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THE EFFECT OF DIVERSITY CLIMATE PERCEPTION ON ORGANIZATIONAL IDENTIFICATION: THE CASE OF KONYA INDUSTRIAL ORGANIZATIONS

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ABSTRACT

In today's globalizing world, the importance of studying the relationship between organizations and employees with different characteristics is rising rapidly. When it comes to the differences of employees, the factors such as perception of employees' attitudes in the organization, treatment of their senior managers and colleagues affect their feelings about the organization where they work. Employees who think positively about these factors would also have positive opinions about the organization. In this case, employees are integrated with the organization and organizational identification can come out

The main purpose of this study is to determine the effect of diversity climate perception of employees who work in machine parts manufacturing enterprises in Konya organized industrial zone on their organizational identification. In the study, questionnaire technique which is one of the data collection methods has been used. The questionnaires have been carried out to 176 employees. In the study, the "Diversity Climate Scale of Bean et al. (2001) and "Organizational Identification Scale" of Mael and Ashforth (1992) have been used. In the first part of the study, the subjects related to the diversity climate and organizational identification are discussed. And in the last part, it is tried to determine the effect of diversity climate on organizational identification. SPSS 17.0 and AMOS 18.0 software were used in the analysis. Validity, reliability and factor analysis and correlation and regression analysis have been used in the study. As a result of the analysis, it was found that diversity climate had a significant and positive effect on organizational identification. In addition to this, it was found that individual perception, management and managers' approach and working group activities which are the sub-dimensions of diversity climate had a significant and positive effect on organizational identification

Key Words: Diversity Climate, Organizational Identification, Industrial Organizations

1. INTRODUCTION

Individuals differentiate from others both due to hereditary characteristics and acquired characteristics. In the direction of these characteristics, there are significant differences among individuals such as gender, age, education, physical disability, personality, ethnicity, socio-economic class and culture (Parekh, 2002: 159). The attitude of the organizations towards these differences affects the diversity climate perceptions of employees. The adoption of diversities of employees and positive treatment towards them shall enable them to adopt higher-level attitudes for the organization. One of the most important of these attitudes is organizational identification which enables employees to integrate with the organization. One of the most important of these attitudes is

organizational identification which enables employees to integrate with the organization. Organizational identification arises from a feeling that employees do not feel distinct from the organization.

The main purpose of this study is to determine the effect of diversity climate perception of employees who work in machine parts manufacturing enterprises in Konya organized industrial zone on their organizational identification. Thus, it is aimed to contribute to the literature. In addition, it is another aim of the study to contribute to the related literature, because there are few number of studies related to the subject.

2. CONCEPTUAL FRAMEWORK

2.1. The Concept of Diversity Climate and its Sub-Dimensions

The concept of diversity climate first took part in literature as the sub-dimension of management as a result of this study performed by Hudson Institute in the late 1980s (Konrad, 2003: 5). However, the basis of the diversity climate is based on the concept of organizational climate which includes the perceptions of employees about the organization. Diversities are the factors separating individuals from each other or the mixture of these factors.

The diversity climate is the perception of how the individual and cultural differences of the employees are responded by the organization. In other words, it can be defined as the perceptions of employees related to the attitude of the organization in an environment supported, expected and awarded through procedures, practices and events in contrast with the diversities (Yeo, 2006: 7). In another sense, the diversity climate is whole of the perceptions towards the opportunities and obstacles created by the opposite organization against those defined as “diversity” in the organization (Mor Barak et al., 1998: 83).

In the literature, the difference climate is generally divided into three sub-dimensions. These are individual perception, management and managers' approach and working group activities. Individual perception is related to how employees perceive diversities personally. Management and managers' approach is related to the perception of employees, organization and managers' attitude towards differences. Working group activities express what kind of characteristics employees perceive as diversity during group work (Akan & Kanık, 2018: 660; Cox, 1994: 53).

2.2. The Concept of Organizational Identification

The concept of organizational identification was first referred by Foote (1951) and the foundations of organizational identification were shaped by social identity theory which included sense of belonging and togetherness (Argyle, 1992: 92). Organizational identification can be defined as the psychological organizational integration occurred between the organization and the employees through their adoption of various qualities of the organizations like their own ones (Koçel, 2015: 534). In other words, organizational identification is perceptions of employees' feeling of unity with the organization and their internalizing and feeling the success and failure of the organization itself (Ashforth & Mael, 1989: 23).

Organizational identification is a concept that enables the employees to predict and explain the status of behaviors which they will exhibit in future by explaining the nature of the relationship between the organization and the employee (Edwards, 2005: 208). In this direction, the relationship and shared common feelings between employees and organization will bring them closer to each other. Thus, employees will feel themselves as a part of the organization.

2.3. The Relationship between Diversity Climate and Organizational Identification

As the necessities of time, it is inevitable for the employees in the organizations to be different from each other. From a different viewpoint, organizations are formed by bringing together individuals who are different from each other. In this case, the bad judgment of employees in terms of their

diversities in the organizations may affect their mental status and state of mind negatively and may restrain them to internalize the organization, i.e. their organizational identification. In this instance, the concept of diversity climate for organizations is rapidly gaining prominence.

The organizations regarding the diversities of their employees as affirmative, valuing the diversities and considering the diversities as an advantage for the development of organization creates a positive diversity climate perception for employees (Ergül et al., 2014: 85). Thus, employees' positive perception of diversity climate creates positive attitudes such as organizational identification. In this case, if employees have high levels of organizational identification, they think that they represent the organization in their relationships outside it, and they give priority to organizational interests more than others' and their own interests in critical decisions related to the organization (Miller et al., 2000: 651). Concordantly, the overall performance of organization and its competitive power with other organizations may increase. In this case, we can say that organizations can turn this into an advantage by respecting the diversity of employees, because different employees have different perspectives. Organizations which can use this situation positively can attain real success.

3. RESEARCH METHOD

In this part, the purpose and scope of the study, universe and sample, scales, conceptual model and hypothesis of the study have been examined.

3.1. Purpose and Scope of the Study

In this study, it is aimed is to determine the relationship between diversity climate perception of employees who work in machine parts manufacturing enterprises in Konya organized industrial zone and their organizational identification. Also, it is aimed to contribute both to the relevant literature and to the practices in business life.

3.2. The Universe and the Sample of the Study

The target population of study consists of employees who work in machine parts manufacturing enterprises in Konya organized industrial zone. The sample of the study consists of 176 employees who were randomly selected from those working in these organizations.

3.3. Data Collection Method

In this study questionnaire was used as a data collection technique. Because there were some deficiencies in 6 out of 182 questionnaires gathered in study, these questionnaires were not included in the analysis. As a result, analysis have been performed on 176 valid questionnaires.

3.4. Scales of the Study

In the first part of the study, the demographic characteristics have been measured through 7 questions. In the second part, the 12-item diversity climate scale of Bean et al. (2001) was used to measure employees' perception of diversity climate. In the third part, the 6-item organizational identification scale of Mael and Ashforth (1992) was used to measure organizational identification. In the last two part 5-Point Likert Scale was used.

3.5. Conceptual Model and Hypothesis of the Study

In this study, it is attempted to reveal the effects of diversity climate and its sub-dimensions on organizational identification. In the direction of this purpose, research model and hypotheses have been formed. The conceptual model of the study is presented in Figure 1.

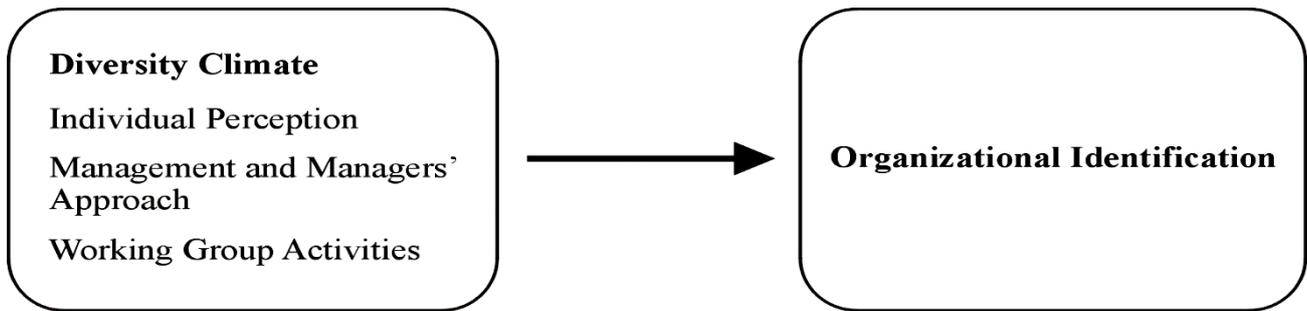


Figure 1. Conceptual Model of the Study

The hypotheses of the study are as follows:

H1: There is a significant and positive effect of diversity climate on organizational identification.

H2: The individual perception which is one of the sub-dimensions of diversity climate has a significant and positive effect on organizational identification.

H3: The management and managers' approach which is one of the sub-dimensions of diversity climate has a significant and positive effect on organizational identification.

H4: Working group activities which is one of the sub-dimensions of the diversity climate have a significant and positive effect on organizational identification.

4. FINDINGS AND DISCUSSION

In this section, demographic findings, factor analysis, confirmatory factor analysis, correlation and regression analysis and interpretation related to these analysis are given.

4.1. Demographic Findings

In this part, analysis related to the characteristics of the respondents have been included. 63,7 % (112) of the respondents were female and 36,3 % (64) of them were male. 62% (109) of the respondents were married and 38% (67) of them were single. In addition to this, 21% (37) of the respondents were between 21-25 years old, 39,2% (69) of them between 26-30 years old, 20,4% (36) of them between 31-40 years old and 13,7 % (24) of them between 41-45 years old and 5,7% (10) 46 years old and above. 1,7 % (3) of respondents are primary education graduate, 33 % (58) of them were high school graduate, 27,9% (49) of them were college graduate, 28,40% (50) of them were bachelor and 9% (16) of them were Master's and Ph.D. graduates. 37,5 (66) of the respondents were engineer, 37,5% (66) of the respondents were engineers, 34% (60) were technicians, 21,6% (38) were employed in offices and 6,9% (12) were employed in other departments. Finally, 6,2% (38) of the respondents have been working less than 1 year, 19,9% (35) of them between 1-3 years, 38% (67) of them between 4-6 years, 29% (51) of them between 7-9 years and 6,9 % (12) of them for 10 years or above.

4.2. Analysis of the Research

As a result of the analysis KMO value ,878 and Bartlett test ($p = ,000 < 0,05$) related to diversity climate and KMO value ,884 and Bartlett test ($p = ,000 < 0,05$) related to organizational identification are at the level of significance. This case indicates that the data group comes from a multivariate normal distribution. In addition to them, the general reliability coefficient of the diversity climate is ,748 and the total variance explained is 52,228%. In addition, the general reliability coefficient of the organizational identification is ,782 and the total variance explained is 53,427%. In this case, reliability coefficients of all factors according to the reliability analysis were found to be over 0,60. This is at an acceptable level for social sciences. In addition to this, the total variance explained is at a good level. Eigenvalues were also grouped under three dimensions greater than 1 in the diversity climate scale and eigenvalues were grouped under one dimension greater

than 1 in the organizational identification scale. In other words, the items were formed in the same way with the original scales. In addition, all factor loadings for difference climate and organizational identification are above 0,50 and are at the acceptable level for social sciences.

To verify the validity of the scales once again, the goodness-of-fit values were analysed by Lisrel 8.80 program. According to the results of confirmatory factor analysis, it was found that the models of diversity climate scale ($\Delta X^2/df = 3,427$; $p < 0,001$; GFI= ,92; AGFI= ,88; CFI= ,97; IFI= ,92; RMSEA= ,07) and the organizational identification scale ($\Delta X^2/df = 3,424$; $p < 0,001$; GFI= ,92; AGFI= ,89; CFI= ,97; IFI= ,93; RMSEA= ,08) provided goodness-of-fit.

Table 1. Descriptive Statistics and Correlation Analysis Table for Diversity Climate and Organizational Identification

	Mean	Std. Dev.	1	2	3	4	5
1. Organizational Identification	3,71	,748	1				
2. Individual Perception	3,72	,720	,511 **	1			
3. Management and Managers' Approach	3,62	,639	,523**	,432**	1		
4. Working Group Activities	3,60	,634	,451**	,363**	,433**	1	
5. Diversity Climate (General)	3,64	,752	,468**	,357**	,465**	,432**	1

** Correlation is significant at 0.01 level (**p < ,01)

Table 1 shows descriptive statistics and correlation analysis results. All dimensions are above the mean 2,5. When we look at the mean and standard deviations; the individual perception (3,72) is related to the most positive opinion of the employees, while working group activities (3,60) are related to their most negative opinion. According to correlation analysis; in general there was a positive, significant and moderate relationship between difference climate and organizational identification ($r = ,468$; $p = ,000$).

In general there was a positive, significant and moderate relationship between diversity climate and organizational identification ($r = ,468$; $p = ,000$). There was a positive, significant and moderate relationship between individual perception and organizational identification ($r = ,511$; $p = ,000$), management and managers' approach and organizational identification ($r = ,523$; $p = ,000$), working group activities and organizational identification ($r = ,451$; $p = ,000$).

Table 2. Regression Analysis related to the Effect of Diversity Climate and its Sub-dimensions on Organizational Identification.

Dependent Variable	Independent Variable	β	t	P	F	Model (P)	R ²
Organizational Identification	Const.	,386	2,648	,000	132,338	,000	,505
	Diversity Climate (General)	,365	2,287	,000			
	Const.	,434	3,176	,000	136,178	,000	,584
	Individual Perception	,148	2,439	,000			
	Management and Managers' Approach	,178	2,379	,001			
	Working Group Activities	,137	2,485	,001			

In Table 2, the effect of diversity climate and its sub-dimensions on organizational identification was found by regression analysis. Corrected R² = ,505 was found to be related to the effect of the diversity climate on organizational identification. As a result of that, it can be said that the diversity explains 50,5% of organizational identification. In addition to this,

F = 132,338 and sig = ,000 indicate that the relationship between the variables is significant. Corrected R² = ,584 was found related to the effect of the sub-dimensions of diversity climate on organizational identification. As a result of that, the sub-dimensions of diversity climate explain 58,4% of organizational identification. In addition to this, F = 136,178 and sig = ,000 indicate that the relationship between the variables is significant. Individual perception has also a significant and positive effect on organizational identification ($\beta = ,148$, $p = ,000$). Management and managers' approach has a significant and positive effect on organizational identification ($\beta = ,178$, $p = ,001$). Working group activities have a significant and positive effect on organizational identification ($\beta = ,137$, $p = ,000$). As a result, H1, H2, H3 and H4 hypotheses were accepted.

5. RESULTS AND RECOMMENDATIONS

Organizations who accept the diversities of their employees treat them equally and even turn these diversities into advantages can be able to achieve real success. In this case, employees who perceive the diversity climate positively may feel themselves as a part of the organization. As a result, they can make all kinds of self-sacrifices for the success of the organization and they can be able to fully accommodate to the organization. Thus, they can provide a high level of organizational identification. It is inevitable for the employees who are highly identified with the organization to increase its productivity, efficiency and competitive power.

To determine the effect of diversity climate perception of employees who work in machine parts in manufacturing enterprises in Konya organized industrial zone on organizational identification constitutes the main purpose of the study. Accordingly, the study was conducted on 176 employees. The importance of this study results from the understanding of the relationships of employees' perception of diversity climate and organizational identification.

As a result of the analysis, it was found that diversity climate had a significant and positive effect on organizational identification. In addition to this, it was also found that individual perception had a significant and positive effect on organizational identification. It was found that management and managers' approach had a significant and positive effect on organizational identification. It was also found a significant and positive effect of working group activities on organizational identification.

If we look at the analysis results in more detail, the positive effect of diversity climate on organizational identification might be related to the fact that employees feel integrated with the organization due to the perception that individual and cultural diversities are reacted positively by the organization and thus they have a higher level of organizational identification. The positive effect of individual perception on organizational identification might be related to the fact that the employees are regarded and respected in the organization and that they adopt the organization much more, as a result of the thought that they are treated equally, and attach to the organization much more by internalizing it. The positive effect of management and managers' approach on organizational identification might be related to the managers respecting all, regardless of individual differences, giving everyone the right to equal opportunity, preventing all forms of discrimination in the organization, and making its employees feel as a whole with the organization. Finally, the positive effect of working group activities on organizational identification might be related to the employees who feel themselves belonging to the group with whom they work, who try to solve the problems together with other members of group, who feel that they can cope with the diversities by being trained about the diversities of other colleagues, customers, and thus who make more-self-sacrifices and want to identify with organization by adopting the organization much more.

When we look at the studies in the literature related to the subject; Cole (2013) conducted a study titled "Psychological Diversity of Climate and Its Effects: The Role of Organizational Identification" on employees working in different businesses. As a result of the study the diversity climate positively and significantly effected organizational identification. Cole and Cooper (2015) also conducted a study on 227 employees working in four different enterprises in their study titled "Minority Employee Satisfaction and Turnover Intentions: The Role of Climate and Identification". As a result of the study, the diversity climate positively and significantly effected organizational identification. In conclusion, there is a similarity between these two studies and ours.

This study contributes to the literature as it is an important study which discusses the diversity climate and organizational identification relationships among the employees of machine parts in manufacturing enterprises. In future studies it may be suggested to investigate the relationship between the concept of diversity climate and other concepts that will affect the success of the organization. As a result of the study, important information was reached about understanding the

results of positive perceptions of employees about the diversity climate. This information strengthened the importance of the study. This information obtained strengthened the importance of the study. In this direction, important findings revealed to be used for the purpose of increasing organizational identification of employees together with this study. In this context, the study provided important information to the managers about to what extent employees' positive perception of diversity climate in organization increases the level of organizational identification.

This study was limited to the factors specified by sub-dimensions. In the study, there have been various restrictions on operating procedures, while collecting data in general. In addition, the study was limited to the organization which manufacture machine parts in Konya. At this point, the considerations to be suggested is to carry out future studies in different cities and sectors.

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