

ALTINBAS UNIVERSITY
FACULTY OF BUSINESS ADMINISTRATION

DEPARTMENT OF MANAGEMENT



**THE IMPACT OF CLIMATE DIVERSITY ON EMPLOYEE
OUTCOMES**

Master Thesis

SONDOS KAYALI

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SONDOS KAYALI

Advisor: Dr. ARZU ÇAKAR

Bu çalışma 27.08.2019 tarihinde yapılmış olan Tez Savunma Sınavında tarafımızca incelenmiş olup, kapsam ve kalite açısından Yüksek Lisans Tezi olmaya yeterli bulunmuştur.

Dr.Öğretim Üyesi Arzu ÇAKAR
(Danışman)



Tez Savunma Sınavı Jüri Üyeleri


Dr.Öğretim Üyesi Arzu ÇAKAR
(Danışman)

Altınbaş Üniversitesi



Dr.Öğr. Üyesi Nevra ARAPOĞLU

Altınbaş Üniversitesi



Dr.Öğr.Üyesi Mehmet ÇİÇEK

Nişantaşı Üniversitesi



Bu çalışma bir Yüksek Lisans tezinin tüm gerekli şartlarını taşımaktadır.

Dr.Öğretim Üyesi Ümmügülsüm ZOR
(Anabilim Dalı Başkanı)



ACKNOWLEDGEMENTS

In the beginning and foremost I would like to thank the Almighty Allah, the most gracious, the most merciful for the power and the knowledge given to reach my level of education and I hope to have the ability and strength to continue this path while remembering the uncounted blessing of Allah.

As well, I would like to thank some special people who have supported me during this journey. Firstly, my dad and mother for believing in me. Thanks to my husband who supporting me since the beginning of my endeavor to continue my education, ask Allah to bless and protect them. As well, I thank my advisor Dr. Arzu Çakar and my previous advisor Dr. Irmak ERDOĞAN who provided their guidance, knowledge and help through every step of this thesis.

Lastly, my thanks to all faculty members in the business department at Altinbas University for their constructive comments in my proposal.

ABSTRACT

Diversity climate, defined as an organizational climate characterized by openness towards and appreciation of individual differences, has been shown to enhance outcomes in diverse teams.

This study has aimed to investigate the impact of diversity climate on employee outcomes. As well, identify trust in workforce as possible moderator on the relationship between diversity climate and employee outcomes.

This study presents a quantitative study (n =193). We replicate earlier findings that perceived diversity climate positively relates to job satisfaction, organizational commitment and turnover intention.

Trust is shown to mediate only the effects of perceived diversity climate on employee' turnover intention.

Keywords: Diversity, workplace, job commitment, job satisfaction, trust, turnover intention. etc..

ÖZET

İş ortamındaki çeşitlilik kurum ve kişiler arası farklılıklar olarak bilinmekle birlikte iş ortamındaki ekip çalışmalarını destekleyen ve üretimin artmasına yardımcı olan en büyük etkenlerden birisidir.

Bu çalışma, insan kaynakları açısından çeşitli ve zengin ortamlara bünyesinden barında iş ortamlarının personeller üzerindeki etkisini araştırmaktadır.

Bununla birlikte güven kavramı: çeşitlilik bakımından zengin olan şirketlerin insan kaynakları ve personeller üzerinde ortak bir bağ görevi görmektedir.

Bu çalışma kendi alanında özel bir çalışma (N = 193) sunmaktadır. Bu çalışmanın sonuçlarına göre çeşitlilik açısından farkındalıkları barındıran iş ortamlarının personeller üzerinde olumlu etki bıraktığı gözlemlenmiştir bunlar görev bilinci, personelin üstlendiği görevler ve sorumluluklardan memnun olma, sağlıklı iş sirkülasyonu gibi etkileri olduğu saptanmıştır.

Güven meselesinin personeller üzerindeki etkisi ise sadece iş sirkülasyonu üzerinde etki edildiği gözlenmiştir.

Anahtar Kelimeler: Çeşitlilik, Çalışma Ortamı, Görev Bilinci, İş Memnuniyeti, Güven, İş sirkülasyonu.

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CHAPTER 1

1. INTRODUCTION

“Diversity may be the hardest thing for a society to live with and perhaps the most dangerous thing for a society to be without” (William Sloane Coffin Jr., 2011,p.83).

In light of the demographics and economic factors, globalization, rapid changing business environment, increased immigration, international competition and technological improvement, modern workers today have more different composition and characteristics than they have in recent decades.

Consistent with the workforce diversity phenomenon, diversity is a bridge between the organizational life and the comprehensive social prospective, with all its political, economic and social varieties. Due to individual differences in workplace, studies have been conducted to find the effects of diversity between employees on organizational performance (Williams & O’Reilly, 1998). As well, some organizations encourage workplace diversity and see it as the opportunity to enhance creativity and flexibility in workgroup. Also, to search for the best way to attract and retain the majority of skilled workers to achieve success, increase job productivity and maintain a competitive advantage (Adler, 1986). That comes from the belief that employees from different background can be highly creative and productive, which has contributed to increasing the rate of hiring foreign workers in organizations.

On the one hand, homogenous teams reported to be outperformed than heterogeneous teams that because individual differences in cultural background may lead to lower cohesion, less effective interpersonal communication and a higher occurrence of conflicts between employees in workplace (Williams & O’Reilly, 1998).

Determining which factor may reduce diversity related problems with still being able to take advantages of potential benefits considers one of the most challenge for scholars.

One of the most promising constructs that has emerged from the literature is diversity climate, which can be defined as an organizational climate characterized by openness towards and appreciation of individual differences. This type of climate has been shown to positively affect outcomes on the individual, group, and organizational level (Buttner, 2012). However, the processes through which diversity climate enhances outcomes remain largely unknown (Boehm et al., 2014).

The objective of the current study is to obtain a clear understanding of perceived diversity at work by examining its impact on the results of employees and to investigate whether the positive effects of the diversity climate on organizational commitment, job satisfaction and turnover intention are moderated by trust. Whereas the absence of trust in workplace can be seen as a source of conflicts in workplace, which may cause organizational damage (Joseph and Winston, 2005). Therefore, the management of cultural differences among employees in workplace has emerged as one of the most prominent challenges facing modern organizations. That in order to capitalize its benefits and minimize its negative implications on employees' outcomes (Torres and Bruxelles, 1992).

CHAPTER 2

LITERATURE REVIEW

2.1. Diversity Definition

Although our contemporary reality is described as the age of revolution in technology and communication, human resource remains the core of the process of technology and communication, in both the productive and service systems, while the diversity of the cultural, linguistic, sexual, ethnic, etc., resources remain the cornerstone of modern labor relations.

Workplace diversity is one of the key drivers for competitiveness in the institution, notably in international institutions which have numerous human resources from various nationalities with unique advantages. Diversity has been defined according to many employed differences, in terms of objective and perceived differences, such as, age, cultures, environments, experiences, nationalities and beliefs (Homan, 2004). While Harrison (1998) defined diversity as employees' awareness of differences in workplace.

Therefore, diversity could be either opportunities or threats to the workplace depending on how these differences are dealt with (Jackson & Whitney, 1995).

2.2. Diversity in human resources

Studies have pointed to the definition of diversity according to researchers' view on the subjects of their studies, yet in general, there is a basic definition agree upon, that defines diversity as a fundamental differences or similarities between individuals, making each individual unique in its human characteristics, such as, race, creed, age or nationality (Kossek & Brown, 2006).

Studies have shown that diversity between human resources is directly linked to the organizational culture that was formed at the inception of the organization. Griggs (1995) divided it into two dimensions: the first one is a primary dimensions, such as, the mental, cultural and

physical capacities of some individuals such as, race, color, gender, physical ability and ethnicity. The secondary dimensions are the religion, disability, values, culture, education, language, lifestyle, beliefs, physical appearance and economic status that have a direct impact on individual and can be easily changed and controlled over time.

These differences had created the meaning of diversity as a co-existence of employees from different social and cultural backgrounds within the company (Prasad, 2012). However, the impact of diversity in workplace is still controversial whether it has a positive or negative impact on employees' performance.

2.3. Evolution of the Diversity Management Concept

The concept of diversity management begun to attract more attention with the emergence of equality of opportunities rights from 1961 to 1965. The most prominent use of this concept was in the United States of America, where the procedures have been evolved to be implemented in 1980 as part of Hudson Institute Report, "Workforce 2000". This report stated that immigrants make up 85 percent of new job seekers (Lorbiecki & Jack, 2000), which forms an important step to foreign investment opportunities to trade overseas. Organizations are therefore aware that they have diversity management as their goal.

The diversity concept has gone through various stages, where the gender diversity of male and female workers has begun to expand to include the differences in races, cultures and other differences with the organization's workforce. The diversity of nationalities in society has also become the biggest result of migration and openness to globalization. Therefore, organizations recognize the need to build an environment that accepts differences to achieve substantially increased results.

This has contributed to the spread of the institutional diversity concept as an academic and practical approach, representing the values of openness to the other and to change the management approaches to go with the context of a conceptual diversity management revolution within the global institutions. Thus, administrative diversity is necessary to achieve the appropriate employment of these human resources in the organization (Carrell & Hatfield, 2000).

2.4. The Concept of Organizational Diversity Management

Diversity management in organizations is crucial to their success. As stated before, diversity in organizations is linked to a set of dimensions that can lead to fundamental differences between individuals working in one place and requires a good management to enable managers to achieve the positive cooperation among individuals and get the best results.

The diversity management process has been defined as the differences between employees who are recruited, employed and successfully integrated into the work environment. Using these differences in the appropriate places will serve the work environment to achieve high levels of results.

Distinguished management evaluates their employees fairly according to their differences, so that nobody feels persecuted or oppressed, and works to exploit such differences as a source of strength, in order to effectively achieve their organization's objectives.

On the other hand, Childs (2005) determined the diversity management process by the manager's ability to improve the skills and competitiveness of their employees, enabling each individual to take advantage of the other's culture and talents. There are also some practices developed and applied to efficiently manage diversity and provide management with different options for handling problems.

Kossek (1993) suggests that organizational diversity management is based on three types of practices; first, strengthen the process of organizational justice and integrate all individuals into the system without exception. Secondly, work hard on reducing discrimination among individuals within the organization and, finally, enhance the organization and its employees' financial competitiveness.

2.5. The Personal and Organizational Dimensions of Climate Diversity

As stated before, diversity in organizations includes a number of dimensions. These dimensions are personal and organizational, which contain many sub-points that affect the organizational performance.

In this study, the types of dimensions leading to climate diversity will be identified. The first is a personal dimension divided into primary and secondary dimensions (Mor Barak, 1998).

2.5.1. The Personal Dimensions of Climate Diversity

The personal dimensions are dimensions held by the individual, differ from others in a workplace and contain a set of individual dimensions. These dimensions consist of primary dimensions that accompany individuals from birth, and secondary dimensions that can be changed with life like personality, attitude etc. These dimensions are the main concern of the organization.

Scientists have tried to classify the personal dimension of diversity as social and moral according to multiculturalism. They have classified the personal dimension from a moral and social perspective into several categories.

Hall (1970) identified these classifications according to primary and secondary dimensions. Primary dimensions have relatively stable and visible characteristics of individuals including gender, age, races, physical abilities and sexual orientation. All these aspects are un-changeable. While secondary dimensions are invisible variables and characteristics of individuals such as educational levels, religions, income, and social living standard, etc. (Lindh Lefahl, 2013).

This study discusses the impact of primary and secondary dimensions on the organization in terms of production and employee results.

2.5.1.1. Primary Dimensions

These dimensions are a representation of the demographic characteristics of individuals, which impact their performance and outcomes in the organization, such as, age, gender, origin, race and environment.

Age is an important primary dimension of diversity. Each organization face numerous challenges that require experiential, technical, and analytical skills that are only achieved with an age-diverse workforce. The age range of each individual in the organization has a different impact on the level of ideas according to the concern of the generation to which he belongs.

Leonard and Levin (2003) emphasized that age is one of the dimensions that affect the employee outcomes. If the organization rely on older employees only, they will achieve low profitability because they will have issues with communication, technology and preferences, which belongs to another generation.

Other studies have confirmed that seniors achieve greater productivity, because they are deeply connected with the same organization for a very long time, in addition to their ambition to achieve a good career record before retirement (Darwin Joseph, 2015). The impact of a diverse age still has a negative impact on the organization if not recognized well and necessary steps are taken to deal with it (Gursoy & Chi, 2008).

Gender, as well, a primary dimension of diversity still a problematic problem that has attracted the attention of authors to examine whether or not it affects workplace performance.

Gender issues (male or female) discussed in the 1950s are proved to be an important issue in management and organizational studies between the 1980s and 1990s.

Kosice (2005) reported that only 54% of working-age women are in the labor force worldwide compared to 80% of men. Therefore, the biggest challenge is to overcome the notion that women are not equal to men to avoid gender discrimination in the workplace.

Abbas (2010) suggested three dimensions of gender discrimination: in hiring, working hours and wages discrimination. Supporter of gender diversity have shown that gender diversity can have a positive impact. Such as, employees with a gender diverse will provide superior services due to their different experiences in the needs of women and men customers (Cox, 1996).

Conversely, gender diversity may have a negative impact on staff outcomes. The conflicts between members of the group slow down group performance and reduce efficiency (Richard & Peng, 2011). In the end, gender can have both negative and positive effect on employees' performance, depending on the way the differences are managed. Further, when women are given equal opportunities, equal wages and equal conditions for access to resources and jobs based on merits regardless of gender, women are expected to behave similarly to men (Inmyxai, 2010).

Finally, since five decade ago, almost all workers shared a similar ethnic background, however, with the increasingly globalized world, organizations became more diverse, particularly in ethnic diversity, which is considered as one of the most salient dimensions of team heterogeneity in workplace (Alicena, 2005).

Ethnic diversity within a work team isn't just the visible differences in people's appearance like African or European origins; it also include languages, religions, individual's inner self and cultures differences. For example, individual's ethnic background is often seen in individual's work style (Bell, 2010).

These ethnic differences are one of the most pressing management problems, affecting employee performance, and may, as well, lead to many other problems because employees carry their ideas, cultures and ethnic values of the group to which they belong. These effects divided researchers between supporters and opponents on the impact of ethnic diversity to find how staff with different backgrounds interact with each other and how those differences affect staff outcomes.

The positive side of ethnic diversity can be seen as diverse pool of skills, knowledge and experience in order to access informational, social and cultural networks of diverse members and associated with more creativity and innovation that provide organizations with competitive advantages and legitimize their presence on multicultural markets (Alesina, 2005).

In contrast, ethnic diversity has a negative impact on team performance, employees with different ethnic backgrounds are a more problematic group with a higher average of inconsistency due to poor communication and less positive attitudes that lead a decrease in the team performance (Williams, 1998).

There are different points of view on the effect of ethnic diversity in workplaces that motivate organizations to adopt various policies and strategies to effectively manage ethnic diversity; integrate the ethnic minorities into the workforce and enable them to distinctively use their particular skills within the organization, in a manner that supports each other's knowledge without going beyond the regulations of the organizations.

2.5.1.2. Secondary Dimensions

In literature, the secondary dimensions of organizational diversity represent a set of changing dimensions that are divided into: social life, individual experiences, and their educational level, etc. These dimensions have less impact on employees' outcomes than primary dimensions because they are a number of attributes that a person can gain and change according to work environment and management practices (Nima Abbas, 2011).

Religions are the main motives of one's behavior. Workplaces, are clearly influenced by the religious diversity, because workers of any organization differ in their religious beliefs.

Organization's employees can belong to different religious, such as Muslims, Christians and other religions associated with the general culture of countries, such as the multiplicity of religions in India, where the ratio of Hinduism stood at (79.8%), Muslims (14.2%), Christians (2.3%), Sikhs (1.7%), other (2%) (Taylor and Francis, 2013). Therefore, As a result of discrimination by the director or among staff, issues of religious diversity in the workplace have become more widespread. For example, the issue of Muslim women wearing the headscarf "Hijab" in the workplace has led to various repercussions. Some Muslim women have been fired because their religious clothing, "conflicts with company dress code" or have been assigned tasks in the back of the store out of sight.

These practices of religious discrimination against workers in the workplace result in reduced employee loyalty and productivity, increased tension, conflict and unequal opportunities for hiring, firing, promotion and wages (Alesina, 2000). Therefore, in order to avoid hostile or offensive work environments, employers must be aware and have plans and policies with a moral framework to accommodate the employees' religious practices and allow them to practice their religious rites without contradicting labor obligations or interfering with employer or employee rights.

Educational level, as well, has a major impact on the individual's thoughts and culture. It affects the way he thinks, builds his workplace personality, and defines how he interacts with others. Therefore, international companies dealing with employees from different backgrounds around the world must understand their differences and learn how to manage their business successfully with different types of workers.

Some studies mention the positive effect of education diversity in organization. Holland (1973) stated that educational background can be a significant indicator of employees' knowledge, enhances a wide range of cognitive skills and opens employees' minds to different perspectives that will make the company stronger.

It also enables educated staff to earn higher wages and achieve higher economic growth. Employers generally refuse to employ staff whose training, experience and education are insufficient (Tracy and David, 2011).

On the other hand, the varied education background can have a negative impact on employee performance. Knightetal (1999) stated that education diversity is adversely linked to decision-making by employees and tends to increase discomfort and conflict in the workplace. The attitude of members is linked to the differing levels of education at the university, according to a Japanese study (Wiersema, 1993).

Therefore, the impact of these dimensions is seen as influencing factors in the climate diversity of an organization that must be taken into account when selecting employees and managing differences between them, in a way that contributes to the organization's success.

2.5.2. The Institutional dimensions of the climate diversity

The organizational dimension is defined as the style of leadership and the way it operates, it is linked to the management and overall culture of the organization that determines the lines of power within the organization and the obligation of management, as well as explaining the lines of communication between departments and between its staffs (Alaeddin Khababa, 2016).

The researchers have categorized the organizational dimension into sub-dimensions that regulate employee diversity within the organization. These sub-dimensions are the functional level of the individual, working group, work content, seniority and practical experience, union's affiliation and leadership status (Abdel Hamza, 2017).

One of the most significant institutional aspects in the diversity process among its members is the functional level of the staff within the organizational organization. The functional level is directly affect the behavior of individuals within the workplace. Baum & Oliver (1991) has stated that employees with high level of employment and prestige in organization are more motivated to achieve more success in institution.

As well, the behavior of employees commensurate with their position, for example, the manager does not have to deal with subordinates as he was dealing with colleagues of the same degree of functionality previously. Because career level may require a change in some behaviors and a way of dealing. For that, management should be aware because functional level is a factor contributes to a lot of diversity of behaviors in the interactions of individuals in the workplace.

In any institution, there are different departments with employees varying in their professional and educational expertise. Buttner (2006) referred to workplace diversity as a significant organizational dimension that needs certain laws to allow the organization to benefit from employee capacities and skills without affecting the process of individual collaboration.

Therefore, the successful management of human resources is determined in cooperation with the institution to respect the role of individual and their responsibility and avoid interfering with the job of others within the organization.

Working group also considers the organizational dimension where organizations typically have working groups that work together to achieve particular objectives. Individuals differ in common features in these organizations, but their common goals force them to work together, which necessitates the need to handle this sort of diversity to prevent disputes between these organizations.

Richard & Johnson (1999) divided the organization working groups into formal and informal groups. Formal working groups are described as a group of individuals with variations in career and skills level, supervised by the administration to work together to achieve a goal or solve a problem or to perform particular tasks.

The formal groups are those of leadership and management groups, which the administrator assigned for tasks' management. This requires coordination and cooperation between the members of the department and their direct manager. In both types of the groups, different individual variations in the career and skill levels must be included, so that, these groups may work together to collaborate with each other on certain particular duties.

Informal working groups are groups that works privately in organization without the approval of the management in order to make friends or specific social relationships or to exchange some interests. Usually these groups have strong social relationships and aren't controlled by rule or laws, but are governed by social relations. While informal groups arise in organization in order to make friends or specific social relationships, the main objective of these informal groups is to understand each other, to establish broad social relationships in the workplace, or to exchange interests.

There are also other kinds of groups that are formed in the informal workplace, consisting of a number of workers to attain a common goal without any formal assignment. Therefore, the management of human resources requires to handle the diversity within these groups to prevent disputes of any kind.

Workplace seniority is the other dimension of the institutional dimension. Lawrence and Suddaby (2006) described employee seniority as a set of experiences, abilities and complete knowledge of the laws of job that people have in the same workplace for successive years. This seniority contributes to a distinguished position that qualifies staff to become one of the organization's most prominent and best staff. It also helps to maintain the required culture and commitment to the development in the workplace.

Employees with a seniority in the company will earn more money than other employees who do the same job. Therefore, if the company considers only seniority in promotion or opportunities, other staff will lose their motivation to work hard and the competition between them will decrease. That is why seniority must be considered as a significant factor in raising employee awareness of the diversity climate in the workplace.

The last dimension is the union's affiliation, the membership of unions considers as one of the most important dimensions for employees in any institution. Each member of the organization belongs to a different specialization that qualifies him to join the union, including employees in the same specialization (e.g., the affiliation of accountants to the Trade Union, and the affiliation of engineers to the Engineers Syndicate).

Furthermore, some organizations may include a number of people who belong to different unions, as each union carries different goals and ideas that it seeks to achieve within the society. The multiplicity of workers within any institution creates a kind of institutional and intellectual diversity to which they belong. The organization can take advantage of this diversity in a distinctive way by providing them with the ability to benefit from cooperation with different unions in providing a distinctive role in community participation (Conlon & Gallagher, 1987).

Finally, institution could include more dimensions than those mentioned, but the researchers have tried to limit these dimensions according to the general dimensions defined by each institution. Therefore, we have tried to present some of dimensions that can help any organization to understand the differences between employees to make optimal use of this diversity in line with the objectives of organization.

2.6. How do employees evaluate justice and fairness in the workplace?

Equity assessment in the workplace depends on a number of factors, the first is the equity of distribution that is seen as commensuration of reward distribution, opportunities and remuneration according to the effort and working hours of employees. As well, the need for money is an important factor in the equity assessment in workplace. For example when an organization decides to grant employees with salaries, it must take in account the employees who are in greatest need for money than others, thereby enhancing the sense of perceived fairness in the organization (Reem Amora, 2014).

Abdullah Mohammed & Abdul Rahman (2003) demonstrate that justice in distribution depends on three rules; the first is Equality in distribution. The second is the rule of quality, which means providing equal opportunities for rewards and incentives according to the effort and quality of the work. The third rule is the need for money. The proportionality between outputs and inputs of employees, usually measures their productivity.

Therefore, the presence of justice in the distribution among staff makes them aware of this justice, which enhances their productivity. Conversely, they are unwilling to do more tasks in the absence of distribution justice.

The second factor is referred to as Justice in taking action. Murad Ramzi (2014) defined Justice in taking action as fair methods and mechanisms that are used for determining the outputs and outcomes of staff and evaluating their performance. The procedural justice could be in promotions and wage, as well as, in dealing with the employees complaints. While Reem Amora (2014) stated that, an important aspect of employees' assessment of the procedure-based equity is the sense of their ability to participate in the decision-making process within the organization, and the management's appreciation regardless of the employees' background.

The more the employee's perception of procedural equity, the more positive the organization's equity will be evaluated and the prepared to acknowledge some injustice in equal-distribution (Heba El-Hadi, 2014). Therefore, the employee's perception of equity is considered as the most important factor to check the success of organizations.

The third factor is the "Justice" of authority figures in dealing with the employees (Certo, 1994). This means that employees have a common sense that the organization treats each employees fairly, in terms of applying the formal procedures on all employees without any bias or discrimination.

Employees also assess the manner in which superiors deal with subordinates, according to respect and trust. In addition to the right to access information without distinguishing between the employees in obtaining such information.

2.7. Diversity Within Institutions

Pros, and Cons

In literature, researchers defined the advantages and disadvantages of diversity in workplace. This chapter will highlight the most significant benefits of human resource diversity in any organization, as well as the disadvantages found in that context.

2.7.1. The Benefits and Importance of Diversity in the Workplace

Most of business leaders work to create a diverse working environment, believing that diversity in human resources achieves all their desired objectives. Given the importance to diversity in workplace, its benefits and a competitive advantage for organizations, attracted the attention of researchers and scholars at the academic and applied field. Especially, after the fast demographic growth that has been shown to be more diverse. Companies must therefore have a more diverse workforce.

Although companies and employers collaborate with each other in different businesses, the diversity among the employees remains the most important and decisive factor in achieving cooperation and increasing productivity. Especially when flexibility and the individual differences respect are used in a better way to avoid conflicts and increase productivity of workforce (Daniel, R, 1994).

Researchers pointed to the benefit of diversity in workplace in increasing marketing opportunities, creating a state of cooperation and creativity resulting in the opening to new ideas that qualify the company to the global competitiveness. Williams and O'Reilly (1998) argued that creativity could be stimulated by increasing the demographic diversity of the group.

Furthermore, Jehn and Neale (1999) demonstrated that creativity is stimulated by a multitude of views and understanding. Consequently, diversity had to be a main factor in the achievement and growth of organizations, particularly with a crucial role in stopping issues that waste company time and money (A-Kelli green, 2002).

While technology communication is helping to bring the organizations closer to each other in many countries of the world, multilingualism's obstacles are one of the key obstacles limiting fresh market access. Therefore, organizations tended to employ human resources in a way that commensurate with the cultures and customs of those countries, deal with its customers appropriately and work to overcome the obstacles of multilingualism through training workshops that allow each member of the organization to share and accept the culture of the other in order to generate the best opportunities for cooperation between the members in the workplace (Harold Andrew, 2012).

Another positive aspect of diversity in workplace is enhancing the institutional performance, the market understanding and the marketing ability by having a more diverse perspectives of workforces that drives the organization to employ it in a way that serve the organization's objectives (Harrington, 1993). In addition to allowing organizations to devise strategies to take advantage of the varied workforce in terms of growing creativity, innovation, and evaluating customer conduct as an indicator in their societies.

In this context, according to the UNESCO's Global Report, "Investing in Cultural Diversity and Intercultural Dialogue", issued in 2009, there is a positive relationship between the diversity and financial-economic performance of multinational corporations. Where 49% of the economic performance of these companies are related to the diversity of their human resources (Trompenaars & Hampden, 2004).

As a practical example of this result, the report described the success story of the Mexican branch of the famous French group DANONE. The company succeeded in adapting to the Mexican culture by managing the diversity between employees and management as homogeneous family members.

There are other reasons for organizations to work to support and increase diversity among employees. The most important of these is to achieve a high degree of competitiveness that qualifies them to exceeding other organizations operating in the same field. Employees from different countries are more familiar with the best locations to open a new market in their country (Ostergaard & Christian, 2011).

As well, organizations with diverse human resources can achieve high market value on the global financial market. The most notable examples are Google and Apple, which have a significant diversity in their human resources. Due to the demands of their large markets that had achieved a great market value in 2017 and 2018, the value of Google reached 101.8\$ billion, while Apple reached 971\$ billion (Ahmad Abd-Alkadir, 2014).

These factors have increased the desire of the business leaders to adapt diversity in their human resources in a way that conforms with the work, to achieve the objectives of this organization. Finally, business managers cannot achieve the positive impact of diversity without being well managed.

2.7.2 The Negative Effects of Diversity in Workplace

The diversity of human resources within any organization causes many problems in the workplace. The main disadvantage of diversity is including a presence of racism and discrimination in race, culture or religion. For example, some managers pre-judge employees in accordance of race or religion, which reduces their motivation to perform well and causes problems and feeling of persecution in workplace (Ruth Mayhew, 2013).

Furthermore, diversity may causes some kind of bias towards women, as it gives them more advantages than others or sometimes behaves against them, such as them being paid wages lesser than what men are paid. In addition to that, women are more exposure to cases of sexual harassment in workplace (Brown, 2008).

In the other hand, diversity in human resources may cause cultural differences due to diversity of ideas or deriding of others' cultures. For example, some organizations beliefs that males have more ability to manage jobs and access high positions, while there is certain ceiling for women in the promotion of work as a result of determining functional boundaries that they cannot overcome (Bunderson & Sutcliffe, 2002).

Prevent access of certain minorities or groups to specific positions even if these groups can prove their professional competence, causes problems and tension between employees, affects employees' performance negatively, and leads to very serious and costly problems to train and manage it, leading to hold organization back (Najla Hassan, 2010).

Harper and Askling (1980) illustrated that workplace diversity leads to communication issues due to the various languages, so learning to interact with individuals from distinct backgrounds is an important skill for all employees.

Finally, as stated earlier, the variety of human resources within organizations can lead to many benefits besides disadvantages.

Each organization must therefore systematically and administratively train its staff to embrace diversity and respect each other regardless of difference between them. The organization can, in this situation, overcome these negatives and realize its required advantages from the diversity process.

2.8. Management of diversity... Importance and Considerations

2.8.1. The importance of managing diversity in workplace

Organizations can benefit from diversity of human resources only by a good management of diversity among employees. Thomas (1997) has indicated that good management of diversity is about describing the conduct and pertinence of people to distinct cultures, nations, races and religions. As well, as creating a competitive advantage among the diverse workforce, in a way that enables the organization to benefit from these multiple differences in its human resources to achieve the organization's primary goals.

Research has verified a powerful link between excellent diversity leadership and the employee's performance (Jehn, 2004). Through a good management of diverse workforce, the organization

can achieve the organizational harmony between its members in different departments at different organizational levels which increase the productivity of employees (Cox & Blake, 1991).

Given the importance of management of diversity, many organizations tended to get trainings on diversity management in institutions, such as, the United States Diversity Management Institute, because training has a significant impact on activating the positive impacts of diversity within the institutional structure of organizations. Therefore, the management of any organization needs to build a bridge of communication between its staffs from different cultures, which will lead to effective collaboration among the different employees (Harrington, 1993).

Furthermore, organizations need to manage diversity well, because the international economy must be characterized by moral, social and legal obligations in dealing with diverse human resources. These criteria are essential for any organization to diversify its human resources and to implement excellent techniques of handling diversity among its staff (Rehab Mohammed & Lotfi Bashouti, 2013).

Given the excellent need for management to prevent disputes between staff and maximize the beneficial elements of diversity, management also requires a variety of its thoughts, techniques for best action (Fadi Ahmed & Abdul Rahman Al-Rtaima, 2012).

The multiple demographic variables among employees in the organization is an incentive to adopt a conscious diversity management especially with an expected increase of demographic variables in the workplace in the future. That to achieve an advanced level of universality, proliferation and meet the needs of their customers in different areas.

Employees with varied cultural and intellectual backgrounds are therefore regarded one of the most significant resources any organization needs to invest in a manner that allows it to achieve its goals.

2.8.2. Considerations in Managing Diversity

There are some significant factors that need to be taken into consideration when managing diversity of human resources. These factors demonstrate the significance of managing diversity in enhancing organizational efficiency locally, regionally and internationally (Rijamampianina & Maxwell, 2002).

First, there are aspects of diversity that the organization must take into consideration such as: age, gender, differences in academic and social experiences, differences in politics and religion, etc. (Yakura, 1996).

Second, it is essential to involve all staff at all levels of the workforce in managing diversity in order to attain the institution's primary goals. Management must therefore take into account a variety of approaches and techniques.

Finally, excellent diversity leadership enhances innovation and provides organization a powerful competitive stance that guarantees the capacity to maintain pace with labor market demands, so that ongoing growth organization must apply justice and discourage any kind of discrimination between staff (Dass & Parker, 1999).

In conclusion, as stated earlier, diversity has excellent benefits and becomes a necessity for worldwide competitiveness. Therefore, the method of handling diver's workplace requires different policies and methodological methods that will be highlighted in the next chapter.

2.9. Workplace Diversity Management Strategies

Diversity Management is defined as planning, organizing and applying organizational systems and working to manage people in a way to maximize the potential advantages of diversity and minimize its potential disadvantages (Cox & Blake, 1991).

The best way to effectively handle diversity is by improving employees 'perceived fairness by implementing justice and preventing any kind of discrimination between staff in accepting differences and encouraging them to operate favorably.

Jenner (1994) suggested that the achievement of diversity leadership depends on many steps. It begins with presenting workers ' policies and organizational goals, rewards and punishments, the philosophy of reward and punishment to attain achievement and organizational goals irrespective of disagreements.

All measures that help to achieve the job positively and distinctively are taken into account when every employee is treated fairly and guidelines apply to evaluate the job of his or her abilities and skills, without regard for race or culture, thus helping to ensure that staff are competitive positively.

An important way to handle diversity in organizations is to set up working groups to work together in assignments and to identify a particular job for every individual within the group based on their abilities and skills. Because group work enables people to learn about the culture, abilities and manner of thinking of others so that they can accept each other as they are and lead to fruitful collaboration between them (Yakura, E.K, 1996).

Diversity management can be defined in terms of strategies that can be identified in managing workplace diversity as a set of efforts that the department seeks to avoid problems that arise between a heterogeneous workforces.

The first strategy is to create a multicultural institution. This approach relies on transforming the organization from a monoculture institution into a multicultural organization to generate a kind of cultural exchange among its employees. It is therefore essential that organizations with varied cultures hire and handle this diversity well.

In this context, Lindh Lefahl (2013) indicated that there are three kinds of organizations based on the cultural norm. The first sort is monoculture organizations, the second is multicultural organizations, and the third sort is pluralistic organizations.

Monoculture organizations depend on a tiny cultural diversity that mainly consists of converging societies with few kinds of conflicts but still lacks excellent work environments as many skills do not exist.

While multicultural organizations train employees to accept other and work to prevent discrimination among them. Efficiency is seen as a measure of the evaluation of staff. This form sees one of the best and most common in institutions (Kearney and Gebert, 2009).

Finally, pluralistic organizations are multicultural organizations that adopt strategies to accept others and use multiculturalism in the process of acculturation "cultural exchanges" between human parts. The benefits of this type are the structural integration of informal networks and the use of the system of equal assessment to reduce inner disputes and remove cultural obstacles among its employees.

The second strategy is the defense and proactive strategy. Cox (2001) stated that this strategy is based on various approaches. The first approach is a discrimination and equity approach that is based on the distinction of giving equal opportunities to employees in order to achieve the desired success in organizations with multiple cultures without discrimination among employees.

This approach requires eliminating cultural backgrounds, professional considerations in evaluation, promotion, sanctions and other tools of reward and punishment. While the other approach is the integration and learning approach that is based on creating a distinct work environment where heterogeneous individuals cooperate to exchange the best ways to achieve the organization's goals in a framework of mutual respect and appreciation. This approach is considered as the most successful approaches to manage diversity, assess employees, respect their skills, and give them an opportunity to learn.

The need of diversity has become mandatory for all organizations around the world, most organizations seek to create an integrated and effective model of multicultural construction. Therefore, the final strategy is to build a model organized by a higher management that promotes the culture of teamwork in all the branches of the organization. Managers should devise distinctive

ideas and methods to deal with this diversity, as well as expanding the interactive process among staff and maintaining a variety of continuous and educational training courses.

In order to attain an integrated model, a consistent plan must be developed by establishing a favorable job atmosphere, promoting the cooperative teamwork and motivating them by sharing excellent outcomes attained by organizations (Barhami Zarzour, 2015).

These strategies of managing the diversity of human resources vary in each organization, emphasizing that diversity has many advantages and disadvantages.

2.9.1. Constraints of diversity management

Diversity management process is one of the most prominent obstacles facing diversity management programs in different companies around the world. Insufficient awareness of diversity and its importance in the organization is one of the most important obstacles to its success, management and acceptance. Because most of the diversity problems occurs as a result of the lack of understanding the differences of employees in cultures, religion and ethnicities, as well as not learning about each other. This insufficient awareness of differences can lead to conflicts that can cause the organization decline in performance (Leonard, 1990).

The second obstacle that restricts diversity management is the favoritism of some organizations towards some specific groups or individuals and the lack of interest in others. Some managers believe that these groups are more important than other groups, leading to psychological problems for other minorities (Fiske ST, 1998).

In addition to that, an aggressive environment for diversity may occur inside the organization against the diversity and its management, and some employees within the organization may have a bias against cultural, intellectual or ethnic groups. This hostility in the workplace creates a major obstacle to the management of the diversity of employees.

There is a common situation in various administrative societies called the tendency to resist change. When some people reject the idea of change, the resistance to diversity may include rejection, exclusion, harassment or dependence of others according to their differences.

The duration of the resistance to diversity in the workplace is based on the state of loss, power, influence, uncertainty and fear about the unknown future.

Usually, the resistance to diversity is expressed in a range of conflicting emotions, ranging between anger, fear and anxiety, to mourning the perceived loss (Allison, 1999). In addition, strong and negative emotions are related to the imminent change in their work, therefore, employees have no desire to participate, or accept the idea of diversity. Therefore, organizations design the best practices and policies to reduce the negative effect of diversity in the workplace, as well as to create a fair workplace to maintain productivity and profitability in the organization.

In some societies, there are other general constraints in the process of managing diversity. Such as, a culture and public policies in these societies that hinder the process of diversity. Ethnic diversity may be exploited to achieve certain political objectives.

In addition to the inappropriate use of the media of the communities and minorities, some media means also contributes to the dissemination of a negative culture that incites violence or discrimination that may lead to widespread the problems (Fawzia Labadi, 2016).

Hofhuis (2016) indicated that the most prominent of these barriers is the lack of fairness in the selection method, the dependence on favoritism in recruitment and the promotions. As well as the prevalence of authoritarian management patterns, which can take some discriminatory and extreme activities with minorities, giving them a sense of persecution.

3. Current Study

3.1. Theoretical framework

As mentioned, the existing literature considers the employees' behavior as indicator of employees' perceptions about the differences of others that have reflected on their performance.

In this study, we focus on the trust linkage. We will argue that employee outcomes be influenced by diversity of human resource within workplace through trust that mediate this relationship, in turn, influences their job satisfaction, organizational commitment and turnover intention.

Therefore, the current study aimed to determine the effect of perceived fairness in diversity climate on employee outcomes. Such as, job satisfaction, job commitment, turnover intention and trust. Also, this study has aimed to investigate the moderating effects of trust on the relationships between perceived fairness in diversity climate and employees' outcomes (organizational commitment, job satisfaction and turnover intention).

In terms of its theoretical framework, the current research looked at the relationships between perceived fairness of diversity climate and organizational commitment, satisfaction and intention to stay. The reason for this was to investigate what factors affect employees' commitments, satisfaction and intention to stay in their organizations. These relationships are observed mostly in the Western literature (Cox, 1993).

3.2. Diversity Climate

As mentioned, existing literature reveals that individuals categorize themselves based on many dimensions. The personal dimension that is a visible characteristics of individuals like gender, age, races and shifted to include more subjective constructs, that is an invisible characteristics of individuals like educational levels, religion. The second dimension is an institutional dimension.

The theoretical background of these dimensions derived from (Social Identity Theory, Tajfel and Turner 1986; Self-Categorization Theory, Turner 1985).

The social identity/self-categorization paradigm reveals that individuals categorize themselves as belonging to various groups and evaluate the groups they feel they belong to (in-groups) because is usually done on the basis of shared characteristics (Tajfel and Turner, 1979). As well, studies have shown that in culturally diverse organizations, employees often display a relative preference towards members who belong to the same cultural group (Brewer and Brown 1998; Goldberg 2005).

Social identity theory encompasses the belief that individuals in same group help them to predict and give meaning to their social environment and provide a source of self-esteem. Whereas the positive side of culturally diverse organizations lies at the diversity workplace encompasses the belief that cultural differences provide added value in terms of flexibility and creativity.

However, diversity does not automatically lead to increased performance. Research rooted in the social-categorization reveals that diversity may in fact could be threats for workplace, the downside of social categorization is that it leads to the emergence of stereotypes and group representations that tend to favor the in-group over the out-group and reduces employees' sense of inclusion and organizational identification (Fiske 1998).

Also, diversity leads to negative effects on workgroup functioning in term of less fluent social interactions, which employees often display a relative preference towards members who belong to the same cultural group, As such, leads to reduced team cohesion and lower organizational commitment (Van Knippenberg, 2007).

Therefore, the employees' behavior considers as an indicator of employees' perceptions about the differences of others that have reflected on their performance (Kossek, 1993)

Therefore, diversity climate was considered to be linked to employees' outcomes such as, employee retention, customers' satisfaction and job commitment.

3.3. Hypothesis development

3.3.1 Diversity Climate and Trust

The word trust dates back to 13th century Middle English and has its etymological roots in older expressions denoting truthfulness and devotion (Möllering, 2004).

Dyer and Chu (2000) defined trust as a positive expectation of one party that other party is reliable, competent irrespective of the ability to control or exploit its vulnerabilities.

Workforce diversity has impact on employee outcomes and on the relationships in organization. This emphasizes the importance of behavior in workplace diversity. Therefore, Mishra (1996) proposed trust as one of the most important indicator to determine employee productivity in workplace because it is often has an essential role on team building and employee outcomes.

Aida said (2016) suggested that the positive relationship of trust and employee outcomes depends on trust in administration, manager and colleagues. Where each person is ready to cooperate with management to achieve organizational goals.

Therefore, Mayer (1995) identified three dimensions of trustworthiness in organization. The first dimension is integrity that employers seek in employees. As well, for employees to follow manager, they want person that they can trust because persons who demonstrate integrity are dependable and can count on them to behave in honorable way. Therefore, integrity considers as one of the fundamental value to build effective relationship between employees and manager, for that, trust is seen as central of integrity which in turn promote trust.

The second is Benevolence, it is seen as the extent to which the trustee is perceived to do well toward others. Finally, credibility is a reputation impacting one's ability to be believed.

Van der (2009) illustrated that trust between diverse human resource within workplace contributes in reduce conflicts that might be occurred as a result in low trust due to cultural differences between employees in the workplace.

As well, perceive fairness in dealing with diverse human resource within workplace increased a positive attitude and psychological safety in organization because they believe the management will adhere fair procedures with the mistakes of any employee. As well, trust motivates employees to express their opinions and ideas, because they believe their ideas will be taken into account Singh (2013).

From this point, some studies indicated that perceived fairness in workplace depends on the way of managing differences between employees. Mismanage the differences between employees with the absence of procedural justice and trust leads to the collapse of institutions, increase turnover intention and inhibits motivation and unwillingness to cooperate in achieve the success of organization (Martins, 2000).

While, Colquitt (2001) confirmed that organizational justice is positively correlated with trustworthiness, and one of the most important methods to build mutual trust between these parties in organizations by respect the dignity of everyone and treat them fairly regardless of their differences.

Therefore, the following is hypothesized:

H1: Perceived fairness in organizational diversity climate has a positive effect on trust.

3.3.2 Diversity climate and job satisfaction

Employee performance is an important to organizational success. Research has revealed that there are factors contribute to it. One of these factor is a job satisfaction. Mohammed Saeed (2004) defined job satisfaction as a situation where employees interact with their job in a way that achieve their ambition and growth.

While (Ahmed Ashour, 1983) considered job satisfaction a sense of comfort about the psychological, environmental and material conditions that make individuals satisfied within workplace. This opinion compatibles with (Salah El-Din, 2002) concept that defined job satisfaction as feelings of employees that determined by advantages of job and what they believe should get in the workplace.

Thus, (McKay PF, 2011) considered job satisfaction is a positive feeling of employees in the workplace occurs according to the employees' reconciliation between their needs and expectations in the workplace. Therefore, organizations should be more concerned about employees' satisfaction, given that it is an indicator of psychological health (Rowden, 2002).

The effect of employee's satisfaction considers as an indicator in enhancing the morale of workers at different levels, which contributes positively to controlling the absenteeism and conflicts among employees.

This effect confirms the result of Alannah Eileen (2013) search, who affirmed that job satisfaction is directly related to two things: enthusiasm to work and enjoy in achieving tasks. Therefore, it is valuable to understand what factors contribute to job satisfaction (Spector, 1997).

Some researches affirm that diversity dimensions are one of these factors that contribute in determining the degree of job satisfaction on employee outcomes. Such as, age, gender, educational levels and experience (Majid M, 2010).

For example, employees with high level of education have a lot of advantages that the average level of education does not get. As well, employees with more experience has a job position with higher salary than the less experiences. Also, the older employees are more willing to stay in their job and adapt to different conditions in work (Joep Hofhuis, 2016).

Furthermore, employees in particular positions are more satisfied than others in different positions. For example, workers in the educational services sector in Kuwait are more satisfied than those in the medical services sector, because there is insufficient equity in the allocation of benefits between sectors, This, has to do with the advantages of these sectors, which satisfy employees compared to other unsatisfactory sectors (Yaqoub Al-Rifai, 2004).

Usually these the benefits of particular dimensions are shaped as a good salary, flexibility in working hours, incentives, rewards and opportunities for promotion.

For example, a good salary contributes to increase the productivity of employees, but these benefits alone do not motivate employees' job satisfaction.

Homan (2008) illustrated that organizational factors contribute in affecting the degree of employee satisfaction. Such as, organizational policies and regulations. Such as, control the differences between employees equally and protect employees from any psychological and physical harm which will has a major influence on employees' satisfaction and job stability.

In some studies, the style of leadership has a major impact on employees' satisfaction. When leader is democratic and works in equitable manner in managing diversity to avoid any kind of conflicts between employees. This will enhance the job satisfaction and loyalty to the workplace.

In contrast, the dominant leader and unfair practices in managing diversity leads to a decline job satisfaction of employees to workplace (Kwang Bin & Sheryl Skaggs, 2017).

So, Sudin (2011) indicated that employee's satisfaction and perception of fairness in the organization has a relationship with performance and it is an important for the organization to focus to enhance the organizational justice in the workplace.

Because employee perception about fairness among diversity of employees in workplace has been viewed as "a source to understand employee behavior in the workplace. Thus, the positive employee outcomes occur when they perceive fairness in workplace.

Colquitt & Greenberg (2003) indicated to the positive relationship between organizational justice and employees' satisfaction.

Therefore, the following is hypothesized:

H2: Perceived fairness in organizational diversity climate has a positive effect on job satisfaction.

3.3.3 Diversity climate and job commitment

Organizational commitment is defined as a psychological connection between the employees and organization, where employees are adopted organizational values and committed to their organization to make utmost effort to achieve the organizational goals. Therefore, organizational commitment considers as an indicator to employee performance that spells the difference between success and failure of organization (Mukhlis Al Jumaili, 2012).

Job commitment include three types, continuance, normative and effective commitment (Meyer, 1991).

A continuous commitment means the ability of the individual to integrate into the organization, occurs when employees weigh up the obstacles that may be face in the case of leaving the institution; the loss you'd experience by leaving it is greater than the benefit. Either incur a loss in salary or benefits, or not be able to obtain alternative work.

Employees are more likely to continuance commitment if they are in an established and successful role that often increases with age and experience (Mathieu, 1990) while Cohen (1993) stated that position has more effect than age.

The normative commitment is the sense of the employees' importance to stay in the organization, even employees are not happy in organization, because the feeling of employee that organization has invested money or time in training him which enhance employees' feeling that the continuation in the organization is a gratitude and duty to do.

Therefore, the organization must work to support and enhance this kind of commitment by taking actions that influence employees positively and working on managing their skills fairly to ensure they are integrated into workplace (Buchanan, 1974).

The effective commitment means the employees are the most responsible and loyal to the organization with a strong emotional attachment to organization, occurs when employees perceive the important characteristics of organization and enjoy in their job, this feeling encourage their ability to participate effectively in the institution in a productive and good manner (Boles, 2007).

In term of effective commitment, the diversity between employees affect the employees' organizational commitment. Zajac (1990) illustrated that women are more commitment to their job than male, because they accept any job offered and overcome barriers to attain their position.

Some studies consider job commitment among the diversity human resource in workplace as one of the most factors that lead to understanding the behavior of individuals. For that, employees' commitment is closely connected with employees' performance (Meyer, J. P, 1990).

Researches have confirmed there is a strong correlation between dimensions of diversity and employees' commitment. These dimensions divided into individual and managerial dimension (Allen, 1990).

In term of individual factors, some studies confirmed that gender, age, experience are related to employees commitment.

For example, employees with long working period in organization, they have more knowledge of the goals and values of organization thus increase the organizational commitment.

Hammad Hanouna, (2006) believes that organizational commitment increases with age, older employees have a strong commitment to the organization and tend more to career stability compared with younger employees. However, other studies considered age the least significant dimension of diversity in affect the degree of job commitment compared to other dimensions of diversity (Brewer, 1996).

The nature of the job also affects employees' organizational commitment, employees with distinctive position and effective role with a good level of income and salary are more likely to have job satisfaction and job commitment (Majid Kassem Al-Sayani, 2015).

In terms of the managerial factors, some studies have been confirmed that process of managing diversity in workplace affect employees' commitment. Studies found that the leadership styles, the process of controlling and supporting employees and take care and involve them in decision making have direct effect on employees' commitment (Porter, 1974).

In other hand, the effect of organizational commitment in diversity climate has a negative impact on individuals and institutions.

In term of individuals, job commitment leads to psychological pressure on individuals as a result of their failure in social and family duties, thus, decrease the opportunities for self-development. While it decrease the innovation in organization (Al-Atrash, 2011).

In other hand, it is viewed as positive effect occurs at individual level when employees achieve a high degree of job satisfaction and achieve professional progress in job with a good performance.

While its impact on institutional aspect occurs at the development of the organization (Sargent and Hannum 2003).

Some empirical studies have found that a good workplace is one of the most important factors that increase organizational commitment of employees.

Furthermore, perceived fairness in workplace carry indirect impact of differences among employees through social integration and affect employees' performance (Harrison et al, 2002). This confirms that employees' perceptions of justice about procedures that manage diversity among employees are positively associated with organizational commitment (Alexander & Ruderman, 1987).

Therefore, we hypothesize the following:

H3: Perceived fairness in organizational diversity climate has a positive effect on org. commitment.

3.3.4 Diversity climate and Turnover intention

Turnover intention is defined as employee's preference to leave workplace and search other job (Awni Hals, 2013). Also, is defined as the desire of the individual to search for an alternative institution because an employee is unable to remain in current organization (Purani & Sahadev, 2007). While (Al-Zubair Said, 2015) defined it as suspend of the employee's job and his monthly wage within his or her current job.

There are two types of work turnover, first type can be controlled (involuntary turnover), that is against employees desire, occurs as a result to employer decision, when management decides to terminate its relationship with an employee due to considerations in workplace.

While, the second types cannot be controlled (voluntary turnover) occurs as a result of employee decision when an employee initiates the termination of their employment of their own free will, either of having an attractive alternative opportunities or as being unhappy in the current job (Sims, 2007).

Employees decision in voluntary turnover could be taken a suddenly according to disease case, bad relationship with manager or low pay or benefits, thus, has a serious impact on the performance of organization.

At the spatial level, there are two kinds of turnover intention. The external rotation; is the attempt of individuals to move from one institution to another.

As well, the internal rotation that occurs when employees are transferred between different departments in the same institution (Vandenberg and Nelson 1999).

Mobley, 1982 has stated there are many problems when employee leave work or search new job; like incur cost of loss in productivity or costs of hiring and training new employees.

These implications of turnover on organization vary according to dimensions of diversity climate. Since researches indicate that the dimensions of diversity play an important role in employee decisions to leave job or not.

For example, in term of individual dimensions, the diversity in age is related with turnover intention; because some employees have the desire to retire after reaching certain ages.

Furthermore, younger employee is more likely to leave job than older employee because they had more entry-level job opportunities and few family responsibilities (Porter & Steers, 1973).

While, in the institution level, employee turnover represents a unique solution to organizations to get rid of employees with a low productivity and reduces the cost of training and recruitment.

While employee benefits by moving to better job with flexible working hours and good income.

Awni Halsa (2013) illustrated that the experience dimension of diversity has less impact on the turnover intension of employee, while the reward system has the most effect on employee turnover intention. In addition, the personality variables (salary and job security), organizational variables (firm size and work environment) and job-related variable (skill level and experience) have a significant impact on job satisfaction. These variables determine the level of employee satisfaction, (Comm, 2000) affirms that the relationship between turnover intention and job satisfaction is completely inverse; employees with more feeling of job satisfaction, the strong motivation to continue at job and will not intend to leave or search an alternative job.

Regardless of the effect of these dimensions of diversity on organization, the fairness and justice consider as the critical factors for employee decision to leave or stay in workplace. Aafaqi (2004) proposed that, employee perception of fairness in organization practices leads employees to be more inclined to adhere their job.

It has been investigated the relationships of perceived fairness in the workplace and individuals feelings about their workplace and their intention to leave their workplace.

Aryee (2002) evaluated the decisions of employees to leave organization as a result of unfair in organizational procedures.

Tett and Meyer (1993) confirmed that satisfied employees are more attached to organization with less turnover intention. Therefore, Allen (2005) proposed that perceived fairness in the workplace is the strongest predictor of leaving the organization or no.

Therefore, the following is hypothesized:

H4: Perceived fairness in organizational diversity climate has a negative effect on turnover intentions.

3.4. Moderation Role of Trust

In literature, trust is seen as an outcome variable related to team identification in diverse human resource. Van (2009) stated that cultural differences between employees may result in lower trust, due to effects of dissimilarity in workplace. However, Singh (2013) proposed that climate which promotes positive diversity may enhance explicit communication exchanges which considers as one of the significant factor that increase employee's trust in their leaders and improve these relationships. McKay (2011) affirmed that a good relationship leads to increase job satisfaction.

Also, Bialeszewski (1985) has stated that trust is positively moderate the relationship between job satisfaction and diversity workplace.

Similar to job satisfaction, trust enhances the organizational commitment and competitive advantages of employees because it occurs as result of mutual respect in workplace (Colquitt, 2007). As well, the turnover intention in term of trust is defined as the intension to quit does not always lead to quitting, but perceive the unfair in managing diversity of human resource within workplace increases the chances of quitting. Hopkins (2006) confirmed that trust play an essential role in employees' decisions to stay or leave their job.

Contemporary researches provide an evidence that trust and fair processes in diversity workplace supports employee outcomes as productivity and profits. While the positive effect of fair workplace may be inhibited if trust decreased (Driscoll, 1978).

Lack trust between individuals in workplace will diminish the effect of leaders to promote fairness. Therefore, organizations have to monitor trust level continuously (Winograd, 2000).

Furthermore, assessments of fairness is a requirement in the workplace in order to avoid negative implications of conflicts as result of lack trust.

One of these requirement is the organizational justice perceptions. Harold (2009) confirmed that organizational justice is positively correlated with employee outcomes. Besides, it allows employees to have more confidence in viability of this relationship in long-term. Based on simple direct relationship between employee outcomes and diversity climate within workplace, we focus on trust in organizational justice linkage that mediate this relationship. These relationships are observed mostly in the Western literature (Cox, 1993).

Therefore, we hypothesize the following:

H5: Trust will has a moderating effect on the relationship between diversity climate and job satisfaction.

H6: Trust will has a moderating effect on the relationship between diversity climate and organizational commitment.

H7: Trust will has a moderating effect on the relationship between diversity climate and turnover intention.

4. AIM OF THE STUDY

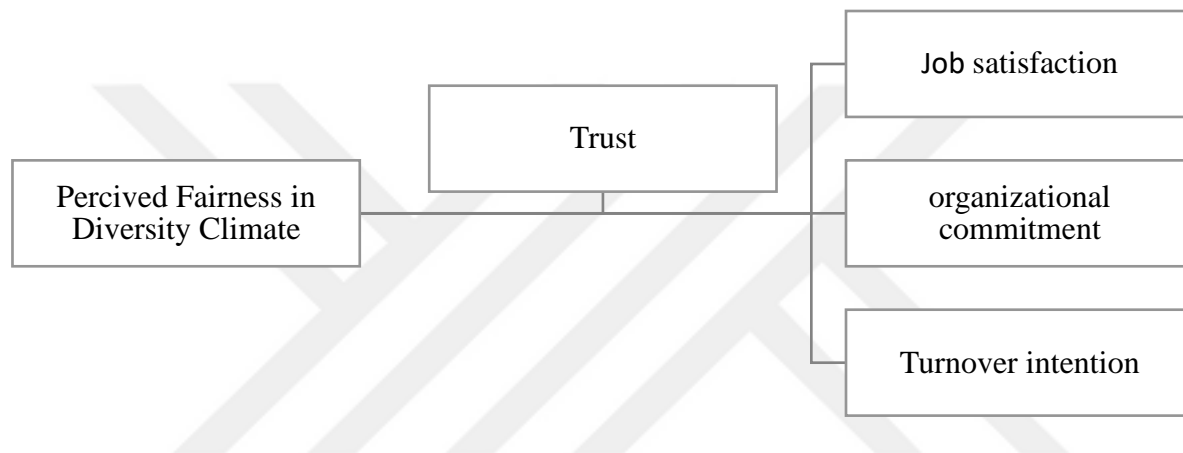
Diversity climate and outcomes of employees with their different dimension were discussed in previous chapters. This chapter will empirically examine the relationship between diversity climate and employees' outcomes.

The first aim of study is to examine the relationship between diversity climate and outcomes of employees.

The second aim of study is to test whether the positive effect of diversity climate on employees' outcomes (organizational commitment, job satisfaction, turnover intention) are moderated by trust.

4.1. Research Model

Figure 1. The Research Model



Hypotheses are as followed:

H1: Perceived fairness in organizational diversity climate has a positive effect on trust.

H2: Perceived fairness in organizational diversity climate has a positive effect on job satisfaction.

H3: Perceived fairness in organizational diversity climate has a positive effect on org. commitment.

H4: Perceived fairness in organizational diversity climate has a negative effect on turnover intentions.

H5: Trust will has a moderating effect on the relationship between diversity climate and job satisfaction.

H6: Trust will has a moderating effect on the relationship between diversity climate and organizational commitment.

H7: Trust will has a moderating effect on the relationship between diversity climate and turnover intention.

CHAPTER 5

RESEARCH DESIGN AND METHODOLOGY

The diversity climate within any institution is governed by a set of dimensions divided into primary, secondary and organizational dimensions, which have a significant impacts on the formation of good or bad institutional climate in workplace.

The process of measuring the climate of diversity within institutions can be done through a questionnaire distributed to employees in the organization to measure the extent of job satisfaction of employees in the diversity climate. Through employees' responses, can examine what organizational policies should continue and what they should adjust to manage diversity.

According to some studies (Al-Kubaisi, 1998), there are many indicators to measure the diversity climate within the institution. Among these indicators; employees' performance, their outcomes in the workplace, and the amount of creativity they provide in order to prove their abilities. Other studies assess the climate of diversity through job satisfaction of the employees, which directly affect their loyalty to the organization and their desire to achieve its objectives.

Some researchers believe that there are key indicators that contribute to evaluate the successful organizational climate and management of diversity, the most important of these indicators; the institution support and motivate all staff alike and their participation in programs and decision making process within the institution. In addition to continuous cooperation among staff.

5.1 SAMPLE

There are two types of sampling, the probability and non-probability sampling. This research used a probability sampling (quantitative research).

There are four types of the probability sampling, the random sample is used. Where each unit of the population has an equal probability of inclusion in the sample for that it considers as the best method to do an online survey.

A Research provides a framework for the collection and analysis of data. The "theory" term is an explanation of observed regulations to explain a certain problem, for example, the research question is, does really diversity climate affect employees' outcomes.

A quantitative research is used to quantify the results either accept or reject the developed hypothesis. The items of questionnaires and hypothesis are tested by using IBM SPSS Statistics v25.

The questionnaires was mailed to a total of 6500 employees at work in different countries, total of 193 employees fully completed the survey. The participants ranged from top management to operational employees, covering all the biographical subgroups such as race, age, years of service, employment status/level, gender groups.

The sample consisted of 32.1% male and 67.9% females, the age of participants were in 4 categories 36.3% (20-29 years), 39.4% (30 – 39 years), 17.1% (40- 49 years) and 7.3% (50 and above). Of the respondents, 7.8% were high school graduate, 10.9% were some college degree. 52.3% were college degree, while 24.4% had postgraduate degree.

The remaining 4.7% had an education level below high school. The time of respondents who spent in job 24,9% were in their job to one year or less. 25.9% were 2-4 years, while 16.6% were 5-7 years, 32.6% the highest number of employees who spent time in their job were to eight years or more. The participant's nationality were 1% Turkish employees, 94.3% Arabians 94.3%, while 4.7% were employees from other nationalities. Table 1 presents the sample characteristics in detail .

Table .1

Composition of the general information in the sample.

N=193		Frequency	Percentage (%)
Gender	Men	62	32.1
	Women	131	67.9
Age	20-29 years	70	36.3
	30-39 years	76	39.4
	40-49 years	33	17.1
	50 and above	14	7.3
Time you have been in your job	one year or less	48	24.9
	2 to 4 years	50	25.9
	5 to7 years	32	16.6
	8 years or more	63	32.6
Education level	Less than High School	9	4.7
	High school graduate	15	7.8
	Some College	21	10.9
	College degree	101	52.3
	Postgraduate degree	47	24.4
Nationality	Turk	2	1.0
	Arab	182	94.3
	other	9	4.7

5.2 INSTRUMENT

Online questionnaire is used to collect data. Items of questionnaire measure various constructs relating to diversity climate and employees' outcomes. The scoring of scales is done on five point Likert scale, ranging from 1= strongly disagree to 5= strongly agree.

5.2.1. DEMOGRAPHIC

General information consists of five questions asking about demographic information include gender, age, education, nationality and working period.

The age variable has four categories of 9 years each. The lowest category is for individuals 20 years of age and the highest is for people over 50 years of age.

Education variables have five categories that are ranging from less than high school, high school graduate, some college, college to postgraduate degree.

Nationality has three categories consist of Turkish employees, Arabians and other nationalities.

Time in job has four categories start with, one year or less, 2- 4 years, 5-7 years and 8 years and more.

5.2.2. Diversity climate

In this study, the diversity climate measured by using six items adapted by (Mor Barak et al. 1998 - Organizational Fairness subscale of the Diversity Perceptions Scale). These items were formulated as follows: I feel I have been treated differently here because of my race sex, religion, or age. Managers here have a track record of hiring and promoting employees objectively regardless of their race, sex, religion or age. Managers here give feedback and evaluate employees fairly, regardless of the employee's ethnicity, gender, age, or social background. Managers here make layoff decisions fairly, regardless of such factors as employees' race, sex, age, or social background. Managers interpret human resource policies (such as sick leave) fairly for all employees. Managers give assignments based on the skills and abilities of employees.

5.2.3. Job satisfaction

The job satisfaction scale consist of five items adapted by (Brayfield & Rothe, 1951). These items were formulated as follows; At this very moment, I am enthusiastic about my work; Right now, I feel fairly satisfied with my present job; At present, each minute at work seems like it will never end; At this moment, I am finding real enjoyment in my work; Right now, I consider my job rather unpleasant.

5.2.4. Organizational Commitment

The organizational commitment scale contains of nine items adapted by (Mowday, Steers, & Porter, 1979).

These items were formulated as follows I am willing to put a great deal of effort beyond that normally expected in order to help this organization be successful; I talk up this organization to my friends as a great organization to work for; I feel very little loyalty to this organization; I find that my values and the organization's values are very similar; I am proud to tell others that I am part of this organization; This organization really inspires the very best in me in the way of job performance; I am extremely glad that I chose this organization to work for over others that I was considering at the time I joined. Often, I find it difficult to agree with this organization's policies on important matters relating to its employees; I really care about the fate of this organization.

5.2.5. Turnover Intentions

The turnover intention scale contains two items adapted from (McCay et al. 2007). Formulated as; Hardly ever think about leaving and Would take a lot to get me to leave the company.

5.2.6. Trust

The trust scale contains 7 items adapted by (Marlowe and Nyhan, 1992). Formulated as; My leader can make good decisions & judgments; I am ready to trust my leader to overcome any obstacle; My leader is good in leading us when doing organizational projects; I give full commitment to work with my leader; My leader's ideas/opinions are useful for me in doing my job; I believe that my leader will provide correct info bout the tasks for me; I can share my ideas and thoughts with my leader.

The questionnaire including scales and items can be found in the following table.

Table.2 Scales and Items

No.	Variables	Items	References
1.	Diversity Climate	<ol style="list-style-type: none"> 1. I feel I have been treated differently here because of my race, sex, religion, or age. 2. Managers here have a track record of hiring and promoting employees objectively regardless of their race, sex, religion or age 3. Managers here give feedback and evaluate employees fairly, regardless of the employee's ethnicity, gender, age, or social background 4. Managers here make layoff decisions fairly, regardless of such factors as employees' race, sex, age, or social background 5. Managers interpret human resource policies (such as sick leave) fairly for all employees 6. Managers give assignments based on the skills and abilities of employees 	Mor Barak et al. 1998
2.	Job Satisfaction	<ol style="list-style-type: none"> 1. At this very moment, I am enthusiastic about my work. 2. Right now, I feel fairly satisfied with my present job. 3. At present, each minute at work seems like it will never end. 4. At this moment, I am finding real enjoyment in my work. 5. Right now, I consider my job rather unpleasant. 	Brayfield & Rothe, 1951
3.	Job Commitment	<ol style="list-style-type: none"> 1. I am willing to put a great deal of effort beyond that normally expected in order to help this organization be successful. 2. I talk up this organization to my friends as a great organization to work for. 3. I feel very little loyalty to this organization. 4. I find that my values and the organization's values are very similar. 5. I am proud to tell others that I am part of this organization. 6. This organization really inspires the very best in me in the way of job performance. 7. I am extremely glad that I chose this organization to work for over others that I was considering at the time I joined. 8. Often, I find it difficult to agree with this organization's policies on important matters relating to its employees. 9. I really care about the fate of this organization. 	Mowday, Steers, & Porter, 1979

4.	Turnover Intentions	<ol style="list-style-type: none"> 1. Hardly ever, think about leaving. 2. Would take a lot to get me to leave the company. 	McCay et al. 2007
5.	Trust	<ol style="list-style-type: none"> 1. My leader can make good decisions & judgments. 2. I am ready to trust my leader to overcome any obstacle. 3. My leader is good in leading us when doing organizational projects. 4. I give full commitment to work with my leader. 5. My leader's ideas/opinions are useful for me in doing my job. 6. I believe that my leader will provide correct info bout the tasks for me. 7. I can share my ideas and thoughts with my leader. 	Marlowe and Nyhan, 1992

5.3 PROCEDURES

Information from employees was collected via a questionnaire was mailed to 6500 employees at work in different countries. The total number of 193 employees fully completed the survey. The participants ranged from top management to operational employees, covering all the biographical subgroups such as race, age, years of service, employment status/level, gender and disability groups. The data of participants kept secret and only used for scientific research.

5.4. DATA ANALYSIS

The current study used the following statistical analyses:

Central tendency is the most popular and used measure to find the mean which is used for all scales to see the degree of the participants' approval to each question. As well, eliminates random errors and helps to derive a more accurate result than a result derived from a single experiment.

Cronbach's alpha reliability analysis, Whiston (2000) considers measurement of scale is reliable when its degree of instrument's scores are free from error. Using Cronbach's alpha to measure the degree of consistency of the scales used in this study. The coefficient of cronbach's alpha was calculated for all questions together. The values between (0-1) and more close to One of Cronbach's Alpha means more reliability the questionnaire is, when the value is greater than 0.60 we can adopt the questionnaire as reliable and sustainable.

Pearson correlation coefficient is used in terms of big samples and quantitative data to measure the change occurs to the dependent variable when the independent variable changes. The degree of independent variable determines when its values equals to Zero. The correlation is positive and becoming more strongly when it gets close to one (1), and weaker when gets close to Zero. While the negative correlation is becoming more strongly when it gets close to mines One, and weaker when gets close to Zero.

T-test is applied to compare the means between groups to see the degree of differences in the opinions of participates.

Factory test is used to test the linkage between questions, and to know if there are any questions not affected by the respondents' answers to be deleted during the analysis.

Simple linear regression test was conducted in order to explain the relationship between dependent variables and independent variable, and finding which variables are significant predictors of the outcome variables, and to understand the moderating effects of trust on the relationship between diversity climate and employees' outcomes.

CHAPTER 6: RESULTS

6.1. RESULTS OF FREQUENCIES

The value of the arithmetic to agree ranges between 4.2-3.41, the results indicate to degree of agree on organizational commitment and trust with 3.40 and 3.43, while the results of diversity climate, job satisfaction, turnover intentions indicate to neutral level of agree.

Criteria for the Evaluation of the answers frequencies ratio.

1-1.8	strongly disagree
2.6 - 1.81	disagree
3.4 – 2.61	Neutral
4.2 – 3.41	Agree
5- 4.2	Strongly Agree

Table 3. Frequency Analyses for the Research Sample

N=193						
Frequencies						
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean
Diversity Climate	%9.84	%21.35	%26.11	%29.84	%12.85	3.15
Job satisfaction	%4.79	%17.88	%27.33	%39.25	%10.75	3.33
Organizational Commitment	%5.81	%15.26	%28.04	%35.23	%15.66	3.40
Trust	%6.51	%13.55	%25.76	%38.86	%15.32	3.43
Turnover Intentions	%10.62	%20.73	%24.09	%30.05	%14.51	3.17

6.1.1 Respondents Profile

Research study examined the respondents Profile to obtain general information about respondents and their distributions to enhance understanding the results and explore whether demographic factors could have impacts on the relation between diversity climate and employees' outcomes. The demographic factors analyzed are gender, age distribution, education level, job experience and nationality.

Descriptive statistical analyses was applied for demographic variables.

6.1.1.1 Gender Frequency Analyses

Table shows frequencies for gender, 32% are males and 67.5% are females. We can observe that the males are (62) out of 194, and they are resending 32.1 % of the responding. While, females are (131) out of 194 and they are resending to 18.3% of the responding.

The results indicate females are more likely to participate in online survey than men.

Table. 4
Gender Frequency Analyses

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	female	131	67.5	67.9	67.9
	male	62	32.0	32.1	100.0
	Total	193	99.5	100.0	

6.1.1.2 Age Frequency Analyses

The research study identified four age groups. The results of age frequencies show that for age groups, 39.2% of subjects fall into the age group 30 to 39 years old.

The respondents between 20-29 ages are 70 out of 193, and they are representing 36.3% of respondents. From 30-39 ages are 76 out of 193 with 39.4% of the respondents. Respondents between 40-49 ages are 33 out of 193, and they are representing 17.1%. While, respondents are above 50 years old are 14 out of 193 with 7.3% of the respondents. This means that the research study was influenced by people between the ages of 30 to 39. While, the respondents with 50 years or represent the lowest proportion of employees.

Table .5
Age Frequency Analyses

Age distribution					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-29	70	36.1	36.3	36.3
	30-39	76	39.2	39.4	75.6
	40-49	33	17.0	17.1	92.7
	50 and more	14	7.2	7.3	100.0
	Total	193	99.5	100.0	

6.1.1.3 Educational Frequency Analyses

The research study identified five variables to describe the academic qualifications of the respondents; the results indicate that the high level of qualification; the college (101) and postgraduate (47) of respondents are attained by the respondents.

Table. 6
Level of Education Frequency Analyses

Level of Education					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	postgraduate	47	24.2	24.4	24.4
	college	101	52.1	52.3	76.7
	some college	21	10.8	10.9	87.6
	high school graduate	15	7.7	7.8	95.3
	less than high school	9	4.6	4.7	100.0
	Total	193	99.5	100.0	

6.1.1.4 Job Experiences Frequency Analyses

The research study identified four categories of job experience. These categories were; year or less of job experience, 2-4 years, 5-7 years and 8-10 years. Results of frequencies indicate that the highest percentages of respondents are employees with 8-10 of job experience

Table. 7
Job Experiences Frequency Analyses

Time you have been in your job					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	year or less	48	24.7	24.9	24.9
	2-4	50	25.8	25.9	50.8
	5-7	32	16.5	16.6	67.4
	8-10	63	32.5	32.6	100.0
	Total	193	99.5	100.0	

6.1.1.5 Nationality Frequency Analyses

The results of nationality of respondents indicate that Arab are 95.4% of respondents to research survey (185) out of 193.

Table. 8
Job Experiences Frequency Analyses

Nationality					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Arab	185	95.4	95.9	95.9
	other	6	3.1	3.1	99.0
	Turk	2	1.0	1.0	100.0
	Total	193	99.5	100.0	

6.2.RESULTS OF FACTOR ANALYSIS

Exploratory factor analysis method is used in order to put forward the construct validity of the scales. To test the acceptable and adequacy level of data and how suited is for factory analysis; Kaiser-Meyer-Olkin (KMO) and Bartlett's test have been applied.

Results of test indicate the sampling adequacy is sufficient for factor analysis with a KMO value of .907. The value of Barlett test detected a relation between the variables that is significance equal to 0,000 ($p=0.000<0.05$).

Varimax rotation method is used to stabilize the structure of the relation between the factors. Rotated Component Matrix indicates to moderate-to-strong correlations between items and components.

Reliability coefficients of diversity climate scale is ($\alpha=0.873$) had six items. Items numbers were as in the following. Organizational commitment scale ($\alpha=0.820$) had 9 items. Job satisfaction scale had 5 items with reliability ($\alpha=0.756$). Turnover intention scale ($\alpha=0.885$) had 2 items. Trust ($\alpha=0.930$) had 7 items.

6.2.1 DIVERSITY CLIMATE FACTOR ANALYSIS

Results of the Kaiser- Meyer – Olkin (KMO) test of sample adequacy (KMO=0,830) and Bartlett’s test of sphericity (Barlett sign. =0,000)

The result of total variance of Eigenvalue explains that Q1 and Q2 have high Eigenvalue 55.625. So the two questions account for the variance of six input items.

The results of rotated factor loading indicate that a first factor analysis revealed 5 factors (Q2, Q3, Q4, Q5, Q6) have large positive loading on factor 1 and are correlated highly, these factors describe diversity climate in workplace. A second factor analysis revealed one factor (Q1) which is related negatively with other items, this question (I feel I have been treated differently here because of my race, sex, religion, or age) has been excluded and the analysis re-run in order to obtain better internal consistency reliability scores.

TABLE. 9
RESULTS OF DIVERSITY CLIMATE FACTOR ANALYSIS

	KMO=0,830 Barlett significance=0,000 Chi-Square=459,972 α: 873.0	Rotated Factor loading	
		Factor 1	Factor 2
Q1	[I feel I have been treated differently here because of my race, sex, religion, or age.]	-.062	.980
Q2	[Managers here have a track record of hiring and promoting employees objectively regardless of their race, sex, religion or age]	.715	-.010
Q3	[Managers here give feedback and evaluate employees fairly, regardless of the employee [ethnicity, gender, age, or social background]	.845	-.282
Q4	[Managers here make layoff decisions fairly, regardless of such factors as employees [race, sex, age, or social background]	.836	-.254
Q5	[Managers interpret human resource policies (such as sick leave) fairly for all employees]	.805	.047
Q6	[Managers give assignments based on the skills and abilities of employees]	.814	.008

6.2.2 JOB SATISFACTION OF FACTOR ANALYSIS

Results of the Kaiser- Meyer – Olkin (KMO) test of sample adequacy (KMO=0,773) and Bartlett’s test of sphericity (Barlett sign. =0,000). A result of the reliability analysis score was 0.756.

The results indicate that there is only one Eigenvalue greater than 1= (2,703), although the varimax rotation option was used. So that can be explained as all the items fit onto one single theoretical construct.

TABLE.10
RESULTS OF JOB SATISFACTION FACTOR ANALYSIS

	Df=10 Chi-Square= 310.951 KMO=0,773 a=0.756	Factor loading
Q1	At this very moment, I am enthusiastic about my work.	.765
Q2	Right now, I feel fairly satisfied with my present job.	.696
Q3	At present, each minute at work seems like it will never end.	.062
Q4	At this moment, I am finding real enjoyment in my work.	.687
Q5	Right now, I consider my job rather unpleasant.	.492

6.2.3 RESULTS OF ORGANIZATIONAL COMMITMEN FACTOR ANALYSIS

Cronbach Alpha, the coefficient of internal consistence are calculated to find the reliability of 9 items in the “organizational commitment” scale. The result of the reliability analysis score was found high as $\alpha=0.820$ the organizational commitment scale is valid and reliable tool.

To put forward the construct validity of the scale, explanatory factor analysis method is used. As the result of the Kaiser- Meyer – Olkin (KMO) test of sample adequacy ($KMO=0,874$) and Bartlett’s test of sphericity (Barlett sign. $=0,000$) the results of test indicate the sampling adequacy is sufficient for factor analysis.

Varimax method is used to stabilize the structure of the relation between the factors in factor analysis. The results of varimax rotation were follows; the variables are gathered under 2 factors whose total explained variance is 52.82%.

TABLE.11
RESULTS OF ORG. COMMITMENT FACTOR ANALYSIS

	Factor 1. Variance =34,48 α: 0,929	Factor loading
Q1	I find that my values ad my org. value are very values.	.795
Q2	I am proud to be part of this org. and ell other about my present organization.	.880
Q3	This organization really inspires the very best in me in the way of job performance.	.808
Q4	I am extremely glad that I chose this organization to work for over others that I was considering at the time I joined.	.859
Q5	I am willing to put a great deal of effort beyond that normally expected in order to help this organization be successful.	.784
Q6	I talk up this organization to my friends as a great organization to work for.	.814
Factor 2 : Variance 18,34% α:0,905		
Q7	Often, I find it difficult to agree with this organization' policies on important matters relating to its employees	.835
Q8	I feel little loyalty to present organization.	.835
Total Variance: 52,82%		

6.2.4 RESULTS OF TRUST FACTOR ANALYSIS

Results of the Kaiser- Meyer – Olkin (KMO) test of sample adequacy (KMO=0,890) and Bartlett’s test of sphericity (Barlett sign. =0,000). A result of the reliability analysis score was 0.930.

The variables are gathered under one factors whose total explained variance is 70.564%.

Approx. Chi-Square=1038.748, DF=21.

TABLE.12
RESULTS OF TRUST FACTOR ANALYSIS

Variance 70.564% a=0.930 KMO=0,890 DF=21		
Q1	Would take a lot to get me to leave the company	.675
Q2	I trust my manager to overcome any obstacle.	.662
Q3	My leader is good in leading us when doing organizational projects.	.793
Q4	I give full commitment to work with my leader	.659
Q5	My leader’s ideas/opinions are useful for me in doing my job	.784
Q6	I believe that my leader will provide correct info bout the tasks for me	.722

6.2.5. RESULTS OF TURNOVER INTENTION FACTOR ANALYSIS

Results of the Kaiser- Meyer – Olkin (KMO) test of sample adequacy (KMO=0,600) and Bartlett’s test of sphericity (Barlett sign. =0,000). A result of the reliability analysis score was 0.885.

The variables are gathered under one factors whose total explained variance is 89.951%.

Approx. Chi-Square=190.102, DF=1.

TABLE.13
RESULTS OF TURNOVER INTENTION FACTOR ANALYSIS

Barlett sign.=0,000 a= 0.885, KMO=0,600		
Q1	Hardly ever think about leaving.	.899
Q2	Would take a lot to get me to leave the company.	.899

6.3. RESULTS OF RELIABILITY ANALYSIS

In current research Cronbach Alpha is used to test the reliability of the research variables. The results of Cronbach's alpha value for all variables is 0.913 and stability value is 0.95, which indicates that research variables are reliable and the internal consistency of all the scales is high.

Table.14

RESULTS OF RELIABILITY ANALYSIS

Reliability Statistics			
Variable	Cronbach's Alpha	stability	Explanation
Diversity climate	0.873	0.93	High reliable and stable
Job satisfaction	0.756	0.76	High reliable and stable
Organizational Commitment	0.820	0.91	High reliable and stable
Trust	0.930	0.96	High reliable and stable
Turnover intention	0.885	0.94	High reliable and stable
Total	0.913	0.95	High reliable and stable

6.4. RESULTS OF INDEPENDENT SAMPLE T-TESTS

Independent samples T-tests has been used to compare the quantitative data and to find the difference between two groups. One way ANOVA test was used for the inter-group comparison for more than two groups.

In gender comparison, to define if genders make a significant difference in diversity climate. The results indicates there is no significant relation between gender and diversity climate ($t=0.096$; $p=.923>0,05$).

As well, the results of organizational commitment job satisfaction and trust indicate there is no significant relation between gender and organizational commitment, job satisfaction and trust $p> 0.05$

To define if genders make a significant difference in turnover intention, the result indicate there is a significant relation between gender and turnover intention $p=.006<0.05$.

Male turnover intention score ($x=3.8511$), are found higher than female' turnover intention (2.7083). That means men are more willing to leave job than woman.

Table.15

Independent sample t-test – Gender Comparison

	N	Mean	t	Sig.(2-tailed)
diversity climate	female 123	3.0407	.096	.923
	male 58	3.0287		
job satisfaction	female 129	3.3543	.354	.723
	male 60	3.2133		
organization commitment	female 131	3.3104	.004	.997
	male 62	3.2100		
Trust	female 131	3.4482	.415	.678
	male 62	3.3894		
Turnover intention	female 131	2.7083	.236	.006
	male 60	3.8511		

The sig. value in term of age categories, diversity climate, job satisfaction, turnover, trust and organizational commitment in relation with age are greater than 0.05 that means there are no significant differences between answers and the variability in the scales is not significantly different according to age. The mean in term of age categories indicates that employees between 20-29 years have higher sense of diversity climate (3.53) and turnover intention (3.40) comparing

with other age categories. As well, the employees with 50 years and more have higher organizational commitment (3.50) with less turnover intention than younger employees.

As well, in term of nationality, the sig. value is greater than 0.05 that means there are no significant differences between answers.

The sig. value of educational level pointed that the variability in the diversity climate, job satisfaction, turnover intention, trust and organizational commitment is not significantly different, is about the same.

The sig. value of variables in term of time you have been in job is greater than 0.05 that means there are no differences between answers.

Table. 16
ANOVA. Table

	Sig.				
	Diversity climate	Job satisfaction	Organizational commitment	Turnover intention	Trust
Age	.683	.613	.590	.860	.450
Nationality	.976	.990	.539	.728	.692
Time you have been in your job	.484	.923	.399	.630	.588
Education level	.613	.539	.379	.109	.308

6.5. RESULTS OF CORRELATIONS

Pearson correlation coefficient, r , has been used to measure the strength that exists between variables; the independent variable (diversity climate) and the dependent variables (Job satisfaction, Organizational Commitment, Trust and Turnover). The significance of the relationship had been expressed by sig, if it is less than 0.05, the relationship is significant and if greater than 0.05, the relationship is not significant. The strength of the relationship determined when Pearson's r is close to one.

Analyzing the results of correlation table revealed that there is a statistically a significant correlation between diversity climate, Job satisfaction, Organizational Commitment and Trust, because sig. (2-tailed) values is 000 which is less than 0.05. The Pearson correlation coefficient are .557, .593 and 0.570 that means the strength of correlation is medium between these variables and positively and significantly are associated. While, job satisfaction, organization commitment and trust are negatively correlated with turnover intention with value of -0.443, -0.515, -.526. We could conclude that when job satisfaction, organizational commitment or trust increase in workplace the turnover intention of employees decrease.

Table 17. PEARSON CORRELATION TABLE

	Variable	Mean	SD	DC	JS	OC	T	TI
1.	Diversity Climate	3.03	.774	1				
2.	Job Satisfaction	3.24	.737	.557**	1			
3.	Organization Commitment	3.31	.713	.593**	.677**	1		
4.	Trust	3.42	.916	.570**	.542**	.668**	1	
5.	Turnover Intention	3.16	1.158	-.341**	-.443**	-.515**	-.526**	1

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

6.6. HYPOTHESE TEST

Table. 18. MODEL SUMMARY

	Dependent Variables	B	R ²	Adjusted R ²	F	F sig.	Variables in the equation		
							Beta	t	Sig. t
Independent Variable: Diversity climate	Job satisfaction	.371	.268	.264	69.754	0,000	.517	14.816	.000
	Organizational commitment	.423	.348	.344	101.721	.000	.589	10.086	.000
	Trust	.490	.264	.260	68.574	.000	.514	8.281	.000
	Turnover intention	.380	.100	.095	21.221	.000	.316	4.607	.000

Simple linear regression test has been used to test hypothesis.

H₁ stated that perceived fairness in diversity climate would be positively associated with trust. The results showed that diversity climate was significantly associated trust (F= 68.5, r = .514, p < 0.05). Regression analysis also showed that perceived fairness in diversity climate explains 26.4% of changes in trust. Results revealed a positive effect of diversity climate on trust (Beta=.514; R²=.264). The coefficient for trust is .490. So for every unit increase in trust, a 0.50 unit increase in diversity is predicted, holding all other variables constant. As such, hypothesis 1 was supported.

H₂ stated that perceived fairness in diversity climate would be positively associated with job satisfaction. The results showed that diversity climate was significantly associated with job satisfaction (F= 69.7, r = .517, p < 0.05). Regression analysis also showed that perceived fairness in diversity climate explains 26.8% of changes in job satisfaction. Results revealed a positive effect of perceived fairness in diversity climate on job satisfaction (Beta=.517; R²=.268). The coefficient for Job satisfaction is .371. So for every unit increase in Job satisfaction, a .40 unit increase in diversity is predicted, holding all other variables constant. As such, hypothesis 2 was supported.

H3 stated that perceived fairness in diversity climate would be positively associated with organizational commitment. The results showed that diversity climate was significantly associated with organizational commitment ($F= 101.7$, $r = .589$, $p < 0.05$). Regression analysis also showed that diversity climate explain 34.8% of changes in organizational commitment. Results revealed a positive effect of perceived fairness in diversity climate on organizational commitment ($Beta=.589$; $R^2=.348$). The coefficient for Organizational Commitment is .423. So for every unit increase in Organizational Commitment, a .40 unit increase in diversity is predicted, holding all other variables constant. As such, hypothesis 3 was supported.

H4 stated that perceived fairness in diversity climate would be negatively associated with turnover intention. The results showed that diversity climate was significantly associated with a turnover intention ($F= 21.2$, $r = .316$, $p < 0.05$). Regression analysis also showed that perceived fairness in diversity climate explains 10% of changes in turnover intention. Results revealed a positive effect of diversity climate on turnover intention ($Beta=.316$; $R^2=.100$). The coefficient for Turnover is .380. So for every unit increase in Turnover, a 0.40 unit increase in diversity is predicted, holding all other variables constant. As such, hypothesis 4 was supported.

6.7 Moderation Analyses

The moderator effect of trust was tested with hierarchical moderated regression analysis. Moderation effects occur when the direction of association between an independent variable and dependent variable change. A moderation hypothesis can be supported if the effect of this interaction term is significant. There are three path to find hierarchical moderated regression analysis; first, the impact of the predictor (perceived fairness in diversity climate), the influence of the moderator (trust) and the effect of their interaction term. Each factor of the dependent variables (turnover intention, organizational commitment, job satisfaction) was analyzed separately.

H₅ stated that trust would have a moderating effect on the relationship between perceived

diversity in a diversity climate and job satisfaction.

The results of moderating effect of trust did not have a significant moderating effect on the relationship between diversity climate and job satisfaction with sig = .996. This implies that employees with trust do not affect the level of job satisfaction in a diversity climate. The results not supported hypothesis 5.

Table 19. Hierarchical Regression Analysis for Moderation: Trust, Job Satisfaction

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.642 ^a	.412	.402	.56914

a. Predictors: (Constant), Diversity_Trust, diversity climate, Trust

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	39.538	3	13.179	40.687	.000 ^b
	Residual	56.362	174	.324		
	Total	95.900	177			

a. Dependent Variable: job satisfaction

b. Predictors: (Constant), Diversity_Trust, diversity climate, Trust

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.158	.544		2.128	.035
	diversity climate	.326	.192	.341	1.703	.090
	Trust	.316	.166	.387	1.904	.059
	Diversity_Trust	.000	.053	-.002	-.005	.996

a. Dependent Variable: job satisfaction

H6 state that trust will have a moderating effect on the relationship between perceived fairness in diversity climate and organizational commitment. The results of moderating effect

of trust did not have a significant moderating effect on the relationship between diversity climate and organizational commitment sig. (.592) is not significant. This implies that employees with trust do not have lower organizational commitment. As such, hypothesis 6 was not supported.

Table 20. Hierarchical Regression Analysis for Moderation: Trust, Organizational Commitment

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.773 ^a	.598	.591	.43908

a. Predictors: (Constant), Diversity_Trust, diversity climate, Trust

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	50.694	3	16.898	87.650	.000 ^b
	Residual	34.124	177	.193		
	Total	84.817	180			

a. Dependent Variable: organization commitment

b. Predictors: (Constant), Diversity_Trust, diversity climate, Trust

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.860	.408		2.106	.037
	diversity climate	.294	.145	.332	2.029	.044
	Trust	.521	.126	.686	4.147	.000
	Diversity_Trust	-.022	.040	-.149	-.537	.592

a. Dependent Variable: organization commitment

H7 stated that the presence of trust in organization would have a moderating effect on the relationship between perceived fairness in diversity climate and turnover intention,

meaning that employees with trust would have lower turnover intention when affected by perceived fairness in diversity climate than those with low trust.

The results confirm that employees with trust had a significant moderating effect on the relationship between perceived fairness in diversity climate and turnover intention. This implies that a high trust in organizations decreases the turnover intention of employees when affected by perceived fairness in diversity climate ($F = 8.455, p < 0.05$).

The model was significant ($F = 27.142, p < 0.10$). The variables without interaction are significant $F = 35.003, P < .001$.

The diversity climate coefficient was not significant ($\beta = .531; t = 2.481, p > 0.10$). While trust ($\beta = .088; t = .405, p > 0.05$).

Model 2 with the interaction between trust and diversity climate accounted for significantly more variance than just diversity climate and trust by themselves $R^2 \text{ change} = .033, p = .004$, indicating that there is potentially significant moderation between trust and diversity climate on turnover intention of employees.

The interaction term ($\beta = -1.057; t = -2.908, p < 0.05$) coefficients were significant. The R^2 is 3.3% (i.e., $.033 \times 100 = 3.3\%$), which is the percentage increase in the variation explained by the addition of the interaction term. As such, H7 was supported.

Table 21. Hierarchical Regression Analysis for Moderation: Trust, Turnover intention

Model Summary^c

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				Sig. F Change
					R Square Change	F Change	df1	df2	
1	.533 ^a	.285	.276	.98104	.285	35.003	2	176	.000
2	.564 ^b	.318	.306	.96090	.033	8.455	1	175	.004

- a. Predictors: (Constant), Trust, diversity climate
- b. Predictors: (Constant), Trust, diversity climate, Diversity_Trust
- c. Dependent Variable: Turnover

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	67.376	2	33.688	35.003	.000 ^b
	Residual	169.389	176	.962		
	Total	236.765	178			
2	Regression	75.183	3	25.061	27.142	.000 ^c
	Residual	161.583	175	.923		
	Total	236.765	178			

- a. Dependent Variable: Turnover
- b. Predictors: (Constant), Trust, diversity climate
- c. Predictors: (Constant), Trust, diversity climate, Diversity_Trust

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.291	.325		16.255	.000
	diversity climate	-.075	.116	-.050	-.644	.520
	Trust	-.641	.100	-.503	-6.440	.000
2	(Constant)	2.856	.896		3.187	.002
	diversity climate	.787	.317	.531	2.481	.014
	Trust	.112	.277	.088	.405	.686
	Diversity_Trust	-.256	.088	-1.057	-2.908	.004

- a. Dependent Variable: Turnover

RESULTS OF HYPOTHEIS TESTING
Table 22. Summary of Hypothesis Testing

H1	Perceived fairness in organizational diversity climate has a positive effect on trust.	Accepted
H2	Perceived fairness in organizational diversity climate has a positive effect on job satisfaction.	Accepted
H3	Perceived fairness in organizational diversity climate has a positive effect on org. commitment	Accepted
H4	Perceived fairness in organizational diversity climate has a negative effect on turnover intentions.	Accepted
H5	Trust will have a moderating effect on the relationship between diversity climate and job satisfaction.	Not accepted
H6	Trust will have a moderating effect on the relationship between diversity climate and organizational commitment.	Not accepted
H7	Trust will have a moderating effect on the relationship between diversity climate and turnover intention.	Accepted

7. DISCUSSING

In this study, the effects of perceived fairness in diversity climate on employees' outcomes is tested. As such, it assesses the moderating effect of trust on the relationship between diversity climate and organizational commitment, job satisfaction and turnover intention.

Considering the demographic factors investigated in the current study, the findings indicate that female employees reported a higher organizational commitment, and lower intention to leave organization than male. Observes that female employees are more sensitive to diversity climate within workplace than male, the current study confirms that woman have less job satisfaction than men, explanation for the finding comes from (Kosice, 2005). He proposed that women are more expected to be more sensitive to job discrimination in wage or working hours. Woman have less salaries than men even they are in the same level of education. This is in line with the social upbringing that can't accept woman to compete with men in workplace.

Employees above 50 years old have higher organizational commitment with higher intention to stay in organization than younger employees. This result confirms that seniors achieve greater productivity, because they are deeply connected with the same organization for a very long time (Gursoy, 2008). As well, results of current study indicate that employees with low trust in their workplace are more sensitive to diversity climate within workplace and more likely to leave organization. That may be as a result of unbelieving in manager, lack communication or unfair management.

Employees with more than 8 years of experience have a higher job satisfaction and lower intention to leave than the less experienced employees. While less experienced employees are more sensitive to diversity within organization, thus, they show less organizational commitment. This result confirms that less experienced employees are more likely to be dissatisfied within diversity workplace. A reason for this may be that as result of limited career growth or lack of communication and interest (Hertzberg, 2004).

In term of job satisfaction the results indicate that employees with high level of education are more satisfied in workplace than less educated employees. While, the less educated employees are more sensitive to diversity in workplace with a higher intention to leave organization due to low trust in organizational procedures (Bluedorn, 1982).

In diversity literature, diversity climate is observed to be negatively and positively associated with employee outcomes based on the way of organizational procedures.

In the context of current study, the result of the hypothesized test about the impact of perceived fairness in diversity climate and its impact on trust, job satisfaction and organizational commitment stated that role of perceived fairness in diversity climate would positively affect trust, job satisfaction and organizational commitment of employees. This implies that the diversity in human resource within workplace not negatively affect employees outcomes. When employees perceive fairness in dealing with diverse team, the psychological safety will increase, thus, their positive diversity attitude will increase. In accordance to this explanation, Staehle (1999) proposed that higher levels of diversity in workplace leads to higher satisfaction and motivation and thereby to higher organizational commitment.

Another explanation for this finding come from Kurtzberg (2000). He proposed that perceive fairness in diversity climate increases job satisfaction and commitment of employees, thus, the rates of resignations decrease in workplace.

These findings supported by hierarchical regression analysis. The results of the fifth and sixth hypothesis's support that the moderating effect of trust did not have a significant moderating effect on the relationship between diversity climate and employee outcomes.

While, the fourth hypothesis, the impact of perceived fairness in diversity climate is negatively related to turnover intention of employees. Literature shows that the relationship between turnover intention and job satisfaction is completely inverse; employees with job satisfaction are more willing to stay in organization regardless of differences between employees (1992; Zenger). Similar explanation can be adapted, that the difference between

employees is most dramatic in the case of perceived fairness and trust in organizational procedures (Lawrence, 1989).

Results of the hierarchical regression analysis provided support for the moderator effect of trust. O'Reilly (1992) supports that diversity in team leads to conflicts and decrease level of trust in workplace, thus, absenteeism, dissatisfaction and turnover intention of employees increase. Results provided support for hypothesis seven that role of

8. CONCLUSION

The openness of institutions to diversity has placed the responsibility on the managers to manage the differences between employees without discrimination, are expected to respect their employees' differences, support them to capitalize benefits of these differences and minimize its negative implications on employees' outcomes.

The examination of the effects of perceived fairness in diversity climate on employees' outcomes. As well, the role of moderating effect of trust on the relationship between perceived fairness in diversity climate and employees' outcomes is likely to be a major determinant of the implications of diversity climates on employees' outcomes, which could be of interest to researchers and practitioners in management, human resources, organizational behavior.

The current research shows that trust is a major determinant of implications of diversity climates on employees' outcomes in workplace.

In this study, the effects of perceived fairness in diversity climate on employees' outcomes is tested. As such, it assesses the moderating effect of trust on the relationship between perceived fairness in diversity climate and organizational commitment, job satisfaction and turnover intention. The results of current study are discussed in the following section.

Results showed that perceived fairness in diversity climate had a significant positive effect on organizational commitment, trust, job satisfaction and intention to stay.

Results of the hierarchical regression analysis illustrate that the moderator effect of trust did not have a significant moderating effect on the relationship between organizational commitment and job satisfaction in diversity climates. This implies that employees with trust do not have lower job satisfaction and organizational commitment in diversity climate.

While the results confirm that trust had a significant moderating effect on the relationship between perceived fairness in diversity climate and turnover intention.

This implies that high trust in organizations decreases the turnover intention of employees, and this implies that organizations, if they want to keep their employees working for them, are better off focusing on strategies aimed at increasing the trust of their personnel and proactively develop relevant applications and interventions to foster their trust.

8.1. Limitations of the Study

As there is with any research, there are certain limitations with the current study, one of these limitations is language barrier where respondents may not understand the questionnaire fully and properly. As the respondents may be diversified in the organization might have problems in understanding the questions constructed with only one language which is English.

As well, the questionnaire distributed to 6500 employees in different companies at different countries, which provide inadequate data about the fact of climate diversity in these organization in terms of homogeneous of employees, which cast doubt on the result of research, because the heterogeneous work environment can help to provide results that are more accurate.

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APPENDIX

General information		
1.	Gender:	<input type="checkbox"/> Male <input type="checkbox"/> Female
2.	Age distribution	<input type="checkbox"/> 20 – 29 years <input type="checkbox"/> 30 – 39 years <input type="checkbox"/> 40 – 49 years <input type="checkbox"/> 50 and above
3.	Time you have been in your job	<input type="checkbox"/> One year or less <input type="checkbox"/> 2-4 years <input type="checkbox"/> 5-7 years <input type="checkbox"/> 8 years or more
4.	Level of Education	<input type="checkbox"/> Less than High School <input type="checkbox"/> High school graduate <input type="checkbox"/> Some college <input type="checkbox"/> College degree <input type="checkbox"/> Postgraduate degree
5.	Nationality	<input type="checkbox"/> Turk <input type="checkbox"/> Arab <input type="checkbox"/> Kurd <input type="checkbox"/> Other

Diversity climate

		1 = Strongly Disagree	2= Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree
1-	I feel I have been treated differently here because of my race, sex, religion, or age.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2-	Managers here have a track record of hiring and promoting employees objectively regardless of their race, sex, religion or age	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3-	Managers here give feedback and evaluate employees fairly, regardless of the employee's ethnicity, gender, age, or social background	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4-	Managers here make layoff decisions fairly, regardless of such factors as employees' race, sex, age, or social background	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5-	Managers interpret human resource policies (such as sick leave) fairly for all employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6-	Managers give assignments based on the skills and abilities of employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Job satisfaction

		1 = Strongly Disagree	2= Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree
1-	At this very moment, I am enthusiastic about my work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2-	Right now, I feel fairly satisfied with my present job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3-	At present, each minute at work seems like it will never end.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4-	At this moment, I am finding real enjoyment in my work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5-	Right now, I consider my job rather unpleasant.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Organizational Commitment

		1 = Strongly Disagree	2= Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree
1-	I am willing to put a great deal of effort beyond that normally expected in order to help this organization be successful.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2-	I talk up this organization to my friends as a great organization to work for.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3-	I feel very little loyalty to this organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4-	I find that my values and the organization's values are very similar.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5-	I am proud to tell others that I am part of this organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6-	This organization really inspires the very best in me in the way of job performance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7-	I am extremely glad that I chose this organization to work for over others that I was considering at the time I joined.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8-	Often, I find it difficult to agree with this organization's policies on important matters relating to its employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9-	I really care about the fate of this organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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Trust

		1 = Strongly Disagree	2= Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree
1-	My leader can make good decisions & judgments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2-	I am ready to trust my leader to overcome any obstacle	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3-	My leader is good in leading us when doing organizational projects.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4-	I give full commitment to work with my leader	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5-	My leader's ideas/opinions are useful for me in doing my job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6-	I believe that my leader will provide correct info bout the tasks for me	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7-	I can share my ideas and thoughts with my leader	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Turnover Intentions						
		1 = Strongly Disagree	2= Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree
1	Hardly ever think about leaving	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
-						
2	Would take a lot to get me to leave the company	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Mean		Diversity climate	Job satisfaction	Org. commitment	Turnover intention	Trust
Gender	Men	2.30	3.41	3.20	2.80	3.38
	Women	3.44	3.20	3.31	2.33	3.44
Age	20 – 29 years	3.44	3.27	3.11	3.85	3.03
	30 – 39 years	3.03	3.26	3.27	2.71	3.31
	40-49 years	3.09	3.04	3.20	2.92	3.25
	50 and above	3.05	3.44	3.40	2.03	3.55
Time you have been in your job	one year or less	3.02	3.22	3.31	2.66	3.11
	2 to 4 years	3.09	3.16	3.39	2.97	3.41
	5 to 7 years	3.04	3.31	3.32	2.87	3.42
	8 years or more	3.00	3.28	3.22	2.83	3.57
Education level	postgraduate	2.48	3.80	3.24	2.22	3.49
	college	3.39	3.24	3.22	2.73	3.18
	some college	3.12	3.04	3.30	2.78	3.28
	high school graduate	3.07	3.41	3.37	2.50	3.12
	less than high school	3.90	2.91	3.61	3.66	3.09
Nationality	Arab	3.03	3.23	3.31	2.83	3.42
	other	2.97	3.26	3.12	3.00	3.28
	Turk	3.00	3.30	3.77	.	3.92