

Implementation of Diversity Management in Jordan and its Relationship with Organizational Justice

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Abstract: The present study aims to examine the impact of diversity management on organizational equity among the managers of industrial companies at Al-Hassan industrial estate and to identify the level of diversity management policies and organizational justice. The study's sample consists of (320) human resources managers and other managers that will help answering the study's questions and hypothesis. Besides, the researcher developed a questionnaire aiming at measuring diversity awareness training, diversity management policies and the organizational justice. Moreover, some statistical techniques were used for testing the hypothesis and answering the study's questions. The research most important findings and conclusions are there are high arithmetic mean of manager's estimations at the Jordanian industrial organization towards diversity management and organizational justice. The diversity management as an independent variable accumulates a variance of (54.8%) from the organizational justice.

Key words: Diversity management, workforce diversity management, diversity management policies, diversity awareness training, organizational justice, distributive justice, procedural justice, interactional justice

INTRODUCTION

Several profound trends are shaping the labor markets of modern organization. Researchers suggest that current workforce characteristics are radically different from what they were several decades ago (Cummings and Worley, 2014). In the past decades firms took a melting-pot approach to diversity, assuming that workers could somehow automatically accommodate into existing culture. But today's managers have found that employees do not put aside their cultural values when they come to research (DeCenzo and Robbins, 2010). The challenge, therefore is to make firms more accommodating to diverse groups of workers by handling different lifestyles, family needs and work styles.

Organizational justice has become one of the common concepts in understanding worker's behavior in the workplace (Fujimoto *et al.*, 2013). Organizational justice has many effects on many organizational variables such as contextual performance dimensions (Abojaser, 2010). Organizational justice research has deployed during the past years (Greenberg and Colquitt, 2013). Meanwhile given the diversity of the contemporary workforce there is a many research in diversity management. However while each of the two subjects of research has continued to grow there seems little correlating between

the two (Choi and Rainey, 2014). Industrial companies operating in Al-Hassan Industrial Estate (HIE) contribute to the Jordanian economy through economic development and increasing the national income. Furthermore, it is contributing in generating innovations, creating jobs and introducing advanced technology to improve goods and services. HIE considered the first Jordanian industrial estate. It was established in 1984 and considered the largest industrial estate in Jordan. The investment amount reaches (479) millions and the export (432) millions in 2016. According to (HIE), statistics the rate of Foreign workers has reached 76% in 2016 and the rate of women's economic participation had reached 87% in 2016. JISC (2016). Al-Hassan industrial companies face many changes in external environment such as increased competition locally and globally which requiring effective diversity management. Therefore, Al-Hassan industrial companies should adapt the best diversity management practices to promote perceptions of organizational justice and reducing discrimination.

We lack empirical studies that examine the impact of human resource diversity management on organizational justice. The integration of diversity management and organizational justice remains a matter of guessing. Our research aims to help address this gap by investigating the effect of diversity management practices on

organizational justice in Jordanian industrial organizations. This study will help managers and organizations in Al-Hassan Industrial Estate (HIE) which was designated as the first qualifying zone in Jordan due its recommendation and conclusions that will help organizations in managing work force diversity and improving manager's behaviors and making efficient decisions.

Therefore, this study provides a better understanding by filling the gaps found in the previous studies through answering the following three research questions:

- 1 What is the awareness degree about the diversity management policies at the industrial organization from the standpoint of managers?
- 2 What is the awareness degree about the concept of organizational justice at Jordanian industrial organizations from the standpoint of managers?
- 3 What is the impact of diversity management policies on organizational justice at Jordanian industrial organizations?

The aim of this research is two fold. First, it investigates Jordanian manager's attitudes and understandings regarding workforce diversity management and organizational justice and second it assesses the impact of managing diverse research force toward organizational justice.

Literature review and hypothesis development

Diversity management: Fujimoto *et al.* (2013) defined diversity management as managerially-initiated programs and human resource management that seek to empower the diverse workforce by integrating social groups. Diversity management is 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 (Cox, 1994). According to Pitts (2009) diversity management means a comprehensive method that merges the affirmative action and diversity management programs. Daft (2010) defined diversity management as a creating suitable organizational climate that improve individuals and groups performance in the organization and minimize potential disadvantages. Yang and Konrad (2011) defined diversity management as a set of formalized practices developed and implemented by organizations to manage diversity effectively.

Organizational justice: Organizational justice refers to the worker's tendency to compare their situation with colleagues status at research or the workers perceptions

and justice recognition in the workplace which ultimately affects their attitudes and behaviors at work (Steers and Porter, 2006). The historical roots of organizational justice go back to Adam's theory of equity which is based on a basic assumption that individuals tend to judge justice by comparing their inputs to the outputs they receive, as well as comparing the ratio of inputs to their outputs with their peers (Luthans, 2008). Organizational justice is a strong enabler, motivating employees to achieve organizational goals through the establishment of conducive employee-employer relationships (Greenberg and Colquitt, 2013). Administrative literature specify three types of justice distributive justice, procedural justice and interactional justice (Cuguero-Escofet and Fortin, 2014).

Distributive justice refers to employee's released fairness about research outcomes with out any discrimination due to age, sex or ethnicity. Distributive justice concerns perceptions of fair distribution of gains in accordance with the value of the by employees (Tan, 2014). Procedural justice means the fair implementation of research policies on all workers with out discrimination and how employees perceive the fairness of rules and procedures used in a process (Nabatchi *et al.*, 2007). Procedural justice also refers to employee's perceived Justice fairness about human resources policies that affect research outcomes (Fujimoto *et al.*, 2013). Interactional justice refers to employee's perceived fairness in relation to the quality of interpersonal interaction with which employee's are treated by authority (Abojaser, 2010). Interactional justice emphasizes treating employees with dignity, sensitivity and respect, interactional justice is often further separated into interpersonal and informational justice (Zubi, 2010).

Diversity management impact on organizational equity:

Kim and Park (2017) indicated that diversity management is positively related to the perception of organizational fairness in the workplace. Fujimoto *et al.* (2013) mentioned that effective diversity management results from a decision-making process that meets the normative principles of organizational justice. Richard and Kirby (1999) revealed that justified diversity programs result in positive general attitudes and more favorable opinions about hiring than non-justified diversity programs. According to Buengeler and Den-Hartog (2015) high level of interactional justice exhibited by the line manager promotes the performance of nationally diverse teams. Berry (2016) argued that diversity and equity are necessary for multicultural societies and their organizations to be successful and the presence of both can lead to full integration while the absence of both can lead to marginalization. Choi and Rainey (2014) examined

whether DM, implemented in an environment of perceived organizational fairness and fair treatment, enhances job satisfaction. They found when employees perceive a higher level of organizational fairness, diversity efforts become more effective through enabling higher levels of job satisfaction. Ricel (2004) indicated that social equity can be achieved if managers have a clear understanding of diversity and diversity management that is built into the organization's culture. Magoshi and Chang (2009) indicated that diversity management practices trigger positive effects on employee's organizational commitment which was mediated by their perception of procedural justice.

Pitts (2009) mentioned that diversity management has an impact on workers performance and job satisfaction and there is differences between employees perception toward diversity management based on their race. Armstrong *et al.* (2008) indicated that there is a positive impact of diversity management and workers creativity and productivity. According to Ramadneh (2015) there is a positive impact of human resources diversity management and organizational excellence.

Al-Masarwa (2011) indicated that there is a strong relationship between human resources diversity management and organizational commitment. D'Netto *et al.* (2014) concluded that Australian manufacturing organizations appear to adopt a legalistic compliance approach and have not considered workforce diversity as a source of competitive advantage. Ashikali and Groeneveld (2015) stated that diversity management is associated with higher levels of inclusion which is in turn boosts affective commitment and organizational citizenship behavior of both non-native and native Dutch employees. Jabbour *et al.* (2011) concluded in their study in Brazil that diversity management in Brazilian companies is still an emerging issue and the major challenges are related to discriminatory actions taken by coworkers and diversity management requires the strong support of top management and continuous organization to sustain efforts toward incorporating diversity. Von Bergen *et al.* (2005) stated that enhancing diversity may be an appropriate strategy that employers can use to enhance key financial considerations. Therefore, we assume that there is a statistically significant of diversity management on organizational justice.

First main hypothesis: There is a statistically significant impact of diversity management on organizational justice at level ($\alpha \leq 0.05$) in the industrial organizations.

Benefits of diversity management: Many organizations today have work force diversity programs, some conduct cultural audits to ensure that diversity is pervasive in the organization. Brain *et al.* (2014) indicated that diversity management has advantages such as attracting minority talent and innovation but diversity management has disadvantages such as increased conflict, increased training costs and communication issues. According to Berry (2016) exposure to diversity can enhance creativity and lead to competitive advantages for organizations while there are negative consequences such as diminished cohesion and lower productivity. Ng and Sears (2010) stated that workforce diversity can play important role in enhancing an organization's competitiveness and sustainability.

Al-Masarwa (2011) stated that the benefits of diversity management include organizational flexibility, effective environmental dealing, structural integration and reducing groups conflict. Moreover, managing diversity is an important source for business success because it is mix different skills that enable organizations to be more capable with environmental complexity (Brain *et al.* 2014). Fujimoto *et al.* (2013) indicated that the effect of diversity are usually recognizable in positive outcomes such as creativity and innovation while the disadvantages of diversity are usually recognizable in outcomes such as relational conflict, higher turnover and less social cohesion. Daft and Noe (2001) indicated that diversity management has benefits such as developing employees to their full potential and allowing successful interaction with diverse clients in the marketplace. Diversity improves the quality of management's decisions and provides innovative ideas and superior solutions to organizational problems (Shen *et al.*, 2009).

Diversity management policies: Kim and Park (2017) indicated that diversity management include workforce diversity policies, supervisors commitment to diversity and managers research well with employees from different background. Armstrong *et al.* (2008) stated that diversity management includes flexibility in human resources diversity management, opportunities equability and organization commitment. Al-Ramdnah (2015) mentioned that human resource diversity management strategy include training diversity policy work team building, diversity acceptance policy and work life balance. According to Daft and Noe (2001) diversity management include mid-set about diversity, organization culture, education programs, higher career involvement of women, heterogeneity in race and human resource management systems. Cummings and Worley (2010) stated that research diversity intervention are job design, career

planning, reward system, wellness programs, fringe benefits, education and training and employee involvement. Daft and Neo (2001) mentioned that organizations can use many policies to manage workforce diversity such as recruitment, career advancement, accommodating special needs and diversity awareness training. Daft (2010) stated that implementing diversity program involves three major steps building a corporate culture that values diversity. Changing structures, policies and systems to support diversity. Providing diversity awareness training. Magoshi and Chang (2009) mentioned that organizations can use many policies to manage workforce diversity such as compensation, promotion, training, leadership at the managerial level and use of family friendly policies. Kossek and Pichler (2007) concludes that the best diversity management practices accomplish the following three goals promoting perceptions of organizational justice and inclusion, reducing discrimination and improving financial competitiveness.

From the previous studies it has been shown that numerous researchers have suggested different methods to address workforce diversity. Based on the literature, the widespread dimensions include diversity awareness training, diversity management policies (pay and rewards systems, performance appraisal and career development). Therefore, the researcher examined the effect of these dimensions on organizational justice. The four dimensions are presented as follows.

Diversity awareness training: Diversity awareness training is defined as a distinct set of programs aimed at facilitating positive intergroup interactions, reducing prejudice and discrimination and enhancing the skills, knowledge and motivation of people to interact with diverse others (Pendry *et al.*, 2007). A basic aim of awareness programs is to achieve full integration of members of minority social categories into the social, structural and power relationships of an organization. Besides, helping workers become aware of their own cultural boundaries and stereotypes, so, they can learn to work and live together. Working within a multicultural context requires a person to interact with people who have different beliefs. Many diversity awareness programs help people recognize their hidden biases and communicate effectively with one another. Effective programs help people be more flexible in their relationships with others and communicate directly with people from other groups (Bezrukova *et al.*, 2012). Rynes and Rosen (1995) found in their study that 75% of trainees who took diversity training, left the training with positive diversity attitudes while only 9% of trainees

actually entered with favorable attitudes. Therefore, we assume that there is a positive impact of diversity awareness training on organizational justice.

First minor hypothesis: There is statistically significant impact of diversity awareness training on organizational justice at level ($\alpha \leq 0.05$) in the industrial organizations.

Pay and rewards systems: Pay equality contributes to effective diversity management and organizational performance. Diversity management in remuneration requires complete application of the principle of equal pay and a performance-based pay system. For example, to address age diversity for the older workforce organizations may offer increased health benefits, time off while using promotion, ownership and pay to attract and motivate younger workforce. Regarding to gender diversity, organizations can tailored fringe benefits to offer special leaves to mothers and fathers, child-care, options, flexible working hours and health benefits (Cummings and Worley, 2014). Empirical evidence suggests that the compensation structure, the wage determinants and the benefit schemes should be designed not only on common principles but also considering individuals in terms of their ability, knowledge and skill (Shen *et al.*, 2009). Past research has indicated that despite legislation and efforts to ensure pay equity, discrimination in employment compensation continues to be an active issue (D'Netto *et al.*, 2014). Thus, we assume that pay and rewards systems have positive impact on organizational justice.

Second minor hypothesis: There is statistically significant impact of pay and rewards systems on organizational justice. At level ($\alpha \leq 0.05$) in the industrial organizations.

Performance appraisal: Effective diversity performance management requires appraisal methods to be objective, job-relevant, equitable to all employees (Schuler *et al.*, 1993). Performance appraisal methods should concentrate on the individual's performance not on personality or demographic differences and should be as culturally neutral as possible. Researchers suggest that including multicultural managers on appraisal panels can help create objective criteria for fair performance appraisals while ensuring that diversity concerns are represented and different cultures are understood (D'Netto and Sohal, 1999).

Equality is achieved when organizations conduct a culture and management systems audit. Cox and Blake

(1991) in their study found that the primary objectives of such audit should be to uncover origins of potential biases to certain cultural groups. D'Netto *et al.*, (2014) stated that Australian manufacturing organizations focused mainly on production targets in their performance appraisals and did not really emphasize diversity issues such as the ability to deal with diversity. Grund and Przemeck (2012) found that biased appraisal can influence future efforts. Thus, we assume that performance appraisal systems have positive impact on organizational justice.

Third minor hypothesis: There is statistically significant impact of performance appraisal systems on organizational justice. At level ($\alpha \leq 0.05$) in the industrial organizations.

Career development: Effective organizational career development provides access to all levels of the organization for more employees. Extend career opportunities make cultural diversity an organizational reality. Equal employment opportunity legislation have demanded that minority groups and women receive opportunities for growth that will prepare them for greater responsibilities within the organization. The successful advancement of diverse group workers means that organization must find ways to eliminate the glass ceiling (Daft, 2010). One of the most successful methods of advancement is the mentoring relationship. Mentoring provides minorities and women with direct training and inside information on the norms and expectations of the organization (Daft and Neo, 2001). Research indicates that women and minorities are less likely than men to develop mentoring relationships (Daft, 2010). Thus, we assume that career planning systems have positive impact on organizational justice.

Fourth minor hypothesis: There is statistically significant impact of career planning on organizational justice. At level ($\alpha \leq 0.05$) in the industrial organizations.

MATERIALS AND METHODS

Study community and sample: The community of the study consists of all human resources managers and other managers in Jordanian industrial organizations at Al-Hassan industry zone. the researcher distributed (340) questionnaires (325) questionnaires were received with the rate of return (95%). Only (5) questionnaires were dismissed because of being unusable for statistical analysis.

Study instrument: The researcher reviewed the theoretical background and previous studies about diversity management and organizational justice. The researcher also reviewed many questionnaires that used in the previous studies and designed one that reflects diversity management and organizational justice. The parts of the questionnaire are:

- Part one background information where respondents were asked to indicate their gender, age, level of education, job title and experience
- Part two dimensions of the study

The first dimension (independent variable): Diversity management policies which contains (24) items. Contain the secondary dimensions items from (H_1 - H_6) related to diversity awareness training, items from (H_7 - H_{12}) related to pay and rewards systems, items from (H_{13} - H_{18}) related to performance appraisal and items from (19-24) related to career development.

The second dimension (dependent variable): Organizational justice which contains fifteen items from (H_{25} - H_{34}). The participants were asked to identify the degree of their agreement with each item in part two of the study, using five point Likert scale.

Study validity and reliability: Face validity this is applied in the present study in two phases: first, the questionnaire sent to a pilot sample of (15) managers from different managerial level to assess the clarity of the questionnaire. Second, the questionnaire was reviewed by (9) referees from among the faculty members at Jordanian universities and some items were adjusted based on their recommendations.

Instrument reliability: The current applied Cronbach's alpha measures the reliability of measurement in similar research. Cronbach's alpha coefficient value of all dimensions of the study is (93%).

RESULTS AND DISCUSSION

The results related to the research questions: The results related to first question. What is the awareness degree about the diversity policies at the industrial organization, from the standpoint of managers? To answer this question, the arithmetic mean and standard deviations were calculated for the study sample member's estimates, about the diversity policies as shown in Table 1. It noticed from the table above that assessment level of diversity management policies as a whole from the

Table 1: Arithmetic means and standard deviations for the study sample member's estimates of diversity management

Dimension	Arithmetic mean	SD	Level/degree*
Diversity awareness training	4.06	0.50	High
Pay and rewards systems	3.88	0.58	High
Career development	3.56	0.55	High
Performance appraisal	3.08	0.56	Medium
Diversity management	3.90	0.49	High

Table 2: Arithmetic means and standard deviations for the study sample member's estimates of organizational justice

Dimension	Arithmetic mean	SD	Level/degree*
Procedural justice	4.41	0.51	High
Distributive justice	4.27	0.62	High
Relational justice	4.10	0.40	High
Organizational justice	4.23	0.41	High

*Significant value

standpoint of study sample members is (high) with an arithmetic mean of (3.90). Moreover, diversity awareness training came in the first rank with an arithmetic mean of (4.06) at a high degree then pay and rewards systems came after diversity awareness training with high degree and an arithmetic mean of (3.88), career development also came in the third rank at high degree and an arithmetic mean of (3.71) and finally performance appraisal came in the fourth place with an arithmetic mean of (3.08) and a medium estimation degree. This result indicates a high degree or level of awareness for the concept of diversity management policies at Jordanian industrial organization and workforce diversity can play important role in enhancing an organization's competitiveness and sustainability.

The results related to second question. What is the awareness degree about the concept of organizational justice its components at Jordanian industrial organizations from the standpoint of managers? To answer this question, the arithmetic mean and standard deviations were calculated for the study sample member's estimates, about the organizational justice, as shown in Table 2.

It noticed from the table above that assessment level of organizational justice, as a whole from the standpoint of study sample members is (high) with an arithmetic mean of (4.23). Moreover, procedural justice came in the first rank with an arithmetic mean of (4.41) at a high degree then distributive justice came after procedural justice with high degree and an arithmetic mean of (4.27), relational justice also came in the third rank at high degree and an arithmetic mean of (4.10). This result indicates a high degree or level of awareness for the concept of organizational justice at Jordanian industrial organization.

Study hypothesis testing: Multiple linear regressions were used to explore the presence of a statistically significant

effect of the independent variables on the dependent variable at the significance level ($\alpha \leq 0.05$). Upon inserting the independent variables into the multiple linear regression analysis. Table 3 shows that diversity management policies has a predictive power and is statistically significant. Table 3 shows that diversity management policies had statistically significant effects on organizational justice with a statistical significance of (0.000) and suggest the acceptance of the main hypothesis which states there is a statistically significant impact of diversity management on organizational justice at level ($\alpha \leq 0.05$) in the industrial organizations. Multiple correlation coefficient value was (0.745) and the (R^2) was (0.555) and the value of adjusted (R^2) was (0.548) which indicates that diversity management policies was capable of accounting for (54.8%) of the changes in the dependent variable (organizational justice).

Table 4 shows the presence of a statistical significance for the coefficient of the multiple linear regression formula related to the independent variable diversity awareness training where the value of (t) was (4.038) with a statistical significance of (0.000) which is below the significance level ($\alpha \leq 0.05$) and suggests acceptance of the first minor hypothesis which states there is statistically significant impact of diversity awareness training on organizational justice. at level ($\alpha \leq 0.05$) in the industrial organizations.

The absence of a statistical significance for the coefficient of the multiple linear regression formula related to the independent variable pay and rewards systems where the value of (t) was (4.038) with no statistical significance of (0.000) which is more than the significance level ($\alpha \leq 0.05$) and suggests the rejection of the second minor hypothesis which states there is statistically significant impact of pay and rewards systems on organizational justice. At level ($\alpha \leq 0.05$) in the industrial organizations.

The presence of a statistical significance for the coefficient of the multiple linear regression formula related to the independent variable performance appraisal where the value of (t) was (0.456) with a statistical significance of (0.649) which is below the significance level ($\alpha \leq 0.05$) and suggests the acceptance of the third minor hypothesis which states there is statistically significant impact of performance appraisal systems on organizational justice at level ($\alpha \leq 0.05$) in the industrial organizations. The presence of a statistical significance for the coefficient of the multiple linear regression formula related to the independent variable career development where the value of (t) was (10.389) with no statistical significance of (0.456) which is more than the significance level ($\alpha \leq 0.05$)

Table 3: Multiple linear regressions

Source of variance	Sum of squares	dF	Mean of squares	R	R ²	Adjusted R ²	F-values	Sig.
Regression	26.266	4	6.567	0.745	0.555	0.548	86.321	0.000(a)
Residual	21.072	277	0.076					
Total	47.338	281						

Table 4: The significance of standardized and un-standardized multiple linear regression coefficient

Model	Unstandardized coefficients		Standardized coefficients		Sig.
	B	SE	Beta	T	
Constant	1.724	0.144	-	11.983	0.000
Diversity awareness training	0.180	0.045	0.222	4.038	0.000
Pay and rewards systems	0.002	0.048	0.002	0.036	0.972
Career development	0.160	0.036	0.028	0.456	0.649
Performance appraisal	0.419	0.040	0.570	10.389	0.000

and suggests the rejection of the fourth minor hypothesis which states there is statistically significant impact of career planning on organizational justice. At level ($\alpha \leq 0.05$) in the industrial organizations.

CONCLUSION

In this study, a model was proposed in order to provide insights into the degree of impact that diversity management policies can have on organizational justice. One main hypothesis and four minor hypothesis were tested. The analysis of data obtained, through the study tool led to a number of important conclusions which will hopefully enrich the previous literature, open future prospects for the researchers and scholars and help industrial organization at Al-Hassan industrial estate to cope with the changing business environment circumstances, the most distinguished conclusions are the degree of diversity management estimation and the estimation degree of diversity management policies are at high level. Diversity policies such as diversity awareness training, performance appraisal, pay and reward system and career development came at high degree of estimation. These findings suggest the awareness of study sample to the importance of diversity management policies in the research of industrial organization at Al-Hassan industrial estate. This result agrees with the result of Ng and Sears (2010) study and the study result of Armstrong *et al.* (2008). Furthermore, the degree of organizational justice level estimation is at high level, this result agrees with the result of Abojaser (2010) study.

The first hypothesis was designed to measure diversity management impact on organizational justice. By testing our hypothesis we found out that diversity management impact positively organizational justice. This result agrees with the results study of (Fujimoto *et al.*, 2013; Kim and Park, 2017; Choi and Rainey, 2014). The first minor hypothesis was designed to measure diversity awareness training impact on organizational justice. The study arrived to the existence of statistically significant

impact of the diversity awareness training on organizational justice. This result agrees with the results study of (Raynes and Rosen, 1995). Meanwhile the third minor hypothesis was designed to measure performance appraisal impact on organizational justice. The study arrived to the existence of statistically significant impact of the performance appraisal on organizational justice. This result agrees with the results study of (Grund and Przemeck, 2012).

By testing the second minor hypothesis we found out there is no statistically significant impact of pay and rewards systems on organizational justice in the industrial organizations. This finding was supported by previous study of (Magoshi and Chang, 2009). Additionally, the results showed that career development didn't have any impact on organizational justice.

LIMITATIONS

The major limitation of this study was that the respondents were all from only one industrial estate and not spread across other industries. Future research could examine the differences between more organizations and make a comparison study. Also, since, this study was conducted in the industrial sector, a replication can be done within other industries because the impact of different policies of diversity management may vary from one industry to another. Future studies are invited to add any modified variables or intermediary variable to the current study model such as organizational culture and management role.

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