

Diversity management and affective commitment to the organization: the role of justice perceptions and job satisfaction

Phenomena such as the globalization of markets or the migratory movements have increased in recent years the diversity existing in societies and, therefore, on the available workforce. This (new) reality has called for organizations' attention to the need to better manage diversity. Diversity management means the recognition and appreciation of the difference(s) between persons, including differences in gender, age, disability, cultural background, and many other characteristics (European Commission, 2015). Despite its relevance, more research is needed to advance current understanding on how organizations can best manage diversity, its antecedents, and consequents. Adopting an employee-centered approach, and based on organizational justice theory (Greenberg, 1993; Kulik & Li, 2015), the present study aimed contributing to the existing literature by analyzing how employees' perceptions of diversity management practices (PDMP) implemented by their employer organizations relate to their job attitudes, namely perceived organizational justice, job satisfaction, and affective commitment to the organization. It has also intended to explore whether organizational justice and job satisfaction intervene as sequential mediating variable of the relationship between PDMP and affective commitment.

For that, a cross sectional-survey design study was implemented between April and May 2020. Data were collected online from a convenience sample of employees (n=168). The survey included measures selected from the literature, all with good reliability levels.

The results reveal a statistically significant positive relationship between employee's PDMP and affective commitment, which are both directly connected and indirectly linked through the two proposed mediator variables. The findings thus indicate that diversity management increases employees' organizational justice perceptions, thereby reinforcing job satisfaction and, subsequently, promoting higher emotional connection with their organizations. So, the proposed model displays the chain of effects between PDMP, organizational justice, job satisfaction, and affective commitment, all desirable job attitudes. These positive consequents of diversity management on human resources, so often pointed out as the organizations' main asset, can be used to build the business case for diversity management, hence stimulating the development of real diversity management and inclusion policies. These are key for the achievement of a fair and inclusive society that allows a better future for all.

Key-words: Diversity management, affective commitment, job satisfaction, organizational justice

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