ADDIS ABABA UNIVESRITY

SCHOOL OF COMMERCE

Department of Business Administration and Information Systems

The Impact of Diversity Management on Employees' Perceptions and Their Organizational Commitment and Turnover Intentions: The Case of OXFAMs In Ethiopia

A Thesis Submitted to Addis Ababa University School of Commerce in Partial Fulfillment for the Master of Arts Degree in Human Resource Management

By : Mohammed Delil

Advisor : Matiwos Ensermu, PhD

Addis Ababa

June 2015

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DECLARATION

I, the undersigned, hereby declare that this thesis is my original work and has not been presented for any type of degree in any other university, and that all the sources of materials used for the thesis have been acknowledged.

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STATEMENT OF CERTIFICATION

This is to certify that Mr. Mohammed Delil has carried out his research project on the topic entitled "**The Impact of Diversity Management on Employees' Perceptions and Their Organizational Commitment and Turnover Intentions: the Case of OXFAMs in Ethiopia**".

In my opinion, the project is original in nature and is appropriate for submission of the Award of MA Degree in HRM.

Advisor: **Matiwos Ensermu, PhD**

Date: June 2015

Signature: …….

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List of Abbreviations

AA: Affirmative Action
Av. M: Average mean
CIPD: Chartered Institute of Personnel and Development
D&I: Diversity and Inclusion
DIC: Diversity and Inclusion Climate
df: degrees of freedom
DM: Diversity Management
EDI: Equity, Diversity and Inclusion
EEO: Equal Employment Opportunity
F: f-test value
GER: Gender, Ethnicity and Religion
HSD: Honestly Significant Difference
IETC: International Environment Technology Center
INGOs: International Non-Governmental Organizations
LSD: Least Significant Difference
LGBT: Lesbian, Gay, Bisexual and Transgender
M: Mean Score
Mgt.: Management
M&E: Monitoring and Evaluation
N : number of observations
NGO: Non-Governmental Organization
n.d: No date
P: level of significance
p.: Page
pp.: Pages
PA: Performance Appraisal
PM: Performance Management
R&S: Recruitment & Selection
SD: Standard Deviation
SHRM: Society of Human Resource Management
SNNP: Southern Nations, Nationalities and Peoples
t : t-test value
T&D: Training and Development
UNEP: United Nations Environment Programme

Abstract

Today's more diverse and globalized world calls for organizations to have effective DM system by creating and maintaining a positive and inclusive work environment that welcomes everyone, recognizes and values differences, leverages the diversity for sustainable competitive advantage. The literature on DM has mostly focused on the business case for diversity, the relationship between perceived practices and organizational outcomes, organizational culture and climate, orientations to DM, and other related issues. Moreover, most of these studies have been done in the west while limited diversity related studies in Asia and Africa have been influenced by the American model of diversity management. The most unfortunate is that there are no DM related studies done in Ethiopian context to the knowledge of the researcher. Therefore, the purpose of this study was twofold. The primary goal was to fill research gap on the area in the Ethiopian context by assessing DM practices of case study affiliate organizations and its impact on employees' Diversity and Inclusion Climate perceptions and their commitment to their organizations and turnover intentions. An attempt was also made to identify gaps and propose a definition of the concept of diversity and a systems approach to DM(model) that give room for different contexts.

To achieve the objectives of the thesis, the research method used was descriptive correlational case study. Through the use of primary and secondary data sources, the researcher has gathered the necessary information regarding the DM practices of the case study organizations and its impact on employees' DIC perceptions and their commitment to their organizations, besides intensive literature review to identify gaps and propose a definition of diversity and DM model. A survey was administered to a sample of the current employees of the case study organizations while a semi-structured interview was conducted with subject matter specialist responsible for the management of diversity related issues of the respective affiliate organizations. The data collected from primary sources were analyzed both quantitatively (using descriptive correlational method of analysis) and qualitatively (using content analysis).

As the findings show, there are indications of moderate levels of DM practices and relatively positive DIC while the majorities want to keep their career with the case study organizations. Overall, the majority of survey participants have shown the greatest satisfaction/agreement with equity, non-discrimination and inclusion items. On the other hand there are indications of the need for more representation of diverse groups and more management commitment and support to ensure EDI. The effort made to examine the impact of the DM practices in general and DIC in particular has also shown that there is statistically significant correlation between DIC and employee organizational commitment and turnover intention implying that employees who perceive positive DIC are more likely to show commitment to their organizations and less likely to intend to leave. The study revealed that how organizations manage diversity impacts employees' DIC perceptions and their commitment to their organizations and/or intend to leave.

***Key Words**: Diversity, Diversity Management Practices, Equity, Inclusion, Diversity and Inclusion Climate, Diversity Management Model, Organizational Commitment, Turnover Intention*

CHAPTER ONE: INTRODUCTION

1.1. Background of the Study

Workforce diversity has become an important issue this day till it seems to be the song of everyone. It is common to see EEO and diversity statements in the vacancy ads of organizations, particularly that of international NGOs. While you read their vacancies put on newspapers, their own websites and other ads media such as recruitment agency websites (e.g., www.ethiojobs.net), it is quite common to see phrases like "we are equal opportunity employer; qualified women are highly encouraged to apply; we encourage people from diverse background to apply; ….nondiscrimination regardless of gender, age, nationality, culture, ethnicity, religion, disability, etc." In their value statements, you may also find one or more words related to diversity, equity and inclusion such as multiculturalism, professionalism, and social responsibility.

While these EEO and diversity statements in their vacancy ads, websites and other media may be indications of the organizations' level of awareness about demographic trends and their commitment to social responsibility, the influence of globalization, and/or the recognition of the competitive advantage of diversity, the increasing workforce diversity in the labour market driven by demographic changes and globalization has called for effective diversity management (Cox and Blake, 1991; Cox, 2008; Olsen & Martins, 2012; Reichenberg, 2001; Wentling & Palma-Rivas, 1997; Kossek & Zonia,1993; Podsiadlowski et al., 2013).

Whereas unmanaged diversity may be more dangerous than homogenous workforce (Ospina, 2001), both theories and empirical studies claim that effective DM allows organizations to achieve so many benefits(Cox, 2008; SHRM Survey Report, 2005/2009& 2010; Bernard Hodes Group & CIPD, 2012; Keil et al ,2007; Forbes/Insight, n.d; Ozbilgin et.al, 2008; Williams & O'Reilly, 1998; Smith et al,2012 ; Equality and Human Rights Commission, 2010; Macfarlane et al, 2010; Peace et al., 2002; Center for Strategy and Evaluation Services, 2003; Third Sector New England, 2010; UNEP-IETC, 2003). The benefits of diversity include attraction and retention of top talent, high employee commitment and low turnover, job satisfaction, better problem solving capacity, innovation and creativity, flexibility and adaptability to change and complex situations, better reputation and positive public images, enhanced services to customers,

better compliance to stakeholder (such as donor) requirements, and compliance to EEO and anti-discrimination laws and regulations.

The key question is how organizations can ensure they benefit from diversity and minimize its disadvantage (Cox and Blake, 1991). To gain competitive advantage from diversity, organizations need to have effective DM system that ensures diversity and inclusion in the work place where people from diverse background are welcomed, valued, recognized, and allowed to contribute for the success of the organization regardless of their backgrounds or identity. That is, effective DM enables to attract, develop and retain best people from diverse backgrounds by creating and maintaining a positive work environment that welcomes everyone regardless of one's identity, values and recognizes differences, and leverage the diverse perspectives and gifts for competitive advantage.

Such systems usually involve scanning the environment/context, and developing and implementing DM strategy and programmes that ensure EDI (i.e., redefining HR practices and redesigning the work environment that is designed for relatively 'homogenous' groups to accommodate the needs and priorities of diverse groups) by adopting best practices contextualized to the environment, monitoring and evaluating the effectiveness of the strategies and programmes(practices and approaches), and finally taking corrective actions for better results (Third Sector New England, 2010; Center for Strategy and Evaluation Services, 2003).

Therefore, this paper tried to assess the impact of diversity management (DM) on employees' DIC perceptions and their organizational commitment and turnover intentions for case study organization, besides proposing a definition of diversity and DM Model applicable to any context. A case study was preferred due to accessibility besides the aim to address the issue under study in detail. The organization selected for this case study was OXFAM, which is an international confederation of 17 organizations (affiliates) working in more than 90 countries (Oxfam website, 2014).

1.2. Statement of the Problem

Diversity management today is concerned not only about respecting EEO, non-discrimination, and affirmative action (AA) laws. It is all about creating and maintaining an inclusive culture that welcomes everyone, respects differences and leverages the diversity for competitive advantage. That is, diversity today is a business issue which aims to leverage the diverse and

unique gifts, perspectives, way of addressing challenges/problems, etc. of people for organizational success. Specific to NGOs, while they have moral and legal obligations to ensure workplace EDI (Third World New England, 2010), today they need to be as effective as businesses and manage their scarce resources (such as funds and HRs) efficiently, which in return calls for the 'business case' for diversity. That is, they need to attract and retain best talent based on merit while taking into account legal requirements and moral obligations.

On the contrary, some organizations may purposefully work to ensure homogeneous workforce in their workplace and follow an approach or strategy consistent with this perspective(e.g. exclusion or resistance) in their recruitment and retention practices (Podsiadlowski et al, 2013; Dass and Parker, 1999) ' ignoring' the competitive advantage of diversity.

My preliminary research shows that there are negative perceptions about the employment practices of NGOs in general and International Non-governmental Organizations (INGOs) in particular. It was October 21 & 22, 2014 Devex International organized a Regional Partnership and Career Forum in Sheraton Hotel, Addis Ababa sponsored by both inter-governmental and non-governmental INGOs. The programs in the career forum included expert panel discussion and job-fair. Following expert panel discussion, participants raised a number of EEO related questions. The same was true during job-fair. So, being an HR staff from one of the sponsors, I had to give briefings about my organization's missions, values, country level programs and job opportunities. Again, I observed that most of the job seekers were suspicious about the presence of EEO, fair and non-discriminatory recruitment and selection practices in INGOs.

Most of these jobseekers openly disclosed that they believe that "some of the INGOs are simply collections of people from the same village, ethnic or religious background where others are systematically excluded" from joining these organizations. This unfavorable perception is what I always come across whenever issues of employment with NGOs in general, and INGOs in particular are raised and discussed.

Whether these perceptions are realities and applicable to all NGOs or not, the danger of such perceptions will certainly result in a number of repercussions such as poor public image, lack of credibility, difficulty to attract and retain competent people, sense of non-representation and lack of trust by the community and other stakeholders and lack of commitment and belongingness by

employees (CIPD, 2006; Cox, 2008; Wikipedia, 2014; Peace et al., 2002; Ferdman, 2013; Ospina,2001).

An effort was made by the researcher to make sure that whether there are prior empirical evidences on the ground that prove or disprove this perception of an 'exclusionary practices'. However, to the knowledge of the researcher, there are no empirical studies done on the area of diversity management and related topics in Ethiopian context, particularly that of NGOs. Moreover, the studies done in the West are seem to be "one size fits-to all" (Cho& Mor Barack, 2008; Syed , 2009). Even most of the studies, which of course are limited in number, in Asia and Africa are influenced by the American model of DM and fail to contextualize to the realities on the ground: the culture and value systems of the society. According to Syed Jewad (2009,p.101), "the discourse is predominantly shaped by the demographic, socio-cultural and economic realities in the USA and other Western contexts". While it is so, Geert Hofstede's (Website, 2014) work on the cultural profiles of different countries show that there are differences in the values and norms of one county or society to another. And, "a management theory developed in one country might not be applicable in another country mainly because of differences in culture"(George and colleagues ,2012, p.148).

Thus, while DM is a concept originated and developed in the West, particularly in the USA (Mor Barak, 2011; McDonald, 2010;Herring & Henderson 2011; Strachan et al 2010; Syed, 2009), it is necessary to contextualize to realities on the ground if the objective is to solve the real problems of a society. For example, racism and sexual orientation is the problem of the West which don't apply to Asia and Africa where culture and religion play critical role in people's lives.

Thus, this study aims to fill the perceived gaps in empirical studies on the area in Ethiopian context with a focus on case study organization (due to accessibility and to address the issue in detail) and propose a definition of diversity and model of DM that can be applicable to any context including a non-western society.

1.3. Objectives of the Study

1.3.1. General Objective

The purpose of this study was to examine the impact of diversity management (practices) on employees' DIC perceptions and their organizational commitment and turnover intention for case study organization, besides proposing a definition of diversity and model of DM that work for any context.

1.3.2. Specific Objectives

The specific objectives of the study were to:

1. Investigate to what extent the case study organization manages diversity effectively (i.e. examine how far DM is developed);
2. Assess employees' perception of the diversity and inclusion climate(DIC) of the case study organizations;
3. Ascertain if the DIC influences employee's commitment and intention to leave(turnover);
4. Propose a DM Model and a definition that takes into account different contexts based on perceived gaps and review of literature;
5. Propose recommendations to improve the diversity management practices of the case study organization (based on review of literature and findings);

1.4. Research Questions

1.4.1. Main Research Questions

In order to meet the objectives set, some of the basic questions the researcher has tried to answer were:

1. How far diversity management (DM) is developed in the case study organizations?
2. How do employees perceive the DIC of the organizations?
3. Does DM (practice) impact employees' perceptions of DIC and employee commitment and turnover intention?

1.4.2. Specific Research Questions

In order to answer the main research questions, the following specific questions were outlined:

1. What are the approaches and practices used to ensure EDI in the case study organizations?
2. How do employees perceive the DIC of the case study organizations?

3. Are there any experiences and /or witnesses of discrimination based on gender, ethnicity and religion/culture?
4. How do employees perceive the organizations' approach to diversity (Assimilation vs. Multiculturalism)?
5. Do the organizations adapt their diversity and inclusion practices to local realities?
6. Does the DIC influence the level of employees' commitment to their organization and turnover intention?

1.5. Definition of Key Terms and Concepts

1. **Diversity**: the extent to which an organization has people from diverse demographic backgrounds. It refers to one's group/social identity.
2. **Inclusion:** the degree to which people are accepted and appreciated for who they are, treated as an insider, allowed to keep their core values and have their voices heard on matters they are affected. It simply describes the approach or strategy used to deal with and benefit from this diversity.
3. **Equity**: ensuring justice and fairness taking into account both current realities and past practices; it doesn't mean treating everyone the same.
4. **Diversity and Inclusion Climate (DIC):** shared employees' perceptions, attitudes and, feelings towards the effectiveness of diversity and inclusion policies and practices or efforts of an organization.
5. **Inclusive Culture:** an organizational culture or workplace that values differences (in culture, opinion, perspectives, beliefs, etc.), and encourages multiculturalism rather than assimilation.
6. **Diversity Management (DM)**: is the process by which an organization ensures EDI so as to gain competitive advantage from diversity.
7. **DM Practice:** any formalized organizational system, process or practice developed and implemented for the purpose of effective DM (Yang & Konrad, 2011,p.7).
8. **Perception**: "a process by which individuals organize and interpret their sensory impressions in order to give meaning to their environment" (Robinson, 2012, p.166).

1.6. Significance of the Study

Understanding the moral and legal obligations of organizations as well as the business case of diversity, creating and maintaining a positive work environment that welcomes every one, values and leverages the differences becomes the key strategic HR issues of today's organizations.

Motivated by this view, the researcher targeted to fill the research gap on diversity management practices in Ethiopia with a particular reference to case study organizations as well as contribute to the enrichment of the body of knowledge on diversity management(particularly on the concept of diversity and DM Models).

The findings of this research may serve as an alarm to trigger the management of the case study organizations to be aware of the DIC of their organizations and take corrective actions.

The DM model proposed in the study may also contribute in enhancing the conceptual understanding of diversity and its management by practitioners, and in triggering further studies in the area as it may cause to pose a number of research questions.

The study will also serve as a spring-board for those who are interested to carry out further and in-depth studies in the INGO sector and other sectors such as banking, manufacturing, public services, educational institutions, etc. under Ethiopian context.

1.7. Scope and Limitations of the Study

1.7.1. Scope of the Study

This research focused on the impact of diversity management on employees' perceptions of DIC and their organizational commitment and turnover intentions for OXFAMs due to constraints such as time, cost, accessibility and willingness to participate in the survey. Further, the research was limited to those OXFAMs currently working in Ethiopia and with 15 or more staffs in their payroll at the time of this study.

1.7.2. Limitations of the Study

There are some limitations inherent in the study. One of the major limitations of this study was that the units of analysis were the country office employees based in Addis Ababa; it was not organization-wide, and hence the results can't be generalized across the case study organizations.

As the area is very sensitive, it was also a challenge to get the willingness of most employees of the organizations to participate in the survey which may put the representativeness of the sample in question.

Another potential limitation of the study might be that biases in responses on such sensitive issues are unquestionable particularly by those who are from the dominant or privileged groups in the organizations. Even for minorities or disadvantaged groups, respondents may not give genuine answers for fear of identification. Fear of anonymity occurs when respondents feel that they may be easily identified based on their responses, particularly if the organizations/units they work are very small. In order to enhance the participation rate and confidence of respondents about their anonymity, it was disclosed at the introductory section of the survey questionnaire that participation is voluntary and confidentiality of the results are 100% assured by stating that the data would not be analyzed by any specific program/unit, and it would not be exposed to any third party except for academic purpose. Moreover, participants were provided with an envelope to be used to put and seal the completed questionnaire so that no one would access their responses. To minimize intentional biases, categories (such as equity, management commitment, discrimination experience, etc.) and sequential order of questions were avoided in the survey questionnaire distributed to the participants (see Annex-A). In order to minimize identification of respondents (anonymity), affiliate organizations with less than 20 staffs were excluded from the study from the beginning.

The study also focused only on gender, ethnicity and religion; there would be possible differences of perceptions among different group of employees such as position in the organization, employment status (fixed vs. open term), and education level, etc.

All these factors may affect the reliability of the study and generalisability of the findings.

1.8. Structure of the Paper

The thesis consisted of five chapters. The first chapter dealt with the introductory issues about the research, what the problem in question is, the researcher's purpose, brief overview about the methodology presumed to achieve the research objective and to answer the research question, definition of concepts and terms used in the study, and the significance for undertaking this research.

The second chapter explored related literature to the area under study so as to better understand concepts, theories and models related to diversity management. In this chapter, contextualized definition of diversity and systematic approach to DM model is proposed. The definition of the concept is given by synthesizing the definitions given by both proponents of American model of diversity management and critiques. The proposed DM model is based on the integration of the knowledge and concepts from organizational diagnostic models such as open system model or systems thinking with diversity and inclusion climate models.

The third chapter addressed issues related to research methodology in a bit more detail than what is discussed in the introduction part while the fourth chapter is devoted to data presentation, analysis and findings.

The final part (chapter five) concludes the topic under discussion with concluding remarks and the way forward (i.e., recommendation to the case study organization and further research for academic purpose).

CHAPTER TWO: LITRATURE REVIEW

2.1 Introduction

Diversity management is a concept developed in the USA in the 1980s in response to increasing workforce diversity and globalization (Strachan et al.2010; Ozbilgin 2008; Cox& Blake, 1991). Today, diversity is a well-researched concept in the USA and Europe (Podsiadlowski, 2013, p.159) and most of the research has focused on the relationships between diversity and its outcomes (Milliken and Martins, 1996; Shore et al., 2011; Cottrill et al., 2013). There are also some researches in the area of diversity management orientation/paradigms of organizations (Thomas & Ely,1996; Ely and Thomas,2001; Podsiadlowski et al., 2013; Dass and Parker,2013) and the difference between diversity and inclusion and associated practices (e.g. Ferdman,2013, Halvino et al., 2004; Roberson,2006; Shore ,et al.,2011; Ferdman et al.,2010).

However, I feel there are still gaps in two areas: First, there is lack of clarity on the concept of diversity (Mor Barak, 2009; Herring and Henderson, 2011). This could be due to the mix up of functional diversity and social diversity resulting in lack of focus (e.g. Simons & Rowland, 2013) and failure to think out of the box i.e. definitions based on the contexts of the West (Mor Barak, 2009; Syed 2009). Second, there are limited diversity management literatures that come up with a systematic approach to diversity management (DM) that can serve as a framework and guide both theories and practices (CIPD, 2006).

With regard to lack of clarity on the concept of diversity, it is argued that it is important to be focused in dealing with diversity. We need to focus on social categories most prone to automatic exclusions and social injustice rather than making the issue of diversity complex by dealing with irrelevant factors, which are not related to opportunities and access to resources (Herring & Henderson, 2011). According to Milliken and Martins (1996), when differences between people are visible or readily detectable, they are more likely to evoke exclusionary behaviors or responses such as biases, prejudices, and stereotypes (p.404). However, these detectable differences among people may vary from one society to another (Mor Barak, 2009), which calls for contextualizing definitions of diversity and its management (Syed, 2009; Mor Barak, 2009). This is what makes the concepts of diversity, inclusion and DM relevant.

On the other hand, the absence of holistic or systematic approach to diversity could be attributed to two key factors: 'one-size-fits-all assumption': failure to contextualize the definition of diversity & its management (Syed, 2009; Mor Barak, 2009),and the influence of DIC measurement models, which are only one aspect of DM and piecemeal in their nature.

Accordingly, in this section of the paper, a systematic approach to DM framework is proposed following the historical development of diversity and its definition as well as theoretical considerations. And the proposed conceptual framework is used as a guide to review literatures related to diversity management. The framework will also be used to assess the DM practices and DIC of the case study organizations.

2.2 What Is Diversity

While there is no consensus on the concept of diversity, the basic definition includes demographic differences which include observable social or group identities such as sex, race, ethnicity, nationality, age, religion, and disability. However, diversity is a complex concept which has been conceptualized from several viewpoints. There are three categories of views: broad, narrow, and balanced view.

a) A Narrow View of Diversity:

Several scholars (e.g. Essed, 1996; Linnehan and Konrad, 1999; Nkomo, 2001) advocate for focusing only on the (fundamental) diversity categories that are mostly prone to negative employment outcomes in a given society (Mor Barak,2009, p. 240). Kirton (2003) also seems to argue to focus on those demographic characteristics that strongly influence employment outcomes (p.4). For this author, the critical diversity characteristics as related to employment outcomes are gender, ethnicity, age, and disability.

As noted by Mor Barak (2009), the only problem with this group of scholars is that some of them (e.g. Nkomo, 2001; Kirton, 2003) tried to specify the so-called "fundamental divisions" as race, gender, ethnicity, age, disability, and class. However, some of these categories may have different employment outcomes in different cultures or society and some cultures may use distinction categories that are not included in the list (e.g. Caste in India).

b) A Broader View of diversity

The American model of DM as influenced by individual rights concept of liberalism (Berry cited by Herring and Henderson 2011, p.630) has broadened the concept of diversity to include all

differences that people bring to work, which makes its management more difficult. Wheeler (2003,p.60) defines diversity as "all the ways in which we differ…". Edelman and Patterson (cited by Herring and Henderson, 2011) seem to take the same view. For them, diversity includes all types of individual or human differences including a range of personal, demographic and organizational differences. This idea (diversity as any human differences) is supported by many western scholars such as Olsen and Martins (2011), and Milliken& Martins (1996).

However, if there is no limit as to who should be included in diversity, the broader view of diversity (I would rather call it 'unfocused diversity') will result in a number of problems such as:

- **No differentiation between those who have been excluded and who have usually been privileged** and "it may reinforce the privileges of the privileged" (Herring & Henderson, 2011, p.636). According to Dass and Parker (1999), one of the dangers of diversity as any differences is that valuing all differences equally may mean valuing none.
- **The concept itself becomes useless if not linked to opportunities and access to resources** (Kirton,2003; Herring & Henderson,2011; Mor Barak; 2009).
- **Confusion & difficulty in its management:** In the absence of consensus as to what diversity and its purpose are, individuals will have so many interpretation of it. Otherwise, we should not be surprised if we get mixed results on diversity outcomes (shore, et al., 2011) as our definitions and what we measure are quite different.
- **No Accountability:** Without a boundary (limit), it may be difficult to ensure accountability for infinite human differences (Kirton, 2003).
- **Diversion from the real problem and mix up of functional and social differences:** Diversity as everything diverts the focus from inequity and discrimination i.e the real problems (Linnehan & Konrad,1999 cited by Mor Barak,2009). Organizational dimensions of diversity such as tenure, position, and education widen the scope and divert the focus from EEO and access to resources. Most forms of exclusions (prejudices, biases, stereotypes, discriminations, and harassments) are based on social categorizations and people's affiliation (social diversity), but not related to job performance (Ashforth & Mael, 1998; Tajfel and Turner 1979). Thus, one of the solutions to overcome the problem would be making differentiation between functional and social diversity (Simon and Rowland, 2011) and focusing on social differences.

- **A 'One-size-fits-all' assumption doesn't work:** Every society has its own unique context such as culture, values and norms. There are unique situational factors that influence a given system or society either positively or negatively. For example, the value system of a society as evidenced by Hofstede's national culture profile (Hofstede, website) requires contextualizing workplace management. What is working for a Western value system (individualism) may be a source of all failures for Asians and Africans where collectivism dominates. The value system of the west is totally materialist (individualistic) and hence, diversity may mean every individual difference. For most Asians and Africans where culture and religion play significant role in their lives, diversity means social or group identity as related to equity. Diversity for the privileged groups may also mean each and every human difference, regardless of inequity which doesn't work for the disadvantaged.

In general, scholars who take broader view miss the point that diversity without a link to equity, opportunity and access to resources is meaningless and useless. These groups of scholars go to the extreme to classify diversity, based on what is visible in the liberalist West & its value system, as primary, secondary and organizational dimensions to define diversity (e.g. Milliken & Martins, 1996). They fail to recognize what is said to be primary or visible in one value system or culture may be invisible and even not imagined in another value system or culture (Mor Barak, 2009).

c)Balanced View of Diversity

We have seen in the previous sections that most studies based on both narrow and broad views are influenced by the American model of diversity and fail to recognize contextual differences in the definitions and measurement of diversity and inclusion!

With the exception of Mor Barak (2011) and Syed (2009), most writers seem to be influenced by the one size-fits-all assumption! According to Mor Barak (2009), diversity is about belonging to or association with certain social categories or identity groups which are susceptible to negative or positive employment consequences (p.240). This view relates diversity to opportunity and access to resources and fills the gap created due to lack of focus in DM. Distinction categories should also be contextualized. The comprehensive definition given by Mor Barak (2009) presented below takes into account contextual factors such as socio-cultural differences besides linking diversity to employment outcomes.

According to Mor Barak (2009):

> *Work force diversity refers to the division of workforce into distinction categories that (a)have a perceived commonality within a given cultural or national context , and that (b) impact potentially harmful or beneficial employment outcomes such as job opportunities, treatment in the work place, promotion prospects-irrespective of job related skills and qualifications(p.241).*

Yes, this definition solves all the gaps associated with those definitions that are trying to list distinctive categories, and fail to consider cultural or national contexts as well as forget to relate diversity with negative employment outcomes.

While I acknowledge the applicability of the definition to any cultural or national context and its attempt to link diversity with employment consequences, I want to emphasize in this study that diversity variable shall not be any differences or distinction categories (such as functional differences) rather social categories that are not only perceived but also noticeable and recognized by a social or value system to result in positive or negative outcomes.

Accordingly, for the purpose of this study, diversity is defined as follows:

> *Diversity is all about differences or group identities as related to social categories such as gender, age, disability, race, ethnicity, religion, nationality, geographic region, and caste that are salient and recognized by a given society and value system, and that have socio-economic outcomes.*

The key elements of this definition are

- **Diversity is all about social categories or group differences** (Sayers, 2012), which have positive or negative outcomes (Mor Barak,2009; Herring and Henderson, 2011; Tajefel & Turner,1979; Ashforth & Mael, 1989). As it is succinctly stated by Ely & Thomas (2001, p.230), diversity is " a characteristic of groups of two or more people and typically refers to demographic differences of one sort or another among group members".
- **The differences should be salient** (Ashforth and Mael,1989; Tajfel &Turner,1979; **and recognized by a society and value system** (Mor Barak, 2009)**.** According to Mor Barak (2009), what is salient in one society may not be the same in another.

- **The diversity has to do with some form of socio-economic outcomes i.e., opportunities and access to resources** (Mor Barak, 2009; Herring & Henderson, 2011, Kirton; 2003); not each and every human differences. The focus of diversity need not be on each and minor human differences, rather on bio-demographic characteristics that mostly result in automatic exclusions.

To sum, it is very important to be focused and contextualize in defining diversity. The proposed definition, therefore, tries to address these two critical issues: focus and contexts. The definition clearly indicates where to focus in order to solve real problems related to exclusions. It also gives a room for contextualizing diversity categories. It can be applied to any society and value system based on the prevalent form of exclusion which affects a significant portion of the society. This in turn will lead to better understanding and management of diversity!

Having addressed what diversity is, let's briefly discuss a related concept, diversity management in the next section.

2.3 The Need for Diversity Management (DM)

Workforce diversity estimation reports and studies forecasted steadily increasing demographic diversity in the labour market for many countries (Kossek and Zonia, 1993; CIPD, 2006). According to CIPD(2006, p.2), the workforce of the twenty-first century is becoming more and more diverse in terms of demographic factors such as race and ethnic origin, nationality, region, gender, age, culture and religion.

At the same time, there is continued workplace discrimination in spite of greater awareness, increased training, and more social condemnation of the issue (U.S. Equal Employment Opportunity Commission [EEOC], 2010, cited by Mor Barak, 2009).

This growing workforce diversity coupled with continued increase of discrimination and exclusion against the minorities or disadvantaged group calls for organizations to institute effective HRM policies and programs that help to attract, develop and retain diverse groups for competitive advantage (Mor Barak, 2011).

According to Kostas E. Sillignakis (n.d), organizations can ensure effective DM if they can integrate DM principles in the key human resource functions of recruitment and selection, training and development, performance appraisal and remuneration (p.8). In a strategic HRM

term, DM is a process by which human resources strategies and practices are aligned with business goals for competitive advantage by leveraging workforce diversity (Besler and Sezerel, 2012). However, in today's turbulent economic environment, ensuring competitive advantage on the other hand requires being a socially responsible organization. Managing diversity is concerned with business benefits (i.e. an economic issue) while ensuring legal and social requirements (Cox & Blake ,1991;Cox, Lobel and McLoed,1991).

The most cited author in the area, Cox (1993 cited by Besler and Sezerel, 2012) defines DM as a set of HR policies and practices that are used to maximize the benefits and minimize the disadvantages of diversity. Ongori and Agolla (2007) define DM as "the systematic and planned commitment by the organisations to recruit, retain, reward and promote a heterogeneous mix of employees"(pp.072-073).

For the purpose of this study, DM is taken as the process by which an organization ensures diversity, equity and inclusion by creating and maintaining a positive environment that welcomes every one, recognizes and values differences , and leverages diversity for better organizational performance (Strachan, et al, 2010; Roberson, 2006; Holvino et al., 2004, Ferdman 2013; Mor Barak, 2011). This definition comprises three core elements:

- DM is all about ensuring workforce diversity, equity and inclusion
- These goals can be achieved when organizations can create and maintain a positive (work) environment.
- The ultimate goal of DM is ensuring organizational success through diverse workforce.

2.4 Theoretical Considerations in DM

There are two dominant perspectives of the diversity- performance relationships: optimistic (positive) and pessimistic (negative) views/perspectives (Shore et al., 2009, p.124). The optimistic views to diversity contend that diversity facilitates information processing, innovation and creativity, learning and problem solving capacity. On the other hand, the pessimistic views (such as Tajfel and Turn,1979) postulate that individuals have a preference for their own groups which generate in-group favor and out-group discrimination that are detrimental to group performance.

The two views base their explanations or argumentation on different theories. While the optimistic view bases its argumentation on information and decision making theory, explanations

with regard to the pessimistic view of diversity are derived from the concepts of separation(exclusion) and (social) disparity (Dwertmann,2013). The two most cited (separation) theories in relation to the pessimistic view are Similarity-Attraction paradigm of Byrne (1971) and Social Identity/categorization theories of Tajfel and Turner (1979).

Here we need to note that there is empirical support for the assumption that all dimensions of diversity can lead to positive as well as negative effects (Williams and O'Relly ,1998). What matters is how we manage it and the contexts. Thus, diversity may result in positive or negative outcomes depending on how we manage it and the contexts (e.g. the nature of tasks: complex vs. routine).

2.5 Proposed Approach to DM

In this part of the paper, system approach to diversity is proposed, which, of course, is used as a guide to review literatures. Before explaining about the proposed systems approach, a brief explanation with concepts of general (open) system is discussed.

2.5.1 The Concept of Systems Approach

A system is a collection of interrelated parts that work together for some common goals (end).According to Katz and Kahn (1978 cited by Wright & McMahan, 1992), organizations consist of the patterned activities of individuals aimed at some common output or outcome. A systems view/approach considers an organization as a system with a set of interrelated parts or patterned activities (functions) that work together for common goals(Ivanko, 2013). Organization as a system acquires (takes in) inputs (such as people, information, & materials) from the environment, processes them, and then releases the outputs back to the external environment. Here it is important to note that in systems thinking, a system by definition is composed of interrelated parts or elements which are called subsystems. So, a system is composed of a subsystem of a lower order and is also part of a supra-system. That is, the smaller units comprising a system are called subsystems or components, and the larger unit enclosing a system is called a suprasystem or environment. In short, there is a hierarchy of the components of the system (Kast and Rosenzweig, 1972) and anything outside the boundary of a system is considered as an environment. The concept of boundaries helps us understand the distinction between open and closed systems. The relatively closed system has rigid, impenetrable boundaries; whereas the open system has permeable boundaries between itself and a broader

supra-system. Unlike in physical and biological systems, it is very difficult to delineate the boundary in social systems such as organizations (Kast and Rosenzweig, 1972, p.450).

Therefore, organization as a system may contain a number of subsystems such as the production, marketing, finance and HRM sub-systems, each further having their own sub-systems. So, the organization as a system could be considered as suprasystem or environment (context) for the sub-systems such as HRM sub-system. The same analogy could be applied to DM system (with its own interrelated component parts or functions) as a sub-system of the HRM system and the organization as a whole.

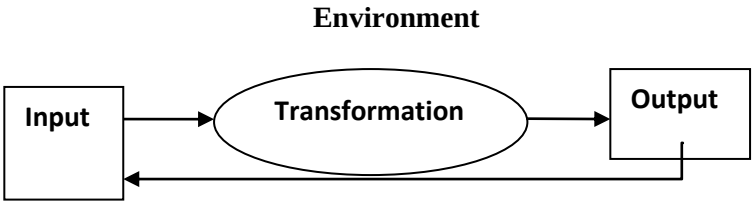


Figure 1: Simplified Open Systems Model

Given these complex and interdependent relationships between a system with its component parts and the environment, exchange of feedback with the environment can be considered as the key aspect of system thinking (see Figure.2). According to Wright & McMahan (1992 , p.306) central to open systems model is the idea of feedback loop that informs the system how it is functioning thereby allowing to adjust any discrepancies.

In general , the central premise of systems theory is that organizations are social systems which are dependent upon the environment in which they exist for inputs (Katz & Kahn, 1978 Cited in Falletta, 2005, P.8).

According to Gharajedaghi (2006), unique about systems thinking is its focus on the whole. Gharajedaghi (p.109) identifies three well known inquiring systems (analytical, synthetic and Process orientation) being used so far to understand the whole:

- **Analysis** has been the essence of classical science. The scientific method assumes that the whole is nothing but the sum of the parts and thus understanding the structure (part of the system) is both necessary and sufficient to understanding the whole.
- **Synthesis** has been the main instrument of the functional approach. By defining a system by **its outcome**, synthesis puts the subject in the context of the larger system of which it is a part, and then studies the effects it produces in its environment.

- **Process orientation**, on the other hand, has long been the focus of behavioral science. It **looks to the how question**, for the necessary answer to define the whole.

By integrating these three organizational diagnostic methods, Gharajedaghi contends that seeing the whole requires "understanding structure, function, and process at the same time" as the foundation of a holistic methodology and these perspectives together, with the containing environment, form a complementary set (p.110). In other words, according to Jamshid Gharajedaghi (2006, p.111), "Structure, function, and process, along with the environment or context, form an interdependent set of mutually exclusive and collectively exhaustive variables".

According to Gharajedaghi(2006, p.110), structure defines components (parts) and their relationships in a system; function defines the outcomes or results produced; process defines the sequence of activities and the know-how required to produce the outcome; context defines the unique environment in which the system is situated.

A system could be classified into open and closed based on its interaction with the external environment. While closed systems(such as mechanical systems) have relatively low interactions with the environment, open systems (for example biological or social systems) have strong interactions with the environment and hence exchange information or feedback, which helps them to maintain their equilibrium or steady state. Of course, the concepts of open and closed systems are not absolute; systems are relatively open or relatively closed (Kast and Rosenzweig, 1972, p.450).

Open system models are based on the general systems model (of von Bertalanffy, 1950, cited in Wright & McMahan, 1992 , p.306) and hold that organizations can be described as input, throughput, output systems involved in transactions with surrounding environment. Open systems views of HRM requires organizations to align all people management practices including diversity management towards strategic end , rather than focusing on each set of HR practices in order to help an organization achieve its strategic objectives.

Therefore, in this study it is argued that DM as part of the SHRM system needs to be diagnosed holistically for better understanding as well as effective management.

2.5.2 Systems Approach to DM

Multiple prior reviews and meta-analyses that examined the outcomes of diversity (e.g.Williams & O'Reilly, 1998; Kossek and Zonia; Cho& Mor Barak, 2008; McKay et al, 2007) have shown complex relationships between diversity and outcomes, which are contingent on a variety of factors (Yang & Konrad , 2011). According to Yang & Konrad (2011), one of the contingencies is the presence or the absence of effective DM.

Studies also show mixed results on diversity- performance relationships. While a significant number of researches proclaim that effective DM has increasingly become a source of competitive advantage (Cox, 2008, Cox & Blake 1991, Mor Barak,2011; Olsen and Martines,2012; Ospina, 2001; Write and McMahan ,1993; Thomas and Ely, 1996; Kossek & Zonia,1993; Williams and O'Reilly,1998), there are also other studies that have shown negative effects of diversity on group performance (Ferdman et al.2010,p.8) such as increased conflict, high misunderstandings, low cohesion, increased level of stereotypical & discriminatory behaviours and attitudes, etc.

Thus, diversity could be a source of success or failure depending on how we manage it. Following review of studies that come up with contradictory results on the diversity-performance relationships, Milliken and Martins(1996, P.403), concluded that "diversity appears to be a double-edged sword, increasing the opportunity for creativity as well as the likelihood that group members will be dissatisfied and fail to identity with the group".

While it is clear that the goal of DM should be maximizing the advantages of diversity, many scholars attribute the mixed results to contextual factors (Ferdman et al., 2010). A series of studies by Kochan et al. (2003), focusing on the relationships of gender and racial diversity with business performance, found that the effects of diversity on performance depends on group processes and organizational contexts while it had few direct (positive or negative) effects on business performance. That is, the outcomes of diversity will depend on how the diversity is addressed and the environment or context (Ferdman et al. 2010; Roberson, 2006; Shore et al., 2011). A similar argument is provided by Olsen and Martins (2012) who call for examination of contextual variables, such as society–level factors, time and organizational approaches to DM to address the issue of mixed results.

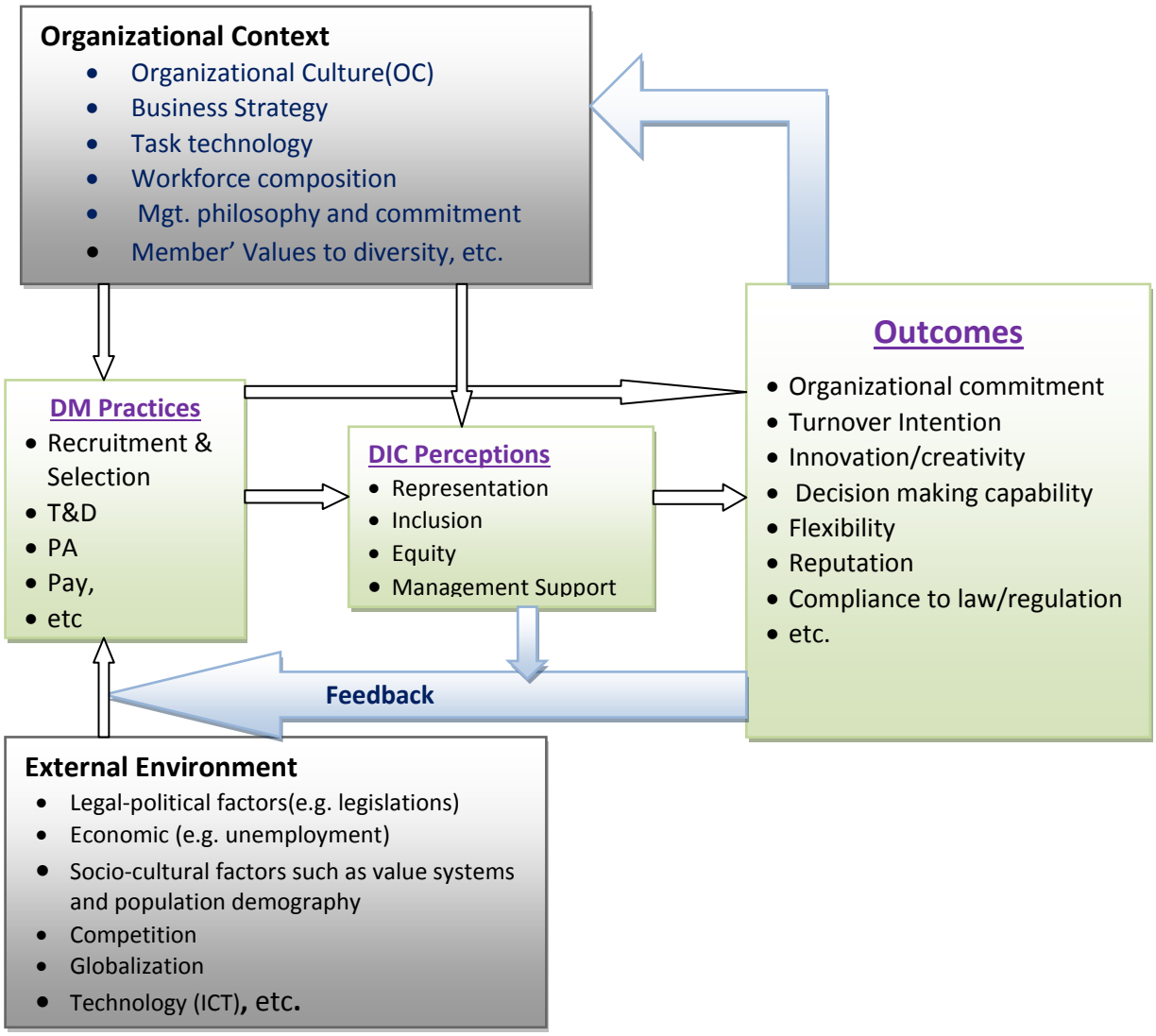


Figure 2. Open System Model of Diversity Management

This shows that managing diversity requires a holistic and systematic approach: consideration of the interactions of so many interdependent factors including organizational contexts and external environment (Tourism Research Center, Dublin Institute of Technology, 2009). According to Wheeler (2003), effective DM is about creating a strategy (framework) for ensuring a holistic approach to understanding the people factors and forces affecting organizational capability and performance. That is, DM can't be based on a one-size fits all strategy; rather tailored to the context both external and internal to the organization (Ospina, 2001; Dass and Parker, 1999; Wheeler, 2003 ; Sayers, 2012). This is what (open) systems approach is concerned: understand the interdependencies of various factors that can affect organizational success or effectiveness

(Wheeler, 2001). Taking into account this fact, an open systems model of DM is proposed (see Figure 2).

2.5.2.1 Key Elements of the Proposed Framework

1. DIC perceptions are influenced by DM practices

The organizational climate (i.e. atmosphere that employees perceive and are created by practices) can influence employee attitudes and perceptions, as well as other performance outcomes (Hicks-Clark & Iles, 2003, p.182).That is, climate is dependent on organizational policies and procedures. Thus, how organizations manage diversity (DM practices) influence how employees perceive the organization's DIC (in terms of representation, equity, inclusion, and management support). In systems language , the DM practices could be considered as inputs to DIC perceptions, which may also be affected by other internal contexts such organizational culture(OC), business strategy, workforce mix or composition of the organization, organizational members' values and attitudes to diversity, level of management commitment and support , etc. So, we can infer that different inputs may result in the same output (outcome or goal) and vice versa (i.e., 'equifinality').

2. DIC Perception May Mediate Between DM Practices and Organizational Outcomes

DM practices usually lead to positive or negative DIC perceptions ('throughputs') which in return result in individual level outcomes, and subsequently to organizational level outcomes ('outputs' in systems terms). The individual-level outcomes mediated by DIC perceptions include job satisfaction, organizational commitment, motivation, and job performance, which ultimately lead to organizational level outcomes such as turnover, absenteeism, productivity/efficiency, etc. See DIC model part for details.

Empirical studies such as by Cho & Mor Barak (2008) in multinational organization in Korea showed that a strong sense of inclusion resulted in higher commitment (affective outcome) and (individual) performance (achievement outcome).

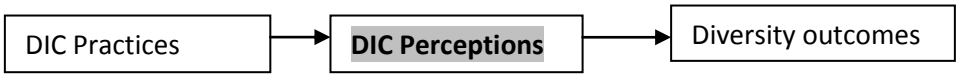


Figure 3: The Mediating Effects of DIC Perceptions

3. The relationship between DIC and diversity outcomes may be moderated by contexts

Studies (e.g., Hicks-Clark & Iles,2003; Kossek and Zonia 1993; Williams & O'Reilly,1998; Cho& Mor Barak,2008) show that the DIC perceptions are moderated by factors such as organizational members' value and attitude to diversity and the perceiver's own social identity or diversity characteristics (such as age, ethnicity, sex).

Research findings (such as Williams & O'Reilly, 1998; Cho & Mor Barak, 2008; Kossek and Zonia, 1993; Mckay et al.,2007) show that individual's value for diversity, identity group and the level of organizational workforce diversity influence DIC perceptions as well as affective or achievement behaviors , regardless of the reality (i.e DM practices).

For example a research by Kossek and Zonia(1993), McKay et al.(2007), Hicks-Clark(2003), Williams and O'Reilly(1998), Cho& Mor Barak (2008) demonstrated that women and minorities (i.e. employees outside the corporate mainstream) are more likely to feel excluded (face discrimination & inequity) while showing positive attitudes (higher value) to diversity and inclusion in general. That is, perceptions depend on one's group membership. Empirical study by Kossek & Zonia (1993) also showed that employees are more likely to value diversity when they work in diverse team or unit. There is also difference in DIC perception between those who value diversity and not.

These differences in perceptions in return result in different affective behaviors (such as organizational commitment, job satisfaction, productivity, intention to stay, etc.) for different social groups (Williams & O'Reilly, 1998; Cho& Mor Barak, 2008). For example, older and managerial employees have shown strong commitment (McKay et al., 2007; Hicks-Clark & Iles , 2003; Cho& Mor Barak , 2008).

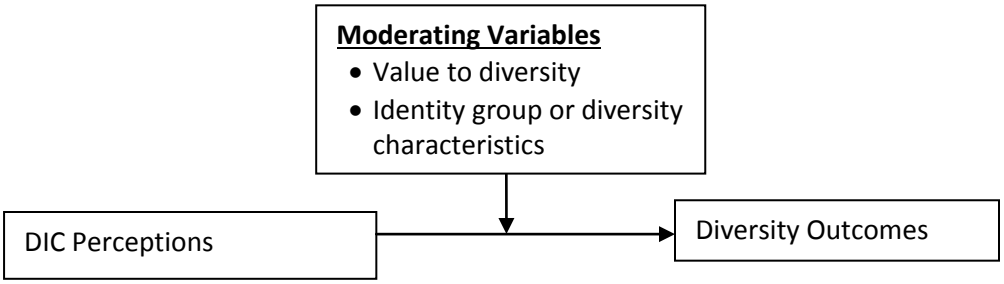


Figure.4: The Moderating Effects of Value to Diversity and Identity Group

4. There are diversity outcomes which are independent of DIC Perceptions.

DM practices may directly result in some group level outcomes (such as cohesion, cooperation communication, and conflict), or organizational level outcomes such as (innovation& creativity, flexibility, better decision making ability, reputation as an employer of choice, meeting donor /shareholder requirements, compliance with statutory requirements, etc.), all of which may happen independent of DIC perceptions of employees (see in Figure 3, the arrow from DM practices to outcomes). According to Cox's (1994) IMCD, diversity climate impacts organizational effectiveness both directly and through its effects on individual level outcomes (Cited by Cho & Mor Barak, 2008).

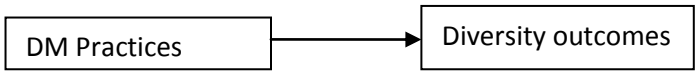


Figure5: The Direct Impacts of DM practices on group and organization level performance

Note that from explanations in the previous sections we understand that there are complex relationships between diversity and its outcomes which are dependent on a variety of contingencies (Yang & Konrad, 2011).

5. Environmental Factors Influence the Effectiveness of DM System

The effectiveness of DM system is to a significant degree impacted by both internal and external environments (inputs in the form of pressure, information or other resources or constraints). The internal factors that moderate the DIC perceptions may include the degree of workforce diversity (mix or composition) in an organization, the organizational culture and business strategy, task technology (routine or complex production processes), level of management commitment, members' values to diversity, etc. Research shows that diverse workforce is more advantageous for organizations with complex task technology, innovative & differentiation business strategy (Cox &Blake, 1991; Ospina, 2001). Many studies (such Hicks-Clark &Iles, 2003; Dass& Parker, 1991; Krietz, 2007; Bormann and Woods, 1999; Ospina, 2001) have also indicated that diversity supportive organizational culture as well as management commitment are critical elements of a successful DM practices.

External factors that may impact the effectiveness of DM include legal-political conditions, Socio-cultural factors (such the value system of a society and demographic composition of a population), completion for top talent, economic conditions (unemployment rate, periods of

economic boom vs. recession, etc.), technological factors (eg. virtual teams, globalization, social media, etc).

6. A Feedback Loop between DM System & Its Environment:

There is finally an exchange of feedback between the DM system and the environment. While the system usually exchanges feedback at output level, there is also possibility of getting feedbacks, for example, from DIC perceptions (i.e. at throughput level). Survey results or information from DIC perceptions such as level of perceived representation, experiences of discrimination, inclusion and equity could be used as a feedback to take corrective actions in DM practices rather than waiting feedback at outcome levels such as turnover, litigation for violating EEO principles, poor productivity, etc.

2.6 Diversity Management Process

According to Williams and O'Reilly (1998,p.79) and Milliken and Martins (1996, P.403), diversity is a "double-edge sword", meaning it may be a source of either competitive advantage or source of all problems. Studies show that diversity results in positive or negative outcomes (e.g. Williams and O'Reilly, 1998) depending on how it is managed. Thus, to benefit from workforce diversity, organizations need to be strategic and systematic in their efforts to ensure effective DM (Ospina, 2001). That is, effective DM requires aligning diversity goals with business strategies while taking into account contextual factors (Third Sector New England, 2010; Singapore National Integration Working Group for Workplaces-NIGW, n.d).

Accordingly, a framework that tries to take into account a systematic and strategic planning process is proposed here. DM process shall include the following major steps:

1. Scanning organizational context and external environment,
2. Developing WFD strategies and policies
3. Developing and implementing DM programmes (DM Practices)
4. Monitoring and evaluation of effectiveness to take corrective actions

2.6.1 Scanning the Environment

According to Dass & Parker (1999), internal and external pressures or environmental factors influence diversity perspectives, priorities and strategic responses. For example, according to them, most U.S organizations adopted more diverse workforce in response to external and/or internal pressures. The same view is shared by Ospina (2001,p.7) who argues that "external and

internal pressures have produced the momentum for diversity to become a central issue for managers". A good example could be the impact of certain groups or coalitions such as civil societies who advocate for more representation certain groups in the workplace.

Internal employee pressures (in the form of complaining, defending, and whistle blowing against discriminatory and exclusionary practices) may also urge employers to take interest in diversity efforts.

Personal commitment of leaders and mangers also plays key role in ensuring EDI in organizations (Ospina, 2001, Bormann and Woods, 1999; Kreitz, 2007). Management commitment indications include (Krietz, 2007; Bormann & Woods, 1999; Reichenberg, 2001; Third Sector New England, 2010; Tourism Research Center, Dublin Institute of Technology , 2009; Singapore NIWG; Boston College Center for Work & Family):

- Initiate & lead change in corporate culture to facilitate diversity and inclusion
- Establish and chair diversity committee
- Ensure that the organization has clear diversity strategies and goals (targets) by demographic characteristics(by Sex, Ethnicity, religion/culture, disability, Age, etc)
- Follow up and monitor the progress in diversity goals/targets
- Assign qualified and competent staff at strategic level who shall be responsible to ensure the development and implementation of EDI policies and programs.
- Earmark budget to promote EDI(diversity training & education, reward EDI champions, build diversity-friendly culture, etc)

Here, it is important to note that while some pressures may favor greater organizational diversity, others may hinder it. For example, in Ethiopian context, no one can lobby diversity based on sexual orientation because it is illegal and against the moral value of the society. This implies that best approach to DM is situational rather than universal (Dass and Parker, 1999, p.68).

The environmental scan may involve assessment of organizational cultures, which refers to the shared values, beliefs, attitudes, rituals, and customs that influence practices and behaviors as well as interactions of people in an organization (Wheeler, 2003). This is because a organization's corporate culture is actually a good indicator of the DIC of an organization. For Goyal and Shrivastava (2013), DIC represents the culture of diversity and inclusion in an organization.

Cox & Blake (1991) identified three types of organizations based on their acculturation strategy: Monolithic, pluralist and multicultural.

Monolithic Organizations: are organizations with homogeneous workforce both demographically and culturally (Mor Barak, 2011, p.244). According to Mor Barak (2011), monolithic organizations have a culture that will perpetuate the homogeneity of their workforces through their hiring and promotion practices. They usually follow assimilation strategy to acculturate new comers and minority groups.

Pluralist Organizations: are organizations with diverse workforce, relative to the monolithic organizations, but still culturally monolithic and without valuing and using differences to benefit from diversity (Cox & Blake ,1991).

Multicultural Organizations: are characterized by an inclusive culture that allows everyone to keep their unique values and cultures. Inclusive culture refers to a work environment where everyone is welcomed and differences are appreciated and leveraged for competitive advantage. In inclusive culture, people feel a sense of belongingness (as insider), treated fairly, and given equal opportunities. Inclusive culture values differences in perspectives, cultures& beliefs. Diverse groups have voices to air their concerns, participate in decision making, etc. (Roberson, 2006; Ferdman et al., 2010; Mor Barak, 2011; Bormann & Woods, 1999).

2.6.2 Developing Workforce Diversity Strategy and Policy

The strategic DM process begins with defining diversity and its scope, determining the drivers, setting goals and targets and aligning DM practices with strategic business goals (Third Sector New England, 2010; Bazlias et al., n.d; Singapore NIWD, n.d). Each of these activities is briefly described here below:

1. **Defining Diversity and its scope**

Effective DM requires organization to clearly define what diversity is and its scope (Third Sector New England, 2010; Bormann and Woods, 1999) so as to help employees understand the meaning diversity within the organizational context.

2. **Determine the Driver(s) for Diversity:**

The contributions of diversity to the organization (desired performance outcomes) need to be clearly articulated from the beginning. That is, the strategy has to determine the drivers behind promoting diversity (Third Sector New England, 2010; Mor Barak ,2011):

- Compliance **with legislation(** EEO and Anti-discrimination laws)
- **A moral/social responsibility**: 'It is good to hire a diverse workforce' that reflects the diverse community.
- **Business case:** using diversity a source of competitive advantage. Diversity could be promoted to benefit from it (i.e. increase commitment and productivity, enhance creativity and innovation, to build reputation as employer of choice, etc(Cox and Blake,1991, Cox,2008, Milliken and Martins, 1996; Ozbilgin et al ,2008; CIPD,2006).

3. Set clear diversity goals & targets

Effective diversity strategy includes clear diversity goals where targets at different organizational levels are specified in terms of gender, ethnicity, religion/culture or other demographic variables (Third Sector New England, 2010). The goals may include OD interventions such as change in OC, structure as well as integration of D&I initiatives in HR policies and practices.

4. Integrate diversity with strategic objectives of the organization

D&I goals as well as programmes shall be integrated with business goals as well as HR policies and practices. One of the mechanisms to integrate D&I strategies and goals is to include diversity statements in the mission & vision statements, value statements, diversity & inclusion policies and business goals which actually indicate the commitment of top management to ensure EDI (Bormann and Woods , 1999; Bazelias et al, n.d,).

Having defined diversity goals, it is important to develop or review WFD policy that ensures the implementation of the strategies and goals. Among the factors to consider in developing diversity strategies and policies are:

- Availability of resources: identify existing resources and opportunities
- National culture and values of the society (Kirkman et al.2006)
- Local legislation and/or employment laws of the country (Wheeler, 2003)
- Focus areas of the business strategy (Sayers, 2013; Third Sector New England, 2010)
- Mission, Values and principles of the organization: for example, when the primary business is people serving the driver for DM may be Moral/social responsibility. (Third Sector New England, 2010; Tourism Research Centre- Dublin Institute of Technology, 2009).

- Demographic realities of the country: the proportion of the population in terms of gender, ethnicity, religion, disability, etc. Efforts shall be made the organization's workforce mix reflects the demographic composition of the local community (Kristensen & Markey 2009, p.11).

2.6.3 Implementing DM Programmes

All the steps described in the previous sections will be meaningless without tangible action plans and their implementations. Effective DM ensures that D&I goals and policies are translated in to initiatives and practices. This is the time to translate the strategic objectives and policies into meaningful actions. The HR practices or programmes mostly used by organizations to ensure diversity and inclusion include recruitment and selection, training and professional development, promotion and career development, reward, performance management & accountability, communication & education, participation in decision making (Bormann & Woods, 1999; Ospina, 2001; Roberson, 2006; Third Sector New England, 2010; Mor Barak, 2009/2011; Sayers, 2012; Singapore NIGW, n.d; IMI, n.d, Tourism Research Center- Dublin Institute of Technology, 2009)). In this sub-section, major HR practices (functions) targeted to ensure equity, diversity, and inclusions (EDI) are briefly discussed.

2.6.3.1 Recruitment& Selection

Most studies describe recruitment and selection as one of the critical DM activity especially to ensure diversity and this is one of the key areas where management's commitment is expressed (Bormann & Woods, 1999; Kreitz, 2007). This is the critical stage where most minority or disadvantaged groups may be excluded from EEO because of their identity groups or affiliations. This is the first step (foundation) where organizations who claim to be diverse and inclusive shall prove their claims. A successful recruitment and selection practices involve (Third Sector New England, 2010; Bormann& Woods, 1999; Krietz, 2007; IMI, n.d, Tourism Research Center- Dublin Institute of Technology, 2009; Singapore NIWG-W Managing Workplace Diversity Toolkit):

- Job descriptions are reviewed to avoid discriminatory criteria or specifications.
- Vacancy Ads are put in a media that can be accessed /reached by diverse groups
- Employment interviews are conducted by a panel/committee drawn from diverse groups and all levels of the organization.

- People involved in the employment interviews are provided EDI training as well as trainings in in employment assessment techniques.
- Attempts are made to assess individual's values to diversity and inclusion during employment interviews.

2.6.3.2 Training and Development

Successful DM practices also involve effective training and career development programmes aligned to the business strategy. And effective inclusion practices include assisting in professional growth of diverse work force and ensuring continuous learning. Besides the usual professional development courses, training and development programmes shall incorporate awareness creation workshops and sensitivity trainings. Mandatory trainings on EDI shall also be given to managers. (Bormann & Woods, 1999; Boston College Center for Work & Family, n.d; Mor Barak; 2000; Singapore NIGW-W Managing Workplace Diversity Toolkit, n.d):

2.6.3.3 Pay and rewards

Studies show that pay is a motivator although it is up to a certain degree. It is also true that people who feel not paid fairly as compared to others who are at equivalent or comparable level will respond negatively (absenteeism, turnover, etc). One of the attributes of inclusive organizations is the presence of equitable systems for recognition, acknowledgment and reward (Bormann& Woods, 1999). So, it is very important to ensure that pay grades and salary scales are fair and equitable among diverse groups by undertaking periodic/regular pay reviews to ensure equity among diverse groups (Dass& Parker, 1991).

2.6.3.4 Performance Management

Performance management is one of the key areas DM goals are integrated and aligned with the strategic objectives of the organization. It is the area where OC is reflected. PA may show who is evaluated as best performer and gets incentive. Diversity management has to be linked to performance management system and one way to ensure the integration is to hold managers accountable for ensuring EDI by linking their PA and compensation to the progress of diversity initiatives (Kreitz, 2007; Bormann and Woods, 1999). Best practices also include (Bormann & Woods,1999; Boston College Center for Work & Family, n.d; Singapore NIGW,):

- Ensure that employees are not discriminated in the allocation of workloads and performance evaluations.

- Incorporate self-assessment and 360^{o} evaluation systems as an important tool to evaluate competency for diversity and equity.
- Proper coaching and feedback mechanisms as part of the performance evaluation process
- Clear guidelines on how and what to evaluate in performance appraisal processes
- Trainings to managers on successful performance evaluation practices and techniques, etc.
- Employees to have the right to appeal or complain on unfair evaluation practices

2.6.3.5 Grievance Handling and Disciplinary Measure

One of the attributes of inclusive organizations, according to Bormann & Woods (1999), is their ability to ensure collaborative conflict resolution processes which include

- Value and utilize progressive conflict resolution procedures for mutually satisfying dispute resolutions
- Conflict resolution processes are available, legitimate and consistent throughout the organization (at all levels).

The instruments to ensure effective grievance handling and disciplinary measure include:

a) Clear policies and procedures to handle grievances and disciplinary measures.
b) Handle disciplinary issues through a team or committee drawn from diverse/representative groups so that decisions are perceived to be fair and just.
c) Grievance handling and disciplinary measure policies shall make clear that harassment and discrimination based on one's identity or affiliation are not tolerated by the organization.

2.6.4 **Monitoring &Evaluation**

Effective DM involves continuous follow up and monitoring of progresses towards targets and goals. Besides regular progress reports, programs shall also be evaluated at the end of each phase so as to check whether objectives (targets) are achieved and take lessons for future strategy development/review.

Three types of data are collected in any DM assessment process (Kristensen & Markey 2009): assessment of OC, employment and management systems; employee perceptions (on the DM practices and overall people management systems), and actual data on workforce demographics (overall workforce composition and representation at all levels).

The measures used by organizations to ensure whether diversity and inclusion strategies and policies are properly implemented and achieved their objectives may include DIC surveys, periodic reports on work force statistics, trend and progress reports by different HR areas, 360O evaluations/ feedback, diversity audits (DM Assessment), bench marking, customer feedback, focus group, etc (Hicks-Clarke and Iles, 2003; Wheeler, 2003; Third Sector New England, 2010; Singapore NIGW-W Managing Workplace Diversity Toolkit):

2.7 Diversity and Inclusion Climate (DIC) Models and Measurement Instruments

DM is seen by many writers as a way of achieving the most from a workforce by regarding employees as a source of competitive advantage (Hicks-Clarke and Iles, 2003, p.175). According to Goyal & Shrivastava (2013), the focus of diversity management and associated EDI initiatives and programs are essentially to improve the overall organizational diversity climate as a means to achieve those diversity goals. Thus, effective DM involves managing the DIC.

According to Chin (2009 Cited by Goyal & Shrivastava, 2013), an organization's diversity climate reflects shared employee perceptions towards employer's efforts to ensure inclusionary or exclusionary practices. Specifically, the climate for D&I here refers to employees' perceptions of representation of diverse groups, equity, and inclusion (valued for their differences, treated as insiders, and involved in all important decisions) based on organizational practices(Robinson,2006; Williams& O'Reilly,1998; Cho& Mor Barak,2008).

While a positive diversity climate is intolerant of any form of exclusion including harassment and discrimination and supportive of inclusionary practices, a negative diversity/inclusion climate conveys a message to employees that harassment and discrimination are tolerated by the organization. it is also important to note that individuals' perceptions and attitudes are more important to shape their behaviours than objective realities such as DM practices (Shore et al., 2011). That is, employees' behaviours are influenced by their perceptions, mediating between DM practices and outcomes. This implies that organizations need to give consideration to employees' perceptions of D &I climate in their efforts to ensure effective DM.

Thus, DM strategy has to establish a formal measurement system early in the process which serves as a baseline for the current climate for diversity/inclusion (Kossek, Lobel & Brown, 2006). According to these authors, the data collected in DIC measurement are used to assess the dominant organizational culture and the perceptions of various employees groups.

2.7.1 DIC Models

Over the years, several DIC models and measurement scales have been developed in order to capture the true picture of an organization's diversity climate. The pioneer in this regard is that of Cox' (1993) interactional model of cultural diversity (Hicks-Clark and Iles, 2003 and Goyal & shrivastava, 2013).

This model proposes indicators/measures of individual, group and organizational level factors that collectively define the diversity climate of an organization (Goyal and Shrivastava ,2013) and lead to individual and organizational level outcomes (Hicks-Clark & Iles,2003). The individual level outcomes include employee morale and satisfaction, which in return influences organizational level outcomes such as Turnover, profitability or market share. In this section of the paper three models found to be relevant for the study are presented and discussed.

The first DIC model worth mentioning is that of Hicks-Clark & Iles (2003). In the model the relationship between DIC and diversity outcomes are moderated by demographic variables such as gender, age and managerial level). Whereas the DIC indicators included policy and practices such as EO policy, flexible working hours, equity recognition scales, and support for diversity, diversity outcome indicators included organizational commitment, job satisfaction and satisfaction with manager.

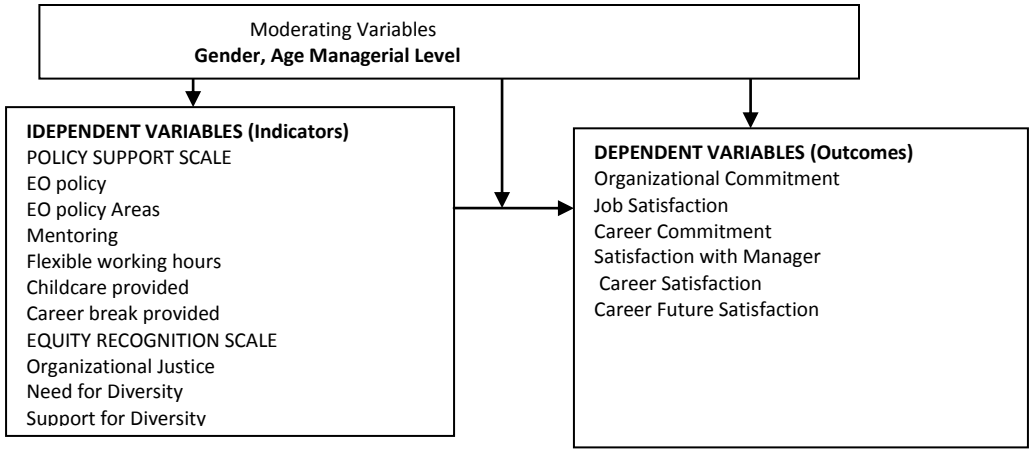


Figure 6: Positive Climate for Diversity (PCFD)

Source: Hicks-Clarke, D., and Iles, P. (2003). **Gender Diversity and Organizational Performance.** In Marilyn J. Davidson and Sandra L. Fielden (Eds.). England: John Wiley& Sons Ltd.

Another very helpful DIC model worth mentioning is that of Yeo (2006, p.60). The researcher in her dissertation, 'Measuring Organizational Climate for Diversity: A Construct Validation Approach' proposed a model of organizational climate for diversity, as depicted in Fig.4 .

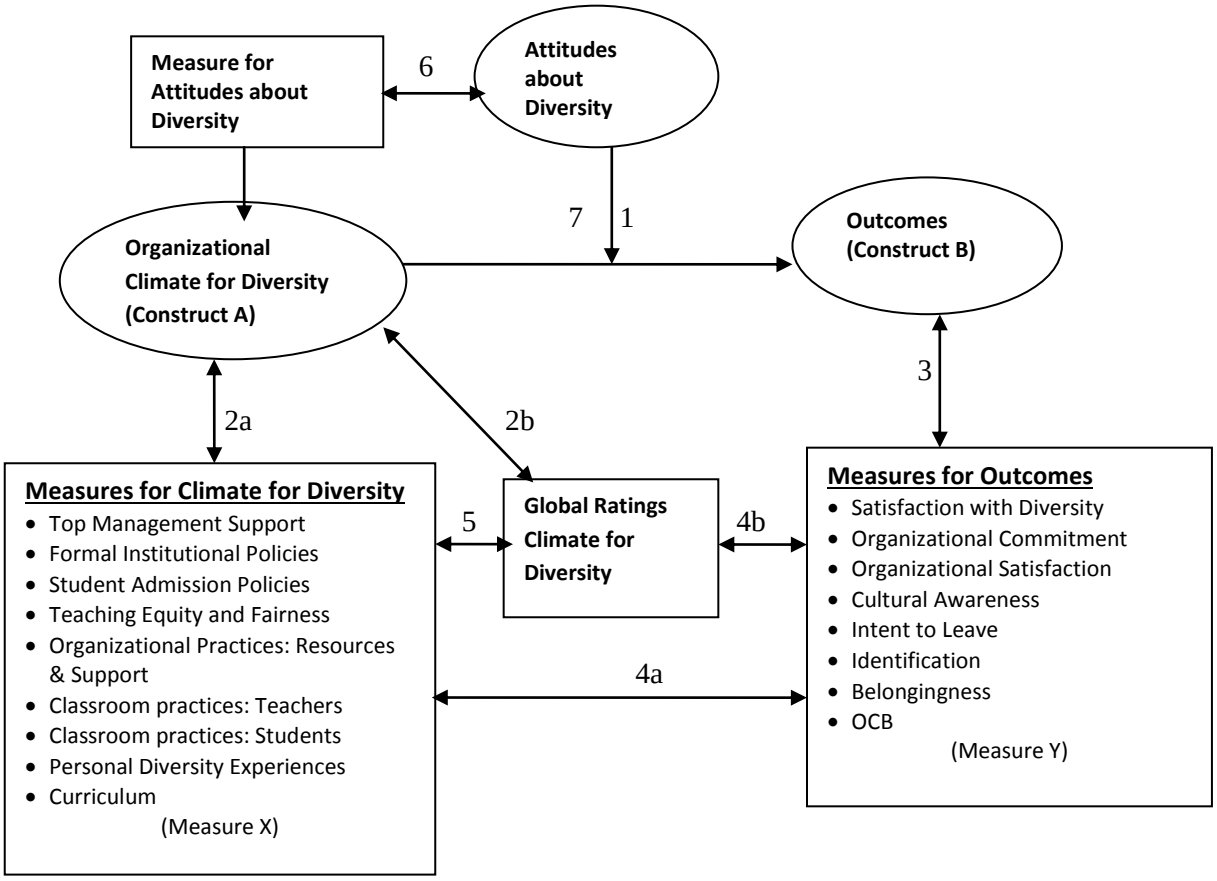


Figure 7: **Model of organizational climate for diversity, attitudes about diversity, and various outcomes placed within theoretical representation of nomological network (relations 1 to 4) with additional study relations (5 to 7).**
Source: Yeo, S. (2006). **Measuring organizational climate for diversity: a construct validation approach. Dissertation.** Graduate School of The Ohio State University.

In the proposed model, the construct of organizational climate for diversity is posited to affect a variety of individual-level outcomes (such as satisfaction with diversity, overall satisfaction, intention to leave, belongingness and organizational citizenship behaviour). The model further suggests another construct – respondents' attitudes about (or values to) diversity – to moderate the relationship between perceptions of organizational climate for diversity and the outcomes. The measures for organizational climate for diversity listed in the model include top management support, formal institutional policies, and organizational practices, and personal diversity experiences.

Shore et al.(2011) also developed a theoretical model that posits employee perceptions of workgroup inclusion mediating between D&I practices and outcomes. In the model, they propose three contextual factors (Inclusive Climate, Inclusive Leadership, and Inclusive Practices) which result in DIC perceptions and subsequently leading to diversity outcomes.

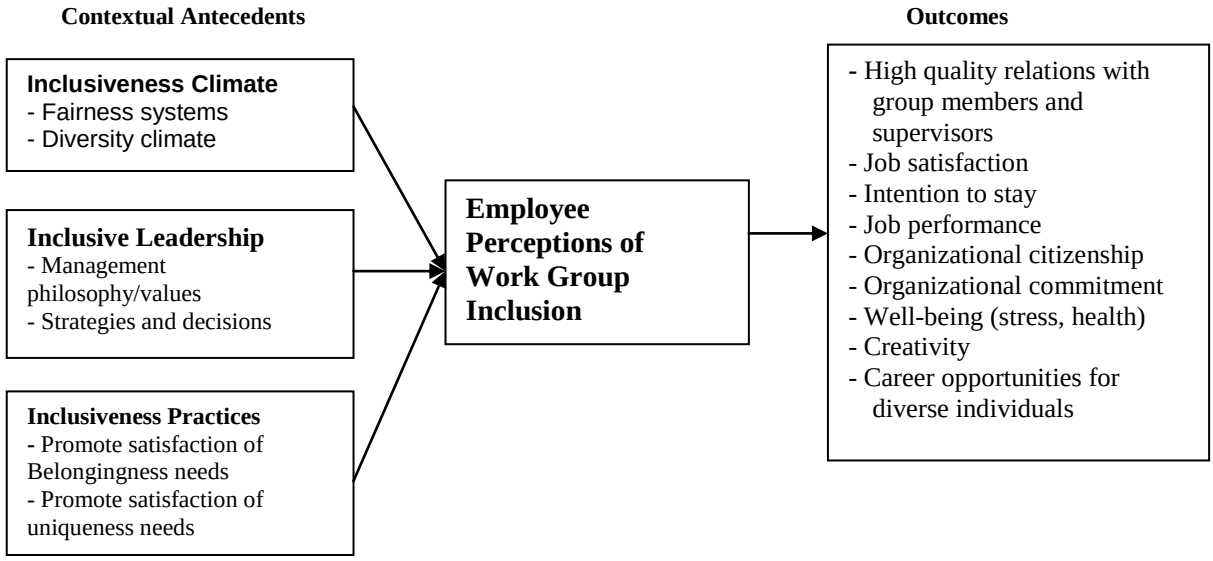


Figure 8: Antecedents and Outcomes of Inclusion
Source: Shore, L.M. et al. (2011). Inclusion and Diversity in Work Groups: A Review and Model for Future Research. **Journal of Management**, Vol. 37 No. 4, 1262-1289 .

2.7.2 DIC Measurement Instruments

Mor Barak et al (1998, cited by Roberson, 2006; McKay et al. , 2007) identified two major dimensions of D& I climate measures: individual and organizational dimensions. The instruments or scales used to measure D& I Climate perception developed by different scholars (such Ebror, Sims, and Yang, 2011; Taylor, 2011; Kossek and Zonia, 1993; Cho & Mor Barak,2008; Yeo,2006; Dyke, 2012; Bean; 2001; Hicks-Clark & Iles,2003) also comprise indicators of the two dimensions. Whereas individual dimension examines employees' individual values to diversity and comfort level to work with diverse groups, the organizational dimension measures DM practices related to areas such as level of management commitment and support to ensure EDI, degree of representation of diverse groups at all levels, fairness and equity, the level of inclusive culture practiced by the organization (Roberson, 2006). A review of models and measurement instruments done by Goyal & Shrivastava (2013) supports this fact as well.

Note that while most measurement instruments include affective outcome indicators as part of DIC measurement (such as Taylor, 2011; McKay et al., 2007; Hicks-Clarke and Iles, 2003; Cho

& Mor Barak, 2008; Yeo, 2006; Bean; 2001) other instruments (e.g Kossek & Zonia, 1993) address only DIC measurement indicators.

The DIC measurement instrument developed by Yeo (2006) is the most comprehensive (over 100 items) and includes items that measure diversity climate outcomes such as job satisfaction, citizenship behaviour/organizational commitment, and turnover intention.

2.8 The Influence of DIC Perceptions on Organizational Commitment and Turnover Intention

Studies show that there is a relationship between DIC perceptions and employees' behaviours such as job satisfaction, organizational/employee commitment and turnover intention. Under this section, the influence of DIC perception on employee commitment and turnover intention along with measurement instruments will be briefly discussed.

Organizational commitment has been defined in a number of ways. According to Kacmar (1999) , some view commitment to the organization as the strength of involvement one has with the organization (e.g Mowday, Steers, & Porter, 1979); others suggest that commitment is shown through congruence between personal and organizational goals and values (Buchanan, 1974) or through an exchange of behavior for valued rewards (Becker, 1960; Meyer & Allen, 1984). However, researchers who include organizational commitment in their work are essentially interested in examining the psychological attachment an individual has to an organization (Kacmar, 1999).

Most literatures in organizational commitment state that organizational or employee commitment reflects employee's emotional attachment to or identification with an organization. The concept is found to be related to employee's strong intention to remain with an organization and better performance (Lin & Wing, 2012). Mowday et al. (1979 cited by Kacmar, 1999 p.978) characterized commitment as having three factors: "(1) a strong belief in and acceptance of the organization's goals and values; (2) a willingness to exert considerable effort on behalf of the organization; (3) a strong desire to maintain membership in the organization".

But what are the indicators of organizational commitment and/or intention to stay? Organizational commitment literatures proclaim that employees with high commitment exhibit a greater desire to realize the company's goals. Lin and Wang (2012) following their study on the

employees in Taiwanese hotels concluded that employee commitment could lead to several specific behavioral outcomes, such as job performance and attendance.

According to Khan et al.(2014), the employees who are committed to their organization will have a strong aspiration to stay as a member of a particular organization and the employees with strong affective commitment are likely to remain more contented in the organization because they want to be so (Khan et al., 2014).

According to (Eisenberg et al., 1986, Cited by Arustei , 2013, p.503), "employees' commitment to the organization is strongly influenced by their perceptions of the organization's commitment to them" .

A study by McKay et al (2007) has shown that pro-diversity work climate perceptions are related to favorable employee attitudes such as organizational commitment and reduced turnover intentions. In their study, it was hypothesized that organizational commitment mediates between DIC perceptions and turnover intentions, where the results supported the hypothesis. Therefore, positive DIC perceptions are positively correlated with organizational commitment and negatively correlated with turnover intention.

With regard to measurement instrument, Lin and Wang (2012, p.89) stated that "many researchers have measured organizational commitment based on two dimensions: affective and continuance commitment".

A review of literature (such as Khan, et al. 2014; Jaros, 2007; Arustei, 2013; Kacmar,1999; McKay et al., 2007) shows the most cited works with regard to organizational commitment measurement instruments are the three-component model of Meyer and Allen (1997) and Organizational Commitment Questionnaire of Mowday Steers, & Porter (1979). The three-component model of Meyer & Allen (1997) dominates organizational commitment research (Jaros, 2007) and most measurement instruments are based on or modifications of this three-component model (e.g McKay and Allen , 2007). According to Meyer et al.(2002 cited by Jaros, 2007),this model of commitment has been used by researchers to predict important employee outcomes, including turnover and citizenship behaviors, job performance, absenteeism, and tardiness.

The three component model proposes that organizational commitment encompasses affective, normative, and continuance component (Khan, et al. 2014; Jaros, 2007; Arusei, 2013). Affective Commitment reflects commitment based on emotional ties the employee develops with the organization primarily via positive work experiences. It refers to individual's emotional attachment and sense of belongingness to an organization. Normative Commitment reflects commitment based on perceived obligation towards the organization, for example rooted in the norms of reciprocity. It is the employee's perception of his/her moral obligation or the sense of loyalty to the institution (Meyer & Allen, 1997 cited by Khan et al, 2014). Continuance Commitment reflects commitment based on the perceived costs, both economic and social, of leaving the organization. For example, the person continues with the organization because he/she has no other option.

Meyer and Allen's three -component model seems to be supported by scholars such as Arustei (2013) and Hicks-Clark & Iles (2003). For Arustei (2013), people may be committed to the organization for many reasons (psychological or emotional attachment, no other option or normative value/due to exterior pressure). Hicks-Clark & Iles (2003, p.188) believe that organizational commitment may be instrumentally based (e.g. calculative or continuance commitment) dependent on a perception that the organization's rewards and benefits outweigh sacrifices of leaving), normatively based (e.g. feeling that personal values and organizational values are congruent), or affectively based (i.e. feelings of attachment, loyalty and identification to the organization).

According to Suliman & Iles (2000 a, b, cited by Hicks-Clark and Iles, 2003, p.188) of the three types of organizational commitment (instrumental/continuance, normative and affective), the latter seems more likely to generate high performance in employees. For Arustei (2013, p.504), "this is the reason why most researchers used in their performance studies only the affective commitment component". According to Meyer et al.(1989 cited by Arustie ,2013) affective commitment is considered to be the involvement strength of an individual or the individual's positive feeling about the organization, feeling that is manifested by strong desire to see its organization achieving its goals and a feeling of proud being a membership of the organization.

2.9 Challenges in DM

While it sounds good to benefit from diversity and ensure equity in the work place, research shows that the DM process faces challenges (Ospina, 2001). The most common challenges organisations face in their efforts to ensure EDI include (Boston College Center for Work & Family; Ospina,2001; Third Sector New England, 2010):

a) **Difficulty to Change traditions and cultures:** Implementing diversity can be difficult mainly because of two reasons; firstly, humans prefer working in homogeneous groups; secondly, organizations and people resist change. Therefore, effective DM requires a radical and fundamental change in the corporate culture. Resistance could be expressed in the form of conflict, backlash against minority supervisors, non-cooperative behavior, stigma, etc.

b) **Lack of Management Commitment due to** :

- Too much time required of top management to lead and follow up EDI initiatives
- Too much administrative work such as managing staff data/statistics, committee work, follow up & monitoring of progress against diversity targets (e.g. diversity audit, progress report & climate survey), etc.
- Difficulty to bring together people from diverse background for common goals and values.
- Management's concern that implementing diversity initiatives is too expensive upsets productivity and causes disruption in the workplace (Sillignakis, n.d).

c) **Budget Constraint**: Budget constraints to promote & ensure diversity and inclusion (such as staff training & education, assigning specialist staff, reaching diverse applicants, ensuring continuous employment and succession, etc).

d) **People may belong to multiple social categories**: individuals usually belong to multiple social categories (sex, ethnicity, nationality, religion, etc) and it may be difficult to know and address the identity category considered to be top priority by individuals (Ospina, 2001).

e) **Communication barriers**: communication is a key barrier that affects the full integration of ethnic diversity in the workforce (Adler, 1986; Loden and Rosener, 1991 cited by Sillignakis, n.d). Steps that help to solve communication barriers might include translating summaries of the documents into the main workplace languages, providing English language and literacy training for non-native speakers, training expats or migrants on workplace cultural issues, and training all staff in cross-cultural communication.

f) **Other Challenges:** The project nature of some sectors such as NGOs may threaten job security and retention of diverse workforce. Another problem of project driven organizations is the urgency required to fill positions in the shortest possible time and unable to reach diverse applicants pool. It may be also difficulty to get qualified minority groups for employment and promotion for some job categories (Schewartz et al.,n.d).

2.10 Successful DM Practices

While we may come across different recommendations as best practices from different sources, the most helpful resource with regard to the successful DM practices is the U.S. Government Accountability Office's (2005) Report on "Diversity management: Expert identified leading practices and agency examples" (Kreitz, 2007, p.5) which include:

1. **Top leadership Commitment**: a vision of diversity demonstrated and communicated throughout an organization by top-level management.
2. **Diversity as part of an organization's strategic plan**: a diversity strategy and plan that are developed and aligned with the organization's strategic plan.
3. **Diversity linked to performance**: the understanding that a more diverse and inclusive work environment can yield greater productivity and help improve individual and organizational performance.
4. **Measurement:** a set of quantitative and qualitative measures of the impact of various aspects of an overall diversity program.
5. **Accountability:** The means to ensure that leaders are responsible for diversity by linking their performance assessment and compensation to the progress of diversity initiatives.
6. **Succession planning:** an ongoing, strategic process for identifying and developing a diverse pool of talent for an organization's potential future leaders.
7. **Recruitment:** the process for attracting a supply of qualified, diverse applicants for employment.
8. **Diversity training**: organizational efforts to inform and educate management and staff about diversity's benefits to the organization.

Most of the lists above are also recommended by US Department of Commerce (n.d) study. The one that may be additional or different are employee involvement and investment on diversity.

On the other hand, the Benchmarking Committee for a study conducted by The International Personnel Management Association (IPMA) found that best practice organizations shared some common practices including:

- Commitment of both human and financial resources to DM program.
- Decentralized diversity management with a central governing body outlining the requirements of the plans and each unit developing their own plan tailored to their specific needs
- Provide diversity training to all staff including managers and employees
- Utilize workforce data and demographics to identify underrepresented groups and take corrective actions such as AA
- Establish a review committee that is responsible for establishing policies, providing technical assistance, reviewing/approving plans, and monitoring progress toward the achievement of goals
- Link recruitment, development and retention strategies to organizational performance
- Accountability for the results of diversity programs, which is determined through the use of metrics, surveys, focus groups, customer surveys, management and employee evaluations, and training and education evaluations (Reichenberg, 2001, pp.2-3).

2.11 Conceptual Framework & Hypotheses

2.11.1 Conceptual Framework

As in indicated in the conceptual model below (in figure 9), the study assumed that DM influences employees' DIC perceptions, which in return result in positive or negative organizational outcomes such as employee organizational commitment and intention to stay/leave. Further, the study also assumed the relationship between DIC perceptions and organizational outcomes as moderated by factors such as individual's social identity (i.e., group differences in perceptions and employee behaviours).

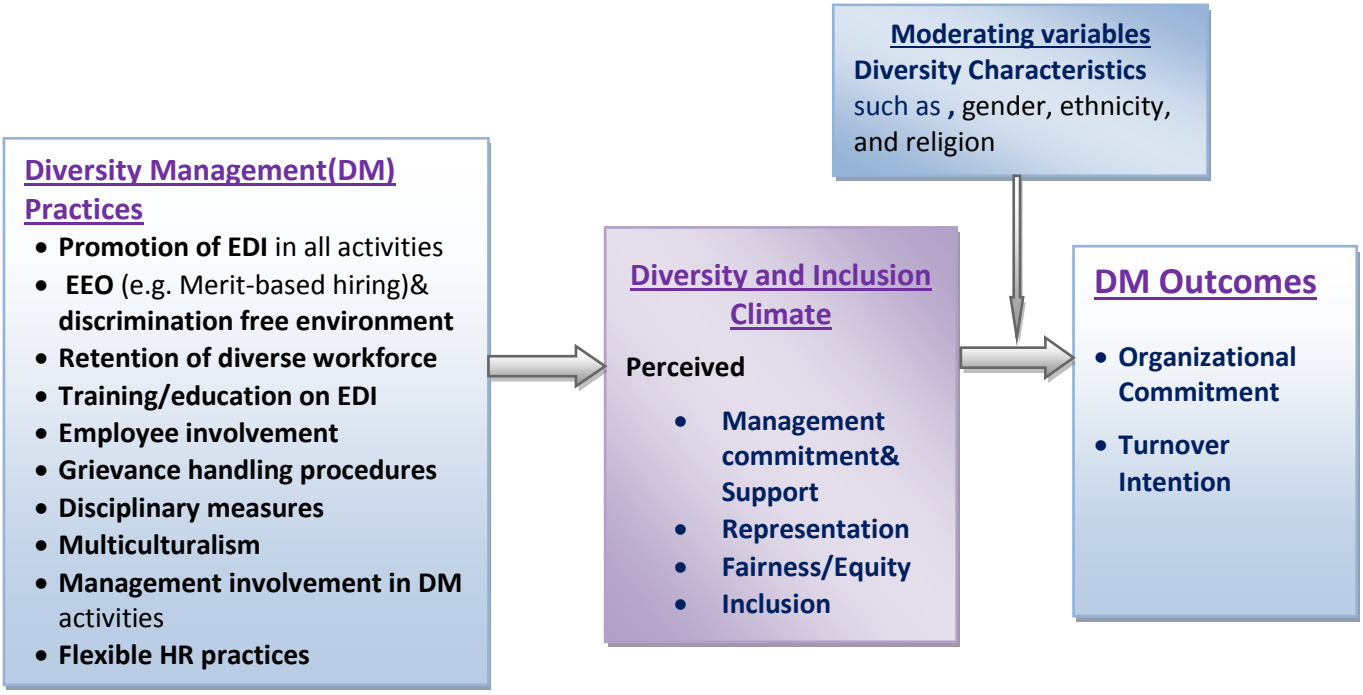


Figure 9: Conceptual Model

The proposed framework here above is based on review of literatures relevant to the topic under study including open system model(of Bertalanffy) and Diversity/Inclusion Climate Models (such as Shore, et al, 2011; Hicks-Clark and Iles, 2003; Yeo, 2006), as addressed above. The conceptual framework is briefly described here below:

1. **DM Practices**

Here, it is assumed that DM practices lead to diversity and inclusion climate (DIC) perceptions, which in turn lead to positive or negative outcomes as related to employee behaviors such as employee organizational commitment and intention to stay/leave.

Indicators of DM Practices identified to be affecting the DIC perceptions include:

- Promotion of EDI in all organizational activities
- EEO (e.g. Merit-based hiring)& discrimination free environment
- Retention of diverse workforce
- Training/education on EDI as well as other development opportunities
- Employee involvement/participation in organizational issues
- Grievance handling procedures(e.g. the right to air concerns)
- Disciplinary measures (against discrimination & harassment or any form of barriers to EDI)

- Multiculturalism i.e. recognition of diverse values & cultures(e.g. the right to keep core values & recognition of religious/cultural holidays of diverse groups)
- Management involvement in DM activities (with meaningful actions)
- Flexible HR practices that accommodate diverse needs

2. Diversity and inclusion climate perceptions

Four variables were identified to measure the DIC perceptions:

- Perceived Representation
- Perceived management commitment and support
- Perceived equity and fairness
- Perceived inclusion

3. DM outcomes

A number of both empirical and theoretical researches claim that effective diversity management has a number of direct and indirect outcomes include job satisfaction, motivation, organizational commitment, productivity/better performance , reduced turnover& absenteeism, attraction and retention of top talent, cohesive team, low level of conflict, innovation and creativity, flexibility , compliance to EEO and anti-discrimination laws, and finally organizational success.

Of these too many organizational effectiveness indicators, two employee behaviour related outcome indicators: employee organizational commitment and turnover intention were selected for this study in order to examine the link between DIC perceptions and DM outcomes.

4. Moderators

In this study, it was also assumed that individual's diversity characteristics (i.e. social identity such as GER) influence their DIC perceptions as well as their behaviours (i.e., their organizational commitment and turnover intention). That is, it was assumed that there are differences in perceptions and behavioral outcomes between and among groups of diversity variables.

2.11.2 Hypotheses

Based on the research objective and the proposed conceptual framework/model above, then the following hypotheses were presumed:

a) **H1**: There is positive relationship between **diversity and inclusion climate** (perceived management commitment& support, representation, equity and inclusion) and **employee organizational commitment**

b) **H2**: There is negative relationship between **diversity and inclusion climate** (perceived management commitment& support, representation, equity and inclusion)**,** and **turnover intention** (Turnover).

c) **H3**: There is significant relationship between DM practices and perceived DIC

d) **H4:** Different diversity characteristics in general result in differences in perceptions and outcomes

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

Research methodology refers to the methods or techniques used to collect and analyze data as well as the logic behind selecting and using the methods in order to arrive at sound conclusions (Kothari, 2011). This study was descriptive correlational type of research. The objectives of the study were addressed through the use of both primary and secondary sources of data. For primary data, quantitative survey questionnaire was administered to the current employees of the case study organizations while a semi-structured interview was conducted with subject matter specialist responsible for the management or execution of diversity related issues of the respective organizations (affiliates). The survey questionnaires also included qualitative (open ended) questions to the end where participants may provide their comments on the issue under study. Finally, the data collected from primary sources was analyzed both quantitatively (using descriptive correlational method of analysis) and qualitatively (using content analysis).

As to secondary data, two categories of sources were consulted. For data specific to the each affiliate (two Oxfam families), HR policy/procedures manuals, guidelines, and other relevant sources such as their respective websites were referred in order to get better understanding and pertinent information about each affiliate. As to the theoretical and conceptual frameworks of diversity management, a critical review of literature included relevant books, journal articles and authenticated internet sources.

3.2 Sampling Techniques

The unit of this study was employees of OXFAMs in Ethiopia and it was planned to include all Oxfam affiliates with 20 or more staff at the time of this study. During the conduct of the study there were four Oxfam affiliates in Ethiopia of which two Oxfam affiliates had a total 170 staff (Affiliate 1=31 and Affiliate2 =139) while the two excluded affiliates had less than 15 staffs in their respective pay roll.

During the survey, of the 170 total staffs, about 86 staffs (30 from Affiliate 1& 56 Affiliate 2) were based in Addis Ababa while the remaining were deployed in different regional states of the country(Jigjiga, Bahir Dar, Dire Dawa, Gambella, and Tigray). Therefore, the whole cluster of Addis-based staffs was taken as a sample for the study so as to get representative data as

efficiently as possible (i.e., relatively low cost and less time) since the cluster had comprised of large size and relatively heterogeneous groups as compared to other regions.

Accordingly, of the 86 survey questionnaire distributed to Addis Ababa based staffs, through close follow up and reminding of the potential respondents, a total of 59 participants responded on the survey (with a response rate of 68.6%). Moreover, the quantitative data was supplemented by intensive qualitative data collected using semi-structured interview questionnaire in order to minimize the limitation as related to the sampling procedure used(i.e. cluster sampling).

As to the selection of respondents for the semi-structured interview, subject matter specialists were chosen from each affiliate organization based on their functional responsibility and status in the functional area.

3.3 Type and Sources of Data

As the nature of the problem at hand was descriptive correlational, a mixed approach was employed (i.e., both quantitative and qualitative data were collected). As to the source, both primary and secondary sources of data were used to gather pertinent information on the issue under study. The primary data was collected using self-administered survey questionnaire with current employees of the case study organization, and semi-structured interviews with respective affiliate organization's subject matter specialists in Addis Ababa offices.

The secondary data was collected from books, publications, journal articles, proclamations, and other online materials from the internet.

3.4 Data Collection Tools

One of the main purposes of this study was to examine the diversity and inclusion perceptions of the employees of the case study organizations. In order to collect pertinent data for this purpose, a four part survey questionnaire was developed by the researcher based on the works of Yeo (2006), McKay et al(2007), Taylor(2011), Dyke(2012), Kerr(1993), Ebron et al (2011), and other authentic sources such as survey reports by SHRM(2005/2009/2010), CIPD (2007), and Bernard Hodes Group & CIPD(2012).

Part I included demographic items such as gender, ethnicity, religion, educational level, employment status, tenure, and position status.

Part II consisted of 42 Likert Scale items (1=strongly Disagree, 5=Strongly Agree) which measured diversity and inclusion climate perceptions and (employee) organizational commitment and turnover intention (as outcome indicators).This part consisted of eight sub-categories:

1) Perceptions of management commitment and support to ensure EDI (8items).Examples of these items include a) the organization promotes diversity, equity and inclusion in all its activities, b)the organization is committed to attract and retain diverse workforce.
2) Perception of representation in terms of workforce composition (4 items). Examples of these items include a) different ethnic groups are fairly represented at all levels in the organization b) men and women are fairly represented at all levels in the organization.
3) Perception of equity and fairness (7 items). Examples of these items include a) pay and rewards are fair regardless of gender, ethnicity and religion. b) This organization hires best people based on merit regardless of gender, ethnicity and religion. c) Overall, there is equity and fairness in employment opportunities in this organization.
4) Respondents' discrimination experiences or witnesses (3 items). Examples of these items include a) I have never observed discrimination against people based on their gender, ethnicity and religion in this organization b) I have never been a victim of discrimination due to my identity/background.
5) Perceptions of inclusion (i.e. inclusive culture) (8 items). Examples of these items include a) everybody/identity group has the right to keep their core values without the need to assimilate to the culture of the dominant group. b) Humor and jokes against any specific identity group is not tolerated in this organization. c) My cultural values and differences are recognized and respected in this organization
6) Value and attitude to diversity. Examples of these items include a) I prefer to work in a diverse team b) I'm comfortable to work with other ethnic groups.
7) Employee organizational commitment (4 items), and 8) turnover intention (2 items). Examples of these items include a) I proudly speak about this organization that it is a great place to work regardless of gender, ethnicity and religion. b) I would be very happy to spend the rest of my career with this organization. c) I would leave this organization for equivalent pay and position in other organizations.

Part III consisted of two rank order type questions: the diversity characteristics perceived to be highly /least promoted by the organization and the one that need to be promoted most/least.

Finally, Part IV asked respondents to suggest any improvements needed to ensure EDI in their respective organizations. Respondents were also asked whether they would feel comfortable if the study findings with recommendations are shared with the management.

With regard to the reliability of the survey questionnaire (for Likert scale items), it was tested using Cronbach's Alpha and the overall reliability level (coefficient alpha) was .954, which implies the instrument was highly reliable. With regard to validity, construct validity is ensured by undertaking intensive review of literature including diversity climate assessment instruments or questionnaires and adopting questions from authenticated sources. Content validity is also ensured using pilot-test with five sample respondents in one of the affiliate organizations chosen for the case study, and comments and suggestions from research advisor as well as subject matter specialists from the case study organizations and social networks. Moreover, definitions for key terms were given in the introduction section of the survey questionnaire to avoid different interpretations and avoid jargons.

In addition to the self-administered survey questionnaire, a semi- structured interview questionnaire was designed to collect relevant information (from subject matter specialists) about the diversity management practices of each affiliate organization in the study. The semi-structured interview was preferred in order to guide respondents and facilitate ease of analysis and time saving leading to sound conclusion. The questions for the interview were designed based on best practices in diversity management and theories relevant to the subject under study. Moreover, sample survey reports relevant for the purpose (such as SHRM, 2005/2009/2010; CIPD, 2007, and Bernard Hodes Group & CIPD, 2012) were consulted.

To sum, the study used multiple sources of evidence so as to triangulate the information collected from different sources (i.e. organization/HRM vs. employees) and ensure a more balanced perspective for sound conclusion.

Finally, it is also important to disclose here that a DM model and DIC conceptual framework were designed and used as guides to review of literatures and collect empirical data respectively, as part of this study.

3.5 Data Analysis

The data collected via survey questionnaires were first checked for completeness and coded with letters and numbers before carrying out the analysis. The analysis was done using SPSS 20 version and MS Excel. For the quantitative part, the data analysis included frequency, mean, SD, Correlation and regression analysis. Specifically, the relationships between DIC perception and organizational commitment (H1), and that of DIC perception and turnover intention (H2) were tested using Pearson Correlation coefficient and simple linear regression. Attempts were also made to examine differences in mean scores between and within groups for three diversity characteristics (gender, ethnicity and religion) using independent sample T-test and one way ANOVA, respectively. Responses for rank-order questions (from the survey questionnaire) were tallied and analyzed using MS Excel.

The data collected from semi-structured interview and responses for open ended question (in the survey questionnaire) were analyzed by content, using narratives and tables.

CHAPTER FOUR: RESULT AND DISCUSSION

4.1 Introduction

The primary goal of this study was to examine the impact of DM on employees' perceptions and their organizational commitment and turnover intention with a case study organization consisting of two affiliates. For this purpose a survey questionnaire (see Annex-A) was administered to a sample of employees while semi-structured interview (see Annex-B) was conducted with subject matter specialists of the respective case study affiliate organizations (on their DM practices).

This section presents the data collected from survey questionnaire as well as semi-structured interview followed by detailed discussion.

4.2 Profiles of Respondents

The profile (demographic characteristics) of the respondents is presented in Table 1(below). A total of 59 participants participated in this study of which the majority, 64.4% were from affiliate 2 and the rest (35.6%) were from affiliat1which reflected the proportionate size of the two affiliates.

In terms of gender, 59.3% were male and 40.7% were female participants which may indicate that women are relatively the minority in terms of gender. In terms of religion, 81.64% of the participants were Christians (non-specified= 40.82%, orthodox=30.61%, and protestants=10.21%) while the remaining were followers of Islam (10.21%) and other religions (8.16%). This may imply that Protestants and Muslims are the minority in the organizations, unlike the demographic realities of the country. Regarding the ethnicity, relatively large number of Amhara (36.36%) participated in this study, followed by other ethnic background (29.55%) and Oromo (22.7%) which is somewhat contrary to the country's demographic realities in terms of ethnicity.

Regarding age, the majority of participants (59.3%) were in the age range of 30-40 years, followed by above 40 years (30.5%) and below 30 years (10.2%). The majorities (49.1%) were having educational qualification of MA and above, followed by first degree (47.3%) while equal percent of 1.82% participants were having diploma and below diploma. The profiles of the participants in terms of age and educational qualification may be a good indication of the case study organizations' target talent pools: focus on hiring highly qualified and experienced

individuals with relatively better salary and benefit packages and less of fresh graduates and individuals of lower profiles.

Table 1.Profiles of Respondents

Variable	Group	Frequency	Percent
Affiliate	Affilaite1	21	35.6
	Affiliate2	38	64.4
	Total	59	**100.0**
Gender	Male	35	59.3
	Female	24	40.7
	Total	59	**100.0**
Age	Below 30 yrs	6	10.2
	Between 30-40 yrs	35	59.3
	Over 40 yrs	18	30.5
	Total	59	**100.0**
Ethnicity	Oromo	10	22.73
	Amhara	16	36.36
	Tigray	3	6.82
	SNNP	2	4.55
	Other	13	29.55
	Total	44	**100**
Tenure	< 1yr	8	14.3
	Between 1-5 yrs	34	60.7
	Between 5-10yrs	10	17.86
	Over 10 yrs	4	7.15
	Total	56	**100**
Religion	Islam	5	10.21
	Orthodox Christian	15	30.61
	Protestant	5	10.21
	Non-specified Christian	20	40.82
	Others	4	8.16
	Total	**49**	**100**
Educational level	Below Diploma	1	1.82
	Diploma/10+3	1	1.82
	First Degree	26	47.3
	2nd Degree & Above	27	49.1
	Total	**55**	**100**
Empty Status	Open Term	29	53.7
	Fixed Term	25	46.3
	Total	**54**	**100**
Position	Non-Managerial	42	77.8
	Managerial	12	22.2
	Total	**54**	**100**

Source: Survey Data, 2015

In terms years of service (tenure) with the organizations, the majority of participants (60.7%) had 1-5 years tenure/ service, followed by the 5-10 years tenure (17.86%) while less than 5 years and

over 10 years tenure accounted for 14.3% and 7.15% respectively, which could be a good indication of the impact of limited succession planning and long career programmes in NGOs. Regarding employment status, the proportion of open term employees (53.7%) were more or less equivalent to fixed term ones (46.3%) indicating the project nature of employments in NGOS. Finally, in terms of position status of participants, the majority (77.8%) were non-managerial whereas 22.2% were managerial staff, which is consistent with realities within the majority of organizations (pyramidal nature of organizations).

4.3 Diversity and Inclusion Climate Perceptions of Respondents

Analysis of the perceived level of management commitment and support is shown in table 2. Except item number 5(training & education on diversity) and item number 6(level of management involvement in DM activities), the majority of respondents 'agree' and 'strongly agree' that the management is committed to ensure EDI and provides all necessary support. Regarding item5, the majority of the respondents, about 51% (10.2%, 'strongly disagree' and 40.7%, 'disagree') disclosed that the organizations don't provide diversity training and education to enhance their understanding of diversity and its importance while about 34% kept reserved.

Table 2.Perceived Level of Management Commitment and Support to Ensure EDI

No	**Management commitment**		**Response in %**				
			Strongly Disagree	**Disagree**	**Neutral**	**Agree**	**Strongly agree**
1	The organization promotes EDI in all its activities	N=59	2	2	14	21	20
		%	3.4	3.4	23.7	35.6	33.9
2	Mgt. translates its statements/words into actions to ensure EDI	N=58	2	6	15	29	6
		%	3.4	10.3	25.9	50	10.3
3	Mgt. does not tolerate any form of barrier to diversity and inclusion	N=57	2	2	13	30	10
		%	3.5	3.5	22.8	52.6	17.5
4	The organization is committed to attract and retain diverse workforce	N=59	3	5	15	23	13
		%	5.1	8.5	25.4	39.0	22.0
5	The organization provides diversity training and education	N=59	6	24	20	9	
		%	10.2	40.7	33.9	15.3	
6	Top management personally involved in DM activities	N=57	4	12	21	17	3
		%	7	21.1	36.8	29.8	5.3
	Overall satisfaction with Mgt. Commitment (Overall,, I'm satisfied with the organization's effort to ensure EDI)	N=59	2	2	17	24	14
		%	3.4	3.4	28.8	40.7	23.7

Source : Survey Data,2015

Similarly, while about 37% were neutral and 28% disclosed they disagree that top management is personally involved in DM activities. Consistent with these results, the mean scores of item 5

and item 6 were 2.54 for and 3.05 respectively, which are lower than the mean values of the rest four items (see Table 10). Finally, the majority (64.4%) of the respondents expressed that overall they are satisfied with the management's effort to ensure EDI while about 29% were neutral and 6.8% were dissatisfied with the effort. The mean score of this item (overall satisfaction with management's effort) was 3.78(see Table 11) indicating that the organizations' stand/position is satisfactory. Similarly, averages of the mean scores of the Mgt. commitment and support categories was 3.49 supporting former statement/claim.

The results imply that the organizations' management is committed to ensuring EDI except some improvements required with regard to diversity training and education and personal involvement in DM activities.

Table 3. Perceived Level of Representation of Diverse Groups at Different Levels

No	Representation		Response in %				
			Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	Different ethnic groups are fairly represented at all levels	N=58	3	8	9	26	12
		%	5.2	13.8	15.5	44.8	20.7
2	Men and women are fairly represented at levels all levels	N=59	2	12	18	18	9
		%	3.4	20.3	30.5	30.5	15.3
3	Different religious groups are fairly represented at all levels	N=57	1	8	19	11	18
		%	1.8	14	33.3	19.3	31.6
4	**Overall Satisfaction With Representation** (Overall, the organization consists of diverse groups at all levels)	N=57		5	17	24	11
		%		8.8	29.8	42.1	19.3

Source: Survey Data, 2015

From analysis of the perceived representation items (Table 3), the majority of respondents (65.5) felt that there is ethnic diversity. On the other hand, about 54% and 49.1% of the respondents were either neutral or believed that the organizations are not fairly represented in terms of gender and religious groups, respectively implying that more efforts are required to represent in terms of gender and different religious groups. For a question asking respondents' perceptions on the overall workforce diversity of the organizations, the majority(59.3%) of the respondents expressed that in general the organizations consist of diverse groups at all levels. The average mean score of this category was 3.54, which shows that respondents believe that the organizations' workforce is diverse.

From the analysis of perceived equity items (Table 4), the majority of participants reported as 'agree' and 'strongly agree' to almost all the equity items indicating the organizations' good

stand with regard to ensuring equity. The mean values of all items (see Table10) were above 3.6 indicating satisfactory performance of the organizations as related to ensuring equity and fairness. For example, 67.7% of the respondents have trust on the people involved in the recruitment and selection process while about 28.6% remained neutral and 3.6% didn't have trust. With regard to (item 2), about 71% (37.3% 'agree' and 33.9% 'strongly agree') believed that there is equity and fairness in pay & rewards regardless of GER. Almost equivalent proportions of respondents (about 72%) believed that the organizations hire best people based on merit while the remaining 31% either preferred to be neutral or disagreed(neutral, 15.3% and disagree,11.9%).

Table 4. Perceived Equity &Fairness in Employment Opportunities

No	Equity		Response in %				
			Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	I trust the people involved in recruitment and selection process to ensure EDI regardless of gender, Ethnicity and religion(GER)	N=56	2		16	20	18
		%	3.6		28.6	35.7	32.1
2	Pay and rewards are fair regardless of GER	N=59	2	3	12	22	20
		%	3.4	5.1	20.3	37.3	33.9
3	This organization hires best people based on merit regardless of GER	N=57	2	5	9	22	19
		%	3.5	8.8	15.8	38.6	33.3
4	Everybody has equal opportunity for training and development regardless of one's background / identity	N=59		11	16	15	17
		%		18.6	27.1	25.4	28.8
5	Disciplinary actions are fair regardless of one's background / identity	N=59	2	2	16	16	23
		%	3.4	3.4	27.1	27.1	39.0
6	At this organization, promotions and career advancements are faire regardless of GER	N=59	2	1	20	18	18
		%	3.4	1.7	33.9	30.5	30.5
7	Workloads and performance evaluations are fair regardless of one's background / identity	N=59	2	4	16	20	17
		%	3.4	6.8	27.1	33.9	28.8
	Overall Satisfaction With Equity	N=59	3		15	20	21
		%	5.1		25.4	33.9	35.6

Source: Survey Data, 2015

With regard to item number 4 (equal opportunity for T&D), this is the area relatively many respondents have shown dissatisfaction as 18.6% disagreed and over 27% kept reserved while the remaining 54.2% believed that there is fairness. The mean score of item4(3.64 with SD of 1.09) is relatively the lowest from this category (see Table 10) where the respondents' perceptions ranged between 2.5 and 4.7 on average indicating some gaps as related to equity and fairness in this area. Similarly for item number 5 (disciplinary actions are fair), about 34% either disagreed or had reservation while about 66% agreed (27.1% 'agree' &39% 'strongly agree') that there is fairness in disciplinary actions. Regarding the fairness of promotions and career advancements (item 6), while 61% agreed, the remaining 39% either had reservation

(33.9%) or disagreed. As regards to the fairness of workloads and performance evaluations (item7), about 63% believed that there is fairness while the remaining 37% disagreed or had reservations. Finally, the majority (69.5%) of respondents disclosed that overall there is equity and fairness in their organizations while about 1/4th of the respondents preferred to be neutral and about 5% dissatisfied. The mean score of overall satisfaction with equity was 3.95 showing good stand with this regard.

Table 5.Experiences/Witnesses of Discrimination Based on GER

No	Discrimination Experience/Witness		Response in %				
			Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	I have never observed discrimination against people based on their GER in this organization	N=59		5	10	20	24
		%		8.5	16.9	33.9	40.7
2	I have never been a victim of discrimination due to my identity /background in this organization	N=59	3	1	2	17	36
		%	5.1	1.7	3.4	28.8	61.0
3	There is no discrimination based on people's identity /background in this organization	N=59	2	4	14	16	23
		%	3.4	6.8	23.7	27.1	39.0

Source: Survey Data, 2015

Analysis of respondents' experience/observation of discrimination is presented in Table 5. Close to 3/4th of (74.6%) the respondents disclosed that they did not observe discrimination against people due to their gender, ethnicity or religion in their respective organizations while 16.9% were neutral and 8.5% disagreed. Regarding their experiences, about 90% of the respondents were never a victim of discrimination as related to their identity/background while 6.8% disclosed that they were victims. Overall, about 2/3rd (66.1%) of the respondents believed that there is no discrimination based on people's social identity in their respective organizations while about 34% either had reservation(23.7%) or believed that there is discrimination in their organizations(10.2%). Of course, this category was one of the areas where the mean values of respondents' perceptions were above 3.9, supporting the strong positions of the organizations on equity and fairness (i.e. discrimination free work environment).

Analysis of the level of inclusive culture practiced by the case study organizations is shown in Table 6. A significant percent of the respondents (about 80%) believed that their core values are respected without the need to assimilate to the culture or values of the dominant group while about 20% had reservations. Similarly, 86.4% disclosed that their respective organizations recognize the cultural and religious holidays of every cultural groups while about 12% seem to have reservation and 1.7% disagree. These could be good indications of the organizations' efforts to respect cultural differences.

Related to this item (item#4) was item number 6 where the majority (about 75.5%) felt that their cultural values and differences are recognized and respected in their respective organizations while about 25% either had reservations (17.54%) or disagreed (7%). With regard to their feelings of inclusion by the organizations (item3), about 83% felt that they are included and treated as insiders by their coworkers and Mgt while 10.2% were neutral and 3.4% disagreed, which may be a good indication of the inclusive cultures practiced by the organizations.

Table 6.Perceived Level of Inclusive Culture

No			Response in %				
			Strongly Disagree	Disagree	Neutral	Agree	Strongly agree
1	Everybody/identity group has the right to keep their core values without the need to assimilate the culture of the dominant group	N=59			12	23	24
		%			20.3	39.0	40.7
2	Everyone in the organization has voice to air on any issues of concern	N=59	2	9	10	21	17
		%	3.4	15.3	16.9	35.6	28.8
3	I feel included and treated as insider by coworkers and Mgt.	N=57	2		6	26	23
		%	3.4		10.2	44.1	39.0
4	The organization recognizes cultural and religious holidays of every cultural group	N=59		1	7	20	31
		%		1.7	11.9	33.9	52.5
5	Humor and jokes against any specific identity group is not tolerated in this organization	N=59	2	6	15	19	17
		%	3.4	10.2	25.4	32.2	28.8
6	My cultural values and differences are recognized and respected in this organization	N=57	2	2	10	27	16
		%	3.5	3.5	17.54	47.4	28.07
7	The organization has flexible practices that accommodate the needs of diverse groups	N=57	3	5	18	19	12
		%	5.26	8.77	31.6	33.34	21.05
8	When I face any form of discrimination or exclusion , I can complain without any fear of retaliation	N=57	2	4	19	22	10
		%	3.5	7.02	33.34	38.6	17.54

Source: Survey Data, 2015

With regard to voicing concerns (item#2), about 35.6% believed that they either don't have voices to air their concerns (18.7%) or had reservations (16.9%) to disclose. A response to closely related item (item#8) shows that the majority (56.14%) of respondents believed that they can complain without any fear of retaliation when they face any form of exclusion while 1/3rd (33.34%) preferred to be neutral and 10.52% disagreed. While not significant, about 25.4% had reservation that humor and jokes (item#5) against any specific identity groups are discouraged and 13.6% believed that such behaviours are not discouraged while 61% believed that such verbal harassments are not tolerated by their respective organizations. Finally, respondents were asked whether there are flexible practices that accommodate diverse needs and the majority (54.4%) of respondents believed that there are such practices while the remaining

45.6% either had reservation (31.6%) or disagreed (14%), calling for more flexibility in HR practices.

Overall, the result for this category shows that the organizations are more of multicultural ones recognizing and appreciating cultural differences and values!

Table 7.Respondents Level of Value & Attitude to Diversity

No			Response in %				
			Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	Workforce diversity is good for better organizational performance	N=57		1	3	14	39
		%		1.8	5.3	24.6	68.4
2	I'm comfortable to work with both men and women	N=57				8	49
		%				14	86
3	I'm comfortable to work with other ethnic groups	N=57	1	1		8	47
		%	1.8	1.8		14	82.5
4	I prefer to work in a diverse team	N=58			9	15	34
		%			15.5	25.9	58.6
5	I'm comfortable to work with other religious groups	N=57			4	13	40
		%			7	22.8	70.2

Source: Survey Data, 2015

An effort was made to analyze respondents' value to diversity and comfort level to work with diverse groups in Table 7. A significant majority of participants rated all the 'value and attitude to diversity' items as 'agree' and 'strongly agree': about 93% for item#1(diversity is good for better performance), 100% for item # 2 (comfortable to work with both men and women), 96.5% for item#3(comfortable to work with other ethnic groups), 84.5% for item#4 and about 93% for item#5 (comfortable to work with other religious groups), which implies that most of them are diversity optimists. The mean score of item number 2 was 4.86, the highest from this sub-category. None of the value and attitude to diversity items was rated as 'strongly disagree' except item number 3(comfortable to work with other ethnic groups) which was rated by one participant.

However, a relatively higher number of respondents (15.5%) had reservation on the item #4(I prefer to work in diverse team) followed by item#5 (I'm comfortable to work with other religious groups), where 7% kept reserved. Otherwise, the respondents seem to have positive attitude towards diversity in general.

Table 8. Employee Organizational Commitment

No			Response in %				
			Strongly Disagree	Disagree	Neutral	Agree	Strongly agree
1	I really feel as if this organization's problems are my own	N=59	3	5	16	16	19
		%	5.1	8.5	27.1	27.1	32.2
2	I'm lucky to be the member of this organization	N=55	3		9	23	20
		%	5.3		16.4	41.8	36.4
3	I proudly speak about this organization that it is a great place to work regardless of GER.	N=59	2	2	11	16	28
		%	3.4	3.4	18.6	27.1	47.5
4	I feel a sense of belongingness to this organization	N=57	2	1	14	21	19
		%	3.5	1.8	24.6	36.8	33.3
5	I would be very happy to spend the rest of my career with this organization	N=57	5	10	18	11	13
		%	8.8	17.5	31.6	19.3	22.8

Source: Survey Data, 2015

As part of the examination of the diversity and inclusion climate perceptions of respondents, items that evaluate the level of their organizational commitment and turnover intention included. With regard to respondents' level of organizational commitment (Table 8), except item 5 the majority (over 50%) indicated that they are committed to the organizations indicating the respondents' continued service for the organization and their satisfaction by the work environment. For example, about 78% of the respondents felt that they are lucky being a member of the respective organizations.

Table 9. Turnover Intention

No			Response in %				
			Strongly Disagree	Disagree	Neutral	Agree	Strongly agree
1	I wish I get a job in other organizations where people are treated fairly and valued for their value	N=56	9	21	13	5	8
		%	16.1	37.5	23.2	8.9	14.3
2	I would leave this organization for equivalent pay and position in other organizations	N=59	14	23	16	3	3
		%	23.7	39	27.1	5.1	5.1

Source: Survey Data, 2015

Two items related to turnover intention were incorporated as part of the diversity and inclusion climate perception measure questions (see Table 9) and the questions were direct in that respondents were asked whether they wish to leave or not. Therefore, responses with 'agree' and 'strongly agree' mean that there is high turnover intention unlike the rest parts addressed earlier. In the same token, high mean value means poor organizational performance in this area and vice versa.

Survey participants were asked whether they wish to get a job in other organizations where people are treated fairly and valued for their value (item1), the majority, 53.5% of the

respondents (16.1% 'strongly disagree' and 37.5 'disagree') disclosed that they did not, while 23.2% had the wish and another 23.2%preferd to be reserved whether they had a wish if they get a job somewhere else. Similarly, for the question if they intend to leave the organizations for equivalent pay and position, the majority (62.7%) said they did not plan to leave. On the other hand, about 10.2% of the respondents disclosed that they intend to leave and while 27.1% of them kept reserved. The mean scores of the two items (see Table10) were 2.68(with SD=1.27) and 2.28(SD=1.05) which indicate that majority of the participants don't have the intention to leave their current organizations.

Table 10. Mean score of Diversity& Inclusion Climate Perceptions Of respondents

Item No.	Item	N	Mean	SD
Mgt. Commitmment&Support1	The organization promotes EDI in all its activities	59	3.93	1.01
Mgt. Commitment &Support 2	Mgt. translates its statements/words into actions to ensure EDI	58	3.53	0.94
Mgt. Commitment &Support 3	Mgt. does not tolerate any form of barrier to diversity and inclusion	57	3.77	0.91
Mgt. Commitment &Support 4	The organization is committed to attract and retain diverse workforce	59	3.64	1.08
Mgt. Commitment &Support 5	The organization provides diversity training and education	59	2.54	0.88
Mgt. Commitment &Support 6	Top management personally involved in DM activities	57	3.05	1.01
Subtotal			**3.49**	**0.96**
Representation1	Different ethnic groups are fairly represented at levels all levels	58	3.62	1.12
Representation2	Men and women are fairly represented at levels all levels	59	3.34	1.08
Representation3	Different religious groups are fairly represented at all levels	57	3.65	1.13
Subtotal			**3.54**	**1.11**
Equity1	I trust the people involved in recruitment and selection process to ensure EDI regardless of gender, Ethnicity and religion(GER)	56	3.93	0.97
Equity2	Pay and rewards are fair regardless of GER	59	3.93	1.03
Equity3	This organization hires best people based on merit regardless of GER	57	3.89	1.08
Equity4	Everybody has equal opportunity for training and development regardless of one's background / identity	59	3.64	1.09
Equity5	Disciplinary actions are fair regardless of one's background / identity	59	3.95	1.06
Equity6	At this organization, promotions and career advancements are faire regardless of GER	59	3.83	1.00
Equity7	Workloads and performance evaluations are fair regardless of one's background / identity	59	3.78	1.05
Subtotal			**3.85**	**1.04**
Discrimination Exprience_Witness1	I have never observed discrimination against people based on their GER in this organization	59	4.07	0.96
Discrimination Exprience_Witness2	I have never been a victim of discrimination due to my identity /background in this organization	59	4.39	1.02
Discrimination Exprience_Witness3	There is no discrimination based on people's identity /background in this organization	59	3.92	1.10
Subtotal			**4.12**	**1.03**
Inclusion1	Everybody/identity group has the right to keep their core values without the need to assimilate the culture of the dominant group	59	4.20	0.76
Inclusion2	Everyone in the organization has voice to air on any issues of concern	59	3.71	1.15
Inclusion3	I feel included and treated as insider by coworkers and Mgt.	57	4.19	0.90
Inclusion4	The organization recognizes cultural and religious holidays of every cultural group	59	4.37	0.76

Item No.	Item	N	Mean	SD
Inclusion5	Humor and jokes against any specific identity group is not tolerated in this organization	59	3.73	1.10
Inclusion6	My cultural values and differences are recognized and respected in this organization	57	3.93	0.96
Inclusion7	The organization has flexible practices that accommodate the needs of diverse groups	57	3.56	1.09
Inclusion8	When I face any form of discrimination or exclusion , I can complain without any fear of retaliation	57	3.60	0.98
Subtotal			**3.91**	**0.96**
ValueAndAttitudeToDiversity1	Workforce diversity is good for better organizational performance	57	4.60	0.68
ValueAndAttitudeToDiversity2	I'm comfortable to work with both men and women	57	4.86	0.35
ValueAndAttitudeToDiversity3	I'm comfortable to work with other ethnic groups	57	4.74	0.72
ValueAndAttitudeToDiversity4	I prefer to work in a diverse team	58	4.43	0.75
ValueAndAttitudeToDiversity5	I'm comfortable to work with other religious groups	57	4.63	0.62
Subtotal			**4.65**	**0.62**
EmployeeOrgCommitmment1	I really feel as if this organization's problems are my own	59	3.73	1.16
EmployeeOrgCommitmment2	I'm lucky to be the member of this organization	55	4.04	1.02
EmployeeOrgCommitmment3	I proudly speak about this organization that it is a great place to work regardless of GER.	59	4.12	1.05
EmployeeOrgCommitmment4	I feel a sense of belongingness to this organization	57	3.95	0.99
EmployeeOrgCommitmment5	I would be very happy to spend the rest of my career with this organization	57	3.30	1.25
Subtotal			**3.83**	**1.09**
TurnoverIntention1	I wish I get a job in other organizations where people are treated fairly and valued for their value	56	2.68	1.27
TurnoverIntention2	I would leave this organization for equivalent pay and position in other organizations	59	2.29	1.05
Subtotal			**2.48**	**1.16**

Source: Survey Data, 2015

Table 11.Overall Satisfaction with the Diversity & Inclusion Climate

Item No.	Item	N	Mean	SD
Overall Satisfaction With Equity	Overall, there is equity & fairness in employment opportunities in this organization	59	**3.95**	**1.04**
Overall Satisfaction With Representation	Overall, the organization consists of diverse groups at all levels	57	**3.72**	**0.88**
Overall Satisfaction Mgt Commitment Support	Overall, I'm satisfied with the organization's effort to ensure EDI	59	3.78	0.97
Inclusion Average	**Inclusion Average**		**3.91**	**0.96**
Overall Mean Score			**3.83**	**0.64**

Source: Survey Data, 2015

4.4 Intercorrelations and Hypothesis Testing

Table12.Correlation between Organizational Commitment & DIC

	Org Commitment	Equity	Inclusion	Representation	Mgt Commitment
Org Commitment	1	.742**	.802**	.273	.765**

Note: **. Correlation is significant at the 0.01 level (2-tailed).

Source: Survey SPSS Output, 2015

As shown in Table 12 above, there was a statistically significant positive and strong correlation between organizational commitment and equity, r = 0.742, P<0.01.This implies that the more equity in the organization is realized the more strong organizational commitment employees will have and vice-versa. The correlation between organizational commitment and inclusion was also positive and strong, r = 0.802, P < 0.01. Similarly, there was a statistically significant strong positive correlation between organizational commitment and management commitment & support, r =0.765, P < 0.01. However, there was positive but weak correlation between organizational commitment and representation, r = 0.273, P < 0.01. The result implies that positive diversity and inclusion climate results in higher levels of employee organizational commitment.

Therefore, the hypothesis that there is positive relationship between diversity and inclusion climate (perceived management commitment & support, representation, equity and inclusion) and employee organizational commitment is accepted.

Table13. Correlation between Turnover Intention & DIC

	Turnover Intention	Equity	Inclusion	Representation	Mgt Commitment
Turnover Intention	1	-.709**	-.672**	-.409**	-.773**

Note: **. Correlation is significant at the 0.01 level (2-tailed).

Source: Survey SPSS Output, 2015

As shown in Table13 above, turnover intention had statistically significant negative relationship with equity, inclusion, representation and management commitment (i.e. DIC). Specifically, while equity, inclusion and management commitment had a strong negative correlation with turnover intention at a significance level, p<0.01, the correlation between turn over intention and representation was negative moderate, r =-0.409, p < 0.01. The result implies that positive diversity and inclusion climate results in lower levels of turnover intention. That is, whenever employees perceive that there is high equity& fairness, management commitment and support (to ensure EDI), representation at all levels of the organization, and inclusive culture, they are more likely to have lower levels of turnover intention and vice-versa.

Therefore, the hypothesis (H2) that there is negative relationship between diversity climate (perceived management commitment& support, representation, equity and inclusion) and turnover intention is accepted.

To see how much the four predicting variables together explain the criterion variables, organizational commitment and turnover intention, regression analysis was tested. The result showed that both organizational commitment and turnover intentions were explained to a significant degree by the four DIC measurements (predictor variables). The variance in the organizational commitment is explained by 71.6% by the four predictor variables together while turnover is explained by 64.3% by the predictor variables (perceived management commitment, representation, equity, and inclusion i.e. perceived DIC).

Table14. Regression Analysis of Criterion Variable, Orgaizational Commitment

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	df	F
1	.846[a]	.716	.690	2.80320	(4,47)	27.142

Predictors: (Constant), Mgt.ComtitmentTotal, RepresentationTotal, InclusionTotal, EquityTotal

Source: Survey SPSS Output, 2015

As shown in Table 14, the value of R square is 0.716. This value tells how much of the variance in the dependent variable (org commitment) is explained by the model (equity, inclusion, representation and management commitment). In other words, the model (predictor variable) explains 71.6 % (multiplying R Square value with 100) of the variance in the dependent variable, organizational commitment (criterion variable), ($F\ [4,47] = 27.142$, $P<0.05$). This implies that the variance in organizational commitment due to the four predicting variables together (perceived equity, representation, Mgt. commitment and inclusion) account for 71.6% while the remaining 28.4% (of the variance in it) may be due to other factors. This shows that the four predicting variables together (i.e. perceived DIC) have a great impact on employees' organizational commitment.

Table15. Regression Analysis of Orgaizational Commitment: Coefficients of Predector variables

Coefficients[a]						
Model (Predictor variables)		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-4.058	2.753		-1.474	.148
	MgtCommTotal	.177	.183	.169	.968	.338
	EquityTotal	-.013	.158	-.015	-.080	.937
	InclusionTotal	.635	.174	.707	3.652	.001
	RepresentationTotal	.021	.210	.008	.098	.922

a. Dependent Variable: OrgCommTotal

Source: Survey SPSS Output, 2015

When we examine the contribution of each independent variable to the dependent variable (see Table 15) however, except one predictor variable, inclusion, the rest predictor variables didn't

make statistically significant contribution in predicting the criterion variable, organizational commitment. Therefore, perceived inclusion which was significantly and positively related to organizational commitment (ß = .707, p = .001) and accounted for 50 %(the square of ß = .707) of the variance in the outcome variable of organizational commitment.

Table16. Regression Analysis of Turnover Intention

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	df	F
1	.802[a]	.643	. 608	1.32564	4,45	18.475

a. Predictors: (Constant), RepresentationTotal, InclusionTotal, MgtCommTotal, EquityTotal

Source: Survey SPSS Output, 2015

As can be seen from the above table, the value of R square is 0.643. This value tells how much of the variance in the dependent variable (turnover intention) is explained by the model or predictor variables (equity, inclusion, representation and management commitment). In other words, the model explains 64.3 % of the variance in the dependent variable, turnover intention, (F [4,45] = 18.475, P< .0.05).

In order to evaluate the contribution of each independent variable to the dependent variable, one can see the Beta value . However, except one predictor variable, management commitment, the rest predictor variables didn't make statistically significant contribution in predicting the criterion variable, turnover intention. That is, management commitment made the only statistically significant contribution to explain the dependent variable, turnover intention when the variance explained by all other variables in the model is controlled for.

Table17. Regression Analysis Turnover Intention: Coefficients of Predector Variables

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	11.208	1.328		8.441	.000
	MgtCommTotal	-.371	.087	-.855	-4.242	.000
	EquityTotal	-.089	.075	-.260	-1.189	.241
	InclusionTotal	.133	.082	.359	1.620	.113
	RepresentationTotal	-.046	.108	-.043	-.426	.672

a. Dependent Variable: TurnoverItentionTotal

Source: Survey SPSS Output, 2015

Therefore, perceived level of management commitment was significantly and positively related to turnover intention (ß = -0.855, P=.000) and accounted for 73 % ($ß^2$ times 100) the variance in the outcome variable of turnover intention.

Table 18. Correlation between Diversity Mgt. Practice and DIC Perceptions

	Diversity Mgt Practice	Mgt Com	Equity	Inclusion	Representation	Org Com	Turnover Intention
Diversity Mgt Practice	1	.936**	.877**	.928**	.560**	.790**	-.753**

Note: **. Correlation is significant at the 0.01 level (2-tailed)

Source: Survey SPSS Output, 2015

As part of the examination of the relationship among DM practices, perceived DIC and employee behavioral outcomes, an effort was made to examine the impact of diversity management practices on DIC perceptions as well as organizational commitment & turnover intention by measuring about 14 (out of 42) items both as DM practice indicators and DIC indicators. The list of items taken as indicators of DM practices included (see Table 10).

- The promotion of EDI in all activities(Mgt.Commitment1)
- Meaningful action plans to ensure EDI (Mgt.Commitment 2)
- No tolerance to any form of barrier to EDI (Mgt.Commitment3 & Inclusion5)
- Provide diversity training and education(Mgt.Commitment5)
- Top management's personal involvement in DM activities (Mgt.Commitment6)
- Diversity/composition of the workforce(Overall Representation)
- Hiring best people based on merit regardless of GER(Equity3)
- Discrimination free environment (Discrimination Experience 1&2)
- Multiculturalism (Inclusion1, 2,4&6)
- Flexible HR practices (Inclusion7)

Table 18 shows the results of the correlations between DM practices and perceived DIC were statistically significant. Specifically, there was very strong positive correlation between DM practice and Mgt. commitment($r = 0.936$), equity ($r = 0.877$), inclusion($r = 0.928$) and organizational commitment($r = .790$), where in all cases $p < 0.01$. The correlation between DM practice and turnover intention was strong negative, $r = -0.753$, $p < 0.01$. However, diversity management practice and representation were moderately correlated ($r = 0.560$, $p < 0.01$). Here, it is important to disclose that the correlations are very strong for all dependent variables which may be due to the use of about 1/3rd of the items to measure both DM practice and perceived DIC.

Therefore, the hypothesis that there is significant relationship between DM practices and DIC perception is accepted.

4.5 Mean Differences Between Diversity Charactiristics and Dependent Variables

A one-way between groups analysis of variance was used to explore the impact of three diversity characteristics (gender, ethnicity and religion) on dependent variables (equity, inclusion, representation and management commitment, organizational commitment and turnover intention). Preliminary assumption testing was conducted to check for normality (i.e. that the dependent variable is normally distributed within each of the two or more populations) and homogeneity of variance (i.e. the variances of the dependent/test variable in the two or more population are equal), with no serious violation noted.

Table 19. Perceived Management Commitment by Gender, Ethnicity and Religion

Variable	Group	N	Mean	SD	df	F	Sig.
Gender	Male	32	20.7188	5.13831	1,53	.383	.539
	Female	23	19.9130	4.17692			
Ethnicity	Oromo	8	15.7500	6.73477	4,36	2.735	.044
	Amhara	15	22.4667	4.18956			
	Tigray	3	22.0000	5.56776			
	SNNP	2	18.5000	4.94975			
	Other	13	20.9231	3.98877			
Religion	Islam	5	17.6000	4.50555	4,40	5.099	.002*
	Orthodox Christian	13	19.3077	3.90266			
	Protestant	4	14.7500	6.99405			
	Non-specified Christian	19	22.7895	2.57291			
	Other	4	23.2500	5.85235			

Source: Survey SPSS Output, 2015

As can be seen in Table 19, univariate analysis (ANOVA) result indicated that there was no statistically significant mean score differences in management commitment between male and female groups (gender). However, there was a statistically significant mean score differences within groups for ethnicity and religion on management commitment score.

Regarding ethnicity, Post-hoc analysis indicated that Amhara participants (M = 22.47, SD = 4.19) had statistically higher management commitment mean score than Oromo participants (15.75, SD = 6.73). On the other hand, the management commitment mean score of Tigray, SNNP, Amhara and other ethnic participants were not different from one another. Regarding religion, Post-hoc analysis indicated that Non-specified Christians (22.78, SD=2.57), followed by followers of other religion (M=23.25, SD=2.57) had statistically higher management commitment mean score than protestants (M=14.75, SD=6.99) but no difference among other groups of religion.

Therefore, the prediction that there is mean difference in management commitment between men and women is not supported while it is supported for ethnicity and religion.

Table 20. Perceived Representation by Gender, Ethnicity and Religion

Variable	Group	N	Mean	SD	df	F	Sig.
Gender	Male	35	11.1143	2.16620	1,54	5.603	.022*
	Female	21	9.7619	1.89486			
Ethnicity	Oromo	9	10.8889	1.83333	4,38	.890	.479
	Amhara	16	10.7500	2.54296			
	Tigray	3	11.0000	1.73205			
	SNNP	2	8.0000	.00000			
	Other	13	10.3846	1.75777			
Religion	Islam	5	9.0000	1.41421	4,41	1.720	.164
	Orthodox Christian	13	10.5385	2.10616			
	Protestant	4	10.2500	.95743			
	Non-specified Christian	20	10.9000	2.12504			
	Other	4	12.5000	2.88675			

Source: Survey SPSS Output, 2015

As can be seen in table 20, univariate analysis of variance (ANOVA) result indicated that there was no statistically significant mean difference between groups of diversity variables like religion and ethnicity. However, male participants (M=11.11, SD=2.17) had statistically higher representation mean score than female participants (M= 9.76, SD=1.89), F = 5.60, df =1,54, P <0.05.

Therefore, the assumption that there is mean difference in perceived representation between men and women is statistically supported while it is not supported for ethnicity and religion.

Table 21. Perceived Equity by Gender, Ethnicity and Religion

Variable	Group	N	Mean	SD	df	F	Sig.
Gender	Male	34	27.5588	6.80548	1,52	.903	.346
	Female	20	25.9500	4.28553			
Ethnicity	Oromo	9	22.6667	8.91628	4,36	2.631	.050
	Amhara	16	29.7500	5.61545			
	Tigray	3	28.3333	5.68624			
	SNNP	2	22.5000	2.12132			
	Other	11	24.9091	3.01511			
Religion	Islam	5	24.8000	5.84808	4,43	3.141	.025
	Orthodox Christian	13	27.3077	5.46785			
	Protestant	4	19.2500	6.89807			
	Non-specified Christian	18	29.1667	4.51468			
	Other	4	29.0000	6.97615			

Source: Survey SPSS Output, 2015

Analysis of mean difference between groups of diversity variables in equity (in table 21 below), ANOVA result indicated that there was no statistically significant mean difference between groups for gender and ethnicity. However, there was a statistically significant mean score difference between groups of religion on equity, (F = 3.14, df = 4,43, P = 0.025), where p<.05.

ANOVA Post-test (Post-hoc), multiple comparisons (which is used to calculate specific mean score differences within groups) using Tukey-HSD (ANOVA Post-Test, group comparison analysis methods) showed that Non-specified Christians (29.17) had statistically higher mean score than Protestant religion followers (M = 19.25). On the other hand, there was no statistically significant mean score difference with in groups of Islam, Orthodox, and other religion followers on equity mean score.

Therefore, the prediction that there is mean difference in equity perceptions between religious groups is supported. On the other hand the predication that there is mean difference in equity perception between ethnic groups and gender is not supported.

Table22. Perceived Inclusion by Gender, Ethnicity and Religion

Variable	Group	N	Mean	SD	df	F	Sig.
Gender	Male	34	31.7353	6.40695	1,53	1.115	.296
	Female	21	30.0476	4.48861			
Ethnicity	Oromo	9	25.4444	7.89163	4,35	2.968	.033*
	Amhara	15	33.2000	5.08780			
	Tigray	3	32.6667	7.02377			
	SNNP	2	28.0000	2.82843			
	Other	11	32.5455	4.69816			
Religion	Islam	5	28.2000	2.28035	4,40	5.804	.001*
	Orthodox Christian	15	31.7333	5.35146			
	Protestant	3	20.3333	6.65833			
	Non-specified Christian	18	33.1111	3.89402			
	Other	4	34.5000	6.13732			

Source: Survey SPSS Output, 2015

As can be seen in table 22 above, ANOVA result indicated that there was no statistically significant mean difference between men and women. However, there was a statistically significant mean score difference for ethnicity and religion on perceived inclusion. Regarding (specific to) ethnicity, ANOVA Post-hoc analysis indicated that Amhara participants (M = 33.2, SD = 5.09) who are the majority participants in the survey had statistically higher inclusion mean score than Oromo participants (25.44, SD = 7.89). On the other hand, the inclusion mean score of Tigray, SNNP, Amhara and other ethnic group participants was not different from one another. Regarding religion, Post-hoc analysis indicated that Orthodox Christians (M=31.73, SD=5.35), Non-specified Christians (33.11, SD=3.89), and followers of other religions (M=34.5, SD=6.13) had statistically higher inclusion mean score than protestants (M=20.33, SD=6.66) but no significant mean difference among other groups of religion.

Table23. Employee Organizational Commitment by Gender, Ethnicity and Religion

Variable	Group	N	Mean	SD	df	F	Sig.
Gender	Male	33	19.9394	5.03698	1,51	4.852	.032*
	Female	20	17.0500	3.84537			
Ethnicity	Oromo	9	15.3333	6.83740	4,33	1.054	.394
	Amhara	15	19.4667	4.35671			
	Tigray	3	19.6667	3.21455			
	SNNP	2	19.5000	6.36396			
	Other	9	19.1111	4.83333			
Religion	Islam	5	18.2000	5.80517	4,38	2.845	.037*
	Orthodox Christian	15	19.1333	4.43793			
	Protestant	3	12.0000	6.08276			
	Non-specified Christian	16	19.0000	3.05505			
	Other	4	22.7500	4.50000			

Source: Survey SPSS Output, 2015

As can be seen in table 23 above, male participants (M = 19.94) had statistically higher organizational commitment mean score than female participants (M = 17.05), F = 4.85, df = 1, 51, P < 0.05. On the other hand, there was no statistically significant mean score difference with ethnic groups. Regarding religion, Post-hoc group comparisons using Tukey-HSD (Honestly Significant Difference) showed that non- specified Christians (19.00) had statistically higher mean score than Protestant religion followers (M = 12.00). On the other hand, there was no statistically significant mean score difference between, Islam, Orthodox, and other religion followers on organizational commitment mean score. Therefore, there is mean difference in organizational commitment between men and women. There are mean differences between the dominant religious group (non-specified Christian) and minority group (protestant) in the organization on their commitment to the organization. However, this did not happen for other minority group, Islam.

Table24.Turnover Intention by Gender, Ethnicity and Religion

Variable	Group	N	Mean	SD	df	F	Sig.
Gender	Male	35	4.6000	2.04652	1,54	2.657	.109
	Female	21	5.5238	2.06444			
Ethnicity	Oromo	9	6.0000	2.39792	4,37	1.132	.357
	Amhara	16	4.8125	2.16699			
	Tigray	3	3.6667	1.52753			
	SNNP	2	6.5000	.70711			
	Other	12	4.7500	1.95982			
Religion	Islam	5	6.0000	2.34521	4,43	3.579	.013*
	Orthodox Christian	15	5.8667	2.29492			
	Protestant	4	6.5000	2.38048			
	Non-specified Christian	20	4.1500	1.26803			
	Other	4	3.5000	1.00000			

Source: Survey SPSS Output, 2015.

Note: Lower mean score means better result as turnover intention is negative outcome for the organization.

While there was significant mean difference on turnover intention for religion, there were no such differences for gender and ethnicity. Regarding religion, Post-hoc group comparisons using Fisher's-LSD (least significant difference) showed that there was significant mean difference between followers of other religion (M=3.5) and Orthodox (M=5.87), Islam (M=6.0) , and Protestant religion followers (M = 6.5) but not with non- specified Christians(4.15). There were also significant mean differences between non-specified Christians with protestant and orthodox but not with Islam & others; between protestant with non-specified Christians and other religion followers but not with Islam& Orthodox; between orthodox with non-specified Christians and followers of other religions but not with Islam and protestant. That is, while there was no mean difference between follower of other religion followers and non-specified Christians, differences were seen with in groups of different religion followers.

This shows that there are differences on turnover intentions with in groups of different religious groups. And Protestants (M=6.5) and Muslims (M=6.0) were more likely to leave their current organizations than followers of other religions.

Table25. Comparison of Performnce between Affiliates on DIC & Outcomes

Test (Dependent variable)	Affiliate	N	Mean	SD	t	df	Sig.
Mgt. Commitment Total	Affiliate2	36	22.1944	2.99351	4.571	53	.000**
	Affilaite1	19	16.9474	5.55251			
Equity Total	Affiliate2	34	28.8235	4.44134	3.222	52	.002**
	Affilaite1	20	23.8000	7.03824			
Inclusion Total	Affiliate2	35	32.8286	4.19724	3.200	53	.002**
	Affilaite1	20	28.0500	6.90137			
Representation Total	Affiliate2	36	10.8333	2.18436	1.055	54	.296
	Affilaite1	20	10.2000	2.09259			
EOC Total	Affiliate2	33	20.2121	3.32376	2.830	51	.007**
	Affilaite1	20	16.6000	5.98595			
Turnover Intention Total	Affiliate2	36	4.1944	1.43067	-4.114***	54	.000**
	Affilaite1	20	6.3000	2.40832			

*Significant at the .05 level
**Significant at the .01 level (P<.01)
*** Negative t-test value for turnover intention means better result.

While it was not the objective of this study to compare DIC and out comes between the two affiliate organizations, overall mean differences between affiliates were also examined for completeness. Independent sample T-test result indicated that there were significant mean differences on the DIC and outcome measures between the two affiliates except for perceived representation. Accordingly, as we can see from Table 25, Affiliate 2 seems to be better in the

five items out of six major measurement areas used for comparison which may imply that either Affiliate 2 has more effective DM system than that of Affiliate 1 or the workforce may be more of homogenous group where everyone feels satisfied with the established system.

4.6 Analysis of Responses for Rank Order Questions

As we can see from table 26 (below), out of 47 respondents who gave perceived rankings to different demographic characteristics, about 55% (26) felt that gender is emphasized most by the case study organizations followed by Nationality(7 respondents), ethnicity and religion(each 4 respondents) . In the same token, out of 32 people who gave rakings to gender, about 81% felt that gender is given top priority by the organization.

Table 26.Diversity Variables Given Greatest Emphasis by the Organizations (Current Practice)

	Demographic Characteristics									
Rank	**Gender**	**Ethnicity**	**Culture/Religion**	**Disability**	**Age**	**LGBT**	**Nationality**	**Language**	**Total**	**% for majority**
1	**26**	4	4	0	1	1	7	4	47	55.3
2	2	4	5	2	3	1	2	4	23	21.7
3	0	2	4	4	6	0	3	3	22	27.3
4	2	5	4	0	5	1	0	1	18	27.8
5	2	2	3	2	2	0	2	3	16	18.8
6	0	1	2	3	2	1	3	3	15	20
7	0	1	1	6	2	1	3	1	15	40
8	0	2	2	4	1	13	2	2	26	**50**
Total	**32**	**21**	**25**	**21**	**22**	**18**	**22**	**21**		
% for majority	**81.3**	**23.8**	**20.0**	**28.6**	**22.7**	**72.2**	**31.8**	**19.0**		

Source: Survey Data , 2015

On the other hand, the majority respondents perceived that LGBT is given least emphasis (i.e. out of 18 people who gave rankings to LGBT, about 72% felt that it is given the least emphasis) .

With regard to what should be emphasized/promoted most and least respectively, it seems that the organization's practices seem to match with what respondents think it should be. From the table below (Table 27), out of 41 respondents who gave rankings (about what should be) to different demographic characteristics, about 56% (23) felt that gender shall be promoted most by the organization, followed by Nationality(5 respondents). In the same token, out of 28 people who gave rakings to gender, about 82% felt that gender shall be given top priority by the organization. From the table it is clear that most respondents also ranked disability 2nd (7 respondents out of 23), Ethnicity 3rd (7 respondents out of 25), and culture/ religion 4th (5 respondents out of 19) .

Table 27. Diversity Characteristics That Should Be Given Greatest Emphasis (What should be)

Rank	Demographic Characteristics								Total	% for majority
	Gender	Ethnicity	Culture/ Religion	Disability	Age	LGBT	Nationality	Language		
1	23	2	3	4	1	0	5	3	41	56.1
2	3	3	4	7	1	0	1	4	23	30.4
3	1	7	3	2	4	1	5	2	25	28.0
4	0	1	5	5	2	0	2	4	19	26.3
5	1	3	4	4	5	0	3	3	23	21.7
6	0	5	2	2	4	2	2	3	20	25
7	0	1	3	0	5	1	3	4	17	29.4
8	0	1	1	0	0	15	1	2	20	75
Total	**28**	**23**	**25**	**24**	**22**	**19**	**22**	**25**		
% for majority	**82.1**	**30.4**	**20**	**29.17**	**22.7**	**78.9**	**22.7**	**16**		

Source: Survey Data, 2015

On the other hand, out of 20 respondents who gave rankings (about what should be) to different demographic characteristics, about 75% (15) felt that LGBT shall be promoted least (i.e. out of 19 people who gave rankings to LGBT, about 78% felt that it shall be promoted least) .

4.7 Analysis of Responses for Open-ended Question

As part of the survey questionnaire administered to employees of the case study organizations, there was one open- ended question which asked respondents to suggest any improvements the organization needs to make with regard to its DM practices. Their comments and suggestions are summarized in tabular form and addressed by functional areas (in diversity management) and by affiliate as follows:

Table 28. Summary of Comments & Suggestions by Respondents

No.	Diversity Management Areas	Comments and Suggestions by Respondents	
		Affiliate 1	**Affiliate 2**
A)	**Diversity & Inclusion Strategy& Policy**	• Have in place a DM policy that can be translated into action • There is too much focus on gender & language which has to expand to include other critical diversity aspects such as ethnicity, religion, disability.	• Revise and improve the current gender and diversity strategy • Revise manuals in line with ensuring diversity • Its stand is ok but emphasize on sustainability • Develop clear diversity goals/objectives • Focus is more on gender; include other diversity perspectives • Move from well documented policy

No.	Diversity Management Areas	Comments and Suggestions by Respondents	
		Affiliate 1	**Affiliate 2**
			to full implementation • Implement the organization's gender and diversity action plan • Don't compromise your stand on diversity just to get acceptance by outside parties.
B)	**Management Commitment**	• Ensure diversity based on merit • Management should be more transparent and committed to hire employees based on merit. If so, diversity may not be an issue and it will be assured by default • Concerns on issue of equity are voiced in private. Be more transparent on various benefits given to staff such as staff development and travel opportunities • Ensure participatory practices such as quarterly discussion between staff and management	• Have equal representation of women at all levels • Consider representation of women at senior level
C)	**Multiculturalism**	• Develop atmosphere in which people feel free to share their differing perspectives and empower employees to challenge discriminatory behaviours & actions. • Develop a system or mechanism to protect employees from retaliation of unethical managers. • Design flexible attraction and retention policies and practices which accommodate inclusive culture and promote it. • "There are two languages everyone in the office speaks: Amharic and English. It is rude when some people speak another language others don't understand in front of them"	
D)	**Recruitment & Selection**	• Ensure merit based recruitment and selection. • Have sensitive hiring criteria that accommodate the equity, diversity and inclusion (EDI) issues. The recruitment and selection practices shall take into account EDI. • The recruitment and selection shall be based on merit. After you ensure meritocracy you may give chance for / priority to very disadvantaged-groups who face discrimination and bias. • Give emphasis to qualification; hire employees on competitive basis. • Base recruitment and selection on merit with sufficient consideration of diversity. • Give training on EDI to Recruitment committee and	

No.	Diversity Management Areas	Comments and Suggestions by Respondents	
		Affiliate 1	**Affiliate 2**
		management. • The organization gives priority to previous acquaintance, blood tie/kinship; this practice has to be stopped. • Management should do more in developing appropriate culture	
E)	**Training and career development**	• Trainings on harmonization and coexistence to ensure smooth work relation • Aware staff on equity and diversity • Provide orientation and training on diversity, equity and inclusion • Awareness creation on issues of equity, diversity and inclusion for enhanced teambuilding • Provide training on (the importance of) diverse taskforce	• Provide orientation and training on diversity, equity and inclusion • Create awareness on the issue and its advantage • More orientation on values of diversity • Provide orientation and training on diversity
F)	**Performance Management & Rewarding**	• Pay close attention to how organizational members are evaluated and develop mechanisms of evaluation by subordinates which minimize the impact of managers' biasness. That is, there should be proper PA of subordinates' performance; there should also be accountability and transparency mechanisms in PA. • There should be work focused& centered PA mechanism in place in the organization. If the organization works on these issues, it is possible to retain talented and experienced diverse workforce in the organization.	
G)	**Monitoring and Evaluation**	• Have periodic assessment on diversity, equity and inclusion practices of the organization	• Set feedback mechanisms to monitor implementation (of diversity and inclusion policies and goals)
H)	**Other**	• Share the findings of this study to management as the parameters used in the survey are very relevant to ensure EDI in the organization. But the problem in our office is not only limited to diversity but (un)ethical behaviours of (some) managers.	

Source: Survey Data, 2015

4.8 Findings of the Semi-structured Interview

In order to supplement the survey result, interview was conducted with subject matter specialists about the DM practices of the respective affiliate organizations using semi-structured interview

questionnaire besides reviewing D&I related documents of the organizations. This section contains summaries of findings from the interview.

Areas of strengths (What is practiced)

- The organizations have diversity and inclusion related policies and their definition of diversity incorporates all differences; both demographic and functional differences while their current practices showed relatively more emphasis on gender.
- Allocation of financial and human resources to ensure diversity. Both affiliate organizations have a unit with relevant staff to manage people issues although with limited strategic roles (at country levels).
- Employment interviews conducted by a panel composed of at least three people to ensure equity
- Encourage staff to involve in continuous learning and development by providing all possible support such as tuition fee reimbursements
- Good PA practice: PA process involves self-review, manager review and finally, review by the manager's manger
- Efforts to ensure pay equity, which also supported by survey results.
- A committee (although ad hoc) drawn from diverse groups to handle grievances and disciplinary issues. This embeds a sense of participation and fairness in critical issues and acceptance of results by employees.
- Clear provisions that state that harassment and discrimination based on one's identity are not tolerated by the organizations
- Efforts to ensure compliance to local values and legislations in the implementation of global policies. Taking into account the values and cultures of the society as well as local legislations in the implementation of the global diversity and equity policies as confirmed by the majority of survey participants. Respondents' perception of the most & least promoted diversity variable (gender and LGBT, respectively) matches with what they believe it to be.

Areas for improvement (What is lacking)

On the other hand, the findings show some gaps in the following areas

- Limited alignment of workforce diversity with the strategic goals of the organizations (for example to diversify programs or services or reach diverse community). Of course, the respective affiliate organization seems to give more priority to their public images and minimize complaints and litigations in their DM policies and practices, which will add value to one way or another.
- Limited promotion of diversity except on gender as confirmed by survey participants who suggest the effort to promote diversity shall expand to other diversity variables such as ethnicity, religion and disability. Assessment results also showed that diversity awareness trainings and educations are focused only on gender.

- People involved in the employment interview process not given training in EDI a swell as assessment techniques
- Limited accountability system to ensure EDI. Managers are not required to set EDI goals, against which they shall be evaluated and recognized, except gender justice goals.
- No mandatory diversity trainings to managers that focus on EDI.
- Limited practices of assessing manager's diversity management competencies such as 360^{o} evaluations or self-assessment on EDI.
- Limited follow up and evaluation of EDI initiatives

4.9 Discussion

The primary goal of this study was to examine the impact of DM on employees' DIC perceptions and their organizational commitment and turnover intention.

Successful DM practices enable to gain a number of benefits such as positive DIC, high EOC, and lower turnover intentions among others which in return lead to employee productivity and finally organizational success. Results of this study (both the survey and interview) indicated that the performances of the organizations with regard to ensuring EDI is at a promising level(i.e. Average M=3.83 for overall satisfaction level, see Table 11), which in return seemed to influence employees' DIC perceptions and EOC and TI, as already presumed.

Examination of the DIC perceptions of respondents showed that the majority (70%) perceived that overall there is equity and fairness in employment opportunities. Over $3/4^{th}$ of the respondents believed that there is inclusive culture that values differences and allows individuals to keep their values without the need to assimilate to the culture of the dominant group. Results also indicated that a satisfactory level of management commitment and support to ensure EDI and relatively diverse workforce at all levels.

With regard to equity& fairness, experiences and witnesses are more objective than perceptions and more important indicators of realities on the ground. Accordingly, participants were asked about any experiences or observations of discrimination or exclusion and a significant majority disclosed that they had never been a victim (88%) and/or never observed (75%) such practices based on GER (i.e. overall mean value was, M=4.12; see Table 11). Only 8.5% and 5.1% reported they were victims and/or observed discrimination, respectively. This supports results found from interview that priorities are given to local employment laws and images of the organizations by minimizing complaints and litigations.

With regard to inclusion, it was found to be another promising area practiced by the organizations. Both the average mean value and overall satisfaction mean scores of inclusion (see Table 10&11, respectively) showed that higher satisfaction on inclusion (Av. M=3.91) like that of equity category (M=3.95 & Av. M=3.83). Except three items, where relatively lower mean scores were observed from the inclusion category (eight items): the room to air concerns and discouraging humor and jokes against any specific identity group as well as flexible HR practices to accommodate diverse needs (about 46% of the respondents either had reservation (31.6%) or disagreed (14%)), the majority disclosed that overall there is inclusive culture.

As related to the degree of representation, a relatively lower satisfaction by the respondents (M=3.72 & Av. M=3.54) was shown (See tables 10&11) as compared to equity (M=3.95 & Av. M=3.83), inclusion (Av. M=3.91), and management commitment (M=3.78&Av. M=3.49) calling for more attention by the management. Relatively many respondents (54% and 49 %) either kept reserved or disclosed that there are no gender and religious /cultural diversities (respectively) in the organizations. Related to this category, respondents' demographic composition may be a good indicator of the degree of representation of various identity groups. Analysis of the profiles of respondents showed that the majority of the survey participants were men (59.3%), Amhara (36.36%), and Christians (81.63%) (Non-specified Christians=40.82%, Orthodox= 30.61%, and protestants =10.2%). Oromo and other ethnic groups accounted for 22% and 29%, respectively. Followers of Islam accounted for 10.2%.

Examination of the management commitment& support category also indicated that there are areas which need the attention of management such as the level of management involvement in DM practices and training and education on EDI that help employees understand and appreciate the competitive advantages of diversity.

Empirical studies such as by Kossek & Zonia (1993) indicate that value and attitude to diversity influences DIC perceptions and outcomes. Those who have high value and attitude to diversity are more likely to perceive positive DIC and to show higher commitment to their organizations and lower intention to leave. Assessment of participants' value and comfort level to work with diverse groups showed that the majority seem to be optimists (i.e. Av.M=4.65) which would assist the organizations' effort to ensure EDI. However, counter questions in this regard showed that a relatively higher number of respondents had reservation (15.5%) on the item, *'I prefer to*

work in diverse team' and 7% on the item, *'I'm comfortable to work with other religious groups'*. Otherwise, the respondents seem to have positive attitude towards diversity in general.

As part of the DIC survey, indicators of employees' organizational commitment and turnover intention (i.e. the outcomes of DIC perceptions) were asked to participants in order to examine the impact of the DIC over employee behaviours such as EOC and TI. The good news is that examinations on the level of participants' commitment to the organization and their turnover intention indicated that the majority would like to continue their career with the organizations.

The effort made to see the impact of DM on employee perceptions and behaviours indicated that how organizations manage their diversity and their approach really matters: there is a strong and positive correlation between DM practices and DIC (perceived Mgt. commitment& support, representation, equity and inclusion) and there is positive correlation between DIC and EOC but negative correlation between DIC and TI.

The results of simple linear regression also supported the hypotheses (i.e. there is relationship between DIC& outcomes). Of the four DIC indicators, perceived inclusion accounted for about 50% of the variance in the outcome variable of organizational commitment while perceived management commitment and support accounted for 73% of the variance in the outcome variable of turnover intention for the case study organizations. These statistically significant correlations imply that positive DIC plays a significant role to ensure organizational commitment and low turnovers.

Finally, examinations of mean differences on DIC perceptions and outcomes between and within the three diversity characteristics (GER) indicated that there is relationship between diversity characteristics and DIC perceptions and outcomes, in general.
The specific results in this regard identified that there are:

1. Statistically significant mean differences on perceived representation between men and women; men were more likely to feel represented in the organization. However, there were no mean differences on representation for ethnicity and religion.
2. Statistically significant mean differences on perceived management commitment and inclusion with in different ethnic and religious groups in general, but not for gender.
3. Statistically significant mean differences on perceived equity with in different religious groups in general, but not for ethnic groups and gender.

4. Significant mean differences with in various religious groups and between groups of gender on the level of employee (organizational) commitment to their organizations, but not for ethnic groups.
5. Finally, there were significant mean differences with in various religious groups on turn over intention in general, but not for ethnic groups and gender.

It was also found out that that Affiliate 2 is relatively in a better position on the DIC and its outcomes on five of the six comparison variables used for comparison. However, there was no significant difference on perceived representation between the two affiliates.

ANOVA post-hoc analysis in this study showed that Non-specified Christians (i.e. the majority participants in the survey) had better mean scores than Protestants in perceived management commitment, equity, and inclusion as well as organizational commitment and turnover intention in general. Similarly, ethnic groups from Amhara had better mean scores than employees from Oromo ethnic group in perceived Mgt. commitment, inclusion and turnover intention. Most of the results of the mean differences in this study are found to be consistent with previous works in the area. For example, Kossek and Zonia's study in the US in 1993 showed that the majority and the dominant groups (such as men and whites) were more likely to perceive management support, equity and representation than less dominant and minority groups. A study by Cho and Mor Barak (2008) in Korea also showed similar results: men and employees from dominant region felt more inclusion and commitment.

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary

Summary of the findings of the study are briefly addressed here below:

From a review of literature it is found out that both empirical and theoretical studies claim so many benefits of successful diversity management (such as high employee commitment and productivity, lower turnover, better reputation and public image, and better compliance to EEO &anti-discrimination laws). However, the researcher noticed lack of consensus on the concept of diversity as well as lack of a holistic approach to DM that guides both theory and practice. Most definitions of diversity seem to be influenced by the American model of DM, which may be suitable for that unique environment but not for the south and east. Accordingly, a definition and a DM Model that take in to account differing contexts were proposed in this study.

Given this fact, the empirical part of this study had focused on assessing the impact of DM on employees' DIC perceptions and their organizational commitment and turnover intention by undertaking a survey with a sample of current employees.

Assessment of DM practices of the case study organizations indicated strengths as regards to clear D&I policy; financial and human resources committed to ensure EDI; priority given to public images, local values and legislations; mechanisms to ensure equity such as panel interview, ad-hoc committee for disciplinary issues, and three-layers of PA; clear anti-harassment& anti-discrimination provisions, etc. On the other hand, there are indications of call for improvement such as limited alignment of DM with the strategic goals of the organizations, limited promotion of diversity except on gender, limited management involvement in DM, absence of accountability ensuring mechanisms, and monitoring and evaluation of EDI initiatives.

Examination of the DIC perceptions of respondents showed that the majority (70%) perceived that overall there is equity and fairness in employment opportunities. Over 3/4th of the respondents believed that there is inclusive culture that values differences and allows individuals to keep their values without the need to assimilate to the culture of the dominant group. Results also indicated that a satisfactory level of management commitment and support to ensure EDI and relatively diverse workforce at all levels.

Examination of the impact of DM on employee perceptions and behaviours indicated that there is a strong and positive correlation between DM practices and DIC. Similarly, the study found out that there is positive correlation between DIC and EOC but negative correlation between DIC and TI. The results of simple linear regression also supported the hypotheses that there is relationship between DIC& outcomes.

Finally, examinations of mean differences on DIC perceptions and outcomes between and within the three diversity characteristics (GER) indicated that there may be differences in perceptions and outcomes due to differences in diversity characteristics.

5.2 Conclusions

Understanding the moral and legal obligations of organizations as well as the business case of diversity, creating and maintaining a positive work environment that welcomes every one, values diversity and leverages the differences for competitive advantage becomes the key strategic HR issues of today's organizations.

While both empirical and theoretical studies claim so many benefits of effective diversity management, there is lack of consensus on the concept of diversity and a holistic approach to DM that guides both theory and practice. Most definitions of diversity seem to be influenced by the American model of DM, which may be suitable for that unique environment but not for the south and east. It seems that a "one-size-fits-all" assumption works everywhere while it is not in reality, particularly in the twenty first century. Therefore, a definition of diversity and a model of DM that take into account differences in contexts seem to have utmost importance to fill the gaps.

The empirical part of this study had focused on assessing the impact of DM on employees' DIC perceptions and their organizational commitment and turnover intention by undertaking a survey with a sample of current employees.

From the findings of the study, it can be deduced that there are moderate levels of DM practices and relatively positive DIC in the case study organizations which in return seemed to influence the respondents' commitment to their organizations and intention to stay. While assessment of the DM practices indicated the presence of basic but effective DM practices in the case study organizations, there are indications of inclusive culture (i.e. multiculturalism) that recognizes and values differences, and ensures equity in opportunities. A good justification could be that overall

the participants have shown the highest satisfaction/agreement with equity, non-discrimination and inclusion items. The organizations' commitment and effort to ensure EDI in almost all organizational or HR practices (such as recruitment and selection, promotions and career development, pay, PA, grievance handling and disciplinary measures) seem to contribute to the perception that the organizations are overall great places to work for everyone regardless of gender, ethnicity and religion or culture.

Among the DM practices that may have contributed for positive DIC perceptions by the majority of the participants of the survey included clear policies and provisions that enforce equity and inclusion and discourage any form of barrier to EDI, the environment that values diversity and allows members to keep their core values without the need to assimilate to the cultures of a dominant group within the organization, competent and specialist units that manage EDI issues, participatory decision making processes such as handling grievances and disciplinary measures by an ad-hoc committee drawn from diverse groups as well as and different units and levels, etc. From both interview and survey results, it can also be inferred that the organizations are making efforts to comply with local values and legislations in the implementation of global policies, causing a sense of respect and recognition of one's value and beliefs. For the rankings of practices and suggestions, it was found out that perceived rankings of practices had matched with the suggestions (what should be promoted most or least): in both cases gender and LGBT were ranked as the most and the least prompted(and to be promoted), respectively. This could be a good indication of what is claimed in writings or words.

On the other hand, although the respondents, overall, agreed that there is an environment of equity, diversity and inclusion, there are still some works to be done in order to be more effective as compared to good practices. For example, there are indications of limited effort to align EDI issues to the strategic objectives, limited promotion of diversity (such as training and education on EDI) except on gender, absence of mandatory EDI trainings to managers, no EDI and technical trainings to people involved in the recruitment and selection processes, limited accountability system, limited EDI monitoring and evaluation mechanisms, etc. There are also indications of the need for more representation of diverse groups and more management commitment. Comparisons of the overall mean scores among different DIC indicators (equity, inclusion, management commitment, and representation) seem to support this claim; a sense of

representation, followed by management commitment, was found to be the least from all categories. Respondents have also indicated relatively poor performances in areas such as equal opportunities for training and development, the room to air concerns and discouraging humor and jokes against any specific identity group.

Therefore, it could be concluded that the case study organizations have moderate levels of DM practices with relatively positive DIC which in return seemed to have influenced employees' organizational commitment and turnover intention. As well addressed in the discussion section, overall the majority of the participants were satisfied with the DIC of the organizations. The practices as well as the perceptions on the other hand seem to induce the respondents to continue their career with the organizations; the majority of the respondents have shown high commitment to their organizations and lower turnover intentions. The analysis done to see whether there is relationship among DM practices, DIC and organizational commitment and turnover intention showed that there is significant correlation among these variables. Thus, from these relationships it can be concluded that organizations with successful DM can build a positive DIC and employees who perceive a positive DIC are more likely to show high commitment to their organizations and less likely to intend to leave.

Finally, based on the examinations of mean differences on DIC perceptions and outcomes between and within the three diversity characteristics (GER), it can be deduced that differences in perceptions and outcomes may be observed due to differences in diversity characteristics in general. In this study, for example, men participants had higher mean scores on perceived representation and commitment to their organization than women. From this, it can be concluded that men are more likely to show higher perceived representation and organizational commitment than women. Differences on perceived level of management commitment and perceived inclusion with in different ethnic and religious groups (in general) were also noticed.

To sum, while differences are observed among diversity groups both on DIC perceptions and out comes in general, how diversity is managed and the positive DIC on the other hand seem to have influenced the level of participants' commitment to their organizations and turnover intention.

5.3 Recommendations

Based on the findings of the study, the researcher proposes the following suggestions as way forward:

1) **Equity and Inclusion:** Strengthen the promising results (performances) with regard to equity and inclusion so as to ensure continued positive diversity and inclusion climate and employee commitment to the organizations by integrating merit-based HR practices and inclusive cultures.

2) **Management commitment and support:** Increase the level of management involvement in the DM activities particularly by initiating changes in organizational cultures to facilitate diversity and inclusion, setting diversity goals and targets by demographic characteristics, close follow up of EDI initiatives, appointing and rewarding EDI champions, allocating all the resources required to ensure EDI, etc. The organizations would achieve competitive advantage if there are efforts to align diversity goals with their strategic objectives such as using diversity to expand programmes or services that address the needs of diverse groups and/ or to reach diverse community.

3) **Representation of Diverse groups:** Make efforts to have a diverse workforce that reflects the demographic realities of the country and expand the scope of diversity promotion from the current focus on gender to other diversity characteristics such as ethnicity, culture /religion, and disability. It would be more helpful if workforce profile analysis is done and strategies and action plans are developed followed by close follow up and monitoring to achieve targeted workforce composition (representation) at all levels of the organizations.

4) **Barriers to Diversity:** There are indications of verbal harassments such as humors and jokes against specific identity groups. Thus, it is important to strengthen the efforts made to discourage any form of exclusionary behaviours including discriminations, biases, stereotypes, backlashes, any form of harassments, etc. Education and training on diversity and inclusion, effective disciplinary measures, a space to air voices and concerns including any form of harassments, etc would help a lot in this regard.

5) **Training and Education**: Provide diversity awareness creation trainings and educations to all staff to enhance their understandings of diversity and its strategic importance to the organizations. The trainings and education can be imparted via awareness creation workshops/seminars/courses, brushers, e-mails, online self-training and assessment, inductions to new hires, mandatory EDI trainings particularly for managers to help them aware of their biases

and avoid them by all means, etc. A related best practice is to provide both EDI sensitive and technical trainings to those who participate in the recruitment and selection process. The organizations may also need radical and fundamental changes in their current corporate cultures by undertaking organizational culture assessment and making necessary changes.

6) **Accountability**: Accountability in DM can be ensured by linking EDI objectives and targets with performance goals particularly for managers against which they are evaluated and rewarded. The goals shouldn't be limited to gender and instead consider all critical diversity variables of the society. It would be more helpful to incorporate 360^{O} evaluation and other forms of DM competency assessment mechanisms into the performance management systems of the organizations for better performance.

7) **Emphasis to DM & DIC:** The study showed that there is significant and positive relationship between DIC perceptions and organizational commitment, and significant but negative relationship between DIC perceptions and turnover intention. Therefore, the management needs to give due consideration to DM practices in general and DIC in particular in order to create a positive work environment and hence, positive outcomes. This could be achieved if DM practices are linked with strategic objectives of the organization and proper monitoring and evaluation techniques (such as a great Place to work survey, workforce profile analysis, DM audit, DIC surveys, etc.) are ensured.

8) **Flexible HR Practices:** As indicated from the results of the study, there are differences both in perceptions and outcomes among diversity groups, in general. Thus, it would be very helpful to design and provide flexible HR practices that accommodate diverse needs (cultural, physical, social, demographic, etc). This may include providing facilities for the disabled, flexible working arrangements such as flexi-time and working from home for delivering mothers and others who may need such arrangements, allowing time-off for cultural or religious events or prayers, cafeteria plans (that allow to choose between different types of benefits), etc.

9) **Systematic/Holistic Approach to DM:** DM strategy and policy shall take contextual factors into account if they are to bring expected results and outcomes rather than assuming one- size-fits-to- all in their development and implementation of EDI initiatives. This approach requires having a DM system with four or five core processes: (internal & external) environmental analysis, setting EDI goals aligned to organizational strategic objectives, developing and implements EDI programs, monitoring and evaluating program effectiveness, and taking

corrective actions or making adjustments on the goals/programmes. Thus, it is advisable to keep on contextualizing the implementation of the global diversity and inclusion policies to the local contexts and respecting the values and norms of the society besides other factors. This will help the organizations to build positive public images and ensure compliance to local legislations besides boosting employee morale and commitment for work for a socially responsibly organization.

10) **Monitoring and Evaluation (M&E):** the study results indicated that there are limited M&E activities practiced by both affiliate organizations except using the annual staff attitude surveys to include and address EDI issues. It would be more helpful to consider additional measures and metrics that ensure the proper implementation and achievement of EDI initiatives and goals, which may include workforce statistics by different demographic factors, DM audits and DIC surveys, 360^{O} evaluations, trends of recruitment & promotions, etc.

11) **Implications for further studies:** There are some limitations inherent in the study. The survey sample was taken only from two affiliate INGOs and the units of analysis were the country office employees based in Addis Ababa, Ethiopia; it was not organization-wide although supplemented by intensive semi-structured interview with subject matter specialists on the DM practices of the case study organizations. The study also focused only on gender, ethnicity and religion; there would be possible differences of perceptions among different group of employees such as position in the organization, employment status (fixed vs. open term), and education level, etc. Thus, the sample may not be representative one and the results of the study may not be generalized not only for entire INGO sector but also across the case study organizations.

Accordingly, a further research is recommended to examine all the possible demographic differences and other contextual factors on perceptions and outcomes using large samples to ensure accurate results for the case study organizations. It is also recommended to test the results by conducting similar studies with representative samples on educational institutions, banks, civil services, international intergovernmental organizations, local NGOs, etc. to ensure external validity in the Ethiopian context.

The researcher finally recommends further research and empirical studies on the theoretical DM model proposed as part of this study.

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Annex-A: Survey Questionnaire

This survey aims to assess the climate for inclusion and harmonious workplace practices against management's effort to ensure a great place to work and become an employer of choice. While the primary goal of this study is academic for MA degree in HRM from Addis Ababa University and confidentiality is 100% assured, only summarized findings with recommendations may be shared with the management (based on your votes either to share it or not) so that the management take a lesson as to its position as an employer of choice and make necessary improvements.

While participation is voluntary, the researcher appreciates if you could share your perceptions, observations, or experiences on the issue under study. There is no right or wrong answer; just indicate your level of agreement!

It will not take you more than 10 minutes to complete the questionnaire! Please put the completed questionnaire in the envelope attached to it where you don't need to write your names. You can also be provided with an electronic version if you want to send completed questionnaire via delilmoha@yahoo.com. As an incentive for your participation, soft copy of a brief report on the study can be forwarded to you if you state your personal e-mail in the questionnaire.

Thank you in advance for taking time to complete the questionnaire!

For the purpose of this survey,

Diversity: is all about differences and identities as related to social categories such as gender, ethnicity, culture, and nationality.
Discrimination: is a bias or prejudice based on one's identity which results in unfavorable employment outcomes to the victim.
Equity: refers to fair treatment in all employment related opportunities.
Ethnicity: refers to a social group with shared culture, tradition, language, ancestry, and /or history.
Harassment: refers to physical or verbal abuse based on one's gender, ethnicity, religion, etc.
Inclusion: refers to the degree to which people are welcomed, respected and treated fairly regardless of their demographic differences, values and perspectives.
Stereotype: refers to mostly negative attributes or characteristics perceived about members of an identity group.

I. Demographic Information (Please tick or circle your choice).

1. **Gender**: **A.** Male ____ **B.** Female_____
2. **Age** : **A**. Below 30 years **B**. Between 30 -40years **C.** Over 40 years
3. **Ethnicity** (please specify your ethnic group):_____
4. **Tenure/service in the organization:**

   A. < 1 year **B.** Between 1-5 years **B**. Between 5-10 years **C**. Over 10 years
5. **Religion** (please specify your religious affiliation):_____

6. **Education level accomplished:**

   Below diploma/10+3 **B**. Diploma/10+3 **C**. 1st Degree **D**. 2nd degree and above

7. **Employment status : A.** Open term (indefinite) **B.** Fixed Term(definite)
8. **Status in the organization: A.** Non-managerial. **B**. Managerial(coordinator and above)

II. To what extent do you agree or disagree (on a scale of 1to 5, where 1 is 'Strongly Disagree' and 5 'Strongly Agree') with the following statements?

Item No.	Statements	Strongly Disagree (1)	Disagree (2)	Neutra (3)	Agree (4)	Strongly Agree(5)
1.	The organization promotes diversity, equity and inclusion in all its activities.					
2.	Management translates its statements (words) into meaningful actions to ensure diversity, equity and inclusion.					
3.	The management doesn't tolerate any form of barrier to diversity& inclusion (such as discrimination, harassment, & stereotype) against any specific group.					
4.	Different ethnic groups are fairly represented at all levels in the organization (i.e. entry level to Management).					
5.	Workforce diversity is good for better organizational performance.					
6.	I'm comfortable to work with both men & women.					
7.	I trust the people/committee involved in the recruitment and selection process to ensure equity regardless of gender, ethnicity and religion.					
8.	Pay and rewards are fair regardless of gender, ethnicity and religion.					
9.	Overall, there is equity and fairness in employment opportunities in this organization.					
10.	I have never observed discrimination against people based on their gender, ethnicity and religion in this organization.					
11.	Everybody/identity group has the right to keep their core values without the need to assimilate to the culture of the dominant group.					
12.	Everyone in the organization has voice to air on any issues of concern.					
13.	I really feel as if this organization's problems are my own.					
14.	I'm lucky to be the member of this organization.					
15.	I wish I get a job in other organizations where people are treated fairly and valued for their differences.					
16.	The organization is committed to attract and retain diverse workforce.					
17.	The organization provides diversity training & education to					

Item No.	Statements	Strongly Disagree (1)	Disagree (2)	Neutra (3)	Agree (4)	Strongly Agree(5)
	enhance employees' understanding of diversity and its importance.					
18.	Men & women are fairly represented at all levels of the organization. (i.e. entry level to Management).					
19.	Overall, the organization consists of diverse groups at all levels (in terms of gender, ethnicity and religion).					
20.	I'm comfortable to work with other ethnic groups.					
21.	This organization hires best people based on merit regardless of gender, ethnicity and religion.					
22.	Everybody has equal opportunity for training and development regardless of one's background/identity.					
23.	Disciplinary actions are fair regardless of one's background/identity.					
24.	I have never been a victim of discrimination due to my identity /background in this organization.					
25.	I feel included & treated as insider by coworkers and management.					
26.	The organization recognizes cultural & religious holidays of every cultural group.					
27.	Humor and jokes against any specific identity group is not tolerated in this organization.					
28.	I proudly speak about this organization that it is a great place to work regardless of gender, ethnicity and religion.					
29.	I would leave this organization for equivalent pay and position in other organizations.					
30.	Top management personally involved in diversity management activities (such as chairing diversity committee, setting diversity strategies and goals, initiating & leading change in corporate culture, monitoring progress in diversity goals, communicating about the importance of diversity, etc).					
31.	Overall, I'm satisfied with the organization's effort to ensure diversity, equity and inclusion.					
32.	Different religious groups are fairly represented at all levels in the organization (i.e. entry level to Management).					
33.	I prefer to work in a diverse team.					
34.	I'm comfortable to work with other religious groups.					
35.	At this organization, promotions and career advancements are fair regardless of gender, ethnicity and religion.					
36.	Workloads and performance evaluations are fair regardless of one's background/identity.					

Item No.	Statements	Strongly Disagree (1)	Disagree (2)	Neutra (3)	Agree (4)	Strongly Agree(5)
37.	There is no discrimination and bias based on people's identity/background in this organization.					
38.	My cultural values and differences are recognized and respected in this organization.					
39.	The organization has flexible practices that accommodate the needs of diverse groups (such as flexi-time, working from home, time for cultural/religious events, etc.)					
40.	When I face any form of discrimination or exclusion, I can complain without fear of retaliation.					
41.	I feel a sense of belongingness to this organization.					
42.	I would be very happy to spend the rest of my career with this organization.					

43. Which of the following **diversity variables is given the greatest emphasis by the organization?** ***(Use Rank Order, 1= high & 8 =Low).***

a) Gender_____
b) Ethnicity_____
c) Culture/religion_____
d) Disability _____
e) Age ____
f) Sexual orientation (gay, lesbian, bisexual or transgender)____
g) Nationality_____
h) Language _____
i) Other (specify)_____

44. Which of the following **diversity characteristics you recommend to be given the greatest emphasis** by the organization to ensure diversity and equity? ***(Use Rank Order, 1= high & 8 =Low)***

a) Gender_____
b) Ethnicity_____
c) Culture/religion_____
d) Disability _____
e) Age ____
f) Sexual orientation(gay, lesbian, bisexual or transgender)____
g) Nationality_____
h) Language _____
i) Other (specify)_____

45. What do you suggest to the organization in order to improve its diversity, equity and inclusion practices?_____
_____
_____

46. Would you feel comfortable if a summarized finding with recommendations of this study is shared with the management so as to help the organization improve its position as 'employer of choice'?

A.Yes____ **B**.No.___

Annex-B: Interview Questionnaire

Instructions:

The questions here below are based on 'best' practices in diversity management. While some of the questions may need prior preparations (like referring your policy and strategy documents), almost all the questions will be discussed during interview with the researcher. Please go through this semi-structured interview questionnaire and arrange convenient time to discuss on the questions.

1. Does your organization have in place any policy that addresses workplace diversity?
   a) If yes, what are the list of diversity characteristics (e.g. gender, ethnicity, etc) covered by the policy? _____
   _____

2. Does your organization have in place any practices that address workplace diversity?

3. If yes, please indicate which of the following diversity practices are in place.

i) DM strategy

a) Does the organization have clear diversity targets (goals) in terms of gender, ethnicity, religion/culture, etc., are set for the strategic period to represent diverse demographic groups at different organizational levels.

b) Does the organization align diversity goals with business strategies and goals (for example, to diversify programs/ services, to reach diverse community groups, etc)?

ii) Recruitment & selection

b) Do you usually review job descriptions to avoid discriminatory criteria?

c) How do you ensure that you reach diverse applicant pools in your recruitments?
_____
_____

d) Are employment interviews conducted by a panel/committee drawn from diverse groups and all levels of the organization?

e) Do you provide equity, diversity& inclusion (EDI) training to people involved in the employment interviews?

f) Do you provide trainings in employment assessment techniques to people involved in the employment interviews?

iii) Training and Career development

a) Do you tailor or integrate your training and career development practices with workforce diversity objectives?

c) Do you provide diversity awareness trainings to all staff?

d) Do you provide mandatory diversity sensitivity trainings to all mangers so as to help them aware of & avoid their personal biases, and ensure EDI wit in their teams/units?

e) How do you encourage staffs to involve in continuous learning and development?_____

_____

f) Do have any affirmative action (AA) programs for under-represented groups /minorities such as mentoring and coaching opportunities, skill upgrading trainings, etc., in order to enhance their capacities and enable them to compete for promotions and successions? If yes, specify the AA programs practiced in the organization._____

g) Do you offer any language courses such as English as a second language?

If yes, how? _____

iv) Accountability (Performance & Rewards)

a) Does your performance management system require manager to set EDI related goals against which they are evaluated?

b) Do you consider individual's value to diversity besides job related competencies in appointments and promotions?

c) Do you reward managers for the achievement of EDI related performance goals (in the form of incentive pay, promotion and career development opportunity, etc)?

d) Do you evaluate /assess managers' diversity management competences using techniques such as self-assessment and 360-degree evaluation?

e) How do you ensure that employees are not discriminated in the allocation of workloads and performance evaluations? _____

v) Pay Administration

a) How do you ensure that employees are not discriminated in pay and benefits due to their identity or affiliation groups such as gender, ethnicity and religion?

_____

_____

vi) Grievance Handling and Disciplinary measure

a) Do you have clear policies and procedures to handle grievances and disciplinary measures?

b) Do you have a *committee* drawn from diverse groups and all levels *that handles grievances* and disciplinary issues so that staffs feel a sense of representation and fairness?

c) Do you have clear provisions that state harassment and discrimination based on one's identity or affiliation are not tolerated by the organization?

vii) Monitoring and Evaluation

h) Do you collect data or metrics on diversity-related practices (workforce demographics, DM audit/assessment, Diversity climate survey, employee attitude surveys, etc)?

If yes, how? _____

_____

4. **Which of the following factors are given priority as the goals (outcomes) of your diversity management policies and practices?** ***(Tick all that applies)***
   a) Improved public image of the organization
   b) Minimize /avoid complaints and litigation
   c) Attract and retain top talent
   d) Increased organizational competitiveness
   e) Other (specify):_____

5. ***How has the management shown its commitment and support to EDI so far?***
   _____
   _____

6. **What do you consider most in the implementation of the global diversity and equity policies in Ethiopia?**_____
   _____

7. Do you have a unit (section) that is responsible to manage EDI initiatives of the organization?
8. If yes (to question #8), where is the role positioned in the organization?
   a) at strategic level (director or equivalent position)
   b) department (manager/coordinator)
   c) Specialist (Administrator/Officer)
   d) Other specify:_____
9. If yes (to question #8), does the staff assigned to manage EDI initiatives of the organization have any specialized education or certification in HRM or diversity and equity? _____
10. Does the organization have diversity and equity committee drawn from staffs from all levels and different backgrounds that assist in the implementation of diversity, equity and inclusion (EDI) goals?
11. If yes (to question #11), what are its roles? _____
    _____
12. If yes (to question #11), who chairs the committee? _____
13. What are the most common challenges the organisation has faced so far in its efforts to ensure EDI?
    _____
    _____
    _____