

The Effects of Diversity Management on Employee Intention to Quit: Mediating Role of Employee Motivation

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Abstract

Employee is a bloodstream of any organization. Accomplishment of any organizational goal is depending on employees performance. **Aim of Study:** The purpose of this study is to examine the effect of DM on the employee, intention to quit with the mediating role of EM. **Methodology:** The implementation of this research is conducted on charge nurses of intensive care units in tertiary hospital. Collection of data was done from 121 people from both genders. The purpose of this study is to examine that how the diversity management can reduce turnover intention and how motivation can improve the work performance and help to reduce employees intention to quit. **Results:** By using multiple regression tests, the results shows the significant negative correlation between diversity management and employee intention to quit also discussed that mediation exist in this relationship. **Conclusion:** The results of this study shows that diversity management practices can help to reduce turn over intention and motivation can help to manage the diversity that can lead to retention of the employees in the organization.

Keywords: diversity management, employee intention to quit, employee motivation.

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INTRODUCTION

Diversity management has become much important over the past few decades and becoming an important part of human resource management in any organization. However, there are many evidences of positives effects of diversity on organization along with the subordinate. DM has becoming much important in the academic as well as practitioner literatures(Kundu, Mehra et al. 2017).So, In DM initiatives the equal employment opportunities are rooted in fixed routine business practice and organization should maintain these practices. Diversity indicates the singularity that a person brings a lot of experience, whether in age, thinking, work experience, gender, education, and religion (Wang 2016). In an organizational strength, diversity has modified by having a formal and legally accountability to a design order. A corporation either international or not is influenced by global diversity may be directly or indirectly(Agarwal and Bhargava 2014). (Patrickson, O'Brien et al. 2001) argue that diversity practices can be different in different countries and areas due to geographic and environmental reasons and the results may vary in different areas. Somehow, the organizational policies can lead to employee turnover intention. Turnover intention and decision of turnover reflected the reduced level of employees and of work life. There are several reasons for turnover intention for example organizational and individual factors that influence physical and psychological status of employees. Turnover intention was reduced when employees had high intrinsic motivation (e.g., career development) and extrinsic motivation (e.g., salary;(Houkes, Janssen et al. 2003, GETACHEW 2017)

Diversity is a multi-dimensional concept, primary diversity and secondary diversity. Primary dimensions are human's inborn traits such as nationality, age and gender that are important for the early life and socialization process. Secondary dimension includes different characteristics such as cognitive and skillful techniques (work experience, organizational tenure, personality and educational level). In management literature the effects of organizational diversity have been discussed widely (Hsiao, Auld et al. 2015).Any organizational task can be achieved by application of diversity management. The desirable goal includes promoting organizational justice and incorporation, decrease prejudice and good financial support (Kossek & Pichlor 2006). Many researchers found that diversity have the positive effects along with the negative effects on organization. Actual impact of diversity depends on personal factor and organizational policies (Chen and Choi 2008). (Sourouklis and Tsagdis 2013) in 23 relevant research papers the organizational diversity has positive effect on varies performance indicators such as staff turnover, satisfaction and productivity.

Diversity is incorporated throughout the organization, from the top to bottom. Effective diversity can increase organization performance. When the subordinate receiving socioeconomically benefits from the organization then they try to act their abilities in a favourable way(Magoshi and Chang 2009). Employee satisfaction level remains high when diversity environment is positive and high, because the subordinates thought that the organization cares about themselves. The employees want to continue their job that result in decrease turnover intention (Kristof-Brown et al., 2002). By studying the EM, the employee behaviour as readiness which reflect the employee's outcome in any organization that further lead to their tendency to continue (Lorse, & Boivin, 2010). So, motivation can change the attitude and improve meaningful work which can result in promotion of intrinsic motivation and reduce turn over intention. Intrinsic motivation just like doing any activity just for mental satisfaction and enjoyment that has very important role for extrinsic motivation and reducing turnover intention.(Amabile 1993,

Deci and Ryan 2004) Thus, the effect of DM on motivation will authorize its uses in the form of considerable HR plan to build up employee performance. Many studies had showed that employees working attitude and job behavior is directly and strongly influenced by good HR practices. (Agarwala 2003;Gong et al., 2010;Guchait and Cho, 2010)

Many researchers have done work about specific purposes. In western nations many researches have done work on diversity management (Peretz, Levi, and Fried, 2015) and those studies did not reveal the Asian economic condition that is definitely changing on the basis of culture. In Asia there is significant growth of hospitality industry and other diverse organizations but the available literature is very limited (Winter 2009). Very few studies are available on multiple employment outcomes regarding diversity and its effects. So the recent study is therefore conducted to check the effect of diversity management in various organizations in Asian countries.

The present study aims to assess the effects of DM on employee intention to quit with the mediation of EM in Asian context. Organizational diversity is getting much importance in hospitality industry, nursing profession and other industries. Organizational diversity and DM related program can decrease turnover intention or rate of burnout. Motivation can also affect the quality and quantity of performance. Condition of incentive has the positive effect on work performance. The goal of successful diversity practices is to frame the diversity as a opportunity and challenge instead of threat and difficulty to defeat (Jayne & Dipboye,2004; Howard-Grenville & Hoffman, 2003). This study will help to organize a diverse environment in a better way and diversity practices will increase the motivation level and employees retention in any organization. Turnover intention and burnout reduce the morale of other employees. Organizational policies and memories are at risk at the time of orientation to new employees. If diversity practices not apply in organization, this can lead to decline motivation level and employee retention. It's very essential to study effects of the diversity on employee attention to quit with mediating role of employee motivation.

Literature review

Social identity theory can be applied in hospitality and other work fields when studying organizational diversity(Furunes and Mykletun 2007). Group membership and individual uniqueness has an important role in shaping behavior, beliefs and attitudes. Gender and ethnicity (demographic factors) figure the vital diversity in any organization. (Singal 2014) explain that increasing diversity in organizations, these organizations must make some plan to hire most talented staff who works for the betterment of organization. People with characteristics related to organization. (tenure and hierarchical position) also has the diversity (Kim, Murrmann et al. 2009). Studies shows that the important aspect of diversity is having subordinates from different ethnic background can improve return on investment, innovation and organization performance (Richard, 2000).similarly DM and EM practices can result in higher level of productivity and retention of employees in the organization (Evans, 2014; Armstrong et al., 2010; Bridgstock et al., 2010).. Employee turnover can be describes as movements of group of employee that can generate the chances of valances within organizational unit. (Beach et al., 2003, p.49). Many personal and ethnic factors that added to turnover(Yang, Wan et al. 2012). High turnover can negatively affect the morale of remaining employees and especially when the work relies on team performance. Researches show that turnover may decrease the agency productivity and performance (Cho and Lewis 2012). Orientation about organization policies and organizational memories to new employees are at risk (Moynihan and Landuyt 2009). Research shows that variables such as age (Magd 2003), tenure (Armstrong-Stassen 2001) and education level (Royalty 1998) related to job and turnover has relationship of a range of diversity.(Hinkin and Tracey 2000) suggest that organizational diversity and diversity management related program can decrease turnover intention or rate of burnout. Diversity management and encouraging diverse workforce can help to increase job satisfaction and decrease the rate of turn over intention (Choi and Dickson 2009). When the subordinates were mentally satisfied to their organization and value the organizational goals, their turn over intention tented to be lower (Bright, 2008). Turnover intention can be decrease with intrinsic motivation of employees for example career development and extrinsic motivation for example rewards promotion and appreciation. (Houkes, Janssen, Jonge, & Bakker, 2003; Iverson & Roy, 1994) Motivation can also affect the quality and quantity of performance. Condition of incentive has the positive effect on work performance. Motivation is the basic component of employee performance and outcome. Intrinsic and extrinsic both are the work motivation factors, inner feelings and wish to perform a task related to intrinsic factors and extrinsic factors includes external to the individual and not related to the task that they are performing (Ryan and Deci 2000). intrinsic motivation need for appreciation, achievement and positive feedback that can improve work performance. Extrinsic motivation emphasizes external rewards such as workplace characteristics, benefits, pay, incentives and positive relationship with colleagues and higher authority that can improve work performance and employee retention (Pinder 2014). Experimental research has shown that government employee put great effort to help others and for the benefits of society than the private sector (Houston, 2006;Lewis & Frank, 2002). Diversity practices of any organization support the employees from all background. The goal of successful diversity practices is to frame the diversity as a opportunity and challenge instead of threat and difficulty to defeat (Jayne & Dipboye,2004; Howard-Grenville & Hoffman, 2003).when

organization try its best to facilitate and support its employees then the employees will respond positively in their work roles (Maslach, Schaufeli et al. 2001). Previous researches show that diversity practices can reduce the discrimination and employee work place behavior and attitude.

Many literature show that trust is a very important factor in diversity practices to a wide range of outcomes such as commitment and employee retention (Dirks and Ferrin 2002), employee role and extra task performance (Mayer and Davis 1999) (Madjar & Ortiz-Walters, 2009). Positive HR activities can make a situation where all individuals and group react in a positive attitude including trust. HR activities in an organization that support the employees improve communication and empower employees can make a climate of trust and better place for work (Tzafirir, Harel et al. 2004)

Methodology:

This study is conducted to assess the effect of diversity on employee intention to quit, with mediating role of employee motivation. In this study Quantitative co-relational research design was conducted using structured questionnaire. Setting of the study will be the tertiary hospital setting of Lahore the children hospital Lahore and the targeted population will be the female nurses of the children hospital Lahore. The participants belong to different socioeconomic level and different demographic background. The participants will be female. Data will be collected from the participants through adopted questionnaire and the participants will be selected through convenient method. The sample size for the study will be 110 which was calculated from the slovins method. A self administer a modified version questionnaire on diversity was adopted from the studies of (Langford 2009) (Green, López et al. 2002). The scale for intention to quit was taken from (Boshoff and Allen 2000) study. Questionnaire on employee's motivation, adapted from (Skudiene and Auruskeviciene 2012). The questionnaire consists of two sections (section A) composed of demographic data which include age, gender, institution, marital status, years of experience and designation. (Section B) composed of the questionnaire regarding the diversity, employee intention to quit and employee motivation. Participants will be answer to the question according to the 5 liket scale. 5 point scoring format was used with (1) SA to (5) SD. Data collection plan is one of the main source to collect data. Self administered questionnaire will be used to collected data from the participants. There will be given a free hand to complete it and return it. Data analysis will be done by SPSS version 20 Statistical computer software for data analysis. This is a quantitative study and all quantitative statistics will be obtained through the SPSS software. The use of analysis aimed to identify the effects of emotional intelligence and political skills on the teacher's job satisfaction.

Charge nurses participated in this study. These nurses are working in tertiary hospital in intensive care units. Nurses who will participate voluntarily and give feedback. All participants are nurses. This study will approximately taken 6-7 months.

Consent will be taken from participants and free hand will be given to the participants to take part in studies or refuse to participate. Participants will have also be right to mentioned name or demographic data. Information regarding research will be provided to participants and this will be achieved via a consent form attached to the questionnaire. Confidentiality should be maintained about data and participants. To maintain the teachers confidentiality no one even principal of other researcher will allow reading the questionnaire. With the help of Nuremberg code of ethics rights of participants will be protected.

Demographic analysis

Table # 01	Demographic characteristic of respondents	N	%
		121	100
	Gender		
	Male	4	3.3
	Female	117	96.7
	Age		
	20-25 years	38	31.4
	26-30 years	60	49.6
	31-35 years	19	15.7
	Above 35 years	4	3.3
	Marital Status		
	Married	57	47.1
	Single	64	52.9
	Qualification		
	General Nursing	56	46.3
	Specialization and Diploma	44	36.4
	Post RN	20	16.5
	Others	1	.8
	Experience		
	1-5 years	70	57.9
	5-10 years	35	28.9
	10-15 years	16	13.2

In given table summarizes the characteristics of respondent (n=121) On the basis of gender (Male and female), Age (20-25 years, 26-30 years, 31-35 years and above 35 years of age group), Marital Status (Married and single), Qualification (General Nursing, Specialization and Diploma, Post RN and others) and work experience (1-5 years, 5-10 years and 10-15 years of experience)

RELIABILITY AND VALIDITY ASSRSSMENT

Table # 02 Summary of reliability analysis

Variables	Cronbach Alpha
Diversity management	.704
Employee intention to quit	.813
Employee motivation	.759

Cronbach Alpha above .70 is considered to be the acceptable indicator of reliability

The alpha value of diversity management is .704 and the alpha value of employee intention to quit is .813 and in employee motivation the alpha value is .759 thus the results meets the standard requirements in this reliability assessment

Convergent validity

In convergent each of variables was analyzed by performing factor analysis. Factor analysis was applied on all 15 items in which 4 items were on diversity management and 3 items were on employee intention to quit and 5 items were on employee motivation. Instrument was consisting of 1 independent variable, 1 dependent variable and 1 mediating variable.

Table # 03 Summary of KMO Bartlett's test Variables

Variables	Bartlett's Test		
	KMO	df	Sig.
Diversity management	.581	6	.000
Employee intention to quit	.685	3	.000
Employee motivation	.755	10	.000

In the (Table#03) results of validity test, the significance is .000 and the df is .581 of diversity management and .685 in employee intention to quit and .755 of employee motivation so the assumption of factor analysis was fulfilled. Assumption implies that KMO value must be above .50 and Bartlett's test is significant, the result shows that the instrument is valid.

Correlations				
		DM	EM	TI
DM	Pearson Correlation	1	.183*	-.264**
	Sig. (2-tailed)		.044	.003
	N	121	121	121
EM	Pearson Correlation	.183*	1	-.261**
	Sig. (2-tailed)	.044		.004
	N	121	121	121
TI	Pearson Correlation	-.264**	-.261**	1
	Sig. (2-tailed)	.003	.004	
	N	121	121	121

That according to persons correlation there exist negative Correlation between diversity management and the employee intention to quit which is (-.26) as r value is between -1 to +1 and p value is less than 0.05 significant and there is positive correlation between diversity management and employee motivation which is (.18) as r value is between -1 to +1 and p value is less than 0.05 significant at the 0.01 level (2-tailed). Correlation is significant at the 0.05 level (2-tailed). Correlation is significant at the 0.01 level (2 tailed)

REGRESSION

Table # 05 MODEL SUMMARY				
MODEL	R	R SQUARE	ADJUSTED R SQUARE	STD. ERROR OF THE ESTIMATE
1	.264	.070	.062	.81741

A. Predictor.DM

Table#05 shows the value of r square .070 represents that the variation occurred in the dependent variable (turn over) due to independent variable (employee motivation).

Table # 06 ANOVA						
Model	Sum of SQUARE	Df	Mean SQUARE	f	Sig.	
5	Regression	5.980	1	5.980	8.950	.003 ^b
	residual	79.511	119	.668		
	TOTAL	85.491	120			

The Table#6 ANOVA shows the significance as the p value is <.05 and this depicts that the research model is fit.

Table # 07 Coefficients					
MODEL	Unstandardized COEFFICIENT		STANDARDIZED Coefficients	T	Sig.
	B	Std.error	Beta		
1	(constant)	4.018	.204	19.680	.000
	DM	-.243	.081	-.264	.003

a. dependent variable:TI

The table 27 depicts that if one unit increase in the diversity management occur then it will cause -.264 unit decrease in the turn over intention

TABLE#08 MEDIATION TEST

EM'						
MODEL SUMMARY						
R	R-SQ	MSE	F	DF1	DF2	P
.1833	.0336	.1618	4.1364	1.0000	119.0000	.0442

MODEL

	COEFF	SE	T	P	LLCI	ULCI
CONSTANT	1.5022	.1005	14.9523	.0000	1.3033	1.7012
DM	.0813	.0400	2.0338	.0442	.0021	.1605

The results show that diversity management and employee motivation has significant relationship as the r-sq value is (.0336) and p value is less than .05 that shows the significant relationship.

TI

Table #09 MODEL SUMMARY

R	R-sq	MSE	F	DF1	Df2	P
.3414	.1166	.6400	7.7865	2.0000	118.0000	.0007

MODEL

	COEFF	SE	T	P	LLCI	ULCI
CONSTANT	4.7016	.3390	13.8674	.0000	4.0302	5.3729
EM	-4.551	.1823	-2.4960	.0139	-.8161	-.0940

The result shows that employee motivation and turnover intention has the significant relationship as the R-sq value is (.1166) and the p value is less than 0.05 that shows the significant relationship.

TABLE#10 INDIRECT EFFECT(S) OF X ON Y:

	EFFECT	BOOSTSE	BOOTLLCI	BOOTULCI
EM	-.0370	.0217	-.0869	-.0028

Table# 10 shows that bootLLCI is (-.0869) and BootULCI is (-.0028) which explain that the mediation exist in this indirect effect.

Discussion

With the passage of time DM has become necessity for every organization. The purpose of this study is to investigate the effects of DM on employee intention to quit with the mediating role of EM. According to the (Nederveen Pieterse, Van Knippenberg et al. 2013), the diversity measures (education and age) were significantly positively related to the team identification collectively and team performance.

However, according to this study the results show that DM and turn over intention has significant positive relationship. As Implementation of diversity policies can help to reduce turn over intention according to the wise and tschirhart (2000) the meta study that contain the evidence for diversity programs that reduce the turnover intention and actual turnover. By studying the EM, the employee behavior such as readiness which reflects the employee outcome in any organization that further lead to their tendency to continue (Lorse, & Boivin, 2010).

As results of present studies show that EM has the negative relationship with turnover intention which implies that low motivation level can increase turnover intention to leave the organization. Current study shows that motivation mediates the relationship between turnover intention and DM. Explanation for this diversity-motivation-intention relationship is that employee behavior matter that any organization supports the employee via DM and can boost up the motivation level and thereby reduces the turnover intentions. These results make sense according to(Dysvik and Kuvaas 2008) motivation has the partial mediation relationship between perceived equal training opportunities and turnover intention.

Conclusion

The results of this study show that by implementing diversity policies and activities can help to increase motivation level of employees and can automatically reduce the turn over intention in any organization. Somehow, this study helps us to understand that how the diversity management can affect employee behavior and organizational outcomes. HR department can play a vital role in maintaining and developing diversity policies and practices.

There is several limitations of this study. First of all employee behavior and motivation is different from sector to sector so study can be conducted according to sector to sector and results may varies. In present study the single mediating variable was discussed, motivation variable. It would better to study the other variable as moderator or mediating the effect of diversity management and employee intention to quit. Organizational polices

reflect the employees' interest and retention in organization. So, if employees are not satisfied with the organizational policies the policies should be changed.

Results show that mediation exists in diversity management and turnover intention that can help to reduce turnover intention in any organization that can lead to the positive change in the organization

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