Human Resource Management Policies and Diversity Management (A Case Study on Sainsbury's)

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Abstract

It is a well-known fact that, to cultivate success in the present competitive business world, an organization must realize the importance of strategic diversified human resources policies and must understand the depth of the implementation necessity of those. This study is based on the purposes of illustrating how a diversified workplace affects the performances of the individual employees, how the work group's performances are affected and how the total organizations become affected. Motivating the employees to achieve organizational goal is no more a package to be used for years and years. Due to workforce diversity it has become a challenge for the organizations that recruit diversified workforce to manage their human resources by making them loyal and growing the team sense among them. During the last decade and already in the late 90s diversity management has started to gain quite a robust position in the human resource strategies of international companies and organizations. This has occurred largely due to the globalization and international merges, as they have influenced the movement of workers around the globe. The role of diversity management will even grow in importance and significance in the future. However to accomplish this report based on the given perimeter a regression has been conducted with the help of different variables which influence the efficiency of company by making satisfy or dissatisfy them and which derives from the efficient HR policy and the practice of diversified management. A hypothesis from the theory and appropriate strategy to test a hypothesis to accept or reject that is developed from the deductive approach. To find the things out a questionnaire has been made and surveyed, and to make the computation easier, likert scale has been adopted. Furthermore, to find out the stability and the consistency of respondent's response a Cronbach's Alpha test has been conducted and found the stability and consistency because all the questions resulted above .7 of standard mark. Finally the result showed that there is a positive and influential relations between dependent and independent variables as well as all the hypothesis is accepted. Eventually it can be said that diversified management and efficient human resource policy should be employed by a company to attain highest level of efficiency. Tight integration of the three dimension (individual, group, and organization) of human resource management help to remain fully active and in producing maximum output from minimum input with variant workforce environment. An important factor is diversification in getting success in today's business and changing management can help to support the main stream of the organization.

Keywords: HRM, Sainsbury, Polices, Diversity

1. Introduction

It's the era of rapid globalization, and workforces are travelling over the international boundaries to look for new opportunities in the global market (Akokpari, 2006; Brooks, Weatherston and Wilkinson, 2010). For companies it's at the same time an opportunity to recruit the best workforce from the open market and a big challenge to manage them so that it can bring out the best of its employees (Aeby et al., 2003). "Equal opportunity rather than reverse discrimination" is something politicians and spin(Bosveld, Koomen and Vogelaar, 1997). For an organization it is very challenging to manage diversified human resources and it is a very complicated phenomenon indeed. It is a well-known fact that, to cultivate success in the present competitive business world, an organization must realize the importance of strategic diversified human resources policies and must understand the depth of the implementation necessity of those. Motivating the employees to achieve organizational goal is no more a package to be used for years and years. Due to workforce diversity it has become a challenge for the organizations that recruit diversified workforce to manage their human resources by making them loyal and growing the team sense among them. Human resources must realize that their efforts are for the growth of the company they are working for and companies should make them realize how important they are to the organization. Most importantly, each of them should get that much recognition that he/she deserves no matter from which geographical area/religion he is from, or what his race or sex is (Jain and Verma, 1996). Organizational diversity adds additional challenges to the already considerable demands on leaders (Chemers, Oskamp, and Constanzo, 1995).

Sainsbury's is the second largest chain of supermarkets in the United Kingdom with a 16.9% share of the supermarket sector in the United Kingdom (Guardian. 28 July 2015. Retrieved 29 July 2015). It has a dynamic business operation and efficiently following all the aspects of the conductive activities regarding the

employee satisfaction. Sainsbury's deals with the consumer products and has a large number of workforces. The company follows the strong diversity management as well as strong human resource policy. These two components are very momentous for a concern because to ensure the efficiency of a company the intendant needs to ensure the efficiency of his employee whereas efficiency of employee largely depends on those two pivotal components. Today Sainsbury's is one of the leading concerns within its industry resulted from various internal and external factors but the most influential matter of fact is its HR policy and diversity management (J Sainsbury's Company Profile, 2013).

Globalization has intended to create chances of enhancement in economic contributions as well as increased the unequal division of society. Reports showed that around 54% of women in contract to the 80% of men are jobholder. Women have contributed to develop a virtual economy system which entails household tasks and care rendering. According to the study of ILO there is evident that while in developing nation's women do the domestic task then women in developed nation get part-time employment with payment. In comparison to men worker women are only 20% to 30% and they have 1% top position.

2. Literature Review

Positive courses of actions and homogeneous chances of employment have enhanced the practice of workforce diversity. By creating a tangible committee for diversity advocating, training facilities and effective communication among related group participants (Jackson, 2002).The first step in this study evaluates the impact of HR practice on work elements diversity. A query on HR practitioners in Georgia identified an affirmative relation between employee growth and women promotion (Goodman, Fields and Blum, 2003). Experts possess interest in overall numbers at various floors. An identity oriented phenomenon of HRM which reflects the existence of demographic group to make decision regarding human resource (the goals related to diversity).This section reflects on emphasizing women and minority handling (cross-functional research on 100 companies, by Konrad & Linnehan, 1995). An adoption of data from national organization survey (Kalleberg, Knoke, Marsden & Spaeth, 1994) by Reskin and McBrier (1999) ascribed that a high level of women participation is present in those organization which apply formal HR strategies (records for recruiting and dismissing). Opportunities in big industries should be given based upon the features like sex, attitudes, in a formal individual exercise. Also equity Act in Canada focuses on job offers for the disabled and women. Regression analysis has showed the most effective result in employment women a s there exist Employment Equity Program to examine the formalization. It renders best chances to hire women at large scale (Adler et al., 2001).Another study revealed that enhancement in diversity does not relate with HR diversity activities. Practical exercise associates with higher level authority held tiny support as per the report of society for SHRM (Rynes & Rosen, 1995). Beside this, Konrad & Linnehan (1995) described that there is absence of association between the body of HRM and rate of immature employees. Blum, Fields and Goodman (1994) highlighted demographic diversity not appropriate in place of steps of diversity. However it is not appreciated that diversity always brings better results rather it causes difficulties in case of misjudgements of female and minor workers. A valuable diversity program in marketing brings supreme ability (Cox and Blake, 1991, 2006; Cox, Lobel and McLeod, 2004). Match the consumer with the types of services based on race (Brief and Barsky, 2000). The impact of cascading in recruiting activities is presented by Burbridge, Diaz, Odendahl and Shaw (2002). Less payment and consumer service point at three types recommended work of black employees at a rate of 75%. Collins (1997) has identified several outputs from the research on 76 managers in Chicago and depicted that beyond race considerations positioning of job and coding is difficult. Firms that have undertaken an initiative to create diversity culture in and out of the organization depends on firm strategic innovation policies to adopt at every level it operate its activities (cf. Elvira and Graham, 2002). Kossek and Lobel (2000), Kossek er al. (2003), Kossek and Zonia (2006) and Kossek and Block (1999) suggested ensuring diversity in working environment impacts the stages of corporation's life. Low rate of development and movement and skill has been brought by realized roles than mixing the job positions. Perlman (1999) described effectiveness of recruiting female and immature person to gain more consumer support and market niche whereas it is unsuccessful in improving and recovering recruitment (Blum, Fields & Goodman, 1994; Goodman et al, 2003). Motivation has been emphasized by Thomas and Gabarro (1999), 108 to be positive in diversification in addition to this women and disables or minors need to be updated. Hereby Cox (2001) proposed to examine work teams demographics. Furthermore it is recommended to restructuring and redesigning the functional area with top level authority where female and immature person engage themselves at an enhance rate. Organizations point out several blocks to the development of employment path (Thomas & Gabarro, 1999).

3. Research Methodology

Both the primary and secondary sources of data are used by the researchers for collecting relevant information. In this paper, seven step scales is used to score the respondent's opinion. A survey was done to realize the actual situation of this research. Then the various tools are used to collect data. The questionnaire had been provided to the respondents as the main source of data collection. The questionnaire was divided into two sections where section A includes the demographic factors such as name, age, gender etc., and the section B

includes other questions related to the decision making process of the employee. Data was 100 respondent's opinion. The sampling techniques can mainly be divided as probability and non-probability. In case of the former, each element of the population has a fixed probabilistic chance of getting selected for sampling purposes. This study tries to find out the customer behaviour based on the effect of HRM policies. Here both the case study and the survey strategies are used. Initially, the conceptual framework has been developed by the case study and then to accomplish customer opinion of Salisbury about their buying choices the survey strategy has been applied according to different HRM aspects. In accordance with Iacobucci and Churchill (2010), total area of research, from where the respondent's opinion is collected, is treated as target population. Here the population is taken from the different sides of London. To analyse survey result, STATA has been used. The facts are presented using bar chart, and tables. To measure the influence of diversity management and to test the hypothesis, regression analysis is done using STATA.

3.1. Data Analysis Method

For this study, inferential and descriptive statistics were practiced. Descriptive statistics were used to determine the central tendency of data such as mode, median, and mean. It also were used to variation or spread in distribution. To analyses survey result, STATA has been used. The facts are presented using bar chart, and tables. To measure the influence of diversity management and to test the hypothesis, regression analysis is done using
STATA.

In addition to these, here the convenience sampling will also be used to keep obtaining data with minimal effort. It was indicated by Saunders et al. (2009) that convenience sampling enables a researcher to base his or her selection of sample units on the convenience. This can be exemplified by the respondents who are selected just because they are present in the right time and at the right place. Therefore, this means selecting the readily available respondents (Malhotra and Birks, 2006).

The regression will deduce a conclusion. The conducted regression model is as follows: $Y =$
$\alpha + \beta_1\lambda_1 + \beta_2\lambda_2 + \beta_3\lambda_3 + \beta_4\lambda_4 + \beta_5\lambda_5 + \beta_6\lambda_6 + \beta_7\lambda_7 + \beta_8\lambda_8 + \beta_9\lambda_9 + \beta_{10}\lambda_{10}$

Where, Dependent Variable is employee satisfaction based on likert scale. And the independent variables are as follows:

λ_1 = Leading diversity

λ_2 = Capitalizing on diversity

λ_3 = Sustainable transformation

λ_4 = Fair practices

λ_5 = Affirmative development

λ_6 = Competence

λ_7 = Promoting inclusiveness

λ_8 = Advancement opportunities

λ_9 = Inclusive climate

λ_{10} = Market standing

The variables and associated data are shown in the appendices.

4. Hypothesis:

H1: Leading diversity is positively related with employee satisfaction.
H2: Capitalizing on diversity is positively related with employee satisfaction.
H3: Sustainable transformation is positively related with employee satisfaction.
H4: Fair practices are positively related with employee satisfaction.
H5: Affirmative development is positively related with employee satisfaction.
H6: Competence is positively related with employee satisfaction.
H7: Promoting inclusiveness is positively related with employee satisfaction.
H8: Advancement opportunities are positively related with employee
satisfaction.
H9: Inclusive climate is positively related with employee satisfaction.
H10: Market standing is positively related with employee satisfaction.

5. Discussion and Analysis

In this research a survey has conducted and to conduct the survey a questionnaire has been made. With the help of the questionnaire the feedbacks from the employee have gotten. In fact based on those feedbacks regarding HR policies and diversity management, and employee satisfaction a hypothesis has been developed an eventually a regression has been done. However, to ensure the questionnaire is valid and effective another test has been conducted which is known as Cronbach's Alpha test. Furthermore before the alpha test the outcomes of demographic variables will be elucidated. Afterwards the regression has been done. To do regression analysis

here eleven variables have been taken where one is dependent and the rest are independent variables. Here employee satisfaction is considered as the dependent variable and as independent variables are Leading diversity, Capitalizing on diversity, Sustainable transformation, Fair practices, Affirmative development, Competence, Promoting inclusiveness, Advancement opportunities, Inclusive climate, Market standing. Here one thing is very important that is, it cannot be firmly determined whether employees are satisfied about practice of effective HR policies and diversity management by their company and it cannot be possible how much they satisfied is expressed in numerical figure. Nevertheless a step has been taken to deduce about their satisfaction that is with the help of likert scale they were asked about different sorts of questions which are relevant to relate to the satisfaction assessment. With the fine help of STATA, a regression analysis has been conducted which resulted the relationship between dependent and independent variables. And this analysis will leave a result which will show if the employees are satisfied about their company's diversity management and HR policies, then it will help the company to be highly efficient because a company cannot be efficient if its personnel are not so and a personnel cannot be efficient if their company fails to satisfy them.

6.1. Demographic Variables:

The final outcome is highly influenced through the demographic variables. The reason behind is each and every age group has their own choice not only that their demand, their desire, their need and their capability to fulfil the need might be different from each other. So it is very crucial part to be care about. Here the sample has taken such a way thereupon a range of age group should be taken and proper analysis can be made.

6.2. Gender:

In demographic variable gender is very significant component. Here we can see that, 44% male interviewee in contrast to 56% female interviewee has been found randomly which means the probability of getting outside to shop for female is higher than that of male.

6.3. Age:

In variable age, here we can see that, 15% of total respondents are between the age of 18 to 30 years of age which we knew as youth and 55% of total respondents are middle age people who are belong in the range of 31 to 43. The lowest percentage has been deduced which is in the range above 69 years old and in percentage it is only 2 %.

6.4. Marital Status:

In the demographic variable of marital status it has been found that there are 73% married respondents from total sample respondents.

6.5. Race:

In race history of the sample we have got 25 percentile of British, 35% of Other European, 19% of American, 6% of Chinese, 10% of Indian, and 5% of African. Here one thing is very clear that is the company is following complete diversity in race. They are not concentrated in any specific culture or workgroup.

6.6. Income:

In income level it has been found that 4% of total respondents belong below 10000 pound of the income level, 18% of the total respondents belong in the income level ranging from 10001 to 15000 pound where major portion belong in this income group, 22% of total respondents belong in the range of 15001 to 20000 pound, 17 % respondents belong in the income level of 20001 to 25000 pound, another 18% respondents belong in the range of income level from 25001 to 30000 pound, 12% respondents belong from 30001 to 40000 pound there and finally 9% of total respondents belong in above 40000 pound income level.

Finally in synopsis of whole demographic variable we can conclude by bringing to light of some of the major components of demographic variables and highest and lowest value deduced from the above discussion. From the above scenario it has been deduced that the major portion of the respondents are male which is 68%. So it means males the company has a bit more focuses on male or female are not likely to do this type of challenging jobs. Another important aspect of demographic variable is age here it has been found that major portion of the respondents are at the range of 36 to 40. In this age group the respondents are 36%. Here another interesting scenario revealed that is the percentage of married person is 82% of the total respondents. From the total respondents it has been deduced that maximum portion of job holder according to sample are other European which is 35%. However, in the aspect of income level 22% of the total respondents belong in the range of fifteen thousands to twenty thousands and only 9% of the total respondents belong the highest level of income generating level which is more than forty thousand pounds.

6.7. Cronbach's Alpha test

Alpha (α) score is widely known as Cronbach's Alpha test. It is used to ensure the reliability of questionnaire. Here higher Alpha (α) score signifies the greater internal consistency and reliability. Alpha (α) scores deceits in 0 to 1. More than 0.7 or equivalent expresses standard Alpha (α) score.

6.8. Regression Analysis:

In regression analysis, there are eleven variables and from which ten are dependent variables and one is independent variable. With the help of regression analysis it is tried to deduced that how a diversity management and efficient HR policy can ensure highest level of satisfaction towards employee which helps to ensure highest level of performance in job.

6.9. Model summary made with the help of STATA

Here STATA has been utilized to evaluate. To get the actual scenario regarding the relationship between Employee satisfaction and diversity management and HR policies of Salisbury ten independent variables has been considered. Then the data has been transferred to the STATA worksheet and made a command to have the regression. After the command has been given the following outcomes has been derived which are depicted below:

- Number of observations= 100
- Model sum of squares (mss) = 3.30
- Model degrees of freedom (df_m) = 10
- R-squared (r2) = 0.9320
- Adjusted R-squared (r2_a) = 0.9243
- F statistic (F) = 121.96

The following table shows the analysis of variance from the given input in STATA. Here it can be found how independent variables influence the dependent variable.

a. Conjecturers: (Constant), Leading diversity, Capitalizing on diversity, Sustainable transformation, Fair practices, Affirmative development, Competence, Promoting inclusiveness, Advancement opportunities, Inclusive climate, Market standing
b. Dependent Variable: Employee satisfaction

6.10. Correlation Matrix:

Following table shows the correlation matrix. With the help of this table, the relationship between variables can be measured and in this correlation matrix, the dependent variable is Employee satisfaction and the independents variables are Leading diversity, Capitalizing on diversity, Sustainable transformation, Fair practices, Affirmative development, Competence, Promoting inclusiveness, Advancement opportunities, Inclusive climate, Market standing. On the basis of questionnaire this STATA operation has been conducted.

7. Hypothesis analysis:
7.1. Constant:

The constant is .2280802. It means that if all independent variables persist unaffected the repeat purchase will be .2280802.

7.2. Leading diversity:

Here, Leading diversity= .2280802+ .0869548. However Statistical outcome shows that value of this variable is significant $p < 0.05$, p is tends to 0 and t = 1.06 which shows that leading diversity has positive influence on the employee satisfaction behaviour. So the hypothesis is accepted. An upsurge of 1 unit of leading diversity will outcome in an escalation of .2280802+ .0869548 unit in employee satisfaction because employee loves diversity.

Capitalizing on diversity:

Here, Capitalizing on diversity= .2280802+ .1029826. However Statistical outcome shows that value of this variable is significant $p < 0.05$, p is tends to 0 and t = 1.40 which shows that capitalizing on diversity has positive influence on the employee satisfaction behaviour. So the hypothesis is accepted. An upsurge of 1 unit of capitalizing on diversity will outcome in an escalation of .2280802+ .1029826 unit in employee satisfaction because employees are attracted by capitalizing on diversity.

7.3. Sustainable transformation:

Here, Sustainable transformation= .2280802+ .3910612. However Statistical outcome shows that value of this variable is significant $p < 0.05$, p is tends to 0 and t = 8.38 which shows that sustainable transformation has positive influence on the employee satisfaction behaviour. So the hypothesis is accepted. An upsurge of 1 unit of sustainable transformation will outcome in an escalation of .2280802+ .3910612 unit in employee satisfaction.

7.4. Fair practices:

Here, fair practices= .2280802+ .6321656. However Statistical outcome shows that value of this variable is significant $p < 0.05$, p is tends to 0 and t = 11.42 which shows that fair practices has positive influence on the employee satisfaction behaviour. So the hypothesis is accepted. An upsurge of 1 unit of fair practices will outcome in an escalation of .2280802+ .6321656 unit in employee satisfaction.

7.5. Affirmative development:

Here, affirmative development= .2280802+ .0203491. However Statistical outcome shows that value of this variable is significant $p < 0.05$, p is tends to 0 and t = .58 which shows that affirmative development has positive influence on the employee satisfaction behaviour. So the hypothesis is accepted. An upsurge of 1 unit of affirmative development will outcome in an escalation of .2280802+ .0203491 unit in employee satisfaction.

7.6. Competence:

Here, Competence= .2280802+ .0106692. However Statistical outcome shows that value of this variable is significant $p < 0.05$, p is tends to 0 and t = .28 which shows that competence has positive influence on the employee satisfaction behaviour. So the hypothesis is accepted. An upsurge of 1 unit of Competence will outcome in an escalation of .2280802+ .0106692 unit in employee satisfaction.

7.7. Promoting inclusiveness:

Here, Promoting inclusiveness= .2280802+ .0524147. However Statistical outcome shows that value of this variable is significant $p < 0.05$, p is tends to 0 and t = 1.02 which shows that promoting inclusiveness has positive influence on the employee satisfaction behaviour. So the hypothesis is accepted. An upsurge of 1 unit of promoting inclusiveness will outcome in an escalation of .2280802+ .0524147 unit in employee satisfaction.

7.8. Advancement opportunities:

Here, Advancement opportunities= .2280802+ .0959766. However Statistical outcome shows that value of this variable is significant $p < 0.05$, p is tends to 0 and t = 2.16 which shows that advancement opportunities has positive influence on the employee satisfaction behaviour. So the hypothesis is accepted. An upsurge of 1 unit of advancement opportunities will outcome in an escalation of .2280802+ .0959766 unit in employee satisfaction.

7.9. Inclusive climate:

Here, inclusive climate= .2280802+ .0305445. However Statistical outcome shows that value of this variable is significant $p < 0.05$, p is tends to 0 and t = .31 which shows that inclusive climate has positive influence on the employee satisfaction behaviour. So the hypothesis is accepted. An upsurge of 1 unit of inclusive climate will outcome in an escalation of .2280802+ .0305445 unit in employee satisfaction

7.10. Market standing:

Here, Market standing= .2280802+ .04645. However Statistical outcome shows that value of this variable is significant $p < 0.05$, p is tends to 0 and t = 1.18 which shows that market standing has positive influence on the employee satisfaction behaviour. So the hypothesis is accepted. An upsurge of 1 unit of market standing will outcome in an escalation of .2280802+ .04645 unit in employee satisfaction.

8. Correlation Analysis:

In the Correlation Matrix, the relationships among the variables are derived. Moreover the relationship among independent variables and the dependent variables are- Leading diversity=.6171, Capitalizing on diversity=.5397, Sustainable transformation=.8787, Fair practices=.9307, Affirmative development=.6847, Competence=.5970, Promoting inclusiveness=.5970, Advancement opportunities=.7835, Inclusive climate=.5922, Market standing=.5126. Here it is found that the relationships between dependent and independent variables are positive and all are moderately correlated.

9. Future study:

For further research in this field researcher should be increase the geographical boundaries to three or four countries. For getting a comparable result an analysis on retailing companies' competing in the same industry

will be more convenient.

10. Conclusion

There are ten components which are considered as independent variables and a dependent variable is employee satisfaction. The independent variables are very important for determining employee satisfaction. Some variables such as Leading diversity, Capitalizing on diversity, Sustainable transformation, Fair practices, Affirmative development, Competence, Promoting inclusiveness, Advancement opportunities, Inclusive climate, Market standing etc. are the evidence of strongly diversified management and HR policy in any organization. Employee satisfaction is interrelated with all these variables. So it is very easy to underline the regression analysis and the variables can be related to their desired outcome. Hundred personnel from the huge numbers of employees working in Sainsbury's were questioned about different aspects with the help of sampling. The answers from the employees were used for analysis. For drawing the true picture the question asked was on the basis of multiple segments for example from every independent variable there were several questions. Furthermore, the dependent variables also contained several questions related with the independent variables to depict the relationship between independent and dependent variables. The case study conducted on the HR policy and diversity management of Sainsbury's shows that the company achieved success because of its brand name its good service quality. Salisbury is exercising highest level of diversity management as the tool of their success. As a result of that, their employee efficiency increased and that resulted in expansion of market share and increase in revenue.

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Research Model:
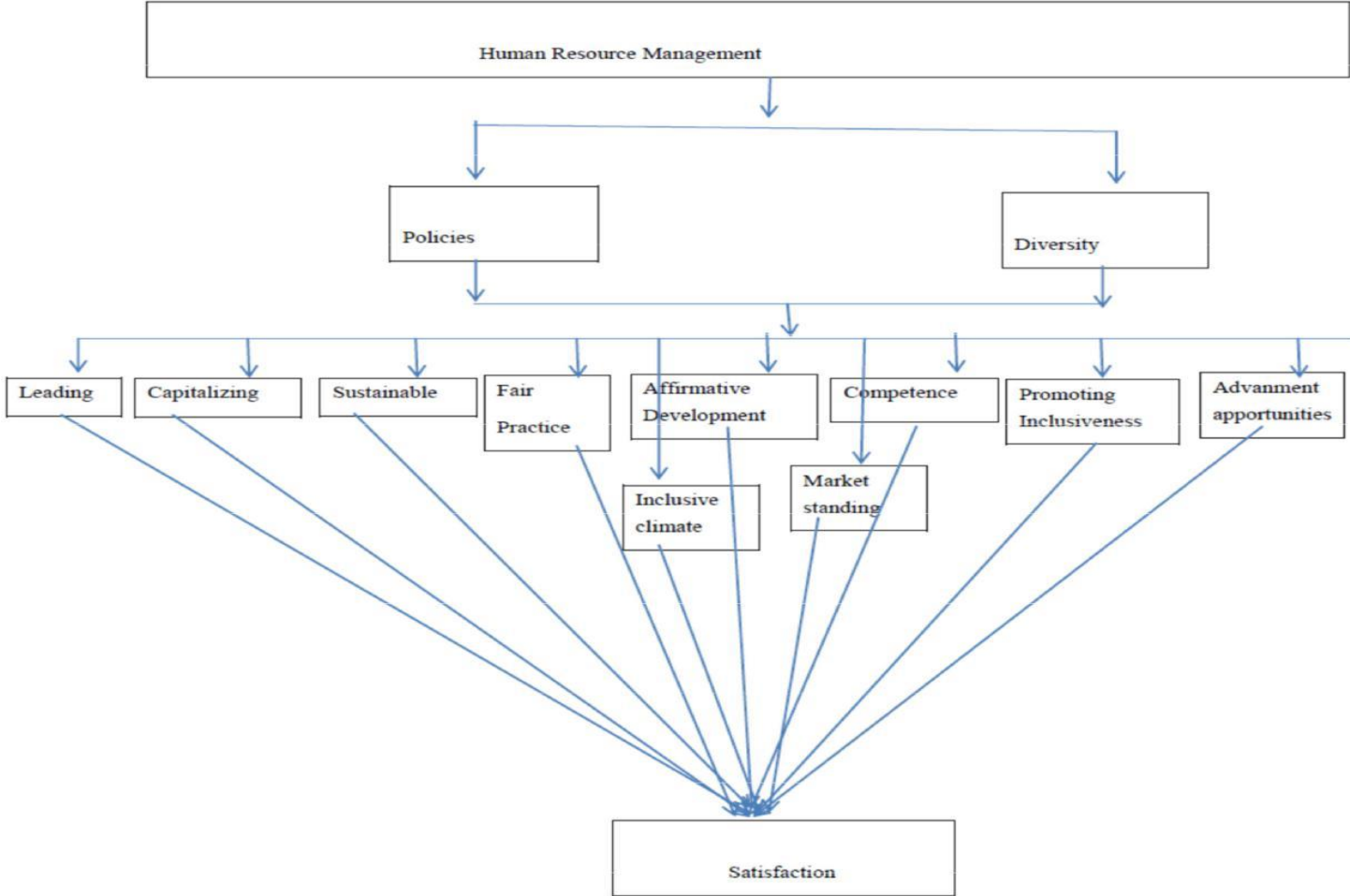
Figure: 1. Research Model
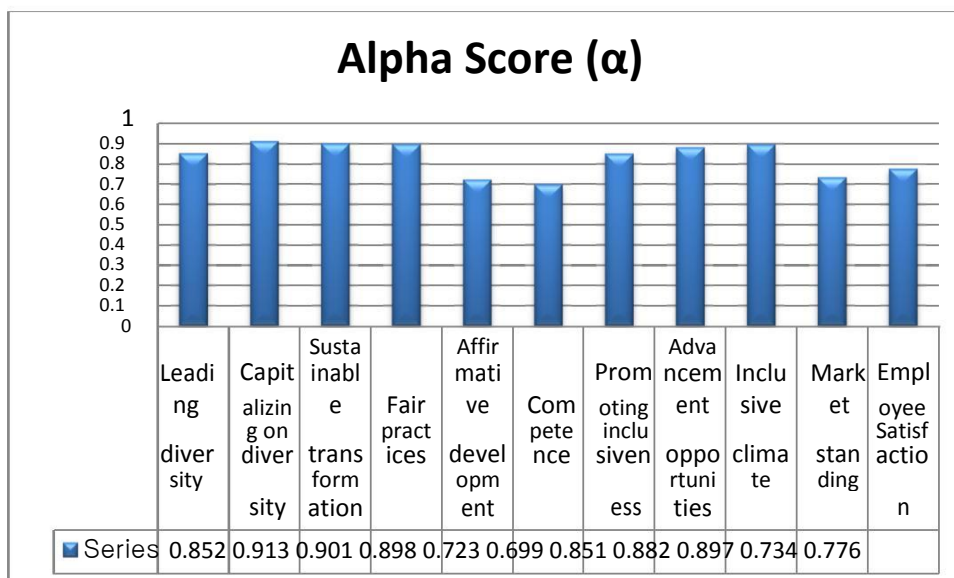
Figure: 2. Result of Cronbach's Alpha test in bar chart

Table: 1. Respondents' Demographic Information Gender

Gender		
	Frequency	Percent
Male	68	68%
Female	32	32%
Total	100	100

Table: 2.Respondents' Demographic Information Age

Age		
	Frequency	Percent
21- 25	06	06%
26- 30	25	25%
31-35	36	36%
36- 40	13	13%
41- 45	12	12%
Above 46	08	08%
Total	100	100

Table: 3. Respondents' Demographic Information Marital status

Marital Status		
	Frequency	Percent
Married	82	82%
Unmarried	18	18%
Total	100	100

Table: 4. Respondents' Demographic Information Employment Status

Race		
	Frequency	Percentile
British	25	25%
Other European	35	35%
American	19	19%
Chinese	06	06%
Indian	10	10%
African	05	05%
Total	100	100

Table: 5. Respondents' Demographic Income

Income level		
	Frequency	Percentile
Below £10000	04	4%
£10001- £15000	18	18%
£15001- £20000	22	22%
£20001- £25000	17	17%
£25001- £30000	18	18%
£30001- £40000	12	12%
Above £40000	09	9%
Total	100	100

Table: 6. The Result of Cronbach's Alpha Test

	Question No.	Alpha Score (α)
Leading diversity	01 to 06	.852
Capitalizing on diversity	07 to 11	.913
Sustainable transformation	12 to 15	.901
Fair practices	16 to 23	.898
Affirmative development	24 to 28	.723
Competence	29 to 34	.699
Promoting inclusiveness	35 to 41	.851
Advancement opportunities	42 to 46	.882
Inclusive climate	47 to 51	.897
Market standing	52 to 55	.734
Employee Satisfaction	53 to 62	.776

Source: Author's own calculation

Table: 7. Model Summary

Source		SS	df	MS		
					Number of obs = 100	
					F(10, 89) = 121.96	
Model		33.07398	10	3.307398	Prob > F = 0.0000	
Residual		2.41352237	89	.027118229	R-squared = 0.9320	
					Adj R-squared = 0.9243	
Total		35.4875023	99	.358459619	Root MSE = .16468	

Table: 8. Analysis of Variance (ANOVA)

Source	SS	df	MS		
				Number of obs =	100
				F (10, 89) = 121.96	
Model	33.07398	10	3.307398	Prob > F = 0.0000	
Residual	2.41352237	89	.027118229	R-squared = 0.9320	
				Adj R-squared = 0.9243	
Total	35.4875023	99	.358459619	Root MSE = .16468	

	employ~n	market~g	inclus~e	advanc~r	promot~s	compet~e	affirm~t
employeesa~n	1.0000						
marketstan~g	0. 5126	1.0000					
inclusivec~e	0.5922	0.3595	1.0000				
advancemen~r	0.7835	0.4728	0.58477	1.0000			
promotingi~s	0.5923	0.5042	0.5698	0.6028	1.0000		
competence	0.5970	0.3129	0.5383	0.5458	0.5913	1.0000	
affirmativ~t	0.6847	0.3753	0.4588	0.6243	0.4710	0.5891	1.0000
fairpracti~s	0.9307	0.5177	0.5779	0.8214	0.5969	0.5926	0.7199
sustainabl~n	0.8787	0.5326	0.5390	0.7438	0.5825	0.5474	0.6055
capitalizi~y	0.5397	0.7649	0.5787	0.5174	0.5921	0.4294	0.4742
leadingdiv~y	0.6171	0.3530	0.5911	0.7833	0.5899	0.5839	0.5074

	fairpr~s	sustai~n	capita~y	leadin~y
fairpracti~s	1.0000			
sustainabl~n	0.7803	1.0000		
capitalizi~y	0.5101	0.5388	1.0000	
leadingdiv~y	0.6380	0.5303	0.4716	1.0000

Table 9: ANOVA made with the help of STATA

Source	SS	df	MS		
				Number of obs =	100
				F (10, 89) = 121.96	
Model	33.07398	10	3.307398	Prob > F = 0.0000	
Residual	2.41352237	89	.027118229	R-squared = 0.9320	
				Adj R-squared = 0.9243	
Total	35.4875023	99	.358459619	Root MSE = .16468	

	employ~n	market~g	inclus~e	advanc~r	promot~s	compet~e	affirm~t
employeesa~n	1.0000						
marketstan~g	0. 5126	1.0000					
inclusivec~e	0.5922	0.3595	1.0000				
advancemen~r	0.7835	0.4728	0.58477	1.0000			
promotingi~s	0.5923	0.5042	0.5698	0.6028	1.0000		
competence	0.5970	0.3129	0.5383	0.5458	0.5913	1.0000	
affirmativ~t	0.6847	0.3753	0.4588	0.6243	0.4710	0.5891	1.0000
fairpracti~s	0.9307	0.5177	0.5779	0.8214	0.5969	0.5926	0.7199
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	fairpr~s	sustai~n	capita~y	leadin~y
fairpracti~s	1.0000			
sustainabl~n	0.7803	1.0000		
capitalizi~y	0.5101	0.5388	1.0000	
leadingdiv~y	0.6380	0.5303	0.4716	1.0000

Table: 10. Coefficients made with the help of STATA

Employeesa~n		Coef.	Std. Err.	t P>|t|	[95% Conf.	Interval]
marketstan~g		-.0546504	.04645	-1.18 0.243	-.1469456	.0376447
inclusivec~e		-.0305445	.0973404	-0.31 0.754	-.2239578	.1628688
advancemen~r		-.0959766	.0444973	-2.16 0.034	-.1843918	-.0075613
promotingi~s		-.0524147	.0514078	-1.02 0.311	-.154561	.0497315
competence		.0106692	.0378658	0.28 0.779	-.0645693	.0859077
affirmativ~t		-.0203491	.0351404	-0.58 0.564	-.0901723	.0494741
fairpracti~s		.6321656	.0553656	11.42 0.000	.5221553	.7421758
sustainabl~n		.3910612	.0466679	8.38 0.000	.2983331	.4837894
capitalizi~y		.1029826	.0735176	1.40 0.165	-.0430953	.2490605
leadingdiv~y		.0869548	.0820138	1.06 0.292	-.0760049	.2499144
_cons		.2280802	.205805	1.11 0.271	-.1808501	.6370104

Table: 11. Correlation matrixes made with the help of STATA

	employ~n	market~g	inclus~e	advanc~r	promot~s	compet~e	affirm~t
employeesa~n	1.0000						
marketstan~g	0. 5126	1.0000					
inclusivec~e	0.5922	0.3595	1.0000				
advancemen~r	0.7835	0.4728	0.58477	1.0000			
promotingi~s	0.5923	0.5042	0.5698	0.6028	1.0000		
competence	0.5970	0.3129	0.5383	0.5458	0.5913	1.0000	
affirmativ~t	0.6847	0.3753	0.4588	0.6243	0.4710	0.5891	1.0000
fairpracti~s	0.9307	0.5177	0.5779	0.8214	0.5969	0.5926	0.7199
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leadingdiv~y	0.6171	0.3530	0.5911	0.7833	0.5899	0.5839	0.5074
	fairpr~s	sustai~n	capita~y	leadin~y			
fairpracti~s	1.0000						
sustainabl~n	0.7803	1.0000					
capitalizi~y	0.5101	0.5388	1.0000				
leadingdiv~y	0.6380	0.5303	0.4716	1.0000			