DIVERSITY MANAGEMENT AND JOB SATISFACTION

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Abstract

Diversity in the organization has two main forms: the social diversity that is related to the personal differences between the employees based on their age, gender, education, culture, religion, ethnicity tec.; and functional diversity that is related to the professional differences in skills, experience and capabilities. Organizations aim always to increase functional diversity to enrich their competitive advantage in their domain, while reducing any undesired effects of social diversity that can raise conflicts or unwanted behavior. Therefore, the strategies that are adopted in diversity management have a great role in regulating diversity in the organization to maximize its benefits and minimize its disadvantages. Job satisfaction is another indicator for the organization to predict any issues or challenges that are facing the human resource in the day-to-day operations. Therefore, several studies in the literature addressed the relationship between diversity management and job satisfaction. The vast majority of the studies used descriptive quantitative methodologies through a questionnaire to study the relationship. The findings of the current research show similar relationship pattern reported in the literature, as implementing diversity management practices showed positive and moderate effect on job satisfaction.

Keywords: Diversity management, Job Satisfaction

INTRODUCTION

Multicultural organizations with employees from different ethnicities and cultural backgrounds, as well as the variety in the skills that are available within them, are signs of the globalized world humans have created (Singh, 2018). The results of diversity within the organization are competitive advantage and business opportunities, in addition to the challenges that need to be considered by management. Thus, it is important to develop techniques and strategies that allows the organization to increase the advantages of diversity, while reducing any negative effects that can result from it (Edewor & Aluko, 2007). There are two types of diversity that are found in the organization; the social diversity that is composed of employees of different ages, genders, ethnicities, religions and cultures; and functional diversity that is composed by the different technical expertise, managerial expertise, occupations, professional experiences, trainings and educational backgrounds and levels (Simons & Rowland, 2011).

The importance of job satisfaction emerged in business studies and practical applications due to its correlation with significant concepts in the corporate world and specifically human resource management, such as absenteeism and loyalty. Furthermore, the need of the employees to sense fairness and respect in their work environment and the community contributed into increasing the focus on the concept of job satisfaction. Therefore, job satisfaction and its evaluation can indicate issues and problems that are faced by the organization, which cannot be assessed otherwise. Additionally, there is evidence that job satisfaction is correlated to employee's performance and efficiency, which are important indicators in operational and organizational performance. Therefore, job satisfaction can serve as an important indicator of measures and changes that are required in the organization to enhance performance or the workplace environment (Spector, 1997).

DIVERSITY MANAGEMENT

Olusegun, et al. (2018) defined diversity management as the various strategies that are used by the management of the organization to increase the diversity in skills and knowledge between the employees to achieve competitive advantage in the business domain and operations. Hudson (2014) identified the main objectives of diversity management as to recognize the differences within individuals in the organization based on their capabilities, skills and individuality, create strategies to take advantage of the creative and productive side, and develop other policies and strategies to prevent discrimination based on ethnical, physical or cultural differences. Sharma (2016) stated that diversity management has to have a strong direction and policy on equality in the organizational structure, as well as conflict resolution for issues that can emerge from personal and professional differences.

Amaliyah (2015) narrated several benefits from adopting and implementing diversity management, which are the enhancement of communication between employees and increasing their efficiency, measuring the ability of the organization for adaption for changes in its organizational structures, facilitating dispute resolution between the stakeholders of the organization, increase the positive perception of fairness and equality between the employees, enhancing productivity, and increase of sales and profit volumes. Other benefits of diversity management were stated by the author. The most proven benefits that are proven through literature data is enhancing the ability of the organization to acquire competitive skills and retain them, reduction of absenteeism, and providing flexibility for the organization to deal with upcoming issues and challenges. Moreover, increase in creativity, problem solving techniques, decision-making strategies, service quality and product quality are all results that researched for further evidence. Indirect impacts of diversity management are also suggested on ethics, job satisfaction, branding and competitive advantage, as confirmed by the author. Simons and Rowland (2011) analyzed the results of literature studies over 16 years and found that diversity management have direct positive effect on the stability of the organizational structure, efficiency and performance.

Kalargyrou and Costen (2015) showed a high level of diversity in the American hospitality sector through a questionnaire distributed to several hundreds of employees, as well as recording their acceptance and satisfaction. Nonetheless, several challenges were also observed, of which the authors suggested several measures as solutions. Among the solutions was a recommendation of a committee that is responsible for diversity management, a training program to empower diversity in culture and skills and enhancing communication tools and channels to address any issues that arise from diversity within hospitality organizations. Solutions for diversity management were also suggested by Janssens and Zanoni (2014), such as an anti-discrimination policy, multilingual trainings and operations, and increasing flexibility of the organization.

JOB SATISFACTION

The literature provided different definitions for job satisfaction. According to Hoppock (1935), job satisfaction is a result of the environmental, physiological and psychological factors that drives satisfaction expression by the employees in their behavior and vocally. Davis and Nestrom (1985) stated that job satisfaction is the resultant of employees' emotions (positive and negative) that are expressed towards their jobs. The measurement of job satisfaction should take into account the needs and desires of the employees, in addition to the behavior of the employees towards their supervision, job and the organization. Kaliski (2007) suggested that job satisfaction results from the perception of success and achievement of the employee.

The relationship of job satisfaction and its indicators and mediators have been widely studied in the literature. Christen et al. (2006) investigated a model with a direct influence of performance on job satisfaction. Lawler and Porter (1967) suggested that job satisfaction is the result of the rewards system and its different types that implemented in the organization. Locke and Latham (1990) based their model on the organizational objectives and efficiency of operations as determinants of the performance level of the organization. Subsequently, the organization has to implement a reward system that drives the job satisfaction

levels of the employees. The authors found that not only job satisfaction is influenced, but also the levels of organizational commitment.

Rue and Byars (2003) identified several factors affecting job satisfaction, including social relationships, compensation, job design, supervisor's concern and support, perceived career opportunities, working environment and conditions, the inspiration and achievement levels within the organization, and opportunities perceived in other organizations. The impact of job satisfaction on organizational commitment was also confirmed by the authors.

Javed, et al. (2014) investigated the effect of job satisfaction on the performance and turnover of the employees. Other factors were also studied, including job performance, loyalty and intention to leave through 200 employees in Indian organizations. The findings of the study identified two factors affecting job satisfaction positively: the work environment and empowerment of the employees. A similar study was performed in China by Lee, et al. (2017) with around 400 employees. The findings showed that the most influential factors on job satisfaction are job competency, interpersonal relationships, personal growth, the behavior of the supervisor, working conditions, and salary and compensation.

RELATIONSHIP BETWEEN DIVERSITY MANAGEMENT AND JOB SATISFACTION

The relationship between diversity management and job satisfaction was mostly researched in the literature to understand the effect of diversity management. Through reviewing eleven studies from 2002 to 2018, as shown in TABLE 1, it is observed that descriptive and quantitative methodologies are the most selected methods for studying the relationship. The authors designed questionnaires based on reliable and tested scales and used them with samples ranging from 50 to more than 15,000 respondents. The majority of research on the relationship is addressed by scholars in the United States. The studies used diversity management as a concept in their investigations, one or more of its sub-dimensions, or different types of diversity management based on social, cultural or functional differences.

The findings of the different studies are similar in yielding a relationship between diversity management and job satisfaction. Another similarity is the positive and weak to moderate correlations that are found, in addition to R square values above 0.3 that were found through a regression model analysis in some studies. All these results indicate the possibility of direct and indirect effects of the right diversity management practices on enhancing the workplace environment, and subsequently the job satisfaction of the employees. Some studies correlated diversity as a concept with job satisfaction, where positive and negative effects were found depending on the case study. Social differences and diversities, as well as position and tenure, were the main source of conflict and negative effects on job satisfaction.

TABLE 1: relationship between diversity management and job satisfaction through the literature

Authors	Year	Country	Study Type	Method	Results	Relationship between diversity management and job satisfaction?
Munyeka	2014	South Africa	Investigative	Quantitative	Two diversity management strategies are investigated (supportive and positive). Medium to strong correlations were found between the two factors and their sub-dimensions [20].	Indication of relationship through correlation
Pitts	2009	USA	Descriptive	Quantitative	Diversity factors affecting job satisfaction: race,	Diversity management affects job

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Authors	Year	Country	Study Type	Method	Results	Relationship between diversity management and job satisfaction?
					gender, authority, tenure in the organization [21].	satisfaction
Al-Badareen & Al-Ghazzawi	2018	Jordan	Descriptive	Quantitative	Positive and moderate relationship between training diversity and job satisfaction with effect analysis [22].	Diversity in training increase job satisfaction
Choi	2016	USA	Database analysis	Quantitative	Demographic factors (age), personal factors (ethnicity, minority) and organizational factors (supervisor, management, tenure, fairness, diversity climate) all affect job satisfaction [23].	Social and functional diversity affect job satisfaction moderately
Vanderschuere & Birdsall	2018	USA	Descriptive	Quantitative	Diversity in gender, age, tenure, supervision and	Social diversity and diversity

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Authors	Year	Country	Study Type	Method	Results	Relationship between diversity management and job satisfaction?
					management are all factors affecting job satisfaction. Diversity management practices have moderate positive effects on job satisfaction [24].	management practices affect job satisfaction positively
Ordu	2016	Turkey	Descriptive	Quantitative and Relational	Three out of four diversity management dimensions affect intrinsic and extrinsic job satisfaction positively with moderate factors [25].	Positive effect of diversity management on job satisfaction
Madera, et al.	2013	USA	Descriptive	Quantitative	Positive effect of diversity management on job satisfaction, while role ambiguity and conflict affect job satisfaction negatively.	Positive effect of diversity management on job satisfaction with negative mediating

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					Diversity management increase role ambiguity and conflict [26].	effect of role ambiguity and role conflict
Brimhall, et al.	2014	USA	Descriptive	Quantitative	Negative effect of tenure and position and positive effect of leader member exchange on diversity climate. Weak positive effect of diversity on job satisfaction [27].	Weak effect of diversity on job satisfaction
Acquavita, et al.	2009	USA	Descriptive	Quantitative	Moderate effect of organizational and personal diversity on job satisfaction has been proven through Chi square analysis [28].	Moderate effect of social and functional diversity on job satisfaction
Wu & Chiang	2007	China	Comparative	Quantitative	Differences in job satisfaction between Chinese and Taiwanese	Cultural diversity has an impact on job

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Authors	Year	Country	Study Type	Method	Results	Relationship between diversity management and job satisfaction?
					employees. Cultural diversity has impact on job satisfaction in China with a greater extent than Taiwan [29].	satisfaction
Barak & Levin	2002	USA	Descriptive	Quantitative	Personal factors (gender, education, position, management) and inclusion and justice have significant effect on job satisfaction [30].	Social diversity and sense of justice affect job satisfaction

CONCLUSIONS

Diversity management is a set of strategies that are devleoped and implemeted in the oganization in order to enrich its structure with the most needed and necessary skills and expertise to achieve the targeted performance and competitive advantage in its business domain. The concept also deals with social diversity of the employees based on their cultural, demographical and ethnical differences. Due to the effect of diversity management on the workplace environment, effeciency and

performance, a potential impact on the psychological and emotional status of the employees, as well as their perceptions towards their jobs and organization, is expected. Therefore, the current research focused on studying the concepts of diversity management and job satisfaction in ordet to understand the relationship between them through studies in the literature from 2002 to 2018. The findings of the review showed that there is a proven relationship between diversity management and job satisfaction as concepts and in their sub-dimnesions. The relationship is mainly indicated in the positive effects of implementing diversity management strategy on job satisfaction. The relationship nature has a weak to moderate effect with statistical significance reaching to 0.01. Therefore, the study recommends futher research on the relationship in different industries, counties and contexts in order to measure differnces in the relationship based on these factors. Moreover, studying the mediating effect of other factors, such as sense of justice and equality, can be beneficial to create a greater understanding of the factors that can affect the relationship between the two concepts.

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