1952	303

Ethical Considerations

Ethics are the “branch of philosophy which deals with the dynamics of decision making concerning what is right or wrong” (Marianna, 2011, p. 2). Ethics are essential considerations to ensure the privacy of the participants. Clearance to conduct the research was obtained from both the General Directorate of Education in Health and the Primary Health Care Directorate – Hebron. The researcher allowed the participants to participate openly and voluntarily. Furthermore, the participants were notified of their right to pull out from the process if they feel that their rights were being violated or for any other reasons without stating them to the researcher. Confidentiality and anonymity of the respondents was maintained.

Research Procedures

Before conducting the study, the researcher asked for permission from the university to implement the research. Communication about the objectives of the study was done to all the relevant authorities. Then, the researcher prepared a questionnaire and gave it to the target participants. The questionnaire was then collected from the participants at the agreed collection point. Data was taken and statistically analyzed using an SPSS program.

Reliability and Validity

A reliability and validity analysis was used to determine the extent to which the items in the questionnaire are related to each other, and to ensure repeatability or internal consistency of this work. Detailed description of the reliability and validity analyses are as follows:

Reliability

Reliability analysis allows to determine the extent to which the items in the questionnaire are related to each other, and the reliability coefficient value represents overall index of the repeatability or internal consistency of the scale (questionnaire) as a whole. This procedure also enables to identify problem items that should be excluded from the scale.

The reliability test was performed to measure the internal consistency for working style, thinking style, communication style, expectations, organizational culture, and the creative performance of employees in the health care sector in Hebron. The working style was measured using 6 items, and its coefficient alpha was 0.74. As for the communication style, it was measured using 6 items, and it obtained a coefficient alpha of 0.73. With regards to thinking style, it was measured with 6 items and it obtained a coefficient alpha of 0.76. Also, the coefficient alpha for the expectations of employees, which were measured using 6 items, was 0.70. Moreover, the coefficient alpha for the organizational culture, which were measured using 6 items, was 0.69. Finally, creative performance, which was measured using 10 items, obtained a coefficient alpha of 0.72.

All in all, the Reliability Coefficient (Alpha Cronbach) is 0.87 for Behavioral Diversity, and it is 0.72 for Creative Performance. The Coefficients are greater than or equal 0.7 for all domains, so we conclude that there exist acceptable reliability levels for data to be reproduced or repeated in the case of repeating this research using the same questionnaire.

Validity

The validity of a questionnaire is the degree to which the questionnaire measures what it claims to measure, which called also the accuracy measurement. One of the most useful method to measure the validity is the Factor analysis by principal component method. It gives numbers called Extraction communalities which estimate the variance in each questionnaires' item accounted for by the factors (components or domains) in the factor solution. For other extraction methods, these values are the proportion or the amount of variance accounted for in each variable by the rest of the variables.

High values of the extraction coefficients (>0.5) indicate that variables(Items) fit well with the factor solution, and should possibly not be dropped from the analysis. The table in Appendix III shows the extraction coefficients for all items and it is clear that most of them are greater than 0.5 which means that the questionnaire has high level of validity.

Characteristics of the participants

The researcher spread 303 questionnaires and he received them all with 100% response percentage.

The respondents came from diverse organizations. 126 (41.6%) of the organizations were Primary Care (Health Care Centers), whereas 177 (58.4%) were Secondary Care (Hospitals). With regard to gender, 152(50.2%) of the respondents were females and 151(49.8%) were males. This means that most the respondents in this study were females. These findings agree with Kossek, Lobel and Brown (2005) findings who found out that from the entire workforce across

the world, 54% are women.

As for organization ownership status, 150 (49.5%) of the organizations were governmental, 54 (17.8%) were non-governmental organizations, 77 (25.4%) were privately owned and 22 (7.3%) were social organizations.

As for employee positions, there were 58 (19.1%) physicians, 86 (28.4%) nurses, 18 (5.9%) pharmacists, 76 (25.1%) administration and services personnel, 42 (13.9%) laboratorians, and 23 (7.6%) physiotherapists. These results show that the health care sector is diverse in terms of employee roles and positions.

As for educational qualification, holders of Bachelor's degree were 214 (70.6%), which is the highest percentage of all levels of educational qualifications among the participants, followed by diploma degree holders who were 58 (19.1%), and lastly, PhD and Master's degree holders who were 31 (10.3 %), being the least of all. None of the participants held a degree lower than a diploma. A recent study conducted by Hoff (2014) found that, organisations usually reject hiring people with insufficient educational qualifications, for example primary and secondary qualifications. This may explain the reason why the health care sector employs only college and university degree holders.

In terms of work experience, most of the participants 109 (36.0%) had 5 to 10 years of experience, followed by 93 (30.7%) with less than 5 years of experience, 72 (23.8%) with 11 to 20 years and 29 (9.6%) with 21 to 30 years. These findings are similar to Hoff (2014) findings which further argued that the age of employees affects their work experience in the organisation.

Detailed information about the demographics and personal data of the study sample is shown in Appendix II.

Statistical Method

The researcher coded the data collected through the questionnaires and performed the needed data manipulation and the statistical analysis using a computer statistical package for social science (SPSS) to screen and analyze collected data. The answer were coded as the following: (Strongly agree=5), (Agree=4), (Neutral=3), (Disagree=2), (Strongly disagree=1) . The Statistical methods used in the analysis of the research are :

1. Frequencies and Percentages to describe personal and demographic variables.
2. Means (averages) and Standard Deviations with coefficients of variation to measure perceptions of the respondents toward the Questionnaires' Items.
3. Simple and Multiple Linear Regression Analysis (Stepwise Method) for testing the hypothesis of relationship between Behavioral Diversity and its components as independent variables and Creative Performance as dependent variable.
4. Factor Analysis (Principal component Method) for validity.
5. Alpha (Cronbach) scales for Reliability.

In this research work, the Stepwise Regression model was used. According to Seber & Lee (2007), computing all possible regression models quickly is impractical due to the increases

in the number of variables. Thus, we can resort to step-by-step methods that select subsets sequentially and avoid the computational cost of fitting very large numbers of models.

Suppose that we have a regression model ($C.P = \beta_0 + \beta_1 WS + \beta_2 CS + \beta_3 TS + \beta_4 OE + \beta_5 OC + e$) (1), where :

CP: Creative Performance.

WS: Work Style.

CS: Communication Style.

TS: Thinking Style.

OE: Orientation & Expectation.

OC: Organizational Culture.

E: error.

And we want to identify the "significant" variables having nonzero regression coefficients. Suppose that we divide the K variables up into two sets: the first set consists of (p – 1) variables that we deem important, while the second, which contains the remaining (K-p+ 1) variables, consists of variables whose coefficients we suspect are zero. We can test if the second set contains no significant variables by using the F-statistic, where RSS is the regression sum of squares, N is the sample size = 303, K is the number of independent variable in the first step (original number), P is the number of independent variable in the final step (final number).

$$F = \frac{RSS_p - RSS_{(K+1)}}{RSS_{(K+1)}} \frac{n - (K - 1)}{K - P + 1} \dots \dots \dots 2$$

(Seber & Lee, 2007)

We can think of this test as discriminating between two models, having K and $p - 1$ variables, respectively. In particular, if ($K = p$), the test is which tests if the addition of a specified extra variable is necessary.

$$F = \frac{RSS_p - RSS_{(P+1)}}{RSS_{(P+1)}} (n - p - 1) \dots \dots 3$$

(Seber & Lee, 2007)

Forward Selection

This suggests the following procedure. We start with a model containing only the constant term, compute (3) with $p = 1$ for all the available explanatory variables in turn and pick the variable for which (3) is the greatest. Then, we repeat this for $p = 2, 3, \dots$, selecting at each stage the variable not currently included that gives the maximum value of F . We stop if the maximum F at any stage does not exceed some threshold value F_{IN} . This procedure is commonly called forward selection (FS).

Backward Elimination

As an alternative to forward selection (FS), we can start with the full model using all K variables (provided that $(K + 1)$ is less than n) and compute (2) with $p = K$ for each of the K variables. We eliminate the variable having the smallest F -statistic from the model, provided that F is less than some threshold F_{OUT} . This procedure is continued until all variables are eliminated or the smallest F fails to be less than F_{OUT} . This procedure is called backward elimination (BE).

Stepwise Regression

A drawback of these two methods is that in the case of BE, a variable once eliminated can never be reintroduced into the regression, and in the case of FS, once included can never be removed. Also, they can give very different results on the same data.

A method that combines FS and BE is the well-known stepwise regression algorithm, which is just FS followed by a BE step at each stage. This algorithm starts with a model consisting of the constant term alone, and then performs an FS step, adding a single variable. This is followed by a BE step, removing a variable if the corresponding F is less than F_{OUT} . This combination of an FS step followed by a BE step is repeated until no further variables are introduced at the FS stage. Provided that $F_{OUT} < F_{IN}$, the stepwise algorithm must eventually terminate, as is shown by the following argument.

Alpha Cronbach

Lykert Scale Key:

Table 2: Alpha Cronbach coefficients.

Mean	Level
less than 1.8	very low
1.8– less than 2.6	low
2.6–less than 3.4	moderate
3.4–less than 4.2	high
4.2 or more	very high

CHAPTER 4

ANALYSIS, PRESENTATION AND INTERPRETATION OF RESULTS

The main goal of the study was to explore the effects of behavioural diversity on the creative performance of employees in the health care sector in Hebron. Provided the data collected from the sample stated in chapter three, this chapter presents the patterns and analyses of findings related to the research objectives and hypotheses established in chapter one and chapter two. This chapter presents the reliability analysis, response rate of the study, descriptive analysis and inferential analysis. The descriptive analysis will describe the demographic characteristics of the participants, central tendencies measurement of constructs and measurement of dispersion of the constructs. The inferential analysis will present the correlation analysis and regression analysis.

Descriptive Analysis Results

1. Work Style Domain

The following table shows ANOVA analysis results for Items of Work Style domain:

Table 3: ANOVA analysis results for Items of Work Style domain.

Source	Sum of Squares	df	Mean Square	F	Sig
Between groups	24.011	5	4.802	8.697	0.000
Within groups	1000.548	1812	0.552		
Total	1024.559	1817			

The results of ANOVA table shows that there are significant differences between respondents in their attitudes toward items of Work Style Domain (Sig.<0.05).

The following table shows means, standard deviations and Coefficients of variation for Items of Work Style domain:

Table 4: Means, standard deviations and Coefficients of variation for Items of Work Style domain.

No	Work Style	Mean	Standard deviation	C.V	Level
1.	Team diversity achieves cooperation between the members to accomplish the required tasks.	4.51	0.64	0.14	very high

2.	I recognize and appreciate the contributions of each team member.	4.44	0.66	0.15	very high
3.	I take full responsibilities for my mistakes and cooperate with others effectively to accomplish tasks.	4.39	0.62	0.14	very high
4.	I prefer to work with others in a team effort over working individually.	4.27	0.88	0.21	very high
5.	I cooperate with team members to find new technological advancements.	4.24	0.77	0.18	very high
6.	I have a special sense of my personal contribution to come up with new ideas for the work.	4.19	0.84	0.20	high
	Total	4.34	0.49	0.11	very high

The table above shows means and standard deviations of Work Style items, the items sorted descending by means. The total value of mean indicates that the respondents' attitudes are high, since the average mean value is (4.34) and the standard deviation is(0.49).

The highest items according to the means are: the item (Team diversity achieves cooperation between the members to accomplish the required tasks) with mean (4.51) and standard deviation (0.64), the item (I recognize and appreciate the contributions of each team member) with mean (4.44) and standard deviation (0.66), the item (I take full responsibilities for my mistakes and cooperate with others effectively to accomplish tasks) with mean (4.39) and standard deviation (0.62).

On the other hand, the lowest items according to the means are: the item (I have a special sense of my personal contribution to come up with new ideas for the work) with mean (4.19) and standard deviation (0.84) and with high C.V comparing with the other items(0.20), the item (I cooperate with team members to find new technological advancements) with mean (4.24) and standard deviation (0.77), the item (I prefer to work with others in a team effort over working individually) with mean (4.27) and standard deviation (0.88) and with high C.V comparing with the other items(0.21).

According to the highest attitudes of the respondents, One could conclude the following:

- (1) Team diversity achieves cooperation between the members to accomplish the required tasks,
- (2) the employee recognizes and appreciate the contributions of each team member,
- (3) the employee takes full responsibilities for his mistakes and cooperate with others effectively to accomplish tasks,
- (4) the employee prefers to work with others in a team effort over working individually,
- (5) the employee cooperate with team members to find new technological advancements, and finally,
- (6) the employee has a special sense of his personal contribution to come up with new ideas for the work.

2. Communication style Domain

The following table shows ANOVA analysis results for Items of Communication style domain:

Table 5: ANOVA analysis results for Items of Communication style domain.

Source	Sum of Squares	df	Mean Square	F	Sig
Between groups	78.009	5	15.602	25.756	0.000
Within groups	1097.637	1812	0.606		
Total	1175.646	1817			

The results of ANOVA table shows that there are significant differences between respondents in their attitudes toward items of Communication style Domain (Sig.<0.05).

The following table shows means, standard deviations and Coefficients of variation for Items of Communication style domain:

Table 6: Means, standard deviations and Coefficients of variation for Items of Communication style domain.

No	Communication style	Mean	Standard deviation	C.V	Level
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1.	I offer help and support to others to form positive relationships with them.	4.54	0.68	0.15	very high
2.	The organization encourages the constructive dialogue through regular staff meetings.	4.35	0.64	0.15	very high
3.	I share my knowledge with other team members to stay up to date.	4.31	0.71	0.17	very high
4.	I listen to success stories of others and seek ways to learn from them.	4.22	0.71	0.17	very high
5.	I communicate with others openly and transparently	4.08	0.89	0.22	high
6.	Members reciprocate various social occasions.	3.89	0.98	0.25	high
	Total	4.23	0.48	0.11	very high

The table above shows means and standard deviations of Communication style items, the items sorted descending by means. The total value of mean indicates that the respondents' attitudes are high, since the total mean value is(4.23) and the standard deviation is(0.48).

The highest items according to the means are: the item (I offer help and support to others to form positive relationships with them) with mean (4.54) and standard deviation (0.68), the item (The organization encourages the constructive dialogue through regular staff meetings) with mean (4.35) and standard deviation (0.64), the item (I share my knowledge with other team members to stay up to date) with mean (4.31) and standard deviation (0.71).

From the other hand, the lowest items according to the means are: the item (Members reciprocate various social occasions) with mean (3.89) and standard deviation (0.98) and with high C.V comparing with the other items(0.25), the item (I communicate with others openly and transparently) with mean (4.08) and standard deviation (0.89) and with high C.V comparing with the other items(0.22), the item (I listen to success stories of others and seek ways to learn from them) with mean (4.22) and standard deviation (0.71).

According to the highest attitudes of the respondents, the following conclusions can be obtained: the employee offers help and support to others to form positive relationships with them, The organization encourages the constructive dialogue through regular staff meetings, the employee shares his knowledge with other team members to stay up to date, the employee listens to success stories of others and seek ways to learn from them, the employee communicates with others openly and transparently, Members reciprocate various social occasions.

3. Thinking style Domain

The following table shows ANOVA analysis results for Items of Thinking style domain:

Table 7: ANOVA analysis results for Items of Thinking style domain.

Source	Sum of Squares	df	Mean Square	F	Sig
Between groups	18.036	5	3.607	6.569	0.000
Within groups	994.950	1812	0.549		
Total	1012.986	1817			

The results of ANOVA table shows that there are significant differences between respondents in their attitudes toward items of Thinking style Domain (Sig.<0.05).

The following table shows means, standard deviations and Coefficients of variation for Items of Thinking style domain:

Table 8: Means, standard deviations and Coefficients of variation for Items of Thinking style domain.

No	Thinking style	Mean	Standard deviation	C.V	Level
1.	I welcome new ideas born from within the team.	4.33	0.74	0.17	very high
2.	I deal with new responsibilities as valuable opportunity to	4.31	0.75	0.17	very high

	learn from them.				
3.	I use direct dialogue with others to improve my ideas and suggest solutions for work problems.	4.26	0.64	0.15	very high
4.	I refer to previous experiences when faced with new situations at work.	4.26	0.69	0.16	very high
5.	I have the ability to see things from a different perspective.	4.15	0.71	0.17	high
6.	When possible, the organization takes into account all opinions when making a decision.	4.04	0.89	0.22	high
	Total	4.22	0.50	0.12	very high

The table above shows means and standard deviations of Thinking style items, the items sorted descending by means. The total value of mean indicates that the respondents' attitudes are high, since the total mean value is(4.22) and the standard deviation is(0.5).

The highest items according to the means are: the item (I welcome new ideas born from within the team) with mean (4.33) and standard deviation (0.74), the item (I deal with new responsibilities as valuable opportunity to learn from them) with mean (4.31) and standard

deviation (0.75), the item (I use direct dialogue with others to improve my ideas and suggest solutions for work problems) with mean (4.26) and standard deviation (0.64).

From the other hand, the lowest items according to the means are: the item (When possible, the organization takes into account all opinions when making a decision) with mean (4.04) and standard deviation (0.89) and with high C.V comparing with the other items(0.22), the item (I have the ability to see things from a different perspective) with mean (4.15) and standard deviation (0.71), the item (I refer to pervious experiences when faced with new situations at work) with mean (4.26) and standard deviation (0.69).

According to the highest attitudes of the respondents, the following conclusions can be obtained: the employee welcomes new ideas born from within the team, the employee deal with new responsibilities as valuable opportunity to learn from them, the employee uses direct dialogue with others to improve his ideas and suggest solutions for work problems, the employee refers to pervious experiences when faced with new situations at work, the employee has the ability to see things from a different perspective, When possible, the organization takes into account all opinions when making a decision.

4. Orientations and expectations Domain

The following table shows ANOVA analysis results for Items of Orientations and expectations domain:

Table 9: ANOVA analysis results for Items of Orientations and expectations domain.

Source	Sum of Squares	df	Mean Square	F	Sig
Between groups	204.691	5	40.938	52.017	0.000
Within groups	1426.066	1812	0.787		
Total	1630.757	1817			

The results of ANOVA table shows that there are significant differences between respondents in their attitudes toward items of Orientations and expectations Domain (Sig.<0.05).

The following table shows means, standard deviations and Coefficients of variation for Items of Orientations and expectations domain:

Table 10: Means, standard deviations and Coefficients of variation for Items of Orientations and expectations domain.

No	Orientations and expectations	Mean	Standard deviation	C.V	Level
1.	There is common understanding (about the importance of team work) between the staff	4.44	0.65	0.15	very high

2.	The organization provides financial and incorporeal incentives for creative and unique work.	4.19	0.85	0.20	high
3.	I see that diversity is just natural and the team must adapt to it,.	4.18	0.66	0.16	high
4.	There is an interest within the staff to improve their technological skills to enhance the creative work systems.	3.97	0.92	0.23	high
5.	The administration appreciates the efforts of the excellent and competent employees.	3.36	1.06	0.32	moderate
6.	The best way to coexistence is to keep one's emotions and reactions under control.	2.08	1.08	0.52	low
	Total	3.70	0.43	0.12	high

The table above shows means and standard deviations of Orientations and expectations items, the items sorted descending by means. The total value of mean indicates that the respondents' attitudes are high, since the total mean value is(3.7) and the standard deviation

is(0.43).

The highest items according to the means are: the item (There is common understanding (about the importance of team work) between the staff) with mean (4.44) and standard deviation (0.65), the item (The organization provides financial and incorporeal incentives for creative and unique work) with mean (4.19) and standard deviation (0.85), the item (I see that diversity is just natural and the team must adapt to it,) with mean (4.18) and standard deviation (0.66).

From the other hand, the lowest items according to the means are: the item (The best way to coexistence is to keep one's emotions and reactions under control) with mean (2.08) and standard deviation (1.08) and with high C.V comparing with the other items(0.52), the item (The administration appreciates the efforts of the excellent and competent employees) with mean (3.36) and standard deviation (1.06) and with high C.V comparing with the other items(0.32), the item (There is an interest within the staff to improve their technological skills to enhance the creative work systems) with mean (3.97) and standard deviation (0.92).

According to the highest attitudes of the respondents, the following conclusions can be obtained: There is common understanding (about the importance of team work) between the staff, The organization provides financial and incorporeal incentives for creative and unique work, the employee sees that diversity is just natural and the team must adapt to it, There is an interest within the staff to improve their technological skills to enhance the creative work systems.

From the other hand, according to the lowest attitudes of the respondents, the following

sentences are refused: The best way to coexistence is to keep one's emotions and reactions under control.

5. Organizational Culture Domain

The following table shows ANOVA analysis results for Items of Organizational Culture domain:

Table 11: ANOVA analysis results for Items of Organizational Culture domain.

Source	Sum of Squares	df	Mean Square	F	Sig
Between groups	98.768	5	19.754	28.401	0.000
Within groups	1260.317	1812	0.696		
Total	1359.085	1817			

The results of ANOVA table shows that there are significant differences between respondents in their attitudes toward items of Organizational Culture Domain (Sig.<0.05).

The following table shows means, standard deviations and Coefficients of variation for Items of Organizational Culture domain:

Table 12: Means, standard deviations and Coefficients of variation for Items of Organizational Culture domain.

No	Organizational Culture	Mean	Standard deviation	C.V	Level
1.	I offer assistance to my colleagues in difficult situations and I ask for help when I face such ones.	4.21	0.83	0.20	very high
2.	I welcome the addition of new employees with different cultural backgrounds to the team.	4.14	0.67	0.16	high
3.	I feel proud and affiliated to my workplace.	4.07	0.83	0.20	high
4.	I accept failure and view it as a step toward success.	3.96	0.85	0.21	high
5.	Employees adopt and stand for the culture of the organization and its values.	3.94	0.84	0.21	high
6.	The administration of the organization shows	3.49	0.96	0.27	high

	acceptance of all cases of diversity among the employees.				
	Total	3.97	0.52	0.13	high

The table above shows means and standard deviations of Organizational Culture items, the items sorted descending by means. The total value of mean indicates that the respondents' attitudes are high, since the total mean value is(3.97) and the standard deviation is(0.52).

The highest items according to the means are: the item (I offer assistance to my colleagues in difficult situations and I ask for help when I face such ones) with mean (4.21) and standard deviation (0.83), the item (I welcome the addition of new employees with different cultural backgrounds to the team) with mean (4.14) and standard deviation (0.67), the item (I feel proud and affiliated to my workplace) with mean (4.07) and standard deviation (0.83).

From the other hand, the lowest items according to the means are: the item (The administration of the organization shows acceptance of all cases of diversity among the employees) with mean (3.49) and standard deviation (0.96) and with high C.V comparing with the other items(0.27), the item (Employees adopt and stand for the culture of the organization and its values) with mean (3.94) and standard deviation (0.84), the item (I accept failure and view it as a step toward success) with mean (3.96) and standard deviation (0.85).

According to the highest attitudes of the respondents, the following conclusions can be obtained: the employee offers assistance to his colleagues in difficult situations and he asks for

help when he faces such ones, the employee welcomes the addition of new employees with different cultural backgrounds to the team, the employee feels proud and affiliated to his workplace, the employee accepts failure and view it as a step toward success, Employees adopt and stand for the culture of the organization and its values, The administration of the organization shows acceptance of all cases of diversity among the employees.

6. Creative Performance Domain

The following table shows ANOVA analysis results for Items of Creative Performance domain:

Table 13: ANOVA analysis results for Items of Creative Performance domain.

Source	Sum of Squares	df	Mean Square	F	Sig
Between groups	371.579	9	41.287	41.111	0.000
Within groups	3032.898	3020	1.004		
Total	3404.477	3029			

The results of ANOVA table shows that there are significant differences between respondents in their attitudes toward items of Creative Performance Domain(Sig.<0.05).

The following table shows means, standard deviations and Coefficients of variation for Items of Creative Performance domain:

Table 14: Means, standard deviations and Coefficients of variation for Items of Creative Performance domain.

No	Creative Performance	Mean	Standard deviation	C.V	Level
1.	Training programs assist the development of employees' professional performance.	4.20	0.81	0.19	very high
2.	The individual diversity in the organization creates an atmosphere of enthusiasm and vitality among the employees helping them to accomplish tasks better.	4.04	0.86	0.21	high
3.	Employees exert the necessary efforts to accomplish tasks as required and on time.	3.89	0.85	0.22	high
4.	I take the risk for implementing new creative methods.	3.82	0.92	0.24	high
5.	The performance of employees is seen as serious and responsible.	3.73	0.93	0.25	high

6.	I have the courage to preform new creative tasks that are untried before.	3.71	0.90	0.24	high
7.	Employees feel that they are in the right positions according to their qualifications and wok experiences.	3.44	1.08	0.31	high
8.	There are potentials for promotions and career advancements in the organization.	3.29	1.11	0.34	moderate
9.	The organization offers incentives to the employees through rewarding exceptional individual performances.	3.20	1.16	0.36	moderate
10.	The individual diversity negatively affects the creative performance of employees	2.89	1.29	0.45	moderate
	Total	3.62	0.54	0.15	high

The table above shows means and standard deviations of Creative Performance items, the items sorted descending by means. The total value of mean indicates that the respondents' attitudes are high, since the total mean value is(3.62) and the standard deviation is(0.54).

The highest items according to the means are: the item (Training programs assist the development of employees' professional performance) with mean (4.2) and standard deviation (0.81), the item (The individual diversity in the organization creates an atmosphere of enthusiasm and vitality among the employees helping them to accomplish tasks better) with mean (4.04) and standard deviation (0.86), the item (Employees exert the necessary efforts to accomplish tasks as required and on time) with mean (3.89) and standard deviation (0.85), the item (I take the risk for implementing new creative methods) with mean (3.82) and standard deviation (0.92).

From the other hand, the lowest items according to the means are: the item (The individual diversity negatively affects the creative performance of employees) with mean (2.89) and standard deviation (1.29) and with high C.V comparing with the other items(0.45), the item (The organization offers incentives to the employees through rewarding exceptional individual performances) with mean (3.2) and standard deviation (1.16) and with high C.V comparing with the other items(0.36), the item (There are potentials for promotions and career advancements in the organization) with mean (3.29) and standard deviation (1.11) and with high C.V comparing with the other items(0.34), the item (Employees feel that they are in the right positions according to their qualifications and work experiences) with mean (3.44) and standard deviation (1.08).

According to the highest attitudes of the respondents, the following conclusions can be obtained: Training programs assist the development of employees' professional performance, The individual diversity in the organization creates an atmosphere of enthusiasm and vitality among the employees helping them to accomplish tasks better, Employees exert the necessary efforts to accomplish tasks as required and on time, the employee takes the risk for implementing new

creative methods, The performance of employees is seen as serious and responsible, the employee has the courage to perform new creative tasks that are untried before, Employees feel that they are in the right positions according to their qualifications and work experiences.

Total Study Domains

The following table shows means, standard deviations and Coefficients of variation for Total Study domains:

Table 15: Means, standard deviations and Coefficients of variation for Total Study domains.

Domain	Mean	Standard deviation	C.V	Level
Work Style	4.34	0.49	0.11	very high
Communication style	4.23	0.48	0.11	very high
Thinking style	4.22	0.50	0.12	very high
Orientations and expectations	3.70	0.43	0.12	high
Organizational Culture	3.97	0.52	0.13	high
Behavioral Diversity	4.09	0.37	0.09	high
Creative Performance	3.62	0.54	0.15	high

The table above shows that the total degree of Behavioral Diversity is high(4.09) and the

total degree of Creative Performance is high also(3.62). The highest domain of Behavioral Diversity is Work Style (4.34), then Communication style(4.23), then Thinking style(4.22), then Organizational Culture(3.97), and the lowest domain is Orientations and expectations(3.70)

Research Hypotheses

First Main Hypothesis

There is no significant effect of behavioural diversity on Creative Performance of Employees in the Health Care Sector in Hebron City.

To test this main hypothesis, A Simple Regression Analysis was conducted to test the effect of behavioural diversity on Creative Performance of Employees in the Health Care Sector in Hebron City. The Simple Regression Model for this purpose is:

$$\mathbf{CP} = \beta_0 + \beta_1\mathbf{BD} + \mathbf{e}$$

Where:

β_0 , β_1 : Constants

BD: behavioural diversity

CP: Creative Performance

e: Random Error

The following tables show the estimated model summary and estimation results of the study model:

Table 16: Simple Linear Regression Model Summary.

R	R Square	Adjusted R Square	F	Sig.
0.548	0.300	0.298	129.206	0.000

Table 17: Simple Linear Regression Coefficients.

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	Beta	Std. Error	Beta		
Constant	0.336	0.290	-----	1.157	0.248
BD	0.802	0.071	0.548	11.367	0.000
KS Normality test for residuals(Z)=0.717 ; P-value=0.683					

Dependent Variable: Creative Performance

By the results of Table(2), the estimated regression model can be written as:

$$\mathbf{CP = 0.336 + 0.802 BD}$$

By the results of table(1), the main hypothesis is rejected and the regression was

significant with $F=129.206$, $P\text{-value}<0.05$, the K-S Normality test for residuals is not significant indicates that the residuals are normally distributed, so the model fits the data well. The coefficient of Determination of the estimated model $R^2= 0.30$ implies that the behavioural diversity explain 30% of the total variation of the creative performance. So it is concluded that there is significant effect of behavioural diversity on Creative Performance of Employees in the Health Care Sector in Hebron City. Since the behavioural diversity coefficient is significant ($\text{Beta}=0.802$; $T=11.367$; $\text{Sig.}<0.05$), we can say that for each unit increases in behavioural diversity, the Creative Performance increases by 0.802 .

Sub Hypotheses

H1_1) There is no significant effect of Work Style on Creative Performance of Employees in the Health Care Sector in Hebron City.

H1_2) There is no significant effect of Communication style on Creative Performance of Employees in the Health Care Sector in Hebron City.

H1_3) There is no significant effect of Thinking style on Creative Performance of Employees in the Health Care Sector in Hebron City.

H1_4) There is no significant effect of Orientations and expectations on Creative Performance of Employees in the Health Care Sector in Hebron City.

H1_5) There is no significant effect of Organizational Culture on Creative Performance of Employees in the Health Care Sector in Hebron City.

To test these hypotheses, A multiple regression analysis was conducted to test the effect of behavioural diversity components(Domains) on Creative Performance of Employees in the Health Care Sector in Hebron City. The multiple regression model performed for this purpose is:

$$\mathbf{CP} = \beta_0 + \beta_1\mathbf{WS} + \beta_2\mathbf{CS} + \beta_3\mathbf{TS} + \beta_4\mathbf{OE} + \beta_5\mathbf{OC} + \mathbf{e}$$

Where:

$\beta_0, \beta_1, \beta_2, \beta_3, \beta_4, \beta_5$: Constants

WS: Work Style

CS: Communication style

TS: Thinking style

OE: Orientations and expectations

OC: Organizational Culture

CP: Creative Performance

e: Random Error

The following tables show the estimated model summary and estimation results of the study model:

Table 18: Multiple Linear Regression Model Summary.

R	R Square	Adjusted R Square	F	Sig.
0.581	0.337	0.326	30.192	0.000

Table 19: Multiple Linear Regression Coefficients.

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	VIF
	Beta	Std. Error	Beta			
Constant	0.276	0.289	-----	0.955	0.340	
WS	-0.046	0.068	-0.042	-0.667	0.505	1.740
CS	0.232	0.076	0.208	3.061	0.002	2.076
TS	0.054	0.071	0.050	0.764	0.445	1.935
OE	0.327	0.070	0.260	4.686	0.000	1.384
OC	0.282	0.059	0.274	4.809	0.000	1.457
KS Normality test for residuals(Z)=0.956 ; P-value=0.320						

Dependent Variable: Creative Performance

The next step, we will use Stepwise Selection Method to get the best model (Kunter et al., 2005), and the following table shows the results of Stepwise regression analysis:

Table 20: Stepwise Multiple Linear Regression Model Summary.

R	R Square	Adjusted R Square	F	Sig.
0.579	0.335	0.328	50.180	0.000

Table 21: Stepwise Multiple Linear Regression Coefficients.

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	VIF
	Beta	Std. Error	Beta			
Constant	0.265	0.280	----	0.949	0.343	----
CS	0.240	0.062	0.216	3.896	0.000	1.376
OE	0.327	0.064	0.260	5.090	0.000	1.173
OC	0.284	0.057	0.277	4.977	0.000	1.389
KS Normality test for residuals(Z)=0.943 ; P-value=0.337						

Dependent Variable: Creative Performance

By the results of Table(6), the best estimated regression model can be written as:

$$\mathbf{CP = 0.265 + 0.240*CS + 0.327*OE + 0.284*OC}$$

By the results of table(5), we conclude that the regression model is significant with $F=50.180$, $P\text{-value}<0.05$. All Variance Inflation Factor(VIF) values are less than 10 indicates that there is no Multicollinearity problem between the independents in the model , the K-S Normality test for residuals is not significant indicates that the residuals are normally distributed, so the model fits the data well. The coefficient of Determination of the estimated model $R^2= 0.335$ implies that the extracted behavioral diversity components(Communication style, Orientations and expectations, Organizational Culture) explain 33.5% of the total variation of the creative performance.

H1_1) There is no significant effect of Work Style on Creative Performance of Employees in the Health Care Sector in Hebron City.

From the results of table(17), the hypothesis (H1_1) is accepted, so we conclude that there is no significant effect of Work Style on Creative Performance of Employees in the Health Care Sector in Hebron City($\text{Sig.}=0.505>0.05$).

H1_2) There is no significant effect of Communication style on Creative Performance of Employees in the Health Care Sector in Hebron City.

From the results of table(19), the hypothesis (H1_2) is rejected, so we conclude that there is significant positive effect of Communication style on Creative Performance of Employees in

the Health Care Sector in Hebron City (Beta= 0.240, T=3.896, Sig.<0.05), so for each unit increases in Communication style, the Creative Performance increases by 0.240 holding other variables constant.

H1_3) There is no significant effect of Thinking style on Creative Performance of Employees in the Health Care Sector in Hebron City.

From the results of table(17), the hypothesis (H1_3) is accepted, so we conclude that there is no significant effect of Thinking style on Creative Performance of Employees in the Health Care Sector in Hebron City (Sig.=0.445>0.05).

H1_4) There is no significant effect of Orientations and expectations on Creative Performance of Employees in the Health Care Sector in Hebron City.

From the results of table(19), the hypothesis (H1_4) is rejected, so we conclude that there is significant positive effect of Orientations and expectations on Creative Performance of Employees in the Health Care Sector in Hebron City (Beta= 0.327, T=5.09, Sig.<0.05), so for each unit increases in Orientations and expectations, the Creative Performance increases by 0.327 holding other variables constant.

H1_5) There is no significant effect of Organizational Culture on Creative Performance of Employees in the Health Care Sector in Hebron City.

From the results of table(19), the hypothesis (H1_5) is rejected, so we conclude that there is significant positive effect of Organizational Culture on Creative Performance of Employees in

the Health Care Sector in Hebron City (Beta= 0.284, T=4.977, Sig.<0.05), so for each unit increases in Organizational Culture, the Creative Performance increases by 0.284 holding other variables constant.

Second Main Hypothesis

There are no statistical significant differences in Behavioral Diversity among Employees and its Effects on the Creative Performance in the Health Care Sector in Hebron City due to (Organization Type, Organization Ownership Status, and Employment Position).

Sub Hypotheses

H2_1) There are no statistical significant differences in Behavioral Diversity among Employees and its Effects on the Creative Performance in the Health Care Sector in Hebron City due to Organization Type.

To test this Hypothesis, the independent samples t test will be used and the following table shows the results:

Table 22: Means, standard deviations and the independent samples t test of differences in Behavioral Diversity among Employees and its Effects on the Creative Performance in the Health Care Sector in Hebron City due to Organization Type Stepwise Multiple Linear

Domain	Organization Type	N	Mean	SD	t	df	Sig.
Work Style	Primary Care (Health Care Centers)	126	4.37	0.36	0.959	301	0.338
	Secondary Care (Hospitals)	177	4.32	0.56			
Communication style	Primary Care (Health Care Centers)	126	4.29	0.39	1.585	301	0.114
	Secondary Care (Hospitals)	177	4.20	0.54			
Thinking style	Primary Care (Health Care Centers)	126	4.23	0.42	0.075	301	0.940
	Secondary Care (Hospitals)	177	4.22	0.55			
Orientations and expectations	Primary Care (Health Care Centers)	126	3.76	0.36	1.972	301	0.049
	Secondary Care	177	3.66	0.47			

	(Hospitals)						
Organizational Culture	Primary Care (Health Care Centers)	126	3.99	0.46	0.577	301	0.564
	Secondary Care (Hospitals)	177	3.95	0.56			
Behavioral Diversity	Primary Care (Health Care Centers)	126	4.13	0.28	1.315	301	0.189
	Secondary Care (Hospitals)	177	4.07	0.42			
Creative Performance	Primary Care (Health Care Centers)	126	3.61	0.48	-0.207	301	0.836
	Secondary Care (Hospitals)	177	3.62	0.57			

The results of table above refer to accept the hypothesis(H2_1) at all study domains except at Orientations and expectations(Sig=0.049<0.05), so we conclude that there are statistical significant differences only in Orientations and expectations in the Health Care Sector in Hebron City due to Organization Type. It is clear that Orientations and expectations in Primary Care (Health Care Centers)(mean=3.76) are higher than that in Secondary Care (Hospitals)(mean=3.66).

H2_2) There are no statistical significant differences in Behavioral Diversity among

Employees and its Effects on the Creative Performance in the Health Care Sector in Hebron City due to Organization Ownership Status.

To test this Hypothesis, One Way Analysis of Variance(ANOVA) test will be used and the following table shows the results:

Table 23: Means, standard deviations and ANOVA test of differences in Behavioral Diversity among Employees and its Effects on the Creative Performance in the Health Care Sector in Hebron City due to Organization Ownership Status

Domain	Organization Ownership Status	N	Mean	SD	F	Sig.
Work Style	Governmental	150	4.35	0.49	0.517	0.671
	Non-governmental	54	4.40	0.41		
	Privately owned	77	4.30	0.53		
	Social organization	22	4.29	0.56		
	Total	303	4.34	0.49		
Communication style	Governmental	150	4.23	0.51	0.306	0.821
	Non-governmental	54	4.27	0.46		
	Privately owned	77	4.23	0.45		
	Social organization	22	4.16	0.51		
	Total	303	4.23	0.48		
Thinking style	Governmental	150	4.22	0.47	1.275	0.283
	Non-governmental	54	4.27	0.47		
	Privately owned	77	4.27	0.53		
	Social organization	22	4.05	0.62		
	Total	303	4.22	0.50		
Orientations	Governmental	150	3.66	0.41	1.456	0.227
	Non-governmental	54	3.81	0.41		

and expectations	Privately owned	77	3.71	0.41		
	Social organization	22	3.70	0.59		
	Total	303	3.70	0.43		
Organizational Culture	Governmental	150	3.96	0.48	1.445	0.230
	Non-governmental	54	4.10	0.43		
	Privately owned	77	3.92	0.61		
	Social organization	22	3.90	0.64		
	Total	303	3.97	0.52		
Behavioral Diversity	Governmental	150	4.08	0.36	1.106	0.347
	Non-governmental	54	4.17	0.33		
	Privately owned	77	4.09	0.37		
	Social organization	22	4.02	0.45		
	Total	303	4.09	0.37		
Creative Performance	Governmental	150	3.57	0.52	1.308	0.272
	Non-governmental	54	3.71	0.49		
	Privately owned	77	3.67	0.59		
	Social organization	22	3.55	0.59		
	Total	303	3.62	0.54		

The results of table above refer to accept the hypothesis(H2_2) at all study domains(all Sig.>0.05), so we conclude that there are no statistical significant differences in Behavioral Diversity among Employees and its Effects on the Creative Performance in the Health Care Sector in Hebron City due to Organization Ownership Status.

H2_3) There are no statistical significant differences in Behavioral Diversity among Employees and its Effects on the Creative Performance in the Health Care Sector in Hebron City due to Employment Position.

To test this Hypothesis, One Way Analysis of Variance (ANOVA) test will be used and the following table shows the results:

Table 24: Means, standard deviations and ANOVA test of differences in Behavioral Diversity among Employees and its Effects on the Creative Performance in the Health Care Sector in Hebron City due to Employment Position.

Domain	Employment Position	N	Mean	SD	F	Sig.
Work Style	Physician unit	58	4.47	0.52	1.878	0.098
	Nursing unit	86	4.28	0.57		
	Pharmacy Unit	18	4.33	0.37		
	Administration and services	76	4.40	0.42		
	Laboratories	42	4.25	0.43		
	Physiotherapy Unit	23	4.22	0.41		
	Total	303	4.34	0.49		
Communication style	Physician unit	58	4.31	0.53	1.001	0.418
	Nursing unit	86	4.22	0.50		
	Pharmacy Unit	18	4.25	0.43		
	Administration and services	76	4.26	0.42		
	Laboratories	42	4.19	0.44		
	Physiotherapy Unit	23	4.07	0.60		
	Total	303	4.23	0.48		
Thinking style	Physician unit	58	4.17	0.59	0.353	0.880
	Nursing unit	86	4.23	0.55		
	Pharmacy Unit	18	4.14	0.29		
	Administration and services	76	4.26	0.46		
	Laboratories	42	4.25	0.44		
	Physiotherapy Unit	23	4.25	0.39		

	Total	303	4.22	0.50		
Orientations and expectations	Physician unit	58	3.76	0.42	3.120	0.009
	Nursing unit	86	3.63	0.42		
	Pharmacy Unit	18	3.89	0.34		
	Administration and services	76	3.79	0.48		
	Laboratories	42	3.56	0.37		
	Physiotherapy Unit	23	3.65	0.34		
	Total	303	3.70	0.43		
Organizational Culture	Physician unit	58	4.00	0.47	1.163	0.327
	Nursing unit	86	3.97	0.53		
	Pharmacy Unit	18	3.90	0.64		
	Administration and services	76	4.04	0.51		
	Laboratories	42	3.81	0.61		
	Physiotherapy Unit	23	3.98	0.37		
	Total	303	3.97	0.52		
Behavioral Diversity	Physician unit	58	4.14	0.40	1.183	0.317
	Nursing unit	86	4.07	0.40		
	Pharmacy Unit	18	4.10	0.31		
	Administration and services	76	4.15	0.34		
	Laboratories	42	4.01	0.35		
	Physiotherapy Unit	23	4.03	0.29		
	Total	303	4.09	0.37		
Creative Performance	Physician unit	58	3.62	0.57	0.264	0.932
	Nursing unit	86	3.67	0.53		
	Pharmacy Unit	18	3.59	0.53		
	Administration and services	76	3.60	0.58		
	Laboratories	42	3.56	0.44		
	Physiotherapy Unit	23	3.65	0.55		
	Total	303	3.62	0.54		

The results of table above refer to accept the hypothesis(H2_3) at all study domains except at Orientations and expectations(Sig=0.009<0.05), so we conclude that there are statistical significant differences only in Orientations and expectations in the Health Care Sector in Hebron City due to Employment Position.

The Tukey Post Hoc test in the table below show that Orientations and expectations in Administration and services unit(mean=3.79) are only significantly higher than that in Laboratories(mean=3.56)

Table 25: Tukey HSD Post Hoc test for pairwise comparisons.

(I) Employment Position	(J) Employment Position	Mean Difference (I-J)	Sig.
Administration and services	Physician unit	.03811	.995
	Nursing unit	.16014	.151
	Pharmacy Unit	-.09503	.955
	Laboratories	.23434	.045
	Physiotherapy Unit	.14169	.716

Summary of the results

The main goal of this study was to explore the effects of behavioural diversity on the creative performance of employees in the health care sector in Hebron. Those effects were measured in terms of working style, thinking style, communication style, expectations, and organizational culture.

Mixed results were received for the effects of the various aspects of behavioural diversity on creative performance. On one hand, the effects of work style and thinking style on creative performance were not statistically significant. Thus, we conclude that there is no relationship between work style and creative performance, nor between thinking style and creative performance. This could be due to the very specific work protocol and procedures which govern the work of the employees in the health care sector. On the other hand, the effects of orientation and expectation, communication style, and organizational culture on creative performance were statistically significant. Thus, we conclude that there is relationship between each of the three aspects (orientation and expectation, communication style, and organizational culture) and creative performance. This could be due to the work climate and the social interactions, which may lead to an effect on the creative performance of employees.

CHAPTER 5

PROMINENT FINDINGS OF THIS RESEARCH

This chapter discusses the prominent finding of this research. Firstly, the limitations of the research are set. Then, the descriptive and inferential analysis presented in previous chapter is summarized. Next, the reasons or evidences will be given to support or negate the hypotheses. After that, the practical implications and future research are discussed. Finally, in the last section of this chapter, the overall conclusion of the entire research project is summarized.

Limitations

Before starting with the discussion of the empirical results of this study, we need to note that there are various obstacles that were encountered in conducting this study. Firstly, the process of data collection was very slow. The delay was mainly due to bureaucracy of the governmental administrations from which permission was taken to conduct this research. However, to overcome this, there was a constant follow up on the process through visiting the offices of those administrations. The delay was also due to the nature of the health care sector, in

which providing the service takes a much higher priority than filling up the research questionnaire, and due to the urgency of that service. The participants were allowed to take their time, and the researcher didn't intervene with their work flow. Instead, the researcher had to wait for the participants' free time, and worked in accordance with their own convenience. Furthermore, the geographic separation of the primary care units has affected the data collection process. The researcher had to travel to the location of each of the units in the sample in order to collect data, which took time and effort, and slowed down the process of data collection.

Summary of the results

The results in chapter four, as of the Stepwise Multiple Linear Regression Model, indicate that the independent variables (communication style, orientation and expectation, and organizational culture) explain a variation in the effect on creative performance by 33.5% ($R^2=0.335$) thus leaving out 66.5% ($100\%-33.5\%$) being unexplained in this study. In other words, this means that there are other extra independent variables that were not put into consideration in this study that is significant in explaining the effect on creative performance. Furthermore, the results show that orientation and expectation is the highest contributor towards the variation of effect on creative performance ($\beta= 0.327$, $p=0.000$) as compared to communication style and organizational culture. The second most significant predictor is organizational culture, shown by ($\beta =0.282$, $p=0.000$). Communication style comes third as the most significant predictor of effect on creative performance, indicated by ($\beta=0.232$, $p=0.002$). Work style was not a significant predictor of creative performance, shown by ($\beta= -0.046$, $p= 0.505$), neither was thinking style, shown by ($\beta= 0.054$, $p= 0.445$).

Conclusion based on research hypothesis

Using the quantitative analysis methods, this study tested two main hypotheses. The first main hypothesis includes five sub hypotheses, while the second includes three. A summary of these hypotheses findings is provided below, together with the conclusions related to them.

H1: There is no significant effect of behavioural diversity on Creative Performance of Employees in the Health Care Sector in Hebron City

By the results in chapter four, the main hypothesis is rejected and the regression was significant with $F=129.206$, $P\text{-value}<0.05$, the K-S Normality test for residuals is not significant indicated that the residuals are normally distributed, so the model fits the data well. The coefficient of Determination of the estimated model $R^2= 0.30$ implies that the behavioural diversity explain 30% of the total variation of the creative performance. So it is concluded that there is significant effect of behavioural diversity on Creative Performance of Employees in the Health Care Sector in Hebron City. Since the behavioural diversity coefficient is significant ($\text{Beta}=0.802$; $T=11.367$; $\text{Sig.}<0.05$), we can say that for each unit increases in behavioural diversity, the Creative Performance increases by 0.802. In an empirical study, Jayne and Dipboye (2004) stated that "achieving a diverse workforce and effectively managing this workforce can yield huge benefits"; this supports the findings of this research, but also indicates that diversity management is imperative.

H1_1: There is no significant effect of work style on Creative Performance of Employees in the Health Care Sector in Hebron City.

The results indicated that the hypothesis (H1_1) is accepted, so we conclude that there is no significant effect of Work Style on Creative Performance of Employees in the Health Care Sector in Hebron City(Sig.=0.505>0.05). These findings are not in line with what Amabile stated (1998) in How to Kill Creativity. Amabile states that:

As for work style, the scientist will be more likely to achieve creative success if she perseveres through a difficult problem. Indeed, plodding through long dry spells of tedious experimentation increases the probability of truly creative breakthroughs. So, too, does a work style that uses "incubation," the ability to set aside difficult problems temporarily, work on something else, and then return later with a fresh perspective (Amabile, 1998, p. 79).

This may be due to the strict rules and protocols by which the health care sector is bounded; Such strict work environment may limit the effect of workstyle on creative performance, which in turn contradicts with Amabile's findings.

H1_2: There is no significant effect of Communication style on Creative Performance of Employees in the Health Care Sector in Hebron City.

According to the previous results, the hypothesis (H1_2) is rejected, so we conclude that there is significant positive effect of Communication style on Creative Performance of Employees in the Health Care Sector in Hebron City(Beta= 0.240, T=3.896, Sig.<0.05). For each unit increases in Communication style, the Creative Performance increases by 0.240 holding other variables constant. This goes in line with the findings of several studies. For instance, Ismael & Rayee (2014) found a strong positive relationship between communication and

performance, and more specifically between appraisal and performance. The researchers stated that "The outcomes of SmartPLS path model analysis revealed that the ability of appraisers to appropriately implement constructive feedback and favorable treatment in appraising employee performance does act as an important determinant of appraisers' job satisfaction in the studied organization" (Ismael & Rayee, 2014, p. 1). Moreover, Hassal (2009) found a significant relationship between communication and performance. She states that her findings provide "theoretical support for the functional perspective" of the relationship between communication and performance. Furthermore, Femi (2014), in a study conducted on select organizations in Nigeria, found a relationship between communication and performance. Femi states that "The result of this study reveals that a relationship exists between effective communication and workers' performance, productivity and commitment". Creative performance is an aspect of performance, and, thus, the relationships of performance are applicable on creative performance as well.

H1_3: There is no significant effect of Thinking style on Creative Performance of Employees in the Health Care Sector in Hebron City.

This hypothesis (H1_3) is accepted, so we conclude that there is no significant effect of Thinking style on Creative Performance of Employees in the Health Care Sector in Hebron City (Sig.=0.445>0.05). This does not go in line with the findings of Huo et al. (2011), who explored the relationships among thinking style, organizational commitment and creativity of Chinese employees; the findings stated that the thinking style of connection and change influence employee creativity both directly and indirectly, "indicating that connection was correlated

positively to creativity, whereas change was correlated negatively." (Huo et al., 2011, p.1). Moreover, Budijanto (2013) states that "In terms of team performance, Independent style has a negative correlation with time-related team performance. However, exploring style has a positive correlation with overall team performance". This means that thinking style is significantly related to performance. Since thinking style has a significant effect on both creativity and performance, according to the above mentioned studies, there should be an effect on creative performance. The contradiction here could be due to the limited number of employees within the health care sector compared to the tasks they need to do and to the number of patients, in addition to the work load.

H1_4: There is no significant effect of Orientations and expectations on Creative Performance of Employees in the Health Care Sector in Hebron City

The hypothesis (H1_4) is rejected, so we conclude that there is significant positive effect of Orientations and expectations on Creative Performance of Employees in the Health Care Sector in Hebron City (Beta= 0.327, T=5.09, Sig.<0.05), so for each unit increases in Orientations and expectations, the Creative Performance increases by 0.327 holding other variables constant. This goes in line with the findings of Silva (2010) who stated that "learning goal orientation was positively related to creative performance". Similarly, Hyde et al. (2009) found that values, which are an aspect of performance, may be a "strong determinant of performance". This further supports the findings of this research.

H1_5: There is no significant effect of Organizational Culture on Creative Performance of Employees in the Health Care Sector in Hebron City.

The hypothesis (H1_5) is rejected, so we conclude that there is significant positive effect of Organizational Culture on Creative Performance of Employees in the Health Care Sector in Hebron City (Beta= 0.284, T=4.977, Sig.<0.05), so for each unit increases in Organizational Culture, the Creative Performance increases by 0.284 holding other variables constant. These findings are very similar to those of Acar & Acar (2012), who state that their results "supported the positive effects of innovation and organizational culture on the business performance in context of healthcare industry". It is worth noting that this research was also conducted on the health care sector.

H2: There are no statistical significant differences in Behavioral Diversity among Employees and its Effects on the Creative Performance in the Health Care Sector in Hebron City due to (Organization Type, Organization Ownership Status, and Employment Position)

H2_1: There are no statistical significant differences in Behavioral Diversity among Employees and its Effects on the Creative Performance in the Health Care Sector in Hebron City due to Organization Type.

The results obtained in the previous chapter recommend to accept the hypothesis (H2_1) at all study domains except at Orientations and expectations (Sig=0.049<0.05), so we conclude that there are statistical significant differences only in Orientations and expectations in the Health Care Sector in Hebron City due to Organization Type. It is clear that Orientations and

expectations in Primary Care (Health Care Centers) (mean=3.76) are slightly higher than that in Secondary Care (Hospitals) (mean=3.66). This could be due to the fact that work in the primary care and the cases that the employees face are usually routine and predictable, which leads to more significance in the effects of orientation and expectation on performance, compared to those in the secondary care.

H2_2: There are no statistical significant differences in Behavioral Diversity among Employees and its Effects on the Creative Performance in the Health Care Sector in Hebron City due to Organization Ownership Status.

The hypothesis(H2_2) is accepted in all study domains (all Sig.>0.05), so we conclude that there are no statistical significant differences in Behavioral Diversity among Employees and its Effects on the Creative Performance in the Health Care Sector in Hebron City due to Organization Ownership Status. This is probably due to that the ownership status does not dictate nor affect the role, the type of work and the workflow of the employees in the health care sector.

H2_3: There are no statistical significant differences in Behavioral Diversity among Employees and its Effects on the Creative Performance in the Health Care Sector in Hebron City due to Employment Position.

The hypothesis(H2_3) is accepted in all study domains except at Orientations and expectations(Sig=0.009<0.05), so we conclude that there are statistical significant differences only in Orientations and expectations in the Health Care Sector in Hebron City due to Employment Position. To explain this, the effects of work style, communication style, thinking

style and organizational culture is similar in all roles due to the general nature of those aspects of behavior, as they are not connected to a specific type of job. Orientation and expectation, however, may have a different effect on the employee creative performance according to their type of work. Laboratorians, for instance, have a very specific job of taking samples and applying quantifiable tests on them using the very same devices they have been using, which cannot be affected by their orientation or expectation, whereas the administration and services have quite an unpredictable job (relying on soft-skills) compared to others, as the cases they deal with may vary, and their performance in those tasks may be affected more by their orientation and expectation.

Practical Implications and Future Research

This research aimed to investigate the effects of behavioural diversity on creative performance in the health care sector in Hebron, Palestine. Behavioural diversity consists of work style, communication style, thinking style, orientation and expectation, and organizational culture. The results showed that work style and thinking style had no significant effect on the creative performance of the study population, whereas communication style, organizational culture, and – more importantly – orientation and expectation had significant effect on the creative performance of the population. In contrast to all the other aspects, the effects of orientation and expectation varied slightly according to the type of organization and the employee position.

The researcher concluded that several policies and actions could be made in the health care sector in Hebron which could lead to improved creative performance of the employees. Firstly, providing soft-skill training (communication skills) may improve the creative performance of the employees by directly affecting their communication style, and introducing a diverse set of styles. This could also affect the organizational culture and the orientation and expectation of the employees, as they might affect each other's orientation and expectation through communication and socialization. Secondly, the employees need to be motivated, praised and rewarded for their creative and innovative efforts. This would lead to improve their orientation and meet their expectation in regards to work, which should, in turn, affect their creative performance. Thirdly, creativity and innovation should be set as a job requirement; this would affect the orientation of the employees, and thus affect their creative performance. Fourthly, by working on improving communication, orientation and expectation, the health care sector will be on route to improve the overall organizational culture; this can be achieved by communicating ideas between the employees and the administration and leadership more effectively, further improving organizational culture; this, in turn, will improve the creative performance of the employees. Finally, and most importantly, the health care sector should seek to increase the diversity of its employees, especially in terms of communication style, orientation and expectation. When done properly, this should increase the richness and variety of these aspects within the organization, which will further improve the creative performance of the employees.

This research was conclusive on its population, but further research is needed to provide

richer understanding of the matter due to the following. Firstly, this research was limited to the health care sector; thus, further research is needed on this topic in different work areas, such as manufacturing, education and tourism. Secondly, further research is needed in other locations. Thirdly, other aspects of behavioural diversity and their effects on creative performance need to be investigated; this includes the effects of learning style and use of technology on creative performance. Finally, this research investigated the effects on the creative performance of employees, but further research is needed to have an insight on the effects on client satisfaction and organizational performance..

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APPENDIX I: HEALTH CARE UNITS

According to information provided by the Directorate of Health – Hebron, the number of health care units and employees, as of January, 2018, is as follows:

Primary Health Care Units									
#	Unit	M.D.	Pharma.	Nurse	Lab.	Adm.	Phys. Thur.	Env.	Total
1	Rameh	3	1	4	5	1	1	0	15
2	Psychological	1	0	1	0	1	4	0	7
3	Quarantina	3	2	4	2	2	0	0	13
4	Specialty Clinics	5	2	3	5	1	2	9	27
5	Directorate	3	0	3	3	10	0	0	19
6	Beit Kahel	1	1	2	1	0	0	0	5
7	Tarqumia	1	1	3	1	1	0	0	7
8	Ein Sara	2	1	3	0	1	0	0	7

9	Old City	1	0	0	0	0	0	0	1
10	Khalet Al-Dar	1	1	2	0	0	0	0	4
11	Al-Haram	1	1	2	1	1	0	0	6
12	Al-Manshar	2	1	4	1	2	1	0	11
13	Tafuh	1	1	2	1	0	0	0	5
14	Ithna	1	1	3	1	0	0	0	6
15	Abu Ayyash	1	1	2	0	0	0	0	4
16	Al-Radwan	1	1	2	0	0	0	0	4
17	Tal Rumeidah	1	1	1	1	0	0	0	4
18	Al-Masharqa	1	1	2	0	0	0	0	4
19	Qilqis	1	1	1	0	0	1	0	4
*	Total (gov.)	31	18	44	22	20	9	9	153
*	Non-gov.	11	12	14	10	12	18	0	77

Secondary Health Care Units									
#	Unit	M.D.	Pharma.	Nurse	Lab.	Adm.	Phys Thur.	Srv.	Total
1	Al-Ahly (NGO)	118	6	270	41	95	5	30	265
2	Al-Mizan (priv.)	47	2	118	12	20	1	10	210
3	Red Crescent (NGO)	39	5	92	11	25	6	29	207
4	Hebron Gov. (gov.)	155	12	282	70	85	7	29	640
5	Moh'd Ali (gov.)	26	2	44	21	15	0	42	150
	Total	385	27	806	155	240	19	140	1772

APPENDIX II: DEMOGRAPHIC AND PERSONAL DATA FOR STUDY SAMPLE

Frequencies and Percentages of the personal and demographic variables of the Study
Sample.

Variable	Category	Frequency	Percent
Organization Type	Primary Care (Health Care Centers)	126	41.6
	Secondary Care (Hospitals)	177	58.4
	Total	303	100.0
Organization Ownership Status	Governmental	150	49.5
	Non-governmental organization	54	17.8
	Privately owned	77	25.4
	Social organization	22	7.3
	Total	303	100.0
Gender	Male	151	49.8
	Female	152	50.2

	Total	303	100.0
Educational Qualification	Diploma	58	19.1
	Bachelor degree	214	70.6
	Master degree	29	9.6
	PhD	2	.7
	Total	303	100.0
Employment Position	Physician unit	58	19.1
	Nursing unit	86	28.4
	Pharmacy Unit	18	5.9
	Administration and services	76	25.1
	Laboratories	42	13.9
	Physiotherapy Unit	23	7.6
	Total	303	100.0
Years of Experience	Less than 5 years	93	30.7
	5-10 years	109	36.0
	11-20 years	72	23.8
	21-30 years	29	9.6
	Total	303	100.0

APPENDIX III: EXTRACTION COEFFICIENTS (FOR VALIDITY)

Frequencies and Percentages of the personal and demographic variables of the Study Sample.

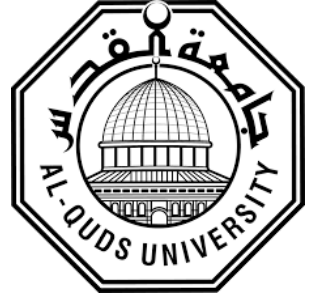
Item number	Extraction Communalities	Item number	Extraction Communalities	Item number	Extraction Communalities
Work Style		4.	0.777	Creative Performance	
1.	0.492	5.	0.714	1.	0.745
2.	0.605	6.	0.583	2.	0.744
3.	0.739	Orientations and expectations		3.	0.812
4.	0.654	1.	0.339	4.	0.381
5.	0.624	2.	0.619	5.	0.828
6.	0.715	3.	0.517	6.	0.598
Communication style		4.	0.540	7.	0.679
1.	0.758	5.	0.783	8.	0.668
2.	0.828	6.	0.793	9.	0.489

3.	0.862	Organizational Culture		10.	0.602
4.	0.760	1.	0.635		
5.	0.759	2.	0.660		
6.	0.447	3.	0.407		
Thinking style		4.	0.761		
1.	0.617	5.	0.859		
2.	0.611	6.	0.735		
3.	0.575				

APPENDIX IV: QUESTIONNAIRE

The following pages show the questionnaire that has been used for collecting the quantitative data used in this study.

استبيان



جامعة القدس - أبو ديس
عمادة الدراسات العليا
معهد التنمية المستدامة

السلام عليكم ورحمة الله وبركاته ،،

يطيب لي أن اضع بين ايديكم هذه الاستبانة التي صممت لأهداف البحث العلمي بعنوان :

"التنوع السلوكي وأثره على الاداء الابداعي " : دراسة حالة - قطاع الرعاية الصحية في مدينة الخليل

ونهدف من خلال هذه الدراسة على التعرف على أثر التنوع السلوكي على ابداع الفريق وطريقة تفكير الموظفين والتي يمكن أن تساعدهم على العمل بكفاءة في فرقهم لتحقيق أداء أفضل. بأشراف الاستاذ الدكتور ابراهيم عوض الباحث والمحاضر في جامعة القدس.

أنتم مدعوون للمشاركة طوعاً في تعبئة هذا الاستبيان ، بوضع اشارة (/) امام كل عبارة في الحقل الذي تراه مناسباً . وسنكون ممتنين إذا تمكنتم من توفير بضع الدقائق من وقتكم لذلك، ونؤكد لكم أن كل المعلومات التي سيتم جمعها من خلال هذا الاستبيان هي لأهداف بحثية ستساهم في نجاح الدراسة المخصصة للبحث العلمي، وسيتم التعامل معها بسريّة.

وتقبلوا خالص تحياتي وتقديري وشكري لكم على حسن تعاونكم،،

الباحث : فهد محمد بركات الدويك

جوال : 0599741995

E-mail: dweikfahed@yahoo.com

أولاً : البيانات الشخصية

بيانات المؤسسة

1. نوع المؤسسة :

- | | |
|---|--|
| <input type="checkbox"/> رعاية أولية (مركز صحي) | <input type="checkbox"/> رعاية ثانوية (مستشفى) |
| 2 ملكية المؤسسة: | |
| <input type="checkbox"/> حكومي (وزارة الصحة) | <input type="checkbox"/> منظمات غير حكومية |
| <input type="checkbox"/> خاص | <input type="checkbox"/> منظمات أهلية |

بيانات المقيم/ المشارك

الجنس :

- ذكر أنثى

1. المؤهل العلمي:

- | | |
|----------------------------------|------------------------------------|
| <input type="checkbox"/> دبلوم | <input type="checkbox"/> بكالوريوس |
| <input type="checkbox"/> ماجستير | <input type="checkbox"/> دكتوراه |

2 المركز الوظيفي:

- | | | |
|--|---|--|
| <input type="checkbox"/> وحدة الأطباء | <input type="checkbox"/> وحدة التمريض | <input type="checkbox"/> وحدة الصيدلة |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <input type="checkbox"/> وحدة الادارة والخدمات | <input type="checkbox"/> وحدة المختبرات | <input type="checkbox"/> وحدة العلاج الطبيعي |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

3. عدد سنوات الخبرة / الأقدمية :

- | | |
|---|-------------------------------------|
| <input type="checkbox"/> أقل من 5 سنوات | <input type="checkbox"/> 5-10 سنوات |
| <input type="checkbox"/> 11-20 سنة | <input type="checkbox"/> 21-30 سنة |

ثانياً : آراء المستقيصين حول التنوع السلوكي لفرق العمل

أسلوب العمل: مفهوم يعبر عن قدرة الفرد على التفاعل والعمل مع الآخرين بطريقة منتجة، وذلك من خلال التواصل معهم بفعالية، التعاون، وحتى القيادة إذا دعت الضرورة.

العبارة	أوافق بشدة	أوافق	غير متأكد	أعارض بشدة	اعارض
1 أفضل العمل مع الآخرين في مجهود جماعي على العمل الفردي					
2 أتعاون مع الآخرين بالبحث عن استخدام تقنيات تكنولوجية جديدة					
3 أشرك الآخرين بفعالية في انجاز المهام المطلوبة في العمل					
4 أعترف وأقدر جهود ومساهمات أفراد الفريق في العمل					
5 أبادر في تقديم أفكار جديدة لصالح العمل والمؤسسة					
6 أؤيد تنوع أعضاء فريق العمل من حيث الخبرة والمؤهلات					

أسلوب التواصل: هو الطريقة التي يتصرف بها الفرد عادة مع الآخرين في بيئة العمل، وهو مجموعة فريدة من المهارات التي تم تعلمها سواء بالدراسة أو بالممارسة. ويعبر عن قدرتهم على تطويع أسلوبهم ليناسب الرسالة والبيئة وعملية التواصل.

العبارة	أوافق بشدة	أوافق	غير متأكد	أعارض بشدة	اعارض
1 أحب أن أتواصل مع الآخرين بانفتاح					
2 أشجع تبادل الزيارات الاجتماعية بين العاملين لإرساء علاقات إيجابية بينهم					
3 أفضل اتباع سياسة الحوار البناء لتعزيز التواصل الفعال					
4 أشرك بالمعلومات مع أعضاء الفريق للبقاء على اطلاع بالمستجدات					
5 أشعر بالارتياح عند تقديم المساعدة والدعم للآخرين					
6 أشارك مع الآخرين قصص نجاحهم وأبحث عن كيفية الاستفادة منها					

أسلوب التفكير : الطريقة التي تكتسب بها معلوماتك، وتنظم بها أفكارك، وتشكل بها وجهات نظرك وآرائك، وتطبق فيها قيمك، وتحل بها المشكلات، وتتخذ فيها القرارات، وتخطط، وتعبر بها عن نفسك للآخرين.

العبارة	أوافق بشدة	أوافق	غير متأكد	أعارض بشدة	أعارض
1					
أعتمد الحوار المباشر مع الآخرين لتطوير أفكارى في إيجاد حلول فعالة لمواجهة مشاكل العمل					
2					
أستحضر نتائج التجارب السابقة عند مواجهتي مواقف جديدة بالعمل					
3					
أتعامل مع المسؤوليات الجديدة أنها فرص حقيقية للتعلم					
4					
أرحب بالأفكار الجديدة المنبثقة عن فريق العمل					
5					
امتلك القدرة على رؤية الأشياء من زوايا مختلفة (بعد نظر)					
6					
أفضل اتباع سياسة رأي الاغلبية عند اتخاذ القرارات					

الاتجاهات والتوقعات : هي طريقة تعبيرنا عن القيم في سلوكنا وأفكارنا تجاه الآخرين. وهي مشاعرنا تجاه أفكار او قضايا معينة، وتُملي المواقف طريقة ردة فعلنا في تلك المواقف.

العبارة	أوافق بشدة	أوافق	غير متأكد	أعارض بشدة	أعارض
1					
لدي قناعة قوية حول أهمية العمل الجماعي في المؤسسة					
2					
أتوقع من المؤسسة سعيها المستمر لمواكبة التطور التكنولوجي					
3					
أرى أن التنوع ظاهرة طبيعية يجب التكيف معها					
4					
أعتقد ان ادارة المؤسسة تأخذ بالاعتبار جهود الموظف الكفاء والمتميز					
5					
أفضل تقديم المؤسسة حوافز مادية ومعنوية مقابل القيام بعمل ابداعي					
6					
اعتبر أن ضغط العمل يحدث تغير في نمط السلوك لدي					

الثقافة التنظيمية : هي أنماط السلوك التي تشكل هوية المنظمة في الاتجاهات والقيم والنمط الإداري وسلوكيات حل المشكلات التي يتبناها العاملون في المؤسسة .

العبارة	أوافق بشدة	أوافق	غير متأكد	أعارض بشدة	أعارض
1					
أرى أن ادارة المؤسسة تظهر تقبلاً لجميع حالات التنوع بين موظفيها					
2					
أرحب بانضمام موظفين جدد من ثقافات مختلفة الى فريق العمل					
3					
أقبل الفشل باعتباره التجربة التي تسبق النجاح					
4					
أبنى ثقافة المؤسسة التي أعمل بها وقيمها وأدافع عنها					
5					
أشعر بالفخر والانتماء للمكان الذي أعمل فيه					
6					
أساعد الموظفين الاخرين في المواقف الصعبة وأطلب المساعدة عندما أواجه صعوبات خاصة بي					

ثالثاً : آراء المستقيين حول الاداء الابداعي

الاداء الابداعي : تنفيذ الموظف لأعماله ومسؤولياته بطرق وأساليب جديدة بعيدة عن الروتين تعمل على تنمية مهارات التفكير لديه ، مما يوفر بيئة عمل محفزة للإبداع تسهم في تطوير كفاءة المؤسسة .

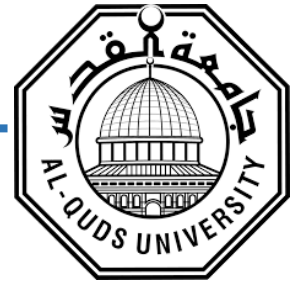
العبارة	أوافق بشدة	أوافق	غير متأكد	أعارض بشدة	أعارض
1					
يتمتع الموظفون بالشجاعة الكافية للقيام بأعمال ابداعية جديدة غير مستخدمة					
2					
يبذل الموظفون الجهد الكافي لاستغلال الفرص الابداعية					
3					
يتميز اداء الموظفون بالجدية والقدرة على تحمل المسؤولية					
4					
ينعكس تنوع الافراد سلباً على الاداء الابداعي للعاملين					
5					
تساعد البرامج التدريبية على تطوير الاداء المهني للعاملين					

					يخلق تنوع الأفراد في المؤسسة جواً من الحماس والنشاط لدى العاملين يساعدهم في انجاز المهام بشكل أفضل	6
					تتبنى المؤسسة سياسة تحفيز العاملين من خلال مكافأة الاداء المتميز للأفراد العاملين	7
					يشعر الموظفون بأنهم في مكانهم المناسب بما يتناسب مع مؤهلهم العلمي وخبرتهم العملية	8
					يوجد فرص مستقبلية متاحة للتقدم الوظيفي	9
					يبذل الموظفون الجهد الكافي لإنجاز المهام بالقدر المطلوب وفي الوقت المحدد	10

شكراً لك على تخصيص جزء من وقتك الثمين لملء هذه الاستمارة! ☺

Questionnaire

Al-Quds University
Deanship of Graduate Studies
Institute of Sustainable Development



Dear participants,

The following questionnaire is designed for the data collection purposes for my MA research dissertation entitled '**Behavioral Diversity and its Effect on Creative Performance: A Case Study on the Health Care Sector in Hebron City**'. The study aims to identify the effects of the behavioral diversity on the employees' creative performance and their style of thinking which could help them to work more effectively within their team to achieve better results. The study is conducted under the supervision of Dr. Ibrahim Awad, a researcher and professor at Al-Quds University.

You are cordially invited to fill this questionnaire by adding (/) in front of each option that suits you best. The researcher greatly appreciates if you could spare few minutes of your time to respond to the questionnaire items. Data collected from this survey is only used for research purposes and will help in the success of this thesis. Confidentiality is Guaranteed.

My deepest and most sincere regards, appreciations, and gratitude for your help and participation

Researcher: Fahed Mohammad Barakat Dwiek

Mobile: 0599741995

Email Address: dweikhahed@yahoo.com

First: Personal Information

✚ Organization Information

1. Organization Type:

- Primary Care (Health Care Centers) Secondary Care (Hospitals)
-

2. Organization Ownership Status:

- Governmental Non- Governmental
 Privately owned Social organization
-

3. Organization Capacity

- Medical center Large hospital
 Small hospital Health care center
-

✚ Participant/employee information

1. Gender

- Male Female
-

2. Educational Qualification

- Diploma Bachelor degree
 Master degree PhD
-

3. Employment/Position

- Physician unit Nursing unit
 Pharmacy Unit Laboratories
 Administration and services Physiotherapy Unit
-

4. Years of Experience

Less than 5 years

5-10 years

11-20 years

21-30 years

Second: Participant's opinions about the behavioral diversity of the team

Work Style (Team spirit): it is defined as the ability of an individual to interact and work with others in a productive manner through effective communication, cooperation, and even leadership (when necessary).

	Statement	1 Strongly agree	2 Agree	3 Neutral	4 Disagree	5 Strongly disagree
1	I prefer to work with others in a team effort over working individually.					
2	I cooperate with team members to find new technological advancements.					
3	I take full responsibilities for my mistakes and cooperate with others effectively to accomplish tasks.					
4	I recognize and appreciate the contributions of each team member.					
5	I have a special sense of my personal contribution to come up with new ideas for the work.					
6	Team diversity achieves cooperation between the members to accomplish the required tasks.					

Communication: it is defined as the manner in which an individual interacts with others in the work environment. It is a collection of unique skills that can be acquired through education or practice. It also implies an individual ability to adjust their methods and attitudes to fit the mission, environment and communication means.

	Statement	1 Strongly agree	2 Agree	3 Neutral	4 Disagree	5 Strongly disagree
1	I communicate with others openly and transparently					
2	Members reciprocate various social occasions.					

3	The organization encourages the constructive dialogue through regular staff meetings.					
4	I share my knowledge with other team members to stay up to date.					
5	I offer help and support to others to form positive relationships with them.					
6	I listen to success stories of others and seek ways to learn from them.					

Thinking style: it is defined as the way in which a person acquires knowledge, organizes thoughts, forms views and opinions, applies personal values, solves problems, makes decisions, plans and expresses oneself to others.

	Statement	1 Strongly agree	2 Agree	3 Neutral	4 Disagree	5 Strongly disagree
1	I use direct dialogue with others to improve my ideas and suggest solutions for work problems.					
2	I refer to previous experiences when faced with new situations at work.					
3	I deal with new responsibilities as valuable opportunity to learn from them.					
4	I welcome new ideas born from within the team.					
5	I have the ability to see things from a different perspective.					
6	When possible, the organization takes into account all opinions when making a decision.					

Orientations and expectations: it is the way we express our behavioral and ideological values toward others. It is also seen as our emotional inclination toward certain ideas or issues which define our reaction to different situations.

	Statement	1 Strongly agree	2 Agree	3 Neutral	4 Disagree	5 Strongly disagree
1	There is common understanding (about the importance of team work) between the staff.					

2	There is an interest within the staff to improve their technological skills to enhance the creative work systems.					
3	I see that diversity is just natural and the team must adapt to it.					
4	The administration appreciates the efforts of the excellent and competent employees.					
5	The organization provides financial and incorporeal incentives for creative and unique work.					
6	The best way to coexistence is to keep one's emotions and reactions under control.					

Organizational Culture: it is defined as the values and behaviors that contribute to the unique social and psychological environment of an organization.

	Statement	1 Strongly agree	2 Agree	3 Neutral	4 Disagree	5 Strongly disagree
1	I offer assistance to my colleagues in difficult situations and I ask for help when I face such ones.					
2	I welcome the addition of new employees with different cultural backgrounds to the team.					
3	I feel proud and affiliated to my workplace.					
4	I accept failure and view it as a step toward success.					
5	Employee adopts and stands for the culture of the organization and its values.					
6	The administration of the organization shows acceptance of all cases of diversity among the employees.					

Second: Participant's opinions about the creative performance

Creative Performance: is the employee's ability to perform the job using new methods away from the routine of the work in order to improve critical thinking skills which offer a motivating work environment that leads to boost the organization competency.

	Statement	1 Strongly agree	2 Agree	3 Neutral	4 Disagree	5 Strongly disagree
1	I have the courage to preform new creative tasks that are untried before.					
2	The performance of employees is seen as serious and responsible.					
3	I take the risk for implementing new creative methods.					
4	The individual diversity negatively affects the creative performance of employees					
5	Training programs assist the development of employees' professional performance.					
6	The individual diversity in the organization creates an atmosphere of enthusiasm and vitality among the employees helping them to accomplish tasks better.					
7	The organization offers incentives to the employees through rewarding exceptional individual performances.					
8	Employees feel that they are in the right positions according to their qualifications and wok experiences.					
9	There are potentials for promotions and career advancements in the organization.					
10	Employees exert the necessary efforts to accomplish tasks as required and on time.					

-Thank you for taking the time to fill in this questionnaire-

APPENDIX V: OFFICIAL DOCUMENTS

The following pages show the official documents and permissions granted by the authorities of interest which facilitated the job of the researcher to conduct this research.