



Does Diversity Management Practices influence Organizational Commitment among employees in India?

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Research Objective

To identify the relationship between employees' perception about the diversity management practices in organizations and Organizational commitment in an Indian context.

Significance of Diversity



Literature Review

Diversity Management Practices in organization

Increased globalization paves way for diversified workforce. Apart from that, research proves that organizations realized the necessity of diversity management as a resource of competitive advantage. Hence in order to sustain in the business, an organization needs to inculcate innovation in its business strategy. It is proven that organizations will yield better profit and returns when the workforce is generationally diversified.

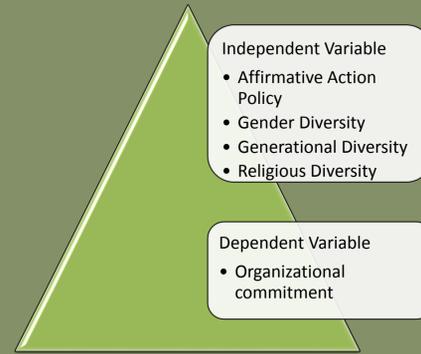
Organizational commitment

Organizational commitment can be divided into Affective, Normative and Continuance commitment. This concept of organizational commitment of an employee can also be influenced by diversity factors in the organization. As work culture and the environment may be perceived as important determinants for an employee to be a part of the organization, the employee may have a set of expectations based on the same. According to employees, the people who realize that their organization enhances and upholds the diversity at their work environment have a positive attitude towards their organization

Research Gap

- Existing research done in this area concentrates more about diversity management practices and its benefits to the organization in terms of improving ROI, profits and so on.
- This research concentrates on the relationship between employees' perception on diversity management practices and organizational commitment in an Indian context.

Variables



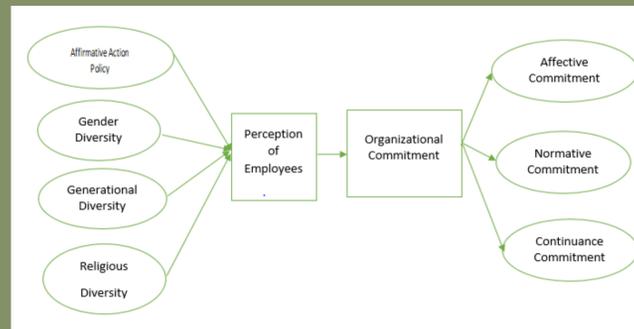
Hypotheses

Hypotheses 1:

There is a significant relationship between employee's perception of diversity management practices and organizational commitment.

H1a: Employee's perception on affirmative action policy will have a significant positive relationship with affective commitment.

Conceptual Model



Research Methodology

Sample: Employees' from various industries, cities in India.

Sample size: 189 responses

Sampling Method: Questionnaire through Convenient Sampling

Analysis: Linear Regression Analysis

Measures: Used five point Likert scale to measure the following variables

- **Affirmative Action Policy:** Diversity management in many organizations is acting as a valuable substitute to the concept of affirmative action which forces the management to base their workforce diversity on certain specific criteria for minorities and women.
- **Gender, Generational and religious diversity:** Workforce of diversified gender, generations like baby boomers, Gen X, Gen Y and different religions.

➤ **Affective commitment:**

Employee will be able to identify himself within the organization and also has a high degree of involvement in his work.

➤ **Normative commitment:**

Employees with Normative commitment are those who value obedience, cautiousness, and formality and hence are obliged to be a part of the organization.

➤ **Continuance commitment:**

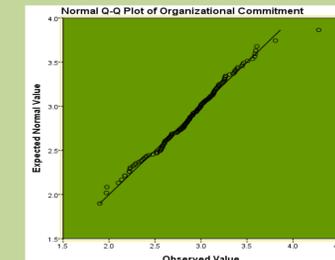
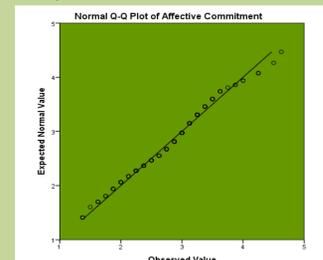
Employees with continuance commitment are calculative in the way that they evaluate the benefits they reap on staying in the organization as against the lost opportunity if they leave the organization.

Table 1. Demographic profile of respondents

Demographics		N=189
Age	Less than 25	130
	25 to 35	49
	Greater than 35	10
Sex:	Male	87
	Female	102
Religion:	Hinduism	174
	Islam	7
	Christianity	8
Experience:	<=1	92
	More than 1 but less than 3	52
	More than 3	45
Industry:	IT & ITES	118
	Others	71
Type:	Public Sector	17
	Private Sector	172

Analysis

The data obtained by floating questionnaire is analyzed using Linear regression. Regression is carried out with organizational commitment and affective commitment as a dependent variable and other variables and demographics as independent.



Variance Inflation Factor

Collinearity Statistics	
Tolerance	VIF
.587	1.703
.830	1.205
.714	1.401
.570	1.754
.877	1.141
.906	1.104
.814	1.229

Variance Inflation factor (VIF) is less than 5 which indicates there is no significant Collinearity between the variables. Hence the model is fit.

Table 2. Dependent Variable: Organizational Commitment

Model	R ² Value	Adjusted R ² Value	Standardized Coefficients Beta	T	Sig.
Affirmative Action Policy	0.289	0.258	.177	2.148	.033
Gender Diversity			.136	1.976	.050
Generational Diversity			.238	3.194	.002
Religious Diversity			.092	1.097	.274
Age			-.210	-3.056	.003
Small Org			.164	2.452	.015
IT			.216	3.059	.003

Table 3. Dependent Variable: Affective Commitment

Model	R ² Value	Adjusted R ² Value	Standardized Coefficients Beta	T	Sig.
Affirmative Action Policy	0.336	0.307	.240	3.023	.003
Gender Diversity			.221	3.309	.001
Generational Diversity			.061	.850	.396
Religious Diversity			.215	2.660	.009
Age			-.209	-3.139	.002
Small Org			.094	1.465	.145
IT			.259	3.789	.000

Results & Discussions

- Results indicate that diversity management practices like affirmative action policy, gender diversity, religious diversity has a significant positive relationship with affective commitment.
- Therefore, organizations that follow diversity practices, employees would tend to feel more belongingness in the organization and also value their organization's problems as their own and exhibit a high degree of commitment towards their organization which would further help in the organization's growth.
- The control variable age has a negative impact on the affective commitment.

Acknowledgement

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