

Diversity: Assessing its Role in Perceived Organizational Climate

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Abstract: Diversity encompasses a spectrum of attributes beyond immediately visible characteristics such as age, gender, and race, including less apparent factors like religion, education, and personality types. Managing these diverse visible and invisible characteristics through managerial practices and approaches can enhance employees' perceived organizational climate that, in turn, leads to many work-related positive outcomes. This study employs a cross-sectional survey design to examine the impact of diversity management on organizational climate. Data were collected through questionnaires administered to administrative employees in Konya's 2nd Industrial Zone in central Turkey. From a population of 1,050 employees, 300 randomly selected respondents completed the questionnaire. After screening for completeness and removing duplicates, 273 responses were validated for analysis using regression statistical tests in SPSS. The findings reveal that diversity management significantly positively affects employees' perceived organizational climate. Multiple regression analysis confirms that organizational policies, practices, and procedures designed to embrace diversity positively influence employees' perceptions of the organizational climate. The study concludes with practical recommendations for managers, acknowledges limitations, and suggests directions for future research.

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INTRODUCTION

The inherent traits individuals are born with, along with factors like immigration, generational differences, and increased mobility, have transformed the workforce composition and created national and international labor markets filled with diverse workforce. For example, Australia is home to 220 nationalities that speak 130 different languages, and it is projected that by 2030, approximately 20-25% of Australians will be of Asian descent (D'Netto and Sohal, 1999). Similarly, in the United States, where minority Americans are expected to

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comprise 38% of the population by 2025, the nation is becoming increasingly ethnically diverse, leading to a more varied workforce (USA Census Bureau, 2002). Furthermore, the increasing presence of women and foreign workers in the labor force and the existence of subcultures in many countries compels managers to consider these factors in their everyday management practices to foster a positive working environment. Pro-diversity climate managerial policies and practices (diversity management) influence workers' perceptions, can drive them to behave in a desired way, and turn them into a competitive workforce. In other words, diversity management is a way of proactively handling diverse employees and turning them into a strength point for the organization (Shen et al., 2009). According to Tajfel and Turner's (1979) social identity and self-categorization theories, employees' behaviors and attitudes are influenced by their perceptions of the organization's climate, which is shaped by its various features. Essentially, how employees behave is closely tied to how they perceive their work environment.

In today's businesses, diversity is believed to be an advantage. To nurture it, all organizations try to set an inclusive organizational culture and climate. Diversity has received much attention in organization research because of its essential and positive outcomes. For instance, managing diversity enhances employees' perceived organizational culture and their perceptions of diversities in the organization (Aksu, 2008), especially at the top-level management (Atasoy, 2012), improves organizational commitment, empowerment, and job satisfaction (Wolfson et al., 2011), employees' emotional and organizational commitment (Eğimli, 2009; Gider, 2016; Ashikali and Groeneveld, 2015), employees' performance (McKay, et al., 2009), attitude (Tüz and Gümüş 2010), employees' workplace perceived organizational support (Kim and Lee, 2014). Furthermore, Hofhuis and colleagues (2016) found that trust mediated the effects of perceived diversity climate on team members' sense of inclusion. In addition, Jauhari and Singh (2013) proved the mediating role of perceived organizational support in the relationship between perceived diversity climate and employees' organizational loyalty. Mousa (2017) demonstrated that responsible leadership positively affects employees' organizational commitment through the mediating role of an inclusive diversity climate.

Many researchers, however, have adopted a narrow perspective by limiting their exploration of diversity to aspects such as race, ethnicity, and gender, often concentrating solely on specific demographic dimensions. McGrath and colleagues (1995) argue that demographic factors alone do not capture the full scope of diversity. They assert that diversity encompasses visible characteristics and invisible elements like religion, education, personality, and various other factors. Therefore, the main objective of this article is to examine whether managing diversity—through managerial practices and approaches—plays a role in shaping employees' perceptions of organizational climate, taking into account both visible and invisible dimensions of diversity.

THEORETICAL FRAMEWORK

The term diversity mostly shows the expanse of differences between groups of people. A simple definition of this terminology can be the extent to which a workgroup or organization is heterogeneous regarding personal characteristics and functional attributes (Jehn et al., 1999).

Some researchers focus solely on demographic characteristics. For instance, Sürgevil's (2010) usage of diversity shows the primary permanent dimensions of persons and groups' differences in race, ethnicity, gender, ability, and age. While others take a more comprehensive approach, considering the full range of differences among people, such as ethnicity, race, class, religion, learning and communication styles, birthplace, and occupation. McGrath and colleagues (1995), as cited by Alper et al. (2001), argue that demography alone cannot fully capture the meaning of diversity. They emphasize that diversity includes organizational dimensions like personality, cognitive and behavioral styles, status, business skills, values, beliefs, and attitudes. According to them, humans are not merely composed of physical elements but are also bio-psycho-social and philosophical beings (Alper et al., 2001). They assert that understanding a person requires more than just recognizing physical traits; their emotional and psychological structures are equally significant. Today, in addition to demographic factors, diversity encompasses aspects such as seniority, educational background, emotional orientation, physical abilities, social and economic status, and religion (Tüz & Gümüş, 2010).

Diversity and effective management are essential in today's organizations. In essence, diversity management refers to how leaders and top managers in organizations address the challenges and opportunities a diverse workforce presents. Primarily, diversity management focused on addressing underrepresented groups, like women and people of color. Still, it started to cover many other dimensions, like age, professional background, religion, etc., that affect the behavior of employees and work-related outcomes (Kellough and Naff, 2004; Wise and Tschirhart, 2000). However, managing all these diverse characteristics has become a significant challenge for organizations operating in the global economy. Numerous empirical and theoretical studies emphasize its importance in many countries. The growing significance of diversity management worldwide is driven by globalization, evolving business practices, shifting demographic structures, social changes, the rise of multinational business approaches, and corporate mergers. Meanwhile, the rise in many women as jobholders, the differences in the way older and younger people work, integration of physically and mentally disabled people into the workforce, cultural diversity created by migration waves due to industrialization, etc., are other reasons that led to raising the importance of managing the diversities in the working environment (Sürgevil, 2010).

Effectively managing this increasing diversity not only helps organizations adapt to global challenges but also plays a crucial role in shaping the perception of employees' organizational climate, which directly influences employee behavior and overall performance (Sürgevil, 2010; Tajfel and Turner, 1979; Aarons and Sawitzky, 2006; Jallow, 2017). Because, considering

Tajfel and Turner's (1979) social identity and self-categorization theories, it is known that, as social beings, the environment we inhabit and its conditions, as well as our perceptions of them, can quickly shape our actions and behaviors (Tajfel & Turner, 1979). This holds for individuals in workplace settings as well. Therefore, the work environment employees' perceptions directly impact their performance, either positively or negatively. Organizational climate has emerged as a framework to examine and analyze organizational conditions better to understand the behaviors of employees and the organization. The effectiveness of the workers, as they could drive the organization toward its goal, is subject to many factors; one of them is organizational perceived climate (Jallow, 2017).

Taguiri and Litwin (1968) define climate as "the relatively enduring quality of the total environment that (a) is experienced by its members, (b) influences their behavior, and (c) can be described in terms of the values of a particular set of characteristics (or attributes) of the organization." The same way, West and colleagues (1998) define the climate "as a shared perception of members from the fundamental elements of the organization." According to Aarons and Sawitzky (2006), "organizational climate is a global impression of one's organization and personal impact of the work environment, which affects behaviors and attitudes towards job." They believe that climate is "employees' perceptions of and affective response to the workplace and work tasks."

Hypotheses Development

A diverse workforce is considered an asset whenever organizational climate and culture are potentially and practically open to embracing diversity and fostering a psychologically inclusive working climate. Due to the positive outcomes of managing a diverse workforce, it has garnered significant attention. For example, Aksu (2008) identified an essential and positive correlation between employees' perceptions of organizational culture and their views on diversity. Similarly, Atasoy (2012) found that effectively managing diversity is crucial in organizational outcomes, particularly at the top management level. Additionally, Sezerel and Tonus (2014) referred to employees' perceptions of diversity climate as "the soft element of strategic human resource management," suggesting that managerial status largely influences these perceptions. In the same way, studies by Eğinli (2009) and Gider (2016) demonstrated a positive relationship between diversity management practices and employees' emotional and organizational commitment.

Diversity management practices support everyone; the outcome will be positive perception of employees and a positive working climate. In an organization, if all employees are respected and treated equally devoid of their visible (race, gender, age) and invisible differences (experience, culture, education...), there will be a positive enhancement in their performance (McKay et al., 2009), attitude (Tüz and Gümüş 2010), organizational commitment, empowerment, and job satisfaction (Wolfson et al., 2011). Diversity management practices are inclusive and benefit everyone, leading to positive employee perceptions and fostering a positive organizational climate. In an inclusive working climate, employees positively evaluate the organization's atmosphere and perceive it as friendly (Shen

et al., 2009). Therefore, based on the studies mentioned above, explanations and rationale for the following relation are assumed:

H₁: Managing diversity may positively influence perceived organizational climate.

Kellough and Naff (2004) define diversity management as managing a diverse workforce and addressing its challenges and opportunities. It involves day-to-day managerial practices related to the workforce. Similarly, Ergül and Kurtulmuş (2014) categorized diversity management into two key sections, which are also considered in this study: managerial practices and approaches to diversity. The prior one addresses issues such as discrimination based on employee differences, stereotyping and prejudice, leveraging employee diversity, and resolving misunderstandings arising from diversity-related matters. The latter focuses on behaviors, attitudes, approaches, and perspectives regarding accepting diversity as a natural phenomenon and valuing, appreciating, and tolerating differences. Therefore, since diversity management encompasses both managerial practices and approaches, divided into two sub-dimensions, the main hypothesis can be broken down into two following sub-hypotheses:

H_{1.1}: Managerial practices may positively affect perceived organizational climate.

H_{1.2}: Managerial approaches may positively affect perceived organizational climate.

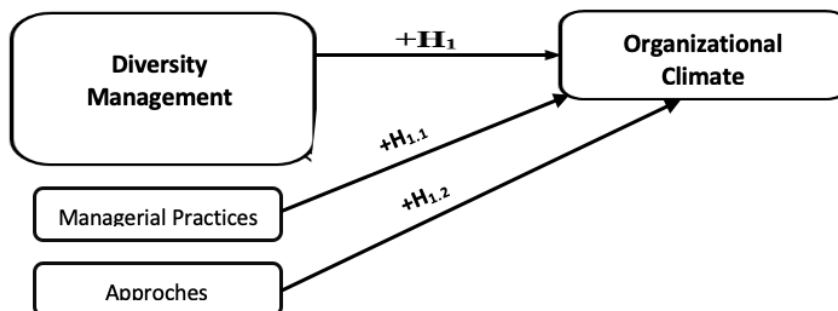


Figure 1: Research Model

RESEARCH METHOD

This cross-sectional survey research aims to assess the role of diversity management in shaping organizational climate. Data was collected using a questionnaire consisting of three sections. The first section gathered respondents' personal and organizational characteristics, which were controlled variables (Bean et al., 2001). The second and third sections measured diversity management and organizational climate, respectively. The diversity management scale, developed by Ergül and Kurtulmuş (2014), is comprised of 20 items divided into two dimensions: managerial practices (12 items) and approaches toward diversity (8 items). The managerial practices dimension assessed factors such as discrimination, stereotyping, prejudice, the advantages of diversity, and the handling of diversity-related misunderstandings in day-to-day management activities. The approaches toward diversity dimension focused on attitudes, behaviors, and viewpoints concerning diversity acceptance, tolerance, and appreciation of differences as natural phenomena. The third section of the questionnaire measured organizational climate using a 24-item scale developed by Robert Stringer (2002), categorized into six dimensions: structure, standards, responsibility,

recognition, support, and commitment. A five-point Likert scale was used, ranging from "Strongly Disagree" (1 point) to "Strongly Agree" (5 points).

Population and Sampling

The study population consisted of administrative employees working in Konya's 2nd Industrial Zone, Turkey, which has 216 active companies across various sectors with 1,050 administrative staff. Out of these 216 companies, administrative employees from 70 companies were randomly selected and agreed to complete the questionnaires. After reviewing and filtering out incomplete and duplicate responses, 273 valid questionnaires remained for analysis. These responses were sufficient for regression analysis using SPSS and were deemed representative of the target population (Singh & Masuku, 2014).

Controlled Variables

As pointed out, diversity encompasses more than just demographic traits; it extends to more profound, less visible factors. Salomon and Schork (2003) describe diversity as including both visible aspects (e.g., age, gender, race) and invisible ones (e.g., disability, culture, language, personality, and work experience). McGrath et al. (1995), as cited by Alper et al. (2001), argue that focusing solely on demographics misses the full scope of diversity, involving skills, values, beliefs, and organizational factors like personality and cognitive styles. Consequently, variables such as gender, age, occupation, education, ethnicity, and so on are controlled in this research to account for diversity's complexity (Bean et al., 2001).

FINDINGS

Table 1 below shows that most respondents (72.5%) are married, which is higher than the number of women in this study. Most respondents are between 25 and 35 years old and hold bachelor's degrees. Additionally, approximately 87.5% of respondents are of Turkish ethnicity, and most follow the Islamic faith.

Table 1. Respondents' Demographics

		Frequency	Percent (%)
Gender	Man	198	72.5
	Woman	73	26.7
	Missing	2	0.7
	Total	273	100
Marital Status	Married	167	61.2
	Single	83	30.4
	Missing	23	8.4
	Total	273	100
Age	18-24	35	12.8
	25-35	138	50.5
	36-50	65	23.8
	50-65	26	9.5
	More than 65	3	1.1
	Missing	6	2.2
	Total	273	100

Education Level	Preliminary School	18	6.6
	Secondary School	11	4.0
	High School	52	19.0
	Vocational School	24	8.8
	Associate Degree	37	13.6
	Bachelor	110	40.3
	Master	18	6.6
	PhD	2	0.7
	Missing	1	0.4
	Total	273	100
Ethnicity	Arab	2	0.7
	Chepni	1	0.4
	Circassian	6	2.2
	Immigrant	1	0.4
	Kurd	13	4.8
	Laz	5	1.8
	Turk	239	87.5
	Turkoman	1	0.4
	Missing	5	1.8
	Total	273	100
Religion	Muslim	268	98.2
	Christian	2	0.7
	No one	1	0.4
	Missing	2	0.7
	Total	273	100
Disability	Yes	4	1.5
	No	266	97.4
	Missing	3	1.1
	Total	273	100

Table 2 below indicates that the majority of respondents (85.3%) are employed full-time and occupy various positions, including owners, CEOs, partners, department managers, and roles in accounting, finance, and HR. Additionally, 53% of the respondents hold positions at lower levels within the organization. Regarding tenure, 23.1% of employees have been with their current company for less than one year, 25.6% for 1-3 years, and 20.9% for 3-6 years. Moreover, 45% of the respondents have over 10 years of work experience.

Table 2. Respondents' working and organizational characteristics

		Frequency	Percent (%)
Working types in the organization	Full-time	233	85.3
	Part-time	12	4.4
	Contract	5	1.8
	Permanent	19	7.0
	Other	2	0.7
	Missing	2	0.7
	Total	273	100
Years of working in the organization	Less than 1 year	63	23.1
	1-3 year	70	25.6
	3-6 years	57	20.9

	7-9 years	35	12.8
	More than 10 years	42	15.4
	Missing	6	2.2
	Total	273	100
Working department of the respondents	Administrative Department	36	13.13
	Technique/Engineering Department	32	11.72
	Public Relation Department	12	4.4
	Finance/Accounting Department	32	11.73
	Human Resource Department	21	7.71
	Sales and Marketing Department	31	11.35
	Production Department	33	12.1
	R and D Department	11	4.04
	Transportation Departments	15	5.49
	Missing	50	18.33
	Total	273	100
Current positions	Top Level	8	3
	Middle Level	115	42.1
	Lower Level	145	53.1
	Missing	5	1.8
	Total	273	100
Total work experiences	Less than 1 year	13	4.8
	1-3 years	37	13.6
	4-6 years	49	17.9
	7-9 years	46	16.8
	More than 10 years	123	45.1
	Missing	5	1.8
	Total	273	100

Factor Analysis and Validity Test of the Data

Exploratory Factor Analysis is a statistical method used to reduce and synthesize many observable variables into limited numbers of unobservable factors that are easy to understand and analyze (Yong and Pearce, 2013).

According to Table 3 below, all items related to diversity management underwent principal axis factoring to evaluate the data's dimensionality. The Kaiser-Meyer-Olkin (KMO) measure for diversity management was 0.892, surpassing the recommended threshold of 0.60. Furthermore, Bartlett's Test of Sphericity showed a significance level of 0.000, indicating statistical significance ($p < 0.05$), which confirms that the correlations among the items are sufficient for exploratory factor analysis. The diversity management questionnaire developed for this study identified two main dimensions: managerial practices and approaches.

Nevertheless, the exploratory factor analysis revealed three distinct factors, which account for 53.13% of the variance. Based on the meaning and content of the items, these factors were named managerial practices, approach toward diversity, and attitudes toward diversity, respectively. It is worthwhile to mention that the two items "In our workplace, employees are not prejudiced based on their differences (gender, race, etc.);" and "In our workplace,

diversity of employees is used as a means to solve problems.” have been removed from the analysis with loads of lower than 0.5. Furthermore, since Cronbach's Alpha for all three extracted factors exceeded the recommended threshold of 0.70, it indicates that the internal consistency of the items across these factors is satisfactory.

Table 3. Exploratory Factor Analysis of Diversity Management

Factors	Items	Loads	Cronbach Alpha
Managerial Practices	“In our workplace, employees with different qualifications (status, experience, income, etc.) are treated fairly.”	.695	.855
	“Employees from different cities and regions have equal opportunity to use the workplace facilities as the local staff does.”	.583	
	“In our workplace, workers with different opinions and thoughts are taken advantage of in many issues.”	.601	
	“In our workplace, we cannot discriminate against any employee.”	.602	
	“Our organization provides an environment where employees can freely discuss differences and diversities.”	.695	
	“In our workplace, workers from different cultures are provided the chance to introduce and meet each other.”	.595	
	“In our workplace, the tasks are assigned in line with the competencies of employees.”	.654	
	“In our workplace, diversities and differences are seen as sources of new ideas.”	.480	
	“It is acceptable and reasonable for our workplace to clearly share points and talk about the differences.”	.495	
	Approaches Toward Diversity	“In our workplace, works are given to employees considering their differences.”	
“Our workplace matters the talks about diversities.”		.619	
“In our workplace, the existing differences among employees are not ignored.”		.694	
“Freely expressing our thoughts and feelings regarding differences are welcomed by our organization.”		.723	
“Our workplace has an optimistic view of the differences.”		.599	
Attitudes Toward Diversity	“In our workplace, no one is privileged based on his/her political views or tendencies.”	.797	.896
	“In our workplace, employees are not discriminated because of their lifestyle or beliefs.”	.789	
	“In our workplace, diversities are not perceived as a problem.”	.609	
	“In our workplace, differences are not perceived as threats to our organization.”	.465	

KMO=.892>.5; p<.000; Sig = 0.000; Total Variance Explained=53.13%

As indicated in Table 4 below, the KMO test for organizational climate produced a value of 0.83, which exceeds the recommended threshold of 0.60, signifying adequate sampling. Furthermore, Bartlett’s Test of Sphericity yielded a significance level of 0.000, reaching statistical significance ($p < 0.05$) and affirming that the data is suitable for factor analysis. Through exploratory factor analysis, six factors were identified, accounting for 60% of the

total variance in organizational climate. The questionnaire categorized the organizational climate into six subscales: structure, standards, responsibility, recognition, support, and commitment, each consisting of four items.

Table 4. Exploratory Factor Analysis of Organization Climate

Factors	Items	Loads	Cronbach Alpha
Support	"My manager or colleagues help me with my duties."	.588	.79
	"In this dpt., I am appreciated when I do a job well."	.524	
	"We are enhancing our efficiency with a good management system."	.729	
	"We pay attention to the current events happening in this organization."	.760	
	"I perceive my job as my own business."	.708	
Standards	"Employees trust each other."	.490	.77
	"Employees are rewarded for their high performances."	.836	
	"Incentives and awards are more than critics are."	.846	
	"High standards have been set for performance."	.655	
Structure	"Tasks are clearly defined."	.502	.66
	"It is clear who is responsible in the decision-making process."	.739	
	"The fulfilled job is always requested to be improved."	.630	
	"Generally, I believe in the specified goals."	.463	
Commitment	"I feel like I am a member of a good team."	.689	.60
	"Management encourages me to make decisions."	.680	
	"Employees are committed to the organization."	.475	
	"Employees boast of their own performances."	.635	
Responsibility	"The tasks I have been given in the projects; I do not know who is responsible."	.652	.39
	"In this dpt., employees solve their problems themselves."	.689	
	"A system exists that ensures the promotion of successful employees."	.487	
Recognition	"I am under pressure to improve individual and group performance."	.736	.30
	"Different people control individually taken decisions."	.725	
	"An employee's mistake reduces the trust of senior managers."	.824	
	"I feel happy, as I am a member of this organization."	.560	

KMO= .83>.5; p<.000; Sig = 0.000; Total Variance Explained=60%

Although six factors were extracted during the exploratory factor analysis, there was a change in the number of items associated with each factor, as detailed in the table. Based on the meanings and content of the items, the factors were subsequently renamed to support standards, structure, commitment, responsibility, and recognition. Moreover, the higher Cronbach's Alpha values for the support (0.79), standards (0.77), structure (0.66), and commitment (0.60) dimensions indicate good internal consistency among the items for these factors. However, the lower Cronbach's Alpha values for responsibility (0.39) and recognition (0.30) suggest weak internal consistency for these two dimensions. As a result, both the responsibility and recognition dimensions were excluded from further analysis in this research.

According to the results shown in Table 5 below, there is a positive relationship between diversity management and the organizational climate, along with its various dimensions. It

means that better diversity management among administrative staff in the Second Industrial Zone is linked to more favorable perceptions of the organizational climate.

Table 5. Summary of Pearson's Correlations

Variables	Diversity Management	Managerial Practices	Approaches	Attitudes Toward Diversity	organizational Climate
Diversity Management	1				
Managerial Practices	.866**	1			
Approaches	.832**	.611**	1		
Attitudes Toward Diversity	.832**	.614**	.477**	1	
Organizational Climate	.645**	.663**	.501**	.482**	1

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

Regression Analysis

Priyadarshini and Babu (2012) “described regression analysis as one of the most popular statistical techniques to investigate relationships between variables and explore which among the independent variables are significantly related to the dependent variable.”

Table 6 reveals a positive and relatively strong relationship between diversity management and organizational climate, with a correlation coefficient of $R = 0.645$. This relationship is statistically significant, as indicated by $p = 0.000 < 0.01$. According to the model, diversity management accounts for 41.4% of the positive variance in employees' perceived organizational climate ($R^2 = 0.416$).

Table 6. Simple Linear Regression-Method of Enter

Dep. V	R	R ²	Adjusted R ²	df	F	P	B	Beta	t	Sig.
Organizational Climate				1			1.56		10.35	.000
	.645	.416	.414	271	193.26	.000	.570	.645	13.90	.000

Predictor (constant): Diversity Management, b- Dependent Variable: Organizational Climate

Additionally, a significant regression equation was identified ($F(1, 271) = 193.26$; $p = 0.000 < 0.01$). Administrative employees in the Second Industrial Zone of Konya City predicted their organizational climate using the equation: Organizational Climate = 1.56 + 0.570 (diversity

management). For each unit increase in diversity management, there is an average increase of 0.570 in perceived organizational climate.

A multiple regression analysis was conducted to explore the combined effects of the dimensions of diversity management on organizational climate. In the multiple regression analysis presented in Table 7 below, the three factors of diversity management—managerial practices, approaches, and attitudes toward diversity—are considered independent variables to predict changes in the dependent variable, organizational climate. As shown in Table 7, the model's correlation coefficient ($R = 0.678$) reveals a relatively strong positive linear relationship, which is statistically significant ($p = 0.000 < 0.01$). Furthermore, the model accounts for 45.4% of the total variance in organizational climate, which can be attributed to the managerial practices and approaches associated with diversity management.

Table 7. Multiple regression analysis

Dep. V	R	R ²	Adjusted R ²	df	F	P	B	Beta	t	Sig.
Organizational Climate	.678	.460	.454	269	76.48	.000	1.482	.520	10.04	.000
							.428		8.13	.000
							.097		2.40	.017
							.069		1.70	.092

- a. Predictors: (Constants), Managerial Practices, Approaches and Attitudes Toward Diversity;
- b. Dependent Variable: Organizational Climate

When examining the explanatory power of the three diversity management dimensions separately, it appears that only two—managerial practices and approaches—demonstrate predictive strength concerning organizational climate. The third dimension, attitudes toward diversity, does not significantly influence, as evidenced by a p-value of 0.092 ($p > 0.05$). This suggests that changes in attitudes toward diversity are not significantly linked to changes in the organizational climate. Meanwhile, the positive coefficients in the B column (0.428 and 0.097) indicate that increases in managerial practices and approaches are associated with improvements in the perceived organizational climate.

For the administrative employees in the Second Industrial Zone of Konya City, their perceived organizational climate is predicted by the model as follows: $\text{Organizational Climate} = 1.482 + 0.428$ (managerial practices), meaning a one-unit increase in managerial practices leads to a 0.428-unit improvement in the organizational climate, assuming approaches and attitudes toward diversity remain constant. Similarly, the equation $\text{Organizational Climate} = 1.482 + 0.097$ (approaches) suggests that a one-unit increase in approaches results in a 0.097-unit increase in organizational climate, holding managerial practices and attitudes constant.

These increases come with certain standard deviations. Based on the Beta values, a one standard deviation increase in the managerial practices dimension is predicted to raise the organizational climate by 0.520 standard deviations. The expected increase in organizational

climate for a one standard deviation increase in the approaches dimension is 0.137 standard deviations.

DISCUSSION

The findings of this study go parallel with several other research outcomes that demonstrate the positive impact of diversity management on organizational outcomes. For instance, diversity management has been shown to enhance group performance and innovation (Ely & Thomas, 2001), improve employee engagement, job satisfaction, and organizational identification (Dwertmann et al., 2016), foster trust and collaboration while reducing turnover (Chrobot-Mason & Aramovich, 2013), and create a positive diversity climate (Kossek & Zonia, 1993). It also enhances psychological safety and work performance (Singh et al., 2013) and boosts sales performance while reducing turnover (McKay et al., 2008).

However, this study, like many others, encountered challenges and limitations. In addition to the primary challenges of limited time and financial resources, several specific limitations are discussed. In diversity studies, the validity of collected data often increases with a more diverse population in terms of ethnicity and religion. However, a major limitation of this research is the lack of such diversity, with 87.50% of the sample being of Turk ethnicity and 98.2% identifying as Muslim. Another limitation is the sample size. This empirical study focuses solely on administrative employees from companies in the Second Industrial Zone in Konya, Turkey. While diversity management is a broad concept that affects all types of employees, the study's sample did not include a broader range of workers. Increasing the number of respondents would have enhanced the statistical validity and generalizability of the results.

The organizational climate scale used in this study consists of six subscales—structure, standard, responsibility, recognition, support, and commitment—originally developed by Stringer (2002). However, as Jallow (2017) cited, other researchers, such as Momeni (2009), Glisson (2007), Zammuto and Krackover (1991), Furnham (1991), James and McKintyre (1996), Schneider et al. (1996), and Campbell et al. (1970), have examined organizational climate using a different number of dimensions and scales.

The diversity management scale utilized in this study consists of two dimensions, encompassing twenty items related to managerial practices and approaches. However, following an exploratory factor analysis, three distinct factors emerged. Eighteen items exhibited factor loadings greater than 0.5, while two items, which had loadings below this threshold, were removed from further analysis. Similarly, the organizational climate scale, initially designed with six dimensions containing four items each, was also subjected to exploratory factor analysis. This process resulted in the extraction of six factors; however, a Cronbach's Alpha test revealed that only four dimensions—support, standard, structure, and commitment—demonstrated reliable internal consistency. Consequently, items from the responsibility and recognition dimensions were deemed insufficient and excluded from the analysis.

CONCLUSION

The primary goal of this study was to assess the predictability of diversity management in an organizational climate. To end that, simple linear regression and multiple linear regression were run. The simple linear regression test confirmed that diversity management positively influences organizational climate, accounting for 44.6% of the variance in employees' perceived organizational climate. Likewise, the multiple linear regression analysis showed that the dimensions of diversity management—managerial practices and approaches—positively affected organizational climate. However, the third extracted factor, "attitudes toward diversity," did not significantly impact organizational climate. Specifically, a one-unit increase in managerial practices led to a 0.428-unit increase in organizational climate, assuming that approaches and attitudes were constant. Similarly, a one-unit increase in approaches resulted in a 0.097-unit increase in organizational climate, with managerial practices and attitudes held constant.

The study's primary hypothesis was validated, indicating that pro-diversity managerial practices and positive attitudes toward employee differences positively influence employees' perceptions of the organizational climate. The two dimensions of diversity management demonstrated predictive capability in elucidating organizational climate.

Crucially, questions remain about the study's results. Would the same outcomes have been achieved if the dimensions suggested by other researchers had been used? How might the findings differ if the study had been conducted in public organizations, multinational companies, or countries that value pluralism? What would the impact have been if respondents were asked about their mother tongue or political preferences? Furthermore, what results would emerge if the study were conducted in organizations where employees from different religious, ethnic, and minority groups, including people of color, work together? These questions present avenues for future research that could be explored in diverse working environments.

Theoretically, the findings emphasize the significant role of diversity management in shaping organizational climate, an essential element for success. Future research should refine frameworks that explain how specific practices, such as inclusive leadership and diversity-friendly HR policies, impact employees' perceptions. Additionally, studying mediating and moderating factors like organizational culture and leadership styles can help clarify why diversity initiatives are more effective in certain settings. Cross-cultural studies could further expand understanding of diversity's effects on organizational climate, revealing whether these outcomes vary by country or organizational type. Incorporating intersectionality could add complexity, examining how overlapping identities like race, gender, and age shape workplace perceptions.

Organizations can enhance their climate by fostering inclusive leadership, promoting fairness through diversity-sensitive HR management and policies, and creating safe communication channels for employee feedback. Regular assessments of diversity efforts, supported by

visible leadership commitment, can ensure these initiatives positively impact the organizational climate. Tailoring diversity strategies to an organization's specific context, such as in public organizations focusing on racial and ethnic diversity, can create a more inclusive, supportive work environment that aligns with organizational values.

Conflict of Interest

The authors declare that there is no conflict of interest.

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