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HOW WE MANAGE TO DIVERSITY: DIVERSITY CLIMATE EFFECT OF JOB SATISFACTION*

Çeşitliliği Nasıl Yönetiriz: Çeşitlilik İkliminin İş Tatminine Etkisi.

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ABSTRACT

This study was examined in order to manage diversity by revealing the effect of a diversity climate on job satisfaction. The study was conducted with female participants working as blue-collar workers. In this context, 392 blue-collar female employees were reached. According to the results of the study, diversity climate has a significant effect on job satisfaction in the same direction. To put it more clearly, job satisfaction will increase with the increase in the diversity climate level of blue-collar women. In other words, job satisfaction levels will increase when blue-collar employees are treated more fairly by their companies, have a friendly working environment, and respect the opinions of the company regardless of race, language or religion. According to these results of the study, suggestions were presented to practitioners and academicians. In addition, within the scope of the study, the diversity climate scale was adapted into Turkish. In this implementation study, the cultural compatibility of the scale was analyzed with construct validity and concurrent validity according to scale variance structure and covariance relations. For reliability, internal consistency tests of the questions were made, and the education difference of the scale was calculated. As a result of all analyzes, sufficient evidence has been obtained that the scale is valid and reliable.

Keywords: Diversity Management, Diversity Climate, Job Satisfaction, Scale Adaptation

ÖZ

Bu çalışma çeşitlilik ikliminin iş tatmine etkisini ortaya çıkararak çeşitliliğin yönetilmesi amacıyla incelenmiştir. Çalışma mavi yaka olarak çalışan kadın katılımcılarla yürütülmüştür. Bu kapsamda 392 mavi yaka kadın çalışana ulaşılmıştır. Çalışmanın sonuçlarına göre, çeşitlilik iklimin iş tatmine aynı yönde anlamlı etkisi bulunmaktadır. Daha açık bir ifadeyle, mavi yaka olarak çalışan kadınların çeşitlilik iklim seviyesinin yükselmesi ile iş tatmini

yükselecektir. Yani mavi yaka çalışanlar şirketlerinin kendileri daha adil davrandıklarına, dostça bir çalışma ortamı olduğuna, şirketin ırkı, dili, dini ne olursa olsun görüşlerine saygı duyduğunda iş tatmini seviyeleri artacaktır. Çalışmanın bu sonuçlarına göre uygulamacılara ve akademisyenlere öneriler sunulmuştur. Ayrıca çalışma kapsamında çeşitlilik iklimi ölçeğinin Türkçeye uyarlaması yapılmıştır. Yapılan bu uyarlama çalışmasında ölçeğin kültüre uygunluğu ölçek varyans yapısı ve kovaryans ilişkilerine göre yapı geçerliliği ve eş zaman geçerliliği ile analiz edilmiştir. Güvenilirlik için soruların iç tutarlılık testleri yapılmış ayrıca ölçeğin eğitim açısından farksızlığı hesaplanmıştır. Yapılan tüm analizler sonucunda ölçeğin geçerli ve güvenilir olduğuna ilişkin yeterli kanıtlara ulaşılmıştır.

Anahtar Kelimeler: Çeşitlilik Yönetimi, Çeşitlilik İklimi, İş Tatmini, Ölçek Uyarlama

INTRODUCTION

Job satisfaction is among the concepts that have been discussed for a long time, both in the literature and by practitioners. Job Satisfaction is an antecedent variable that arises from meeting expectations and can be a factor in crafting jobs. Job satisfaction, which can be said to arise from individual tendencies, is expressed as the reflection between the environment and expectations of employees (Dormann & Zapf, 2001). However, the question of why blue-collar female employees cannot be satisfied with their jobs has not yet been answered. In this context, this study argues that the organizational diversity levels of blue-collar employees have an effect on job satisfaction.

The climate of diversity based on the theory of affective theories states that employees oppose diversity and that social integration of all employees is an institutional priority. In other words, we can define the climate of diversity as the perceptions of policies, practices, and procedures regarding the extent to which employees communicate implicitly or explicitly

within the organization on the basis of equal employment opportunity (Dwertmann, Nishii & Van Knippenberg, 2016; McKay, Avery & Morris, 2008; Reinwald, Huettermann & Bruch, 2019). Considering this definition, it can be said that it is necessary to manage the diversity that fundamentally affects the organizational culture (Schneider, Ehrhart & Macey, 2013). Therefore, in this context, it also answers the question of how to manage diversity.

The aim of this research is to reveal to what extent and how the diversity climate levels of blue-collar female employees affect their job satisfaction. Although job satisfaction has been discussed a lot in the literature, it has not been mentioned how effective the climate of diversity is. In addition, the climate of discrimination is considered as a subject to be studied in the context of culture. However, the climate of diversity shows the fair behavior that employees face in the organization, diversity-friendly behaviors, respectful views towards diversity, and the commitment of managers to diversity. In this study, it is aimed to fill this gap in the literature. In addition, it provides important outputs for practitioners in the management of blue-collar female employee behaviors.

LITERATURE

Diversity Management

Diversity management is the main basis for an organization to have factors that create an effective structure, including equality processes and programs of the organization (Bassett-Jones, Brown & Cornelius, 2007). In this context, diversity management has started to attract attention from researchers. Most of the available research in the literature analyzes the effects of diversity management rather than its determinants (McCrea & Zhu, 2019). Some studies even give prescriptions for diversity management, such as abandoning local policies and using the diversity policies of multinational companies (Hennekam, Tahssain-Gay & Syed, 2017). However, in the literature, there is no clear way how and in what way the management of

diversity should be carried out. To fill this gap in the literature, This study shows that increasing the diversity climate level will increase diversity management, and thus job satisfaction will be provided.

Job Satisfaction

Job satisfaction is expressed as the reflection between the environment and the expectations of the employees, which are affected by individual resources (Dormann & Zapf, 2001). In other words, it is the comparison of the expectation levels of individuals with the outputs they receive from the environment. Since this concept includes process and content theories, it can be explained by many theories (Herzberg, 1966; Locke, 1976; Maslow, 1943; McClelland, 1961; Vroom, 1964). However, in this study, the concept of job satisfaction is explained on the basis of Adams' (1963) Equity Theory. Equity theory, as Adams (1963) states, depends on the ratio of the employee's job satisfaction and the individual's self-perceived inputs and outputs. It can be said that this theory has two sides (Kollmann, Stöckmann, Kensbock & Peschl, 2020). The first part is the result (output) side of the theory of equality. In other words, it is the side based on job satisfaction that emerges as a result of the inputs that determine the results such as the satisfaction of the employees. The second side of the theory is the antecedent (input) side of the equation. That is, it is the input side of task contributions by combining individuals' perspectives such as race, belief, language, gender, and age. In this framework, one of the antecedent variables of job satisfaction in the light of equality theory is the diversity climate.

Diversity Climate

The climate of diversity indicates that all employees have equal opportunities to be successful. Thus, the fact that employees in different social groups have equal opportunities in

the organization alleviates the relations between employees (McKay et al., 2008). This situation not only alleviates the inequality between employees from different social groups, but also increases the degree of organizational commitment of employees (Podsakoff, MacKenzie, Paine, & Bachrach, 2000; Podsakoff, Whiting, Podsakoff, & Blume, 2009). In addition, increasing the level of the diversity climate provides positive results such as promoting work motivation within the organization (Hicks-Clarke & Iles, 2000). In addition, it increases the willingness of employees to voluntarily participate in tasks beyond the specified job requirements. This situation provides the emergence of job satisfaction as a result of stronger identification of employees with their organizations and greater satisfaction with their jobs. Employees who feel valued and included in the organization, regardless of their demographic characteristics, connect to their organizations more tightly and enabling them to see their work on their duty. This increases their willingness to contribute beyond the call of duty (Podsakoff et al., 2000). Pitts (2009) made a study on this issue, emphasizing that some organizations across sectors have efforts to manage workforce diversity. Experiments on people of color and white people in this study conducted for the purpose of diversity management showed that managing the climate of diversity within the organization is strongly related to job satisfaction. Pitts (2009) has also argued that actively managing the diversity found in the workforce of the majority of federal agencies in the United States is important to both workgroup performance and job satisfaction. Park and Martinez (2022), on the other hand, examined how approaches to managing diversity affect the work results of different employees in their study on diversity. In this empirical and experimental study, it was observed that as the climate of diversity increases, employee satisfaction increases, and turnover decreases. Such studies suggest that individuals working in organizations with a more supportive diversity climate may be more likely to exhibit higher job satisfaction than those working in units with a less supportive

diversity climate. Therefore, the climate of diversity can affect job satisfaction in the same direction and significantly. In this context, the hypothesis of the study was formed:

H_1: The climate of diversity has a positive and significant effect on job satisfaction.

METHOD OF THE RESEARCH

Purpose and Problem of the Research

This study was conducted to analyze the effect of a diversity climate on job satisfaction in organizations, which is one of the important steps for the management of diversity. In this study, the research problem is based on the effect of diversity climate on job satisfaction.

Research Model

Within the scope of the study, the following hypothesis was formed in order to reveal whether the climate of diversity has an effect on job satisfaction, and in which direction this effect is.

H_1: Diversity climate has a positive and significant effect on job satisfaction.

The model of the study within the scope of the hypothesis of the study is shown in Figure 1.

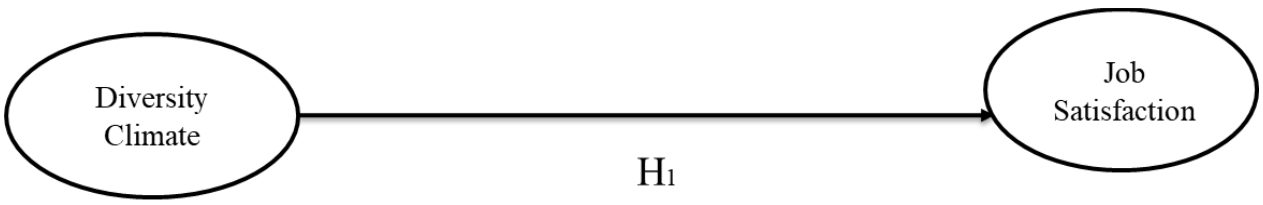

Figure 1. Research Model

Universe, Sample and Scale Development

This study is an application study. Within the scope of the study, a questionnaire was collected from 392 female employees working in private enterprises and determined as blue-collar females. In case the population is uncertain, Özdamar (2003) states that the sample is sufficient if the number of samples belonging to the population is equal to and/or more than 384. It is seen that the sample of the study is sufficient because the 392 data collected in this study is higher than the sample size to be reached.

Blue-collar female participants in the study; 50.8% of them are primary/secondary school graduates and 49.2% of them are high school graduates; 26.3% aged 15-21; 24.5% aged 22-41; 27.7% between the ages of 42-55; 15.1% between the ages of 55-65 and 6.6% over the age of 65 are employees. According to the demographic information noticed, the majority of the employees are between the ages of 42-55 and have less than a university education level.

Two scales were used within the scope of the research.

(1) *Job Satisfaction Scale:* Developed by Hackman and Oldham (1975) and translated into Turkish by Basım and Şeşen (2009) adapted scale.

(2) *Diversity Climate Scale:* The scale developed by McKay et al.'s (2008) four-item scale. Since the scale of the Diversity Climate Scale was developed in a different culture, it was adapted to Turkish. In this process, the method of Brislin, Lonner & Thordike (1973) was adopted and the results of the obtained statements are attached for use in future studies. Since the aim of the study was to adapt a scale developed in a different culture into Turkish, translation and back-translation studies were carried out with great care, and attention was paid to the fact that the question statements developed in the theoretical framework were related to both the translation study and the theory. Within the scope of the psychometric properties of the scale, first validity, and then reliability analyzes were performed. Constructive and criterion-

dependent validity were tested for validity analyses. Construct validity was determined by both the variances explained using the partial least squares method (with the Smart PLS program); and by testing the proposed factor structure from the observed covariance matrix (with the IBM AMOS program). Thus, the validity of the predicted structure was tested by taking advantage of both structural tests. For reliability, the internal consistency of the scale items was tested with Cronbach's Alpha coefficient (IBM SPSS Program) and the partial least squares method (with the Smart PLS program). Finally, the measurement equivalence of the verified factor structure was tested (with the IBM AMOS program) in order to reveal whether the scale differed in terms of education.

FINDINGS OF RESEARCH

The validity and reliability results of the scales used in the study according to the Structure of Variance (Smart PLS) are shown in Table 1.

Table 1. Validity and Reliability Results of the Scale (Smart PLS)

Variable	Exp.	Fac. L	(α)	CR	AVE	VIF	rho-A	SRMR	d-UlS	d-G	NFI
Job Satisfaction (JS)	JS1	.694	.916	.916	.732	1.648	.919	.028	.085	.064	.949
	JS2	.778				1.968					
	JS3	.399				1.229					
	JS4	.815				2.463					
	JS5	.863				2.720					
Diversity Climate (DC)	DC1	.929	.834	.843	.531	3.368	.872				
	DC2	.842				3.621					
	DC3	.841				2.518					
	DC4	.804				2.560					

Exp.; Expression, Fac. L; Factor Loading, (α); Cronbach Alpha, CR; Composite Reliability, AVE; Average Variance Extracted, VIF: Variance Inflation Factor, rho_A: A reliability coefficient (data consistency coefficient), SRMR: Standardized Root Mean Square Residual, d-ULS; The Squared Euclidean Distance, d-G: The Geodesic Distance, NFI: Normed Fit Index

As seen in Table 1, the conditions for the tested data consistency coefficient to be greater than 70% (rho_A≥0.70) were evaluated. As proposed by Fornell and Larcker (1981) in all tests; factor loads of each item in the scale are higher than 40%, the explained mean variance value (AVE) is equal to or higher than 50% (AVE ≥0.50), the combined reliability (CR) value is equal to 70% or high (CR ≥0.70), multicollinearity coefficient less than 5 (VIF<5), data consistency

coefficient greater than 70% (rho_A≥0.70), good fit value greater than 0.08 small (SRMR<0.08), the model good fit values (d-ULS and, d-G) the difference between the correlation coefficients of the model and the experimental correlation coefficients being insignificant (p >0.05), the normed fit index greater than 90% (NF≥0.90) criteria were evaluated (Dijkstra & Henseler, 2015; Hair, Hult, Ringle & Sarstedt, 2017). In this context, it was seen that the validity and internal consistency of the scales were at acceptable levels.

Within the scope of the study, the validity values in the Structure of Covariance were examined for the Diversity Climate scale, which was adapted into Turkish. In order to test the construct validity of the scale based on the noticed covariance matrix, confirmatory factor analysis was performed using the IBM AMOS program with the calculation of the highest likelihood (maximum likelihood). In the analysis, one-factor was tested separately, respectively, and the results were reported. The confirmatory analysis results for the single-factor structure of the scale are shown in Table 2 and Figure 2.

Tablo 2. Diversity Climate Scale Validity Results (IBM SPSS AMOS)

Model	Chi-square (χ^2)	χ^2/ sd	CFI	GFI	TLI	RMSEA
Diversity Climate Model	4.206	2.103	.998	.985	.994	.053

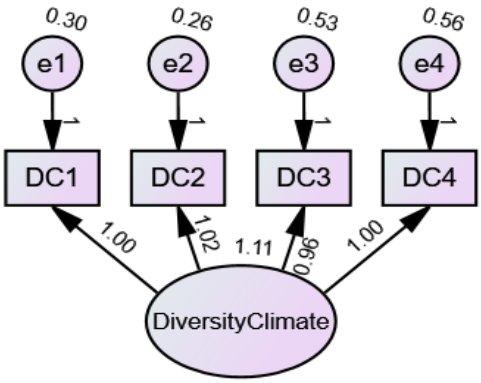

Figure 2. Diversity Climate (IBM SPSS AMOS)

Since a model of the scale in question was previously tested, the questions that sorted the model goodness values were acceptable fit values were reached. The ratio of chi-square value to degrees of freedom ($\chi 2/df<3$), comparative fit index (CFI>.90), goodness-of-fit Index (GFI>.95), Tucker Lewis index (TLI≥.90), and root mean square of estimation error (RMSEA<.08) criteria for the goodness values of the models evaluated (Schermelleh-Engel, Moosbrugger & Müller, 2003). According to these conditions, the model goodness values were found to be within acceptable limits as a one-factor structure, and four items ($\chi 2=4.206$, $p<.000$; $\chi 2/df=2.103$; CFI= .998; GFI= .985; TLI= .994; RMSEA= .053).

In addition to these, measurement equivalence analysis was tested. Multi-group confirmatory factor analysis was applied to analyze the indifference of the Diversity Climate scale in terms of education. This analysis provides a comparison of all values in the structural model in terms of groups. In this context, the scale structure in confirmatory factor analysis, was primarily analyzed for primary/secondary school and high school groups. Then, the obtained common model was sequentially and added to each other regarding the indifference of the statistics calculated on two different groups, and the analysis of factor loads, measurement constants, variance and covariances, and measurement errors in the model was made. In this framework, it was observed that each model did not differ from the previous model for the indifference test (insignificance of the chi-square value, $\Delta RMSEA \leq .006$ and $\Delta TLI \leq .002$: Chen, 2007).

In addition to the analysis of the translation study of the validity and diversity climate scale, cross-load values were examined in order to reveal the discriminant validity values of the scales. It was observed that there were no overlapping items in the cross-load ranges of the scales in question (Fornell and Larcker, 1981; Hair, Black, Babin, Anderson, and Tatham, 2006; Hair et al., 2017; Henseler, Ringle, and Sarstedt, 2015). Moreover as seen in Table 3, the discriminant validity between factors was analyzed by comparing the square root of each factor's AVE for

correlations between factors (Fornell and Larcker, 1981). According to this analysis, it was observed that the square root of the AVE values met the condition of being greater than the correlation values between the factors. According to these values, it was observed that the variables were well differentiated within themselves, with the square root of AVE being greater than the correlation values in the relations between the variables. In addition, when the relationship values between the factors were examined, it was seen that the variables were in a significant relationship with each other.

Table 3. Correlation Relationship of Variables and Discriminant Validity

Variables	**Mean**	**Sd**	Job Satisfaction	Diversity Climate	$\sqrt{AVE}$
Diversity Climate	3.6250	1.09958	.782**	1	.855**
Job Satisfaction	3.5954	1.06911	1	.782**	.728**

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

In the study, partial least squares path analysis (PLS-SEM) was used to test the hypotheses. Data collected from 392 employees were analyzed in the SmartPLS statistical program (Ringle, Wende & Becker, 2015; Yıldız, 2020). Within the scope of the study, coefficients of determination (R^2), effect power effect sizes, (f^2) and predictive relevance (Q^2) values, which explain the level of job satisfaction, were examined. These values are shown in Table 4.

Table 4. Research Model Coefficients

Variables	**$R^{2(Diversity\ Climate)}$**	**$f^{2(Job\ Satisfaction)}$**	**Q^2**		
			SS0	**SSE**	**(=1- SSE/SSO)**
Diversity Climate		7.763	1568.000	1568.000	
Job Satisfaction (JS)	.886		1960.000	1144.390	.416

R^2; Coefficients of determination, f^2; Effect Sizes, Q^2; Predictive Relevance

Looking at the R^2 values obtained in the research model, it is seen that Diversity Climate explains Job Satisfaction by 88.6%. Having an effect size value (f^2) equal to or above 0.02 is

weak; More than or equal to 0.050 is moderate; A value equal to or above 0.350 indicates a high correlation (Cohen, 1988). When the results of the study were examined, it was seen that Diversity Climate had a high effect size. In addition, the fact that the predictive power coefficients (Q^2) calculated in the study were greater than zero showed that the research model had the power to predict endogenous variables (Hair et al., 2017), while the study model additionally showed that the Job Satisfaction variable had predictive power.

In order to investigate the effect within the scope of the study, as seen in Table 5, it was observed that Diversity Climate had an effect on Job Satisfaction (β=0.941; $p<0.05$). In other words, diversity climate affects job satisfaction in the same direction. This result supports the H_1 hypothesis of the study.

Table 5. Hypothesis result

Model	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Diversity Climate-> Job Satisfaction	0.941	0.944	0.015	61.788	**0.000**

According to the result of research, it's clearly that as diversity climate increases, job satisfaction is increasing. The findings obtained as a result of all analyzes of the study are shown in Figure 3.

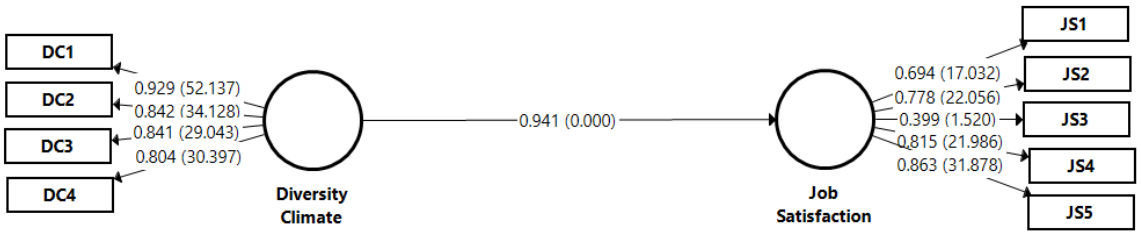

Figure 3. Result of Research

This result of the study is directly supported by Pitts (2009). Moreover, King, Dawson, Kravitz, & Gulick (2012) showed that the results of individuals on their job attitudes were affected by the phenomenon at the organizational level. These findings highlight the importance of engaging in ethnic discrimination as a result of diversity training and its effects on employee attitudes. In other words, King et al. (2012) showed that satisfaction of employees is an important part of diversity climate and management. In addition, Cole & Cooper (2015) researched study about diversity climate satisfaction and Turnover Intentions. This study emphasized that both employees' demographic characteristics (race/ethnicity) and values (diversity value beliefs) are related to job satisfaction in a climate of diversity. Another study in the literature that indirectly supports the results of this study is the study of Chung, Liao, Jackson, Subramony, Colakoglu & Jiang (2015). Using data collected from 1,652 managerial employees in 76 business units, Chung et al. (2015) assessed the cross-level effects of unit-level relationship and task-related fault line strength and diversity climate on individual-level loyal behavior of managerial employees. They found that there is a negative relationship between gender fault line strength and loyal behavior and a positive relationship between diversity climate and loyal behavior. In this relationship, it is indirectly mentioned that job satisfaction can be achieved indirectly. The difference of this study from the above-mentioned studies in the literature is that it reveals that diversity climate explains job satisfaction at a high level.

CONCLUSION

This study was conducted to analyze the effect of a diversity climate on job satisfaction in organizations, which is one of the important steps for the management of diversity. According to the results of the study, it was seen that the climate of diversity in organizations affected job satisfaction in the same direction, at a high level and significantly. It has been observed that especially women working as blue collar workers are exposed to diversity and therefore their

expectation levels decrease. The results of the study showed that diversity management can occur with the increase in the level of diversity climate of individuals and this increase is an important antecedent variable that increases job satisfaction. This conclusion, which can be seen as a theoretical contribution to the literature, is that diversity management should not be limited to studies related to culture.

In the light of the findings obtained within the scope of the study, it has been seen that the studies on this subject in the literature are insufficient. For this reason, it is recommended that researchers turn to studies on diversity and job satisfaction experienced by blue-collar women in the organization. In addition to these, it is recommended that practitioners reduce the discriminatory behavior of blue-collar managers or leaders in their organizations against female employees. In addition, it is necessary to establish diversity management systems in organizations and to protect especially female employees in this regard.

Undoubtedly, there are some limitations in the evaluation of the results. Limitations of sample size, working with cross-sectional data, and common method variance should be taken into account in the evaluation of the results.

Ek 1: Diversity Climate Scale Items

1. Kurmumun/Şirketimin bana adil davranacağına güveniyorum.
2. Kurumum/Şirketim bana çeşitlilik (cinsiyet, dil, din, ırk…) dostu bir çalışma ortamı sağlıyor.
3. Kurumum/ Şirket benim gibi çeşitliliğe (cinsiyet, dil, din, ırk…) sahip insanların görüşlerine saygı duyar.
4. Üst düzey yöneticilerimiz, çeşitliliğe (cinsiyet, dil, din, ırk...) görünür bir bağlılık gösteriyor.

5'li likert yapı tipi= 1: kesinlikle katılmıyorum, 2: katılmıyorum, 3: pek katılmıyorum, 4: katılıyorum, 5: tamamen katılıyorum.

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