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Social generosity and its role in promoting diversity and inclusion

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Abstract

This study aims to identify social generosity and its role in promoting diversity and inclusion. The study adopted the descriptive-analytical method as a tool to analyze the relationship between variables. The questionnaire served as the main instrument for collecting data from a sample of 327 employees working at the University of Samarra, which represented the research field of the study. The study reached a set of results, the most important of which was the existence of a positive impact of social generosity on diversity and inclusion. Based on these results, the study presented a number of recommendations, the most notable of which was the need for senior management and decision-makers at the university to deepen the culture of diversity and inclusion to ensure a work environment that values everyone and benefits from diverse capabilities.

Keywords: Social generosity, diversity and inclusion, university of Samarra

Introduction

The contemporary world has witnessed rapid transformations in work environments, compelling institutions to adopt strategies capable of investing in human capital and enhancing positive social relationships. Social generosity is considered one of the fundamental leadership practices through which leaders leverage their networks and relationships to support and empower employees and provide them with opportunities for growth and development. Diversity and inclusion represent essential pillars for achieving a fair and equitable work environment that contributes to increased belonging and job satisfaction while supporting innovation and competitiveness. From this perspective, the importance of studying the role of social generosity in promoting diversity and inclusion within universities becomes evident, as these institutions are knowledge-producing environments that embrace diversity.

Research Methodology

Research Problem:

Despite the growing interest in diversity and inclusion within universities, their practical implementation continues to face challenges, including leaders' weak utilization of their social networks to support individuals, or the absence of clear mechanisms for adopting diversity. Based on the above, the research problem can be expressed in the following question: What is the role of social generosity in promoting diversity and inclusion at the University of Samarra?

Significance of the Study

The significance of the study can be summarized as follows:

- The study focuses on the importance of social generosity in providing a motivating work environment, which increases employee satisfaction, loyalty, and belonging.
- The study contributes to bridging the research gap related to linking social generosity with diversity and inclusion.
- It enhances creativity and innovation, as diversity supported by social generosity brings together different perspectives and various experiences, which contributes to more effective solutions in many fields.
- It emphasizes the support of equal opportunities by providing fair chances for everyone regardless of their backgrounds or differences, thereby promoting greater social justice.

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Study Objectives

The study aims to achieve the following objectives:

- To determine the level of social generosity practiced at the University of Samarra.
- To identify the level of diversity and inclusion implementation at the University of Samarra.
- To reveal the nature of the relationship between social generosity and diversity and inclusion at the University of Samarra.
- To determine the extent of the impact of social generosity on diversity and inclusion at the University of Samarra.

Study Hypothetical Framework

The hypothetical framework of the study illustrates that social generosity represents the independent variable, while diversity and inclusion represent the dependent variable.

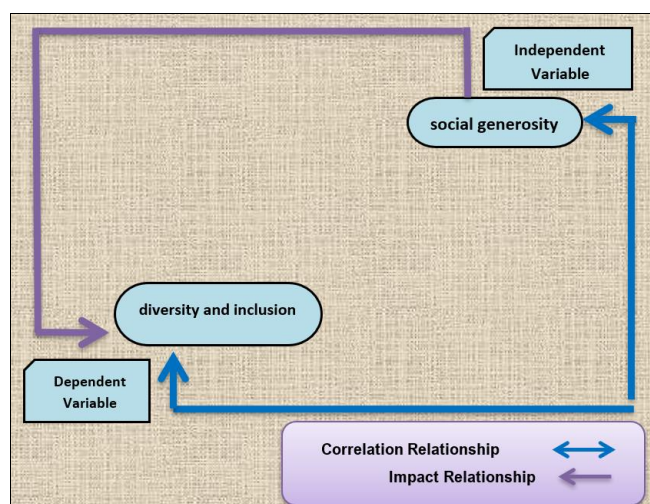


Fig 1: The Hypothetical Framework of the Study

Study Hypotheses

Based on the hypothetical framework of the study and in order to answer the questions raised in the research problem, the following hypotheses have been formulated:

1. **First Main Hypothesis:** There is a statistically significant correlation between social generosity and diversity and inclusion at the University of Samarra.
2. **Second Main Hypothesis:** There is a statistically significant impact of social generosity on diversity and inclusion.

Theoretical Framework

Social Generosity

a. The Concept and Definition of Social Generosity

Social generosity is considered a fundamental pillar in building positive social relationships. According to (Grant 2016: 255) ^[5], social generosity is defined as: the leader's use of their personal network, influence, and relationships to support and empower others, provide them with opportunities for professional and personal growth, and expand their horizons by connecting them with influential contacts and entities. It is also the leaders' willingness to leverage their networks and influence to create opportunities and facilitate the career advancement of their subordinates. (Collins, 2018: 260) ^[6] Pointed out that it goes beyond mere mentorship to become genuine sponsorship of talent, where the leader acts as an advocate and supporter of their team

members' advancement within the broader professional community. It is also defined as a leadership approach that effectively connects team members with valuable contacts and professional mentors.

(Al-Rubaie, 2017: 35) ^[4] Defined it as the leader's utilization of their relationships and influence to provide development and promotion opportunities for team members. (George *et al.*, 2015: 270) ^[7] Described it as the practice of leaders who act as sponsors and advocates for their team members, thereby enhancing their visibility and potential within and beyond the organization.

(Harter *et al.*, 2019: 300) ^[8] viewed it as a leadership approach that focuses on building a strong community within the team and facilitating external communication to promote both individual and collective growth. From another perspective, (Al-Filali, 2019: 25) ^[3] defined it as the leader's assistance to subordinates in building their professional networks and connecting them with entities that may contribute to their future development.

(Goleman, 2017: 310) ^[9] Explained that social generosity is the ethical use of a leader's social standing and social resources to remove barriers and open pathways for others to achieve success, with an emphasis on collaborative accomplishment. This dimension involves utilizing personal networks, influence, and available opportunities to empower others and support their professional growth. The socially generous leader sees themselves as a bridge connecting talent to opportunity, rather than a gatekeeper (Grant, 2016: 250) ^[5].

According to (Collins, 2018: 260) ^[6], this dimension contributes to building strong communities and supportive networks both within and outside the organization. The leader here not only focuses on the internal development of their team but also seeks to broaden their horizons through their network and connections, enriching their experiences and enhancing their market value.

(George *et al.*, 2015: 270) ^[7] stated that such a leader acts as a sponsor and advocate for talent, ensuring they receive the recognition and opportunities they deserve, while also contributing to the development of a new generation of leaders and professionals.

Many companies have adopted this approach by introducing employees to key industry contacts, nominating them for prestigious external projects, or supporting their participation in specialized conferences. Notable examples include LinkedIn, a leading platform for building relationships, which implements this principle internally by offering employees opportunities to network, collaborate, and build extensive professional networks, as well as by supporting mentorship programs that connect employees with industry experts (LinkedIn, 2023) ^[10]. Apple also supports its employees through internal programs that connect them with mentors and experts in their fields, thereby enhancing their opportunities for professional and personal growth both within and beyond the company (Apple, 2024) ^[11].

The researchers view social generosity as the leader's use of their social network, influence, and relationships to support and empower employees by providing opportunities for professional development, connecting them with influential contacts, and acting as a sponsor and advocate for their advancement all with the aim of building positive social relationships that serve the goals of both the individual and the organization.

b. Benefits of Social Generosity

(Grant, 2016: 280) ^[5] Stated that employees gain opportunities to learn from experts, participate in international projects, or obtain leadership roles, which accelerates their professional development. (Collins, 2018: 290) ^[6] Noted that employees can build strong relationships with influential figures in their field by expanding their positive social networks, opening up new avenues for collaboration and growth. Social generosity can contribute to several key benefits, including:

- **Expanding Career Opportunities:** A socially generous leader helps employees access training opportunities, projects, or positions that might not otherwise be available to them, thereby enhancing their career paths (George *et al.*, 2015: 275) ^[7].
- **Building Strong Social Capital:** By connecting employees with broad professional networks, they gain new knowledge and experiences, increasing their market value and adaptability across diverse work environments (Harter *et al.*, 2019: 300) ^[8].
- **Promoting an Inclusive Workplace:** A socially generous leader can use their influence to support talents from diverse backgrounds, contributing to the development of a more inclusive and diverse workforce (Al-Rubaie, 2017: 35) ^[4].
- **Developing Future Leaders:** Through social support and opportunities, leaders can help cultivate the next generation of leaders who are capable of taking on greater responsibilities within and beyond the organization (Al-Filali, 2019: 25) ^[3].
- **Boosting Self-Confidence:** When leaders sponsor employees and introduce them in professional forums, their self-confidence increases and their potential becomes more visible, which enhances their career trajectory (George *et al.*, 2015: 295) ^[7].
- **Fostering a Sense of Belonging to the Broader Professional Community:** Employees feel part of a larger professional community, which enhances their sense of belonging and motivates them to contribute effectively (Harter *et al.*, 2019: 305) ^[8].
- **Enhancing the Organization's Reputation and Attractiveness:** The organization becomes recognized as a supportive environment for talent growth and development, which strengthens its reputation and attracts top talent (Sallam *et al.*, 2022: 12) ^[12].
- **Developing a Sustainable Leadership Culture:** By mentoring and developing future leaders, the organization ensures leadership continuity and the availability of talent necessary for future growth (Al-Rubaie, 2017: 35) ^[4].

The researchers believe that the benefits of social generosity represent a fundamental pillar for the long-term development of social capital. It not only empowers individuals within the organization but also extends to the building of strong professional communities that contribute to sustainable growth for both individuals and organizations.

c. Requirements of Social Generosity

Social generosity in leadership goes beyond mere giving; it encompasses a set of essential requirements that a leader must embody to strengthen healthy human connections and

foster thriving work environments. These requirements form the foundation upon which support, cooperation, and mutual appreciation from the leader toward their team and the broader community are built:

- **Awareness of Shared Needs:** A socially generous leader must have a deep awareness that the well-being of their team members is interconnected with the well-being of the organization and the broader community. The leader should be mindful of the challenges facing their team and recognize that contributing to the resolution of these challenges through leadership benefits everyone (Putnam, 2000: 175) ^[13].
- **Mutual Understanding:** Mutual understanding is the cornerstone of a leader's practice of social generosity. It enables the leader to empathize with their team members, understand their feelings and circumstances, and provide social support and stand by them during challenging times (Rifkin, 2014: 90) ^[14].
- **Building Trust and Transparency:** Social generosity cannot thrive in an environment dominated by suspicion. A generous leader must foster an atmosphere where team members feel safe expressing themselves and seeking help. Transparency in the leader's decisions and actions is essential to strengthening mutual trust (Fukuyama, 1995: 153) ^[15].
- **Fostering a Culture of Giving and Solidarity:** A socially generous leader must instill an organizational culture that values unconditional giving and encourages collaborative initiatives among team members. Helping colleagues should be viewed as a core value promoted by leadership, supporting a spirit of collective solidarity within the organization (Sinek, 2019: 105) ^[16].
- **Recognition and Acknowledgment of Efforts:** Social generosity is not limited to providing support it also involves appreciating team members' efforts and recognizing their contributions, regardless of their size. Public and consistent recognition by the leader nurtures individuals' sense of value and belonging and motivates continued giving and creativity (Collins, 2018: 190) ^[6].
- **Providing Platforms for Communication and Interaction:** To promote social generosity, the leader must establish channels and platforms digital or physical that enable effective communication and constructive interaction among team members. These platforms help the leader observe team needs and facilitate knowledge exchange, support, and resource sharing (Turkle, 2017: 250) ^[17].
- **Education and Awareness on the Importance of Psychological and Social Support:** A generous leader should be aware of the importance of mental health within the team and provide necessary support to those in need. Educating the team on how to seek and offer psychological and emotional support effectively helps establish a strong social safety network led by the leader (World Health Organization, 2022: 40) ^[18].

The researchers believe that these requirements are comprehensive and of utmost importance. They go beyond mere acts of giving, reflecting the essence of generous leadership that builds trust, fosters empathy, and establishes a culture of solidarity foundational components for sustainable work environments.

Diversity and Inclusion

a. The Concept and Definition of Diversity and Inclusion

In an era marked by rapid digital transformation and continuous changes in the labor market, focusing solely on operational efficiency is no longer sufficient for organizations to achieve sustainable growth. The ability to understand and effectively manage human capital has become essential. Here, human resource mining plays a vital role, as it can extract valuable insights from employee data on performance, retention, training, and more. This dimension is not limited to ethical or legal compliance but serves as a strategic driver of innovation, performance, and organizational resilience, making it an indispensable element in any modern human resource management strategy (D'Andrea, 2020: 35) ^[23].

Patrick & Kumar (2012: 1) offer a definition of diversity that encompasses acceptance and respect, emphasizing that successful diversity management can lead to more committed, satisfied employees and improved performance.

Diversity refers to the presence of a broad range of differences and unique characteristics among individuals, including visible dimensions such as race, gender, age, and physical abilities, as well as non-visible dimensions such as cultural background, education, sexual orientation, and perspectives. These variations enrich the work environment with diverse experiences (Roberson, 2019: 30) ^[33].

Inclusion, on the other hand, is the extent to which employees within an organization feel valued, respected, and a sense of belonging. It refers to their ability to fully express themselves and contribute their unique insights without fear of bias or marginalization, thereby fostering trust and collaboration (Saks & Gruman, 2019: 40) ^[34].

Together, diversity and inclusion represent an organizational framework aimed at cultivating a work environment where a wide range of individual differences including demographic, cultural, and experiential backgrounds are valued and appreciated (Roberson, 2019: 15) ^[33].

Cox Jr. (2018: 25) ^[22] notes that diversity and inclusion aim to ensure all individuals feel a sense of belonging, appreciation, and have equal opportunities for participation and growth. (Hewlett *et al.* 2017: 40) ^[26] describe them as a synergistic approach that deliberately integrates diverse individuals with practices that foster a sense of belonging and psychological safety, enabling all employees to effectively contribute their unique perspectives to achieve organizational goals.

From a strategic human resource management perspective, (Jackson *et al.*, 2017: 215) ^[27] view diversity and inclusion as a deliberate effort to leverage demographic, cognitive, and experiential differences within the workforce to enhance organizational performance, innovation, and competitive advantage through equitable processes and a culture of affirmation.

From another perspective, (Roberson, 2019: 67) ^[33] defines diversity and inclusion as a systematic process of collecting, analyzing, and interpreting data related to employees' demographic characteristics (such as gender, age, race, cultural background, disability, orientation), in addition to measuring the extent of their sense of belonging, appreciation, and equal opportunity within the organization. (Cox Jr., 2018: 92) ^[22] sees this analysis as aimed at identifying patterns, trends, and any potential gaps or biases in human resource practices that may affect diversity and inclusion, with the goal of making informed decisions to foster a fair and supportive work environment

for all.

The study by (Al-Sawalqa, 2024: 927) ^[2] confirmed that promoting diversity and inclusion in work environments represents a key strategic challenge. In this context, the role of human resources becomes vital in achieving these goals. The study highlighted that HR efforts should focus on developing diverse recruitment policies and enhancing inclusive training, which helps in building a diverse and inclusive work culture. Meanwhile, the study by (Onuorah & Ntagu, 2024: 1) ^[26] indicated that diversity and inclusion are essential for organizations, generating both challenges and opportunities, such as increased creativity and enhanced problem-solving capabilities. From another viewpoint, (Meena & Ali, 2023: 6) ^[37] noted that managing a diverse workforce is a significant challenge, as neglecting diversity issues can cost time, money, and efficiency, and may lead to tension and attrition. The researchers believe that diversity and inclusion analysis is a systematic process for collecting and analyzing data related to employees' demographic characteristics (such as gender, age, and cultural background), and the extent of their sense of belonging, appreciation, and equal opportunity within the university, with the aim of fostering a fair and supportive work environment.

b. Benefits of Diversity and Inclusion

Integrating diversity and inclusion provides multiple advantages:

- It enables deeper insights into how diversity and inclusion impact key human resource performance indicators such as turnover rates, productivity, and job satisfaction-beyond individual biases (Armstrong & Taylor, 2020: 115) ^[19].
- It supports strategic decisions related to recruitment, promotion, training, and succession planning to ensure more equitable and just practices (Jackson *et al.*, 2017: 210) ^[27].
- It uncovers unconscious biases or gaps in inclusion that may not be visible through surface-level observation, allowing for targeted interventions (Paludi, 2019: 45) ^[31].
- It helps measure the effectiveness of current inclusion initiatives and guides future efforts toward building a more open and appreciative institutional culture (Chung *et al.*, 2021: 78) ^[21].
- A diverse workforce that feels included is more likely to offer unique perspectives, which fuels innovation and problem-solving (Hewlett *et al.*, 2017: 55) ^[26].
- Organizations that demonstrate a strong commitment to diversity and inclusion become more attractive to diverse talent and enhance their reputation as preferred employers (Al-Juhani, 2019: 120) ^[1].
- It is considered a strategic investment that contributes to financial performance; numerous studies indicate that highly diverse companies achieve better financial outcomes (Dutt *et al.*, 2016: 89) ^[24].
- In a global marketplace, diversity and inclusion serve as a competitive advantage, enabling the organization to understand and meet the needs of a diverse customer base (Richard & Johnson, 2019: 130) ^[32].
- Employees who feel a sense of belonging and appreciation are more satisfied and less likely to leave, which boosts employee satisfaction and retention (Saks & Gruman, 2019: 70) ^[34].
- The multiple perspectives provided by diversity lead to

more comprehensive and effective solutions to problems (Ely & Thomas, 2020: 45) ^[25].

- It reduces the risk of legal disputes related to discrimination and protects the organization's reputation (Cascio & Aguinis, 2019: 205) ^[20].
- Diversity and inclusion can equip organizations with resilience and responsiveness by building internal strength.

c. Practical Mechanisms for Leveraging Diversity and Inclusion

To fully benefit from diversity and inclusion, organizations can implement the following mechanisms:

- **Identifying Key Performance Indicators (KPIs) for Diversity and Inclusion:** Clear indicators are established to measure diversity and inclusion, such as the representation rate of different groups in managerial levels or the results of annual inclusion surveys (Armstrong & Taylor, 2020: 180) ^[19].
- **Collecting Relevant Data:** This includes collecting quantitative data from Human Resource Information Systems (HRIS) about demographic composition and employee pathways, as well as qualitative data through anonymous surveys, focus groups, and exit interviews to understand employees' experiences (Noe *et al.*, 2021: 155) ^[30].
- **Setting Goals and Developing Strategies:** Based on the extracted insights, clear and measurable goals are established to enhance diversity and inclusion (Cox Jr., 2018: 150) ^[22], such as increasing the representation of specific groups in leadership roles or reducing pay gaps. Strategies may include policy reviews, launch unconscious bias training programs, and design specialized mentorship initiatives.
- **Monitoring, Evaluation, and Continuous Improvement:** Progress is periodically tracked against the defined indicators, and the effectiveness of initiatives is continuously assessed to adapt strategies based on outcomes. This ensures that diversity and inclusion efforts remain dynamic and responsive to the evolving needs of the organization and its employees (Cascio & Aguinis, 2019: 280) ^[20].
- **Building a Data-Driven Culture:** HR teams and leadership should be trained on the importance of data and how to use it to support diversity and inclusion initiatives, while ensuring data privacy and protecting sensitive employee information (Noe *et al.*, 2021: 220) ^[30].

d. Steps for Implementing Diversity and Inclusion: To effectively implement diversity and inclusion, the process involves several essential steps:

- **Defining the Scope of Analysis and Objectives:** Before starting, it is important to identify the diversity

dimensions to be focused on (e.g., age, gender, race) and the inclusion indicators to be measured, as well as to set clear objectives for the analysis (Roberson, 2019: 90) ^[33]. This ensures that efforts are concentrated on the areas most critical to the organization.

- **Collecting Standardized Data:** Demographic and job-related data should be collected from reliable sources such as HR systems, ensuring confidentiality and privacy of employee information (Armstrong & Taylor, 2020: 200) ^[19]. Qualitative data should also be gathered through anonymous surveys and focus groups to understand employees' experiences (Saks & Gruman, 2019: 150) ^[34].
- **Analyzing Quantitative and Qualitative Data:** This step involves analyzing disparities in the representation of different groups across roles and levels, as well as analyzing wage gaps, turnover rates, and promotions (Dutt *et al.*, 2016: 120) ^[24]. Qualitative data is also analyzed to identify shared sentiments, challenges, and areas for improvement from the employees' perspective.
- **Identifying Gaps and Biases:** Based on analytical findings, areas lacking diversity or inclusion, or systematic biases in HR practices, are identified (Ely & Thomas, 2020: 70) ^[25]. This could include gaps in hiring, promotion, or even access to training opportunities.
- **Developing Recommendations and Interventions:** Based on the identified gaps, actionable recommendations are formulated to address the issues. These may include policy changes, targeted training programs, mentorship and coaching initiatives, or awareness campaigns (Chung *et al.*, 2021: 100) ^[21].
- **Implementation, Monitoring, and Measurement:** After implementing the recommendations, their impact is continuously monitored using the previously defined KPIs (Noe *et al.*, 2021: 250) ^[30]. This allows for evaluating the effectiveness of initiatives and adjusting them as necessary to ensure the desired objectives are achieved.

Practical Framework

Hypothesis Testing

This section focuses on testing the main hypotheses of the study using a set of statistical indicators, followed by a discussion of the extracted results in a manner that enhances their cognitive value and provides the field with methodological interpretations that offer applicable mechanisms in light of the study's findings.

First: Testing the Correlation Hypothesis

Pearson's correlation coefficient was adopted to measure the strength and direction of the relationship, which is one of the types of correlation used to test the relationship between variables, as shown in the following table:

Table 1: Ranges and Strength of the Correlation Relationship

Strength	Range (\pm)	Interpretation
None	0	No correlation
Weak	$\pm(0.10-30)$	Weak correlation (positive or negative)
Moderate	$\pm(31-70)$	Strong correlation (positive or negative)
Very Strong	$\pm(71-99)$	Very strong correlation (positive or negative)
Perfect	$\pm(1)$	Perfect correlation (positive or negative)

Source: Fahmi, Mohammed Shamil Baha Al-Deen, *Statistics Without Suffering: Concepts with Applications Using SPSS*, First Edition, Research Center, Saudi Arabia, p. 539.

Main Hypothesis One: There is a statistically significant correlation between social generosity and diversity and inclusion at the University of Samarra.

Table 2: Correlation between Social Generosity and Diversity and Inclusion

	Social Generosity
Correlation Coefficient	0.774
P-value	0.000

Source: Prepared by the researchers using SPSS V26.

Table (2) Interpretation

The table illustrates a very strong positive correlation between social generosity and diversity and inclusion, with a correlation coefficient of 0.774 and a significance level of 0.000. This result indicates that social generosity contributes to building an organizational environment that promotes fairness and equality, and encourages respect for individual differences among employees. Such an environment helps the university achieve organizational inclusiveness and

make better use of diverse talents. This type of generosity transcends traditional administrative models and embodies the concept of organizational inclusion, where differences are treated as added value rather than obstacles, by providing support, inclusion, and equal opportunities for all.

Second: Testing the Impact of Variables and Dimensions

After analyzing the nature of the correlation, the next step is to test the impact, which aims to uncover the extent to which the independent variable affects the dependent variable. This analysis is a crucial step in understanding the explanatory power of the studied variables within the research field. This test relies on regression models and path analysis to determine the magnitude and direction of the effect, and to assess its statistical significance using various appropriate indicators and coefficients.

Main Hypothesis Two: There is a statistically significant impact of social generosity on diversity and inclusion.

Table 2: The Path of the Impact of Social Generosity on Diversity and Inclusion

Impact path	Simple linear regression				ANOVA		Model Summary	
Social Generosity ↓ Diversity and Inclusion	Constant	B	T	Sig	F	Sig	R ²	R
	0.861	0.749	19.749	0.000	390.019	.0000	.5450	0.739

Source: Prepared by the researchers using SPSS V26.

According to Table (6), it is evident that the dimension of social generosity has a statistically significant positive impact on supporting diversity and inclusion processes within the studied university. The regression coefficient value was ($\beta = 0.749$), indicating that for every one-unit increase in social generosity, there is an associated increase of 0.749 units in diversity and inclusion. This reflects a strong and effective influence. The T-value was 19.749 with a significance level of 0.000, indicating that the effect is highly reliable and not due to chance. The regression equation was formulated as follows:

$$YY = 0.861 + 0.749 XX_3$$

Where

XX_3 represents social generosity.

The ANOVA analysis revealed an F-value of 390.019 with a significance level of 0.000, confirming that the statistical model used effectively explains the relationship between social generosity and diversity and inclusion. Furthermore, the coefficient of determination ($R^2 = 0.545$), meaning that 54.5% of the variation in the effectiveness of diversity and inclusion processes is attributed to social generosity. This indicates a high explanatory power of the model. The correlation coefficient ($R = 0.739$) confirms the strong relationship previously tested. In the context of the University of Samarra, the results suggest that practicing positive social behaviors such as relationship-building, effective communication, social engagement, and emotional support contributes to creating a motivating environment that enhances diversity awareness, encourages the acceptance of differences, and motivates employees to share their diverse opinions and skills. Social generosity is thus considered a key driver of organizational trust and enhanced collaboration.

Conclusions and Recommendations

Conclusions

This section presents the conclusions reached by the researchers based on the analysis of the study variables at both the descriptive and field levels, in preparation for providing appropriate recommendations to the University of Samarra, as follows:

- 1. Excellence of the University in Social Generosity:** At the University of Samarra, social generosity emerged as the most prominent and prevalent dimension among the dimensions of generous leadership. This indicates that the university's leaders place great emphasis on building positive relationships and leveraging their networks to support employees and provide them with development opportunities.
- 2. University Awareness of the Importance of Diversity and Inclusion:** The University demonstrates awareness of the importance of analyzing diversity and inclusion, with a clear emphasis on attracting employees from diverse backgrounds in order to enhance the university's competitive capabilities.

Recommendations

This section outlines a set of recommendations specific to the University of Samarra, developed based on the conclusions reached by the study, along with proposed mechanisms for their practical implementation:

1. Deepening the Culture of Diversity and Inclusion at the University

a. Recommendation: The study recommends that senior management and decision-makers at the university work to deepen the culture of diversity and inclusion, taking advantage of the strong relationship between these values and generous leadership. This aims to ensure a work environment that values everyone and leverages diverse capabilities.

b. Implementation Mechanism

- The university should launch ongoing initiatives and awareness programs for all employees about the importance of diversity and inclusion and how to build a respectful and supportive work environment that embraces differences.
- The university should also review and amend policies and procedures related to recruitment, promotion, and development to ensure they promote equal opportunities for all individuals.

2. Promoting Social Generosity within the University

a. Recommendation: The study recommends enhancing the culture of social generosity among university leadership by encouraging leaders to leverage their social networks and professional relationships to support employees and empower them with academic and professional development opportunities-contributing to the creation of a collaborative university environment.

b. Implementation Mechanism

- **Training Programs and Workshops:** Organize periodic workshops and training sessions for academic and administrative leaders to introduce the concept of social generosity and practical methods for applying it within the university work environment.

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