



Diversity management and organisational citizenship behaviour: A sequential mediation effect of inclusive climate and affective commitment

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Abstract. *Purpose.* According to research on diversity, an employee's organisational citizenship behaviour (OCB) is directly impacted by their experiences of the firm's diversity-related policies or measures. The underlying mechanisms that underlie this link, however, are largely unknown. This study's objectives are focused on investigating the relationship between diversity management and OCB as well as giving an in-depth knowledge of the sequential mediating impact of an inclusive climate and employees' affective commitment between this link. *Approach.* A quantitative research approach was used, and the sample consisted of 347 employees in India. SmartPLS4 was used to carry out the investigation. *Findings.* The findings showed a direct relationship between diversity management and OCB, which is achieved through the two suggested mechanisms, both of which are involved directly and indirectly. The results also highlighted how critical it is to develop effective diversity management initiatives since they enhance employee commitment and the working environment. *Implications for practice.* The investigation grows increasingly significant from a management perspective in a worldwide context where businesses are interacting with increasingly varied labour forces. Firms can capitalise on the advantages while projecting a better view of diversity management. *Value of the results.* This study offers novel and important findings since it combined the four key variables into one framework while also focusing on a sequential mediation analysis of inclusive climate and affective commitment.

Keywords: diversity management, inclusive climate, affective commitment, organisational citizenship behaviour, human resource diversity management, inclusion, smartPLS.

Introduction

Financial reforms, globalisation, sociocultural change, and evolving consumer attitudes have compelled businesses all around the world to diversify their workforces which has resulted in a significant rise in workforce diversity. It is impossible to ignore the significance of diversity in the

labour force given that it has evolved from a legal obligation to a strategic need. Researchers working in the arena of diversity investigated the effects in line with the growing interest in diversity issues and have concluded that employing varied labour improves performance by allowing for the exploration of various consumer markets, the generation of innovative analytical techniques, and improved image and goodwill (Ely, Thomas, 2001). It has also been recommended that businesses practise “diversity management” in order to incorporate all of these advantages into a cohesive strategy. Diversity management has also been exceedingly popular among scholars and has been a topic of several published papers due to its explicit influence on multiple organisational outcomes (Choi, Rainey, 2010; Gilbert et al., 1999; Pitts, 2009). One such outcome which has been established by the past literature is organisational citizenship behaviour (hereinafter OCB) is quite relevant in the present scenario (Podsakoff et al., 2000). Over time the construct (OCB) has been thoroughly investigated to understand its complex nature in depth from various perspectives and dimensions and has been found to influence firm profits, employee retention, and efficiency (Martdianty Tjoeng, 2022).

Given that there is a wealth of evidence to support from studies in this field that Diversity management influences OCB and that many contextual factors might be crucial in understanding this connection (Mousa et al., 2020). This research intends to address a void in research by examining the scope of diversity management on OCB, particularly revealing if its influence is a result of direct or indirect impact via additional factors. Despite prior demands to investigate the different ways that OCB gets affected, there is ambiguity on other factors mechanisms and processes, especially their integration effect on OCB (Podsakoff et al., 2000). Moreover, the link between diversity management and OCB has been found to have mixed results with some researchers agreeing while some disagreeing. The cause for this can be better understood when studying intervening variables such as inclusive climate and affective commitment. As was stated, an inclusive climate is created when diversity is properly managed via rules, policies and procedures (Shore et al., 2018). However, only those policies that are perceived positively by the workforce can create a positive inclusive climate (Nishii, 2011). Thus, it is significant to improve diversity management within the company particularly because it creates a welcoming work climate and encourages an emotional bond with the company which facilitates OCB. Over the years researchers have pointed out multiple individual mediating variables in the diversity management and OCB link such as affective commitment and others studied inclusive climate (Ashikali, Groeneveld, 2015; Bizri, 2018). Employees are then more inclined to support the company outside of the parameters of the written contracts as a result of these two causes. However, there is a paucity to incorporate these closely associated variables and study them all together. Furthermore, the body of literature on the overall effects of diversity management on OCB in Indian firms is very limited. Thus, the authors content to investigate inclusive climate and affective commitment as serial mediators between the diversity management connection to OCB.

Literature review and hypotheses development

Relationship between diversity management and organisational citizenship behaviour

Diversity management can be explained as voluntary organisational programmes created to increase the involvement of all personnel in official corporate practices and unofficial networks that ensure all associated individuals’ fairness, respect, acceptance, and involvement in such manner which advances their organization’s goals (Bizri, 2018; Gilbert et al., 1999). It refers to particular strategies and procedures that improve hiring, promoting, and retaining workers that are unique from the bulk of the personnel in a company (Mor Barak et al., 2016). Earlier diversity management was planned such that it dealt with managing any differences, including people’s talents, expertise, and knowledge in the

workplace so that it was in compliance with legislations such as equal employment opportunity and affirmative action which were made and implemented in the United States (Martdianty, Tjoeng, 2022). Later its focus was shifted to not solely increase the population of minorities but to create policies that would assist in managing daily operations and address cultural differences within these groups. It is suggested for firms to capitalise on diversity, they ensure a culture of inclusion by utilising diversity management policies which are fair and equal (Shen et al., 2010).

Based on the social exchange theory which predicts that employees feel motivated to participate in social and cultural events in exchange for beneficial outcomes (Blau, 1986). When employees have good and positive experiences due to the effective application of diversity management, it is believed that they would repay the favour by displaying preferred activities which are advantageous to the organisations. The foundational element of social contact and group dynamics is this desire to respond in a manner which returns those advantages (Blau, 1986). Similarly to this, it may be claimed that the effectiveness of diversity management depends upon how people perceive it and its influence on their feelings and actions. R. Bizri also emphasized that the organisation will benefit more from diversity management initiatives which have the potential to influence employee behaviour as the rules and regulations imposed by the company will lead to shared common values (Bizri, 2018).

Q. W. Organ (1988) defined OCB as individual behaviour which is neither mandated nor is it rewarded via a formal reward system in an organisation but when exhibited it greatly increases systems efficiency (Organ, 1988). These efforts are completely voluntary and outside the roles of employees which may or may not give any tangible return in the future (Mohanty, Panigrahi, 2022). OCB refers to the activities employees perform which are not mentioned in their formal contracts and their unfulfillment does not invite punishment. Its theoretical foundation can also be traced to social exchange theory. The organization's positive attitude inspires workers to provide more than is required of them by their jobs in return.

Diversity management is considered to be a crucial strategic tool to obtain an edge over competitors in the market. Diversity management seeks to treat staff members fairly as well as equitably in relation to decision-making and work-related results. With the aim to acknowledge the contributions of minorities, practises for managing diversity are non-discriminatory throughout all HR processes. These procedures benefit the organisation enhancing organisational cohesion by fostering collaboration between diverse groups and helping to include underrepresented groups in top management and leadership positions (Shen et al., 2009). Several researchers have emphasised the role of diversity and its ability to impact employee outcomes both positively as well as negatively (Choi, Rainey, 2010).

To confirm the existence of such benefits human resources management (HRM) researchers have explored the several individual, group and organisational level consequences of diversity management (Singh, Banerji, 2022) such as turnover intention, satisfaction, commitment, and OCB in the past (Yadav, Lenka, 2020). For example, a recent study done in the service sector of Kuwait depicted a positive and significant relation of diversity management on OCB (Youssef et al., 2020). When employees feel that they are an integral part of the company, organisational inclusion and employee work engagement act as mediators between diversity management and OCB (Martdianty, Tjoeng, 2022). In the same vein, a study on Egypt's healthcare sector revealed that a positive perception of diversity management resulted in higher OCB and also had a mediating role in workplace happiness and OCB (Mousa et al., 2020). Research on a Chinese sample revealed effective DM strategies in HRM such as in remuneration, training and development, performance evaluation, and, hiring are favourably connected with OCB (Shen et al., 2010). Another recent research showed that in order to support OCB, firms needed to pay adequate consideration to organisational justice as the equal and fair treatment of current and future employees might have considerable influence

on their citizenship behaviour (Khaola, Rambe, 2020). However, a recent study found that there was not a substantial direct influence of diversity management on OCB which leads us to ponder that there might be other variables intervening in this relationship (Martdianty, Tjoeng, 2022). Therefore, it's indeed logical to assume that a firm's diversity management initiatives can, either explicitly or implicitly, encourage staff to behave in a way that supports organisational citizenship. Unexpectedly, there hasn't been much attention paid to this area of study despite demands from the past to investigate the attitudinal variables that explain the connection to OCB.

H1: Diversity management is positively associated with organisational citizenship behaviour.

Mediating effect of inclusive climate

An atmosphere of justice-related incidents linked to the distribution of power and the perception of inclusion or exclusion among individuals from social groups are indicative of the diversity climate within an organisation. Inclusive climate is one of the several sub-domain of diversity climate. Even though diversity climate and inclusive climate are utilised in similar veins they have some recognizable differences. When talking about such work climates, diversity climate is studied more often however, it is an individual perception of the firms' policies and practices whereas inclusive climate has a much broader scope and is the perception of a collection of people in the organisations' actions regarding its commitment to diversity (Nishii, 2011; Shore et al., 2018).

Along with the conceptual lens of social exchange theory, the theoretical explanation of social identity theory also helps justify the voluntary behavioural changes of workers. According to social identity theory, people prefer to evaluate and assess themselves as compared to others and categorise them based on their beliefs of how like-minded or different they are into either in-groups or out-groups (Ashforth, Mael, 1989). It helps explain the interactions between people outside of a particular group are influenced by one's feelings about group membership. Social identity theory which outlines the dynamic linkages among social groups supports the reasoning behind why some firms show better results than others (Tajfel, Turner, 2004). Several researchers have also explained the connection among diversity management and inclusive climate using the lens of social identity theory (Ashikali et al., 2021). A review by concluded that diversity management practices possess the ability to affect how inclusively the organisation is seen by its target audience and these initiatives which foster an inclusive climate are frequently linked to successful results (Shore et al., 2018). By fostering a sense of inclusion among organisational members via diversity management practices, an inclusive climate can counteract the detrimental ramifications of diversity (Mor Barak et al., 2016). However, only those diversity management efforts which are targeted to promote inclusion in an organisation can have the intended positive effects. Businesses that promote a shared feeling of belongingness and commonality among their workforce have a strong influence on inclusive culture.

It was discovered a positive opinion of diversity management increased inclusive culture when studied on a sample of the Dutch population (Ashikali, Groeneveld, 2015). An inclusive climate can attract both minority and majority groups in an organisation. The majority groups generally agree that varied insights and unique information gained from a diverse workforce may be used to gain an edge over the competition. On the other hand, minority workers experience a sincere commitment to diversity through a positive perception of an inclusive climate which results in reduced mistrust and scepticism of the management (Li et al., 2019). Inclusive climate is created with an emphasis on fostering a fair environment and framework for all groups, with a focus on disadvantaged groups utilizing policies, practises, and agencies' behaviours (Panicker et al., 2018). Research has indicated that collective attitudes toward fair and equal treatment of workers may generate an inclusive environment that results in favourable effects for the firm including enhanced OCB (Martdianty, Tjoeng, 2022; Nishii, 2011). A. Panicker with colleagues studied a sample of the

higher education sector in India and found that a favourable climate for inclusion produced via thoughtfully developed policies along with committed leadership will likely lead to elevated levels of OCB (Panicker et al., 2018). Therefore, the subsequent hypothesis is framed to assess this relationship.

H2: Inclusive climate acts as mediating variable between diversity management and OCB.

Mediating effect of affective commitment

The premise that a positive implementation and its positive perception diversity management will have a favourable impact on workers' views, behaviour, and productivity may be deduced based on our understanding of diversity management as explained above. J. Meyer and N. Allen propositioned three different types of commitment in their founding research; affective, continuance and normative, out of which affective commitment is commitment evolving from the emotional connection of workers to the firm, which has received the most attention from researchers (Meyer, Allen, 1984). When management techniques are favourably appreciated by employees, they will reflect several positive values such as commitment visible through their behaviour patterns (Ashikali, Groeneveld, 2015; Nishii et al., 2008). A one study found that diversity management had a direct significant impact on organisational commitment (Kundu, Mor, 2016). R. Bizri depicted results which shed light on the positive connection between diversity management and OCB via the intervening impact of affective commitment (Bizri, 2018). Moreover, as per social identity theory, those who are more affectively committed are more prone to develop a connection with the organisation and they tend to see organisational issues as their personal issues. Such employees are not obligated to help their fellow colleagues or the organisation itself, yet affective commitment greatly influences their actions. When employees perceive the organisations actions to be in sync with their assurances, they view this as promise fulfilment and therefore answer with increase in affective commitment. Employees' affective commitment grows when they experience being an essential part of the organization's operations. Thus, they are more actively involved in achievement of organisational goals and thereby have higher OCB (Lee et al., 2021). According to a recent study, OCB and affective commitment was found to have a strong link which was proven to be quite reliable over the years (Eisenberger et al., 2019). Several researches in the field have demonstrated a positive and beneficial effect of affective commitment on OCB (Khaola, Rambe, 2020; Moshabaki et al., 2013; Ribeiro et al., 2021). Thus, the hypothesis was framed as:

H3: Affective commitment acts as a mediator between diversity management and OCB.

Sequential mediating effects of inclusive climate and affective commitment

The aforementioned discussions make it abundantly evident that an optimistic outlook towards diversity management directly affects the development of an inclusive climate, which then opens the door for increased affective commitment and improvement of OCB in employees. As described by social exchange theory, if the employees' sense of inclusion is high, they are going to feel affectively committed since affective commitment indicates to an employee's sense of belonging to the firm. Fostering an inclusive climate has been shown to impact several favourable attitudinal and behavioural effects such as commitment, retention and OCB (Li et al., 2019; Shore et al., 2011). Previous studies have also examined this link between inclusive climate and affective commitment and found a positive association among them (Ashikali, Groeneveld, 2015; Gonzale, DeNisi, 2009). As a result, the current work proposes a serial mediation model to provide a clearer comprehension of impact of inclusive climate and affective commitment in-between diversity management and OCB. Thus, the authors propose the hypothesis:

H4: Inclusive climate and affective commitment sequentially mediate the relationship between diversity management and OCB.

The conceptual model depicts the four major constructs taken in the present study as visible in Figure 1. Diversity management is the exogenous variable; inclusive climate and affective commitment are the mediators, and OCB is the endogenous variable. The theoretical foundations needed to understand OCB in employees are social exchange theory as well as social identity theory (Ashforth, Mael, 1989; Blau, 1986). Since social exchange theory builds itself on the reciprocity nature of employees to return the benefits received in the organisation, a positive human resource practice such as diversity management results in employees returning the favour via a change in their attitudes and behaviours preferable by the company (Martdianty. Tjoeng, 2022). The present study asserts that a company which positively implements and projects its diversity management practices to employees can lead to formation of an inclusive climate which then motivates and improves affective commitment thereby elevating OCB.

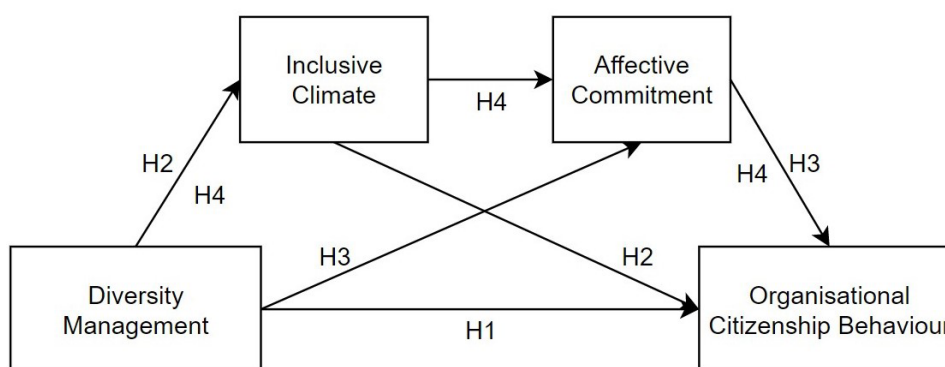


Figure 1. Conceptual model

Methodology

Participants and procedure

A quantitative research design was utilised using a random sampling method was used. A deductive approach had greater relevance and was more applicable when creating the plan for research design (Sekaran, Bougie, 2016). This sampling technique ensured that the present research could generate generalisable results. This sample for the present research was conducted on an Indian population from companies situated in the NCR region from employees who had worked in the organisation for a minimum one year. The sample was collected from several sectors and industries to holistically comprehend the impact of diversity management on OCB.

The survey was collected with an online self-administered questionnaire floated via Google Forms. Such online surveys are becoming more and more popular in quantitative research (Van Selm and Jankowski, 2006). The minimal sample size recommended by F. Hair with colleagues is five times the total indicators required for analysis in SEM (Hair et al., 2010). The final sample size was 347. The demographic profile of the sample is given in Table 1. Data analysis was completed using PLS-SEM in SmartPLS.4 software. First the conceptual model was tested for its convergent as well as discriminant validity. After testing the outer model then, the inner model was studied to assess and examine the hypothesis.

Measures

The independent variable i.e., Diversity management, two mediating factors i.e., inclusive climate and affective commitment and dependent variable i.e., Organisational citizenship behaviour, along

with demographic factors of the respondents (age, gender, level of education and experience) were rated on a five-point Likert scale.

Table 1. Demographic profile

Variables	Category	Sum	Percentage (%)
Age (in years)	20-25	79	22.77
	26-35	149	42.94
	36-45	89	25.65
	46-55	24	6.92
	Above 55	6	1.73
Gender	Male	203	58.50
	Female	144	41.50
Level of education	Diploma	20	5.76
	Graduate	159	45.82
	Post-Graduate	144	41.50
	Doctorate	24	6.92
Experience (in years)	1 to 5	132	38.04
	6 to 11	113	32.56
	11 to 15	78	22.48
	16 to 20	19	5.48
	Above 20	5	1.44

Diversity management was gauged via questionnaire developed by D. Pitts which has three questions (e.g., “Managers / supervisors / team leaders work well with employees of different backgrounds”) (Pitts, 2009). The present study utilised organisational citizenship behaviour towards the organisation (OCB-O) as described by K. Lee and N. J. Allen using an eight-item scale including sample items “I try to keep up with developments in the organization” (Lee, Allen, 2002). An eight-item scale was also used to gauge the inclusive climate with the sample item “My team values the work-life balance of team members” (Ashikali et al., 2021). Affective commitment adapted the six-item scale with sample items “I feel ‘emotionally attached’ to this organization” (Allen, Meyer, 1996) reliability, and factor structure of the Affective, Continuance, and Normative Commitment Scales (N. J. Allen and J. P. Meyer; see records 77-21260 and 71-32952).

Data analysis findings

Discriminant and convergent validity

The outer measurement model of the study was assessed to confirm the reliability and validity (Hair et al., 2017). As can be seen in Table 2, the outer loadings of all the constructs were well above 0.70 and the internal consistency i.e., Cronbach’s Alpha of every variable ranged from 0.895 to 0.947 and composite reliability ranged between 0.901 to 0.956 which were in acceptable range. In addition, AVE values were all over 0.50, which is the lowest acceptable threshold needed to prove convergent validity. Finally, VIF values which are calculated to measure multi-collinearity were also within the threshold value of 5.

Furthermore, to examine the discriminant validity, there are two more criteria Heterotrait-Monotrait (HTMT) and Fornell — Larcker criterion which were evaluated as shown in Table 3. The degree of the variance between two theoretically connected ideas is determined by discriminant validity. HTMT values were less than the threshold value of 0.90 as was advised (Hair et al., 2014). Also, the bold highlighted diagonal AVE square root’s values were higher than their corresponding

construct correlation coefficient which implied discriminant validity for all constructs. Therefore, discriminant validity was established. Thus, the scale's outer model measurements were approved for further testing of the structural model.

Table 2. Outer model measurements

Variables	Mean	SD	Outer loading	VIF	α	rho_a	rho_c	AVE
Affective commitment					.926	.939	.942	.731
AC1	2.844	1.012	.789	2.958				
AC2	3.159	1.142	.822	2.557				
AC3	3.040	1.156	.880	2.883				
AC4	3.029	1.110	.863	3.004				
AC5	3.124	.998	.874	3.989				
AC6	3.023	1.159	.897	3.883				
Diversity management					.895	.901	.934	.826
DM1	3.450	1.149	.936	3.449				
DM2	3.337	1.295	.902	2.521				
DM3	3.576	1.061	.888	2.613				
Inclusive climate					.947	.952	.956	.731
IC1	3.346	1.318	.892	4.157				
IC2	3.262	1.287	.888	4.629				
IC3	3.628	1.059	.868	3.424				
IC4	3.369	1.264	.894	4.463				
IC5	3.513	1.106	.822	3.754				
IC6	3.519	.952	.817	3.335				
IC7	3.478	.873	.744	2.149				
IC8	3.516	1.230	.904	4.743				
Organisational citizenship behaviour					.941	.949	.951	.708
OCB1	3.375	.929	.835	3.910				
OCB2	3.473	1.194	.862	4.019				
OCB3	3.334	1.122	.719	2.744				
OCB4	3.476	1.053	.846	3.592				
OCB5	3.490	1.080	.869	4.729				
OCB6	3.545	1.297	.904	4.844				
OCB7	3.427	1.150	.886	4.272				
OCB8	3.406	1.068	.793	3.811				

Table 3. Discriminant validity (HTMT and Fornell — Larcker criterion)

	HTMT				Fornell — Larcker criterion			
	AC	DM	IC	OCB	AC	DM	IC	OCB
AC					.855			
DM	.597				.548	.909		
IC	.668	.675			.637	.630	.855	
OCB	.679	.647	.832		.648	.602	.798	.841

Structural model assessment

The suggested model was evaluated upon confirming that it had acceptable reliability and validity. Furthermore, to assess the model's quality three criteria were judged which are the Coefficient of determination R^2 , f^2 and Q^2 . As visible in Table 4, endogenous variables coefficient of determination (R^2) values were 0.442, 0.397, and 0.678 which were adequate and lie in the moderate range. Secondly, the effect size (f^2) ranged from weak to strong, and the effect of diversity management (0.023) and affective commitment (0.074) on OCB was weaker than inclusive climate on OCB (0.528). Diversity management effect on affective commitment was also weak (0.064), but

the effect of inclusive climate on affective commitment (0.254) was moderate. Lastly, the effect of diversity management on inclusive climate was stronger than the rest (0.657).

Finally, Q^2 values of all endogenous variables i.e., affective commitment (0.295), inclusive climate (0.389) and OCB (0.355) were all above zero which depicts predictive relevance (Hair et al., 2017). The good model fit (GoF) was further reinforced by the SRMR value (0.077) and the NFI value (0.685).

Table 4. Effect size, R^2 , Q^2 and model fit values

	AC	f^2 IC	OCB	R^2	Q^2
AC			.074	.442	.295
DM	.064	.657	.023		
IC	.254		.528	.397	.389
OCB				.678	.355
Model Fit		SRMR		NFI	
		.077		.685	

In the interest to evaluate the hypotheses suggested for the research, an analysis utilising structural equations was performed. A bootstrapping approach with 10,000 sub-samples was applied to test the direct and indirect relationships of hypothesised model. The outcome of bootstrapping are visible in Table 5 and Figure 2. For the objective to assess the direct link, results indicated that diversity management positively affected OCB ($\beta = 0.115$, t -value= 2.1045, $p < 0.05$). Therefore, Hypothesis 1 which postulated that diversity management was positively associated with organisational citizenship behaviour was supported. Furthermore, H2 which put forward the mediating effect of inclusive climate between diversity management and OCB was also confirmed by the results ($\beta = 0.374$, t -value= 7.122, $p < 0.001$).

Table 5. Hypotheses results

Hypothesised path	β	SD	t	p	BC 95% CI	Results
Direct path						
H1: DM \rightarrow OCB	.115	.056	2.045	.041	(.008, .338)	Supported
Mediating effects						
H2: DM \rightarrow IC \rightarrow OCB	.374	.053	7.122	.000	(.272, .478)	Supported
H3: DM \rightarrow AC \rightarrow OCB	.050	.022	2.294	.022	(.017, .105)	Supported
H4: DM \rightarrow IC \rightarrow AC \rightarrow OCB	.063	.025	2.506	.012	(.024, .125)	Supported

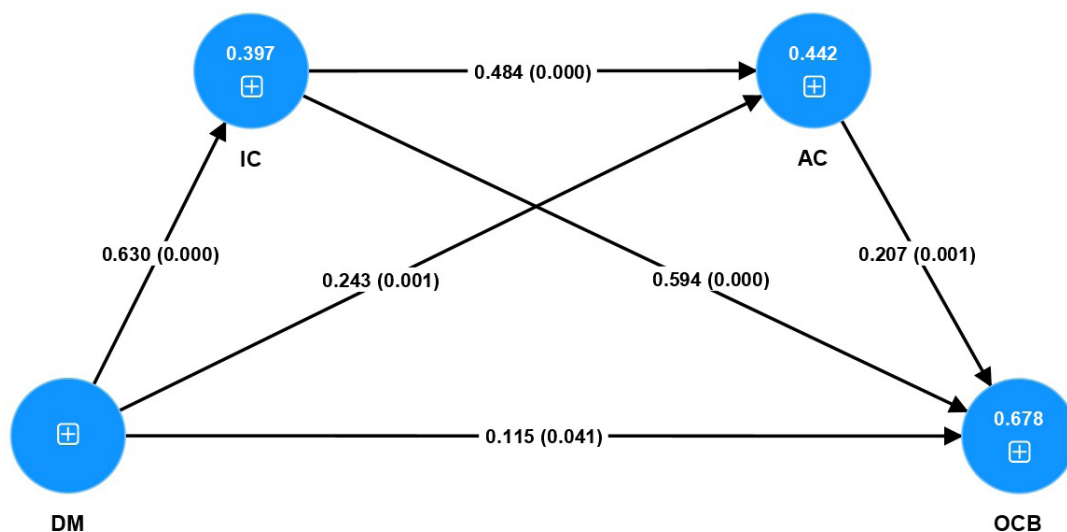


Figure 2. Structural model

Moreover, the results of another mediating effect examined in Hypothesis 3 which suggested that inclusive climate mediated the link between diversity management and OCB ($\beta = 0.050$, t -value = 2.294, $p < 0.05$) was also supported. Lastly, the indirect association between diversity management on OCB via the sequential mediating effect of inclusive climate and affective commitment depicted a significant relationship ($\beta = 0.063$, t -value = 2.506, $p < 0.05$). Therefore, H4 was fully supported. Alternatively put, diversity management can positively influence OCB through the creation of a positive and inclusive work climate which creates attitudinal changes such as enhancing their affective commitment.

Discussion

In keeping with the growing attention to diversity issues, scholars have looked into the effects of workplace diversity and come to the conclusion that its efficient management increases organisational performance whilst also recognising broad target markets, coming up with creative problem-solving methods, and fostering positive reputation (Mor Barak et al., 2016; Yadav, Lenka, 2020; Youssef et al., 2020). The present study evaluated the diversity management and OCB link in the presence of two intervening variables (inclusive climate and affective commitment) using the bootstrapping method in SmartPLS4 software. This study looks at four elements of the relationships: the first is the direct association between diversity management and OCB; second the mediating effects of inclusive climate; third the mediating effects of affective commitment; and finally, the serial mediating effects of inclusive climate and affective commitment in between diversity management and OCB. The outcomes of the current research help in furthering the knowledge on diversity management and OCB (Kundu, Mor, 2016; Shen et al., 2009). All four hypotheses of the research were confirmed. Our study showed the impact of diversity management was significantly related to OCB. This was in line with the findings of earlier research which depict a direct positive correlation between diversity management and OCB (Mousa et al., 2020; Youssef et al., 2020). The results supported the authors' assumption on the grounds of social exchange theory that workers tend to return the efforts provided by the firm when they feel it cares for them.

The outcome also indicated that inclusive climate behaved as a mediator between employees' perception of diversity management which lead to improved OCB of employees. This behaviour was in accordance with social identity theory which explains an individual's affiliation with a group and the significance they associate with it. This finding is consistent with prior studies which proposed that diversity management improves inclusive climate with then impacts OCB (Ashikali, Groeneveld, 2015; Khan, Jabeen, 2019).

The data analysis also supported the suggested mediation hypothesis of affective commitment. The outcomes revealed a positive association between diversity management which resulted in a positive effect in their behaviour therefore impacting affective commitment and OCB confirming the norm of reciprocity explained via social exchange theory. Employees are more inclined to experience an elevated feeling of affective commitment towards their organisation in an environment where diversity management initiatives are successful, leading to a meaningful sense of connection between them and the company.

The main finding of the study revealed that inclusive climate and affective commitment behaved as mediators and influenced the link between diversity management and OCB. This depicted that when employees feel their organisation is adequately integrating diverse employees through real-life practice, they reciprocated with a rise in preferred employee behaviour. This emphasises how crucial it is for organisations to create an inclusive work climate because it leads to improved attitudes and behaviours. A better inclusive climate boosted affective commitment which then resulted in

improved citizenship behaviour. Since the direct and indirect paths between the variables were both significant, this indicated that there is partial mediation between them (Zhao et al., 2010). Therefore, inclusive climate and affective commitment act as serial mediators and have a partial mediating effect in the above relationship.

Implications

The current study presented crucial academic significance for diversity management. First of all, building on the social exchange theory, it proved that OCB is substantially predicted by employee perception of diversity management. This research also utilised social identity theory and depicted that the connection between diversity management and OCB is even so substantial when inclusive climate and affective commitment are added to the mix. This represents that other attitudinal changes also occur when diversity management perceptions are positive. Multiple pathways which depict integrative relationships with each other are presented inside one cohesive causal pathway. As per the authors' knowledge and understanding, the present model which presents inclusive climate and affective commitment as mediators in the diversity management and OCB link is original and novel. A previous study studied all four variables together however their research was different as they had taken affective commitment as a dependent variable along with OCB (Ashikali, Groeneveld, 2015). Thus, studying them conjointly provided an improved mechanism to study OCB. Such a study has also not been done in India especially since the majority of the diversity and OCB research is done in a Western context. The investigation grows increasingly significant from a management perspective in a worldwide context where businesses are interacting with increasingly varied labour forces. Firms can capitalise on the advantages while projecting a better view of diversity management. Well-structured diversity initiatives have a favourable influence on the hiring and retention of the skilled labour force. The findings also shed light on the importance of creating proper diversity management programmes as they result in improved work climate and commitment of employees. Moreover, a recent study on the Hotel industry stated that supervisors' subjectivity of diversity management efficacy frequently served as a driving force behind it (Manoharan et al., 2019). Thus, the authors propose training for managers in regard to diversity initiatives.

Limitations

There are several restrictions on the present study. First, all constructs were included in a self-reported questionnaire, which has a tendency of introducing common method bias. Also, research design of the study is cross-sectional thus understanding and finding causal links is outside the scopes. Future studies can be longitudinal so as to further understand the relationships. The sample population serves as a limiting factor as it was from the NCR region in India. Finally, the partial mediating result of inclusive climate and affective commitment suggests that there might be other variables which have the ability to impact OCB. Other factors such as leadership, gender, and job satisfaction can also be studied as intervening variables in between this link of diversity and OCB.

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Управление разнообразием и организационное гражданское поведение: последовательный опосредующий эффект инклюзивного климата и аффективной приверженности

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Аннотация. *Цель.* Согласно исследованию разнообразия, организационное гражданское поведение (*organizational citizen behavior*) сотрудника напрямую зависит от его опыта взаимодействия с политикой или мероприятиями фирмы, связанными с разнообразием. Однако основные механизмы, лежащие в основе этой связи, в значительной степени неизвестны. Цели этого исследования сосредоточены на изучении взаимосвязи между управлением разнообразием и организационным гражданским поведением, а также на предоставлении углублённых знаний о последовательном опосредованном воздействии инклюзивного климата и аффективной приверженности сотрудников на эту связь. *Подход.* Был использован количественный исследовательский подход. Выборка состояла из 347 сотрудников в Индии. Для проведения исследования использовался статистический пакет SmartPLS4. *Результаты.* Результаты показали прямую связь между управлением разнообразием и организационным гражданским поведением, которая достигается с помощью двух предложенных механизмов, оба из которых задействованы в ней прямо и косвенно. Результаты также подчёркивают, насколько важно разрабатывать эффективные инициативы по управлению разнообразием, поскольку они повышают приверженность сотрудников и обогащают рабочую среду. *Значение для практики.* Исследование обретает всё большую значимость с точки зрения управления в мировом контексте, где предприятия взаимодействуют со всё более разнообразной рабочей силой. Фирмы могут извлечь выгоду из преимуществ, одновременно проектируя лучшее представление об управлении разнообразием. *Ценность результатов.* Это исследование предлагает новые и важные результаты, поскольку оно объединило четыре ключевые переменные в одну структуру, а также сосредоточилось на последовательном посредническом анализе инклюзивного климата и аффективной приверженности.

Ключевые слова: управление разнообразием, инклюзивный климат, аффективная приверженность, организационное гражданское поведение, управление разнообразием человеческих ресурсов, инклюзивность, метод наименьших частичных квадратов.