

# Management of Human Resource Diversity and its Impact on Entrepreneurship through Human Capital in the Arab Potash Company

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**Abstract:** The aim of this study is to measure the impact of human resource diversity management in its dimensions (internal diversity, external diversity) on entrepreneurship through human capital in Arab Potash Company. Descriptive-analytical approach was used, and the study population consisted of all employees of Arab Potash Company, (1704) employees. The study sample consisted of (367) individuals where a questionnaire was distributed using a random sampling technique. The study showed a direct effect of human resource diversity management (internal diversity, external diversity) on entrepreneurship and a direct effect of human resource diversity management on entrepreneurship at the internal level of Arab Potash Company. There was also a direct effect of external human resource diversity management on entrepreneurship at Arab Potash Company. The study also showed that each of human resources (internal diversity, external diversity) has a statistically significant effect of human capital on entrepreneurship in Arab Potash Company. According to the results of the study, it recommended that the company focus on the diversity of human resources and provide attention and knowledge on all dimensions of diversity in Arab Potash Company.

**Keywords:** internal human resource diversity; external human resource diversity; entrepreneurship; human capital; Arab Potash Company.

## 1. Introduction

In the contemporary business world, the pace of change and diversity is accelerating, compelling organizations to find innovative ways to adapt and thrive [1]. Success in this context depends on the coordination of various factors, including human resource diversity management, human capital, and entrepreneurship. These elements interact to create a productive synergy that drives positive transformation in organizational performance, enhancing competitive capabilities.

Human resource diversity management is a strategic approach to enhancing organizational performance and achieving excellence. This concept involves effectively managing diversity among organization members, encompassing differences in culture, gender, age, experience, and more [2]. It entails creating a work environment that encourages collaboration, idea exchange, and innovation, thereby boosting the organization's ability to achieve creativity and excellence.

Human capital, defined by the abilities, skills, and knowledge possessed by organization members, is also crucial. Developing and improving human capital is essential for achieving excellence and sustainability, as it enhances performance and the organization's ability to face challenges [3]. Entrepreneurship, representing the driving force for change and innovation within organizations, is key to exploiting changes and overcoming challenges [4]. By integrating human resource diversity management with investment in human capital, entrepreneurship is fostered



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through the generation of ideas and their transformation into innovative projects that contribute to organizational growth.

These three factors—human resource diversity management, human capital, and entrepreneurship—combine to create a cohesive interaction. Human resource diversity management supports the development of human capital by enhancing diverse capabilities and promoting collaboration and innovation (Hastuti, 2020). This interaction subsequently influences entrepreneurship, enabling diverse work groups to develop new and creative solutions that benefit the organization and help it achieve leadership in a diverse and competitive business environment [5]. The impact of these interrelated factors is evident in achieving superior organizational performance and enhancing adaptability and growth [6].

Many companies fail to recognize the importance of entrepreneurship due to a lack of awareness about the value of skilled and experienced human resources [7]. Identifying factors that support and sustain entrepreneurial ventures is crucial for organizational success. Optimal investment in resources, particularly distinguished human resources, is key to activating and sustaining entrepreneurship. For the Arab Potash Company to achieve success, continuous improvement in operations and employee performance is necessary. This research addresses the following questions:

1. What is the impact of human resource diversity management (internal and external diversity) on human resources in the Arab Potash Company?
2. What is the impact of human resources on entrepreneurship in the Arab Potash Company?
3. What is the impact of internal diversity on entrepreneurship in the Arab Potash Company?
4. What is the impact of external diversity on entrepreneurship in the Arab Potash Company?
5. What is the impact of human resource diversity management (internal and external diversity) on human resource entrepreneurship in the Arab Potash Company?

This study aims to determine the impact of human resources diversity management (internal and external diversity) on human capital, the effect of human capital on entrepreneurship, and the influence of diversity management on entrepreneurship through human capital in the Arab Potash Company. It also examines the direct impacts of internal and external diversity on entrepreneurship. The study's significance lies in providing valuable data for decision-makers at the Arab Potash Company, helping them understand the factors influencing entrepreneurship and the importance of effective diversity management. The study is limited to the Arab Potash Company in Amman during the year 2023, focusing on the impact of human resources diversity management on entrepreneurship through human capital.

## 2. Theoretical Framework and Literature Review

### 2.1 Theoretical Framework

The most important goal of any public, private, or governmental production or service institution is to achieve the highest levels of quality and the strongest levels of competitiveness [8]. Achieving this requires managing a variety of differences and diversities among the workforce. Diversity management has been defined as a set of organizational administrative procedures aimed at attracting employees with diverse backgrounds to the organizational structures, whether formal or informal [9]. It involves encouraging and managing diversity and differences in the workforce among employees to maximize organizational productivity. The degree of interest in managing the diversity of human resources is particularly significant within multinational companies, which employ individuals from all over the world. This requires the company to develop special management skills capable of realizing internal cultural differences.

Diversity management of human resources is also defined as a management approach to create a comprehensive work environment for all employees at all levels, whether individual, collective, or organizational [10]. It aims to maximize productivity by effectively managing diversity and differences among employees. The objectives of the human resource diversity management approach include developing and improving the work environment for all employees, providing a positive

and fair work environment, preventing and reducing discrimination and injustice among employees, accepting differences between employees and considering them an asset rather than a responsibility, and building and forming diverse formal and informal work teams in the organization.

Historically, the view on diversity in human resources was that it led to differences and variance, causing personal conflict among employees [11]. However, with the increasing interest in diversity, most companies and organizations now believe that diversity is a source of creativity and enhances performance efficiency. The application of a diversity management approach brings many benefits to organizations, including reducing administrative and technical problems, providing a strategic planning-based approach rather than improvisation, creating a healthy atmosphere based on human and social relations, instilling a spirit of belonging and commitment, reducing absenteeism and turnover, promoting creativity, innovation, and the exchange of experiences, increasing response to changes in the work environment, and contributing to the investment of employees' strengths through cooperative teamwork [12].

The dimensions of human resource diversity can be categorized into internal and external dimensions [13]. Internal dimensions include age, gender, and physical ability. For example, there is a significant relationship between age and job commitment, with older employees showing greater job commitment and resistance to change. Gender differences affect work performance directly, and physical ability poses challenges for diversity management when determining job requirements and choosing the right person for the job. External dimensions include place of residence, individual income, personal habits, and educational degree. The place of residence influences behavior and values according to the prevailing culture, income motivates work commitment, personal habits and behaviors impact work performance, and education diversifies the workforce and influences organizational dynamics.

Entrepreneurship extends beyond individual businesses to include organizational behavior aimed at securing global competitiveness [14]. It involves entering new commercial activities, designing new products or services, and developing pioneering behaviors within organizations. Entrepreneurship is seen as a source of economic and social development, fostering innovation and creativity. It involves making and building something of value, seizing opportunities, and exploiting resources creatively and innovatively within organizations. The importance of entrepreneurship lies in enhancing organizational value, promoting proactive business practices, fostering innovation and economic growth, and creating a culture of value creation. It enables organizations to explore opportunities, analyze and evaluate them, and achieve competitive advantages.

Human capital is the main source of innovation and renewal within an organization [15]. It represents the knowledge, skills, and capabilities of employees, crucial for problem-solving and organizational performance. Intellectual capital, a component of human capital, encompasses the collective knowledge, skills, and capabilities that drive innovation. The importance of human capital includes increasing customer satisfaction, achieving creativity and innovation, gaining competitive advantages with unique knowledge, supporting the development of advanced technologies, enabling development and progress with minimal resources, increasing asset efficiency and productivity, and being a unique resource that requires careful management.

## 2.2 Literature Review

The study aims to demonstrate the influence of human resource capacity on organizational performance in the hotel industry, involving 356 managers of small and medium hotels in Saudi Arabia. Human capital shows a positive relationship with organizational performance, moderated by creative leadership [16].

Another study examined the relationship between intellectual capital and organizational innovation in the Kuwait Petroleum Corporation (KPC). It found that human capital is crucial in forming intellectual capital. Decision-makers should support intellectual and human aspects strategically to develop innovation and education, using performance measures to sustain a competitive environment by providing capabilities that support organizational innovation [17].

Ur Rehman et al. (2021) in "Intellectual Capital and Innovative Performance: A Mediation Moderation Perspective," explored the relationship between intellectual capital (human, organizational, innovation, structural, relational, social capital) and innovative performance. The study in Malaysia, using a descriptive analytical approach, found that administrative control systems (monitoring, planning, culture, rewards, administrative, cyber control) and business strategies (cost leadership, differentiation) significantly mediate this relationship [18].

Hastuti (2020) in "Characteristics of Entrepreneurship: Business Performance of Small Entrepreneurs," examined small projects in Indonesia, highlighting the strategic role of small and medium organizations in economic development and reducing unemployment. The study emphasized the importance of human resources in entrepreneurship, showing a correlation between business performance, education, training, and development [19].

Salamzadeh et al. (2019) in "Corporate Entrepreneurship in University of Tehran: Does Human Resources Management Matter?" recommended bold initiatives like competency-based recruitment, innovation compensation, results-oriented performance management, and empowering human capital to foster creativity, innovation, and entrepreneurship [20].

This study focuses on the Arab Potash Company, an area not previously addressed. Unlike earlier studies that analyzed individual variables, it examines human resources diversity management and its impact on entrepreneurship through human capital using a descriptive analytical method and survey study approach.

### 3. Methodology

The methodology section investigates how human resource diversity impacts entrepreneurship through human capital at the Arab Potash Company. The study begins with a detailed literature review in both Arabic and English, focusing on the influence of HR diversity on entrepreneurship and human capital.

Using a descriptive-analytical approach, this research evaluates the effects of internal and external diversity within human resources on entrepreneurship, facilitated through human capital. According to Krejcie and Morgan (1970), the sample size ranged from 370 to 15,000. Here, 375 employees were randomly selected, and 367 complete responses were analyzed, accounting for 97.9% of the initial sample.

The questionnaire, divided into two parts, first assessed internal and external diversity and then examined entrepreneurship and human capital. This structure was informed by a comprehensive literature review.

Statistical analysis tested the following hypotheses:

- First Main Hypothesis (Ho1); Internal and external human resource diversity does not affect human capital.
- Second Main Hypothesis (Ho2); Human capital does not significantly influence entrepreneurship.
- Third Main Hypothesis (Ho3); There is no significant effect of human resource diversity (both internal and external) on entrepreneurship through human capital.
- Sub-hypotheses H0-3-1 and H0-3-2: These address the specific impacts of internal and external diversity, respectively, on entrepreneurship through human capital.

This method ensures a thorough investigation of the proposed relationships, adding valuable insights into human resource management strategies within corporations.

### 4. Results and Discussion

#### 4.1 Testing the study hypotheses

To test the hypothesis of the first study, multiple linear regression analysis was used, and to test the sub-hypotheses emanating from it, simple linear regression analysis was used. To use linear

regression analysis, two conditions must be met; The first is that there is no correlation between the independent variables, there is no correlation between the independent variables, the other is that the data of the independent variables follow a normal distribution, so the tests on the inflation coefficient of variance, of the allowed variance and the coefficient of deviation are performed. performed to ensure that the data are consistent with the assumptions of the regression analysis, as follows:

- It was confirmed that there is no high multicollinearity between the independent variables by using the Variance Inflation Factor (VIF) test and the Tolerance test for each of the independent variables, taking into account that the variance inflation coefficient (VIF) does not exceed the value (10) The value of the tolerance test is greater than (0.05).
- It was confirmed that the data follows a normal distribution by calculating the skewness coefficient. If the value of the skewness coefficient lies between (-3 and 3), this indicates that the data follows a normal distribution.

**Table1.** The results of the variance inflation coefficient, the allowable variance coefficient, and the torsion coefficient.

variable	Dimensions	Tolerance	VIF	Skewness
<b>HR diversity/independent variable</b>	Internal diversity	0.291	3.431	0.157
	External diversity	0.290	3.448	0.295
<b>Human capital/intermediary variable</b>		0.991	1.009	0.634

Analysis of the table 1 data reveals that the variance inflation coefficients (VIF) are below the critical value of 10, and the tolerance values exceed 0.05, indicating no significant multicollinearity among the independent variables. This supports their suitability for inclusion in the regression model. Additionally, the skewness values range from 0.157 to 0.634, suggesting that the data distribution is approximately normal.

#### 4.1.1. Testing first main hypothesis (Ho1)

Regarding the first main hypothesis, the results show no statistically significant effect of human resource diversity (encompassing both internal and external diversity) on human capital within the Arab Potash Company at a significance level of  $\alpha \leq 0.05$ .

**Table2.** Analysis of variance results to test the fit of the study model.

Sample	Sum of squares	Degrees of freedom	Mean of squares	Value (F)	Statistical significance
<b>Regression</b>	15.973	2	7.986	11.769	*0.000

<b>Residuals</b>	247.003	364	0.679		
<b>Total</b>	262.976	366			

\* The value of (F) is statistically significant at the level of ( $\alpha \leq 0.05$ ).

The analysis of variance, detailed in Table 2, demonstrates a statistically significant impact of human resource diversity—both internal and external diversity—on human capital within the Arab Potash Company. This significance is confirmed at the  $\alpha \leq 0.05$  level, with an F-value of 11.769 and a p-value less than 0.001 (reported as 0.000), indicating a highly significant result.

**Table3.**Results of multiple regression analysis to test the impact of human resources diversity (internal diversity, external diversity) on human capital in the Arab Potash Company.

The independent variable	correlation coefficient R	The coefficient of determination n R <sup>2</sup>	Regression coefficient B	Calibrated regression coefficient Beta	The calculated (T) value	T level of significance
Internal diversity	0.246	0.061	0.129	0.095	2.378	*0.019
external diversity			0.176	0.161	2.443	*0.017

\* The effect is statistically significant at the level of ( $\alpha \leq 0.05$ ).

The results of the multiple regression analysis, as detailed in Table No.3, reveal a statistically significant influence of human resource diversity (internal diversity and external diversity) on human capital within the Arab Potash Company. The correlation coefficients (R) for internal and external diversity are 0.246 and 0.176, respectively, with corresponding determination coefficients (R<sup>2</sup>) of 0.061 and 0.031. These findings indicate that a significant portion of the variation in human capital can be attributed to these diversity factors, with t-values of 2.378 and 2.443, respectively, significant at p-values of 0.019 and 0.017. These results lead to the rejection of the second main hypothesis, which posited no significant effect of human resource diversity on human capital. The alternative hypothesis (Ha1) is therefore accepted, stating:

- **Ha1:** There is a statistically significant effect at the level of significance ( $\alpha \leq 0.05$ ) of human resource diversity (internal diversity, external diversity) on human capital in the Arab Potash Company.

Furthermore, the analysis for the second main hypothesis, which tests the influence of human capital on entrepreneurship within the company, indicates that there is no statistically significant

effect at the level of significance ( $\alpha \leq 0.05$ ). This hypothesis testing will be elaborated upon further in subsequent sections.

#### 4.1.2. Testing Second Main Hypothesis (Ho2)

**Table4.** Analysis of variance results to test the fit of the study mode.

Sample	Sum of squares	Degrees of freedom	Mean of squares	Value (F)	Statistical significance
Regression	50.270	1	50.270	244.057	*0.000
residuals	75.181	365	0.206		
Total	125.450	366			

\* The value of (F) is statistically significant at the level of ( $\alpha \leq 0.05$ ).

The results from the analysis of variance, as shown in Table No.4, confirm a statistically significant effect of human capital on entrepreneurship within the Arab Potash Company. The regression model, detailing the influence of human capital on entrepreneurship, demonstrates a strong statistical significance with an F-value of 244.057 and a p-value of less than 0.001. These findings clearly indicate that human capital significantly influences entrepreneurial outcomes within the company. With an F-value this high, it underscores the robust impact human capital has on driving entrepreneurial initiatives, highlighting a critical area for strategic focus and development in corporate settings.

**Table5.** Results of simple regression analysis to test the impact of human capital on entrepreneurship.

Hypotheses	Correlation coefficient  R	The coefficient of determination  R <sup>2</sup>	Regression coefficient  B	The calculated (T) value	T indication level
Ho2	0.633	0.401	0.437	15.622	*0.000

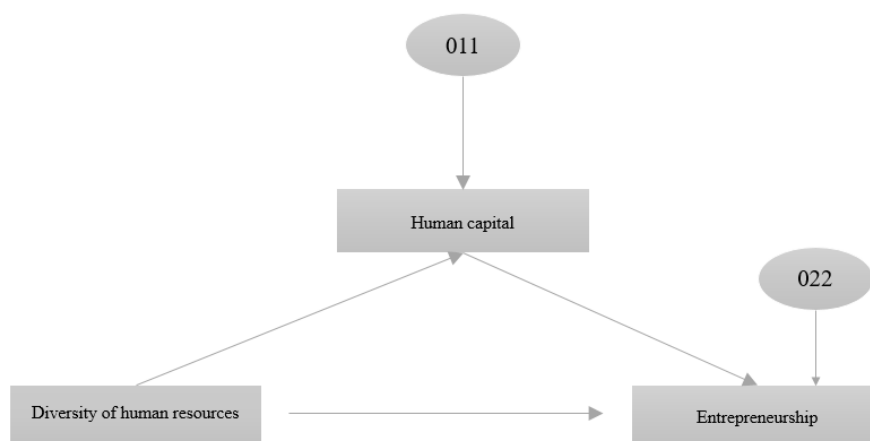
\* The effect is statistically significant at the level of ( $\alpha \leq 0.05$ ).

The results of the simple regression analysis, presented in Table 5, underscore a statistically significant impact of human capital on entrepreneurship within the Arab Potash Company. The analysis yielded a correlation coefficient (R) of 0.633 and a coefficient of determination (R<sup>2</sup>) of 0.401, indicating that 40.1% of the variance in entrepreneurship can be attributed to human capital. The regression coefficient (B) is 0.437, with a highly significant t-value of 15.622 ( $p < 0.001$ ), affirming the strong influence of human capital on entrepreneurial activity. Consequently, the third main hypothesis, which suggested no significant effect of human capital on entrepreneurship, is rejected. The alternative hypothesis (Ha2) is therefore accepted, stating:

- **Ha2:** Human capital significantly influences entrepreneurship at the Arab Potash Company, at a significance level of  $\alpha \leq 0.05$ .

#### 4.1.3. Testing Third Main Hypothesis (Ho3)

To assess the third main hypothesis, which suggests that there is no statistically significant effect of human resources diversity (both internal and external diversity) on entrepreneurship mediated by human capital in the Arab Potash Company, a path analysis was conducted using the AMOS software. Figure 2 shows the path coefficients and the relationships examined in this analysis.



**Figure1.** Regression coefficients.

The diagram in Figure 2 delineates the direct influences of diversity of human resources on entrepreneurship, as well as the indirect influences mediated by human capital. The analysis aimed to quantify not only the direct impacts represented by the paths from diversity of human resources to entrepreneurship but also the indirect impacts where human capital serves as a mediator in this relationship.

The path coefficients, labeled on the arrows, indicate the strength and direction of the relationships. The results from this comprehensive path analysis refute the third main hypothesis, confirming that diversity in human resources does, in fact, have a statistically significant effect on entrepreneurship when mediated by human capital, with all path coefficients significant at  $\alpha \leq 0.05$  level. The detailed statistical results of this analysis, including specific path coefficients and their statistical significance, underscore the critical role of human capital as a mediating factor that enhances the impact of resource diversity on entrepreneurial outcomes within the company.

**Table 6.** The results of the path analysis to test the significance of the effect of human capital mediation on the impact of human resource diversity on entrepreneurship.

Impact Type	Variable	Effect Size (Regression Coefficient)
Direct Impact	Diversity of human resources - entrepreneurship	0.32
Indirect Influence	Diversity of human resources - human capital - entrepreneurship	0.12
Total Effect	Diversity of human resources - human capital - entrepreneurship	0.44



The results of the path analysis, as shown in Table 6, indicate that there is a direct effect of the diversity of human resources management on entrepreneurship (0.32). Additionally, there is an indirect effect through the mediating variable (human capital) between the independent and dependent variables, with a value of (0.12). Consequently, the total effect coefficient is (0.44).

Accordingly, the third main hypothesis is rejected, and the alternative hypothesis is accepted, which states:

Ha3: There is a statistically significant effect at the level of significance ( $\alpha \leq 0.05$ ) for the diversity of human resources (internal diversity, external diversity) on entrepreneurship through human capital in the Arab Potash Company.

The first sub-hypothesis: (H03.1): There is no statistically significant effect at the level of significance ( $\alpha \leq 0.05$ ) of internal human resources diversity on entrepreneurship through human capital in the Arab Potash Company.

**Table7.** The results of the path analysis to test the significance of the effect of human capital mediation on the impact of internal human resource diversity on entrepreneurship.

Impact Type	Variable	Effect Size Regression ) (Coefficient
direct impact	Diversity of internal human resources - entrepreneurship	0.29
Indirect influence	Diversity of internal human resources - human capital - entrepreneurship	0.12
total effect	Diversity of internal human resources - human capital - entrepreneurship	0.41

The results from Table 7 show the influence of internal human resource diversity on entrepreneurship in the Arab Potash Company through the mediation of human capital. The table indicates a direct impact with a regression coefficient of 0.29, an indirect influence through human capital at 0.12, and a combined total effect of 0.41. These findings confirm that internal diversity significantly enhances entrepreneurial outcomes, mediated by improvements in human capital, leading to the rejection of the initial hypothesis that internal diversity does not significantly impact entrepreneurship. Rather, the alternative hypothesis, suggesting a significant effect, is accepted. This emphasizes the critical importance of managing internal human resource diversity not just for enhancing human capital but also for encouraging an entrepreneurial spirit within the Arab Potash Company.

## 5. Conclusions

The study revealed that the Arab Potash Company shows a moderate approval level for both internal and external diversity of human resources. The moderate approval for internal diversity may be linked to the company's emphasis on recruiting young people who are proficient in information technology and capable of creative work. The moderate approval for external diversity seems to stem from the company's insufficient efforts to attract competencies that could enhance overall performance. Additionally, the study found a moderate level of approval among employees for their entrepreneurial capabilities, attributed to the insufficient focus on developing human resource strategies that bolster entrepreneurship. In contrast, the application of human capital received high approval, reflecting the company's strong commitment to developing its workforce,

who possess the necessary skills and experience to effectively address work-related challenges. Moreover, the path analysis indicated that both types of diversity internal and external have a significant direct and mediated impact through human capital on entrepreneurship, with coefficients of 0.29 and 0.12 respectively, leading to a total effect of 0.41.

## 6. Recommendations

The study highlights the importance of recognizing and supporting diversity within human resources, advising that organizations should be knowledgeable about both the benefits and potential challenges posed by this diversity. Implementing strategies, tasks, and programs tailored to manage these diverse dimensions is crucial. Additionally, there is a recommendation to continue focusing on the development and training of employees and administrators across both public and private sectors. Furthermore, sustaining entrepreneurship is critical, and should be supported by strategic efforts to attract and retain talented human resources, who are identified as the primary drivers of entrepreneurial success. The recommendations also advocate for granting greater independence to individual employees, allowing them the freedom to express their opinions and ideas. This not only helps in retaining talented and creative personnel but also fosters a sense of independence within the organization as a whole. Moreover, there is a call to advance these concepts particularly in developing countries, where they can significantly impact the growth and development of sectors.

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