

**TRUST CLIMATE AND DISTRIBUTIVE JUSTICE AS MEDIATORS
BETWEEN DIVERSITY MANAGEMENT PRACTICES AND EMPLOYEES'
BEHAVIORS**

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Abstract

This study aims to study the impact of diversity management practices on employee's behaviors through studying two sub variables employees' engagement as positive behavior and counterproductive work behavior as negative behavior, with considering the trust climate and organizational distributive justice as mediator's variables.

The hypothesis of the research that trust climate and organizational distributive justice mediate the relation between diversity management practices and employees' engagement, counterproductive behavior.

An online questionnaire was sent to 202 employees, whom most of them were from Middle Eastern countries whom were working in western countries.

The results showed that diversity management practices affect positively the employees' engagement and it can be more efficient if a positive trust climate and distributive justice were found. In other hand, diversity management practices didn't affect directly the counterproductive behaviors, however, it was found that when having positive trust climate and distributive justice a negative correlation between diversity management practices and employees' counterproductive behaviors can be found.

Which means having positive trust climate and distributive justice can make the diversity management practices works more efficiently when it's related to the employees' behaviors.

Keywords: *Diversity Management practices, Employees behaviors, Employees' engagement, CWB, Trust climate, Distributive justice.*

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Introduction

Diversity in the workplace environment, if not managed properly, may give negative effects such (poor communication, stereotyping, and increase in conflict) (Hsiao et al, 2015), in another hand, managing diversity leads to increase the employee's; performance, turnover, decision making, and productivity (Omankhanlen-Oghene 2011, Lumby et al, 2005, Simpson - Kohers, 2002).

This importance of managing diversity increased the need to put it into a strategic approach for the human resources management (Besler - Sezerelb, 2012). It's very important for managers to understand the impact of managing diversity and its practices on their employees' behaviors which will help them to understand what can help their employees to be more productive.

Cox, (1993. p. 11.) defined "*managing diversity*" as "*planning and implementing organizational systems and practices to manage people so that the potential advantages of diversity are maximized while its potential disadvantages are minimized*".

It's noticed that the effects of diversity management on the employee's behaviors hasn't been studied wide enough, especially, when diversity management is shown as a key Human resources initiative to attract and retain talents (Jauhari - Singh, 2013). So, it's important to study more diversity management's impact on employees' behavior.

To study the diversity management in its strategic approach we will focus on the diversity management practices, practices which are the main tool for managing diversity. In this study we will study employees' engagement as positive behaviors related to job performance (Christian et al, 2011), also counterproductive behaviors as a negative behavior related to job performance (Rotundo & Sackett, 2002). Also, the study will try to find answers to how these diversity management practices affects the behaviors and it will take the trust climate and distributive justice as mediators in the relationship between the two variables. Finally, this study will give wider view about diversity management for managers in the high level.

Macey et al (2009. p.7.) provided a working definition of employee's engagement as "*employee's sense of purpose and focused energy that is evident to their display of dedication, persistence, and efforts in their work or overall attachment to their organization and its mission*"

In another hand, Counterproductive work behavior (CWB) is that violent behavior that harm or intend to damage the organization or its employees (Spector- Fox, 2005).

It very important for managers in the high level in the management to understand how managing the diversity in their organizations may influence their employees' behavior especially when have more diversity at workplace. To show this impact this study will study the role of trust and organizational distributive justice as mediators

between the two variables. Therefore, this study aims to determine how trust climate and distributive justice can play positive role in the relationship between diversity management practices and employees' engagement and CWB.

For achieving these objectives, this study will be applied on employees from few countries especially from Middle East area such as; Syria, Egypt, Turkey...etc. who are working in western countries, to understand what may DMP affect their behaviors through mediating the trust climate and organizational justice.

Trust climate as mediator between diversity management practices and employees' engagement and CWB

Trust can be defined as '*the willingness of a party to be vulnerable to the actions of another party*' (Mayer et al. 1995. p. 712.). Many scholars examined trust as a mediator in their studies trust mediate positively the relationship between perceived diversity climate and work incomes (Hofhuis et al, 2016) also, it has been found that a trusting climate acts as a mediator in the relationship between positive human resources practices and relevant outcomes for organizations (Collins - Smith, 2006). another study examined the mediating role of trust in the relationship between conflict management styles and employees attitudes and found that trust fully mediated the link between integrated conflict management styles and employees satisfaction and turnover (Chan et al. 2007) another study found that trust climate mediated the relationship between diversity practices and employees engagement , and found that trust when it be high it leads to effective work relationships and high employees engagement (Downey et al, 2014) In another hand, many scholars tried to study the relationship between counterproductive behavior and trust, they studied the impact of lack of trust at work on co-worker and organization (Besimon, 1997) found that lack of trust is financially counterproductive for the organization, (Harrell - Hartnagel, 1976) found that when the trust with supervisors was higher the thrift behaviors were less (Miller, 1992). Found when management trust their employees they decrease their counterproductive behaviors as a result for trust climate.

Distributive justice as mediator between diversity management practices and employees' engagement and CWB

Organizational distributional justice refers to employees' perception concerning whether benefits are distributed fairly or not (Folger - Cropanzano, 1998). Most of the failure or success of diversity-management practices can be as result of employees believes about these practices whether they are fair or not

In this research, we will focus on distributive justice as a mediator between diversity management practices and employees' behavior such engagement and counterproductive work behaviors. Kaiser et al, (2013. p. 107.) argued that diversity structures *'have potential to create an illusion of fairness, whereby high-status group members'* perceptions of how fairly members of underrepresented groups are treated may be influenced by the presence, not the efficacy, of a diversity structure. The perceived fairness of the resulting outcomes forms the core of distributive justice-the "ends" (Greenberg, 1990). In the context of managing diversity, distributional fairness concerns the perceived impact of recruiting, hiring, and promoting beneficiary group members on the distribution of scarce organizational resources, such as promotions and pay. Girish, (2015) found that diversity management through its practices influences positively the justice perceptions of individuals in conclusion, and the distributive justice affects the relation between DM and employees' behaviors positively or negatively depending on employees' perception about it. In other hand, the relationship between justice and counterproductive work behaviors have been studied by many scholars, (Cohen-Charash - Spector, 2001; Colquitt et al., 2001; Janssen, 2004) argued that injustice produces counterproductive behavior and negative outcomes. Chernyak-Hai and Tziner (2014) argued that SET can be used as a method to understand counterproductive work behavior (CWB) and they used organizational distributive justice as a tool for predicting of the counterproductive workplace behavior.

Materials and methods

During the research a primary standard questionnaire was used among employees who are mostly from some Middle East countries (e.g. Syria, Egypt, and Turkey) which are working in international companies outside their countries. The standard questionnaire was carried out in many cities of the country in 2017 for employees working outside of their country. By the online questionnaire 202 questionnaire were filled in and was considered adequate and so analysed. During sampling, the simple random samples as sampling method was used, where the age of the population was between 20 and 50 years old.

The questionnaire was divided into six sections to check the study variables and some demographic factors and it was developed based on previous literatures. The data processing was carried out by the SPSS 21.0 program. Before the research and the checking of the hypothesis the reliability examination was carried out on all metric variables.

Results

The sample general characteristic

The surveyed sample consisted of 202 employees, 61.9% of them were male, 38.1 % were female, they were grouped into four ages groups 68.3 % were between (20 and 29) 28.7 % were between (30-39), 1.5 % were between (40-49), 1.5 % were older than 50, the work experience was grouped into six five categories and all percentage were near each other

75.7 % of the surveyed people were Muslim, 10.4% were Christian, 11.4% were not believing in any religion, 2.5% preferred not to say, the nationalities were mainly (Syrian, Egyptian, Turkish, Jordanian, Palestinian, and few from Pakistan and Azerbaijan), all of them were working in western countries, so we can count them as minorities.

Impact of diversity management practices on employees' engagement

After applying the correlation statistics method, it could be clearly seen the unambiguous influence of the diversity management practices. The Pearson rank correlation showed a weak/low positive linear correlation between diversity management practices and employees engagement. This result agrees with those empirical research results that called the attention to the correlation of the diversity management issues of employees' engagement.

Trust climate as mediator between diversity management practices and employees' engagement

The Pearson rank correlation between DMP and trust climate showed a strong/high positive linear correlation. Moreover, the Pearson rank correlation showed a weak/low positive linear correlation between trust climate and employees engagement.

In another hand, multiple regression analysis showed that trust climate affected the impact of diversity management practices on employees' engagement positively.

Which means that trust played positive role in the relation between diversity management practices and employees engagement.

The study of the diversity relating to organizational distributive justice

The Pearson rank correlation showed a weak/ low positive linear correlation between Distributive Justice and the diversity.

Moreover, the Pearson rank correlation showed a weak/low positive linear correlation between organizational distributive justice and employees Engagement.

Furthermore, multiple regression analysis showed that organizational distributive justice affected weakly the impact of diversity management practices on employees' engagement positively.

Impact of diversity management practices on employees' counterproductive work behaviors

The Pearson rank correlation showed there isn't significant correlation between diversity and the counterproductive behavior. So based on this we rejected this hypothesis and its sub hypothesis.

However, we were able to find a negative correlation between diversity management practices and CWB when we studied the role of mediators (trust climate, organizational distributive justice).

Trust climate as mediator between diversity management practices and counterproductive work behaviors

The Pearson rank correlation showed a medium positive linear correlation between diversity management practices and trust climate, in another hand there was an influence of trust climate on CWB. The person rank correlation showed a weak/ low negative correlation between trust climate and CWB.

In the same context, to study the mediating role of trust climate between diversity management practices and Employees counterproductive behaviors, we applied multiple regression analysis. It showed that trust climate affected the impact of diversity management practices on Employees CWB negatively.

Organizational distributive justice as mediator between diversity management practices and counterproductive work behaviors

The Pearson rank correlation showed a weak/ low positive linear correlation between distributive justice and the diversity. In another hand, the person rank correlation showed a weak/ low negative correlation between trust climate and CWB.

To study the mediating role of organizational distribution justice between diversity management practices and employees counterproductive behaviors we applied multiple regression analysis. It showed that distributive justice affected the impact of diversity management practices on employees CWB negatively, so it can play as a mediator between DMP and CWB.

Conclusions

The results showed that diversity management practices can affect in a positive way and directly the employees' engagement, however, to increase this positive effect, the management of the organizations should work to create a positive trust climate and make sure to have distributive justice, since it was found that they affect positively this relationship.

The direct relationship between diversity management practices and employees' engagement agrees with (Downey et al, 2014) and in the same study also found that trust climate played positive role as mediator between diversity management practices and employees engagement. In addition, it was found that organizational distributive justice has positive impact on employees' engagement which agree with many studies such (Chernyak-Hai - Tziner, 2014), also it played positive role as mediator between diversity management practices and employees engagement.

In contrast, when studying the impact of diversity management practices on counterproductive behavior it was not found any direct effect between those DMP and CWB. However, it was found that when trust climate mediated the relationship between the diversity management practices and CWB a negative correlation was found which is very interesting result because it means when the managers create a positive trust climate the diversity management practices will work more effectively in reducing the counterproductive behaviors.

In the same context, it was found also that when distributive justice mediated the relationship between the diversity management practices and CWB a weak negative correlation was found, so when the managers create a positive distributive justice the diversity management practices will work more effectively in reducing the counterproductive behaviors.

It should be mentioned that we found that there is weak significant negative correlation between organizational distributive justice and counterproductive work behavior) which agree with (Devonish - Greenidge, 2010) study, also between trust climate and counterproductive work behavior medium significant negative correlation which agree with (Miller, 1992) study. Therefore, and based on what we have mentioned above it is clearly visible the benefits of having a positive trust climate and distributive justice on the employee's behaviors and how can diversity management practices be affect the employees' behaviors.

Discussion

This study aimed to study the impact of diversity management practices on employee's behaviors through studying two sub variables employees' engagement as positive behavior and counterproductive work behavior as negative behavior, with considering the trust climate and organizational distributive justice as mediator's variables.

The model of this study was based on (Downey et al, 2015) study which studied the impact of diversity management on employees engagement with taking into account trust climate, however, in Downey model they took inclusion as mediator between trust and diversity practices which we didn't study in my study since we wanted to study the counterproductive behaviors without any effects from inclusion, with mentioning that we used another measure to measure the employees engagement since we used (Schuafel - Bakker, 2006) measure. Also, this model depended on many studies related to the impact of organizational justice on counterproductive behaviors and diversity management on organizational justice.

Based on the results, we found that diversity management practices affected the employees' engagement more positively when there was trust climate and distributive justice, in another hand, we found that diversity management practices couldn't affect the counterproductive behaviors without having trust climate and distributive justice, which is a new relationship found in our research.

Therefore, we suggest that managers in the high level should care more about diversity management practices since they have significant impact on employee's engagement, as example of these practices it be related to (recruitment, performance appraisal, career path, training), also if these managers wanted to increase the efficiency of DMP when it is related to the engagement so they should make sure that they are making a positive trust climate and distributive justice. Moreover, having positive trust climate distributive justice will help the managers in the high level to reduce the CWB through applying the diversity management practices.

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