Clarifying the Effects of Human Resource Diversity Management Practices on Organizational Citizenship Behavior: The Mediating Role of Diversity Receptiveness

Ahmad Nizan Mat Noor[1], Shaiful Annuar Khalid[1], Nik Ramli Nik Abdul Rashid[1]

ARTICLE INFO	ABSTRACT
	The aim of this study is to scrutinize the impact of employees' perceptions of their organization's human resource diversity management (HRDM) practices on their organizational citizenship behavior (OCB) level. The influence of diversity receptiveness as a mediator in the proposed relationship is also examined. Survey data were gathered from operational employees attached to large hotel in Malaysia. 430 usable questionnaires were used in statistical analyses. The results indicated that the hypothesized linkage between HRDM practices and diversity receptiveness as well as between HRDM practices and OCB were partially supported. The mediating role of diversity receptiveness in the relationship was also partially supported. Implications and limitations of the findings are specified. Finally, directions for future research are suggested.

1.0 Introduction

The hotel industry is an important contributor to the growth of Malaysian service economy. Compared to other industries, this industry has its own uniqueness by offering intangible services as its core product. In this century, service quality is vital to a hotel and become the most important challenges faced by the hoteliers (Lazer & Layton, 1999). In this industry, the frontline or operational employees are responsible in delivering excellent service quality to customers (Babakus, Yavas, Karatepe, & Avci, 2003). As such, it is becoming more challenging if these types of employees resist exhibiting extra role behaviors or doing something that is beyond requirement. According to Ma and Qu (2011), outstanding service call for hotel employees to go above and beyond their formal requirement and these 'organizational citizens' may overcome the challenges of delivering quality services faced by hoteliers. Unfortunately, not all hotel employees are ready or willing to go above and beyond their role as required in their formal written contract. The issue is to what motivates employees to engage in or exhibit OCB? Undeniably, it is significant to encourage OCB among employees in the hospitality industry because they are supposed to offer a high level of quality services and increase operational efficiency, which means that they need to perform extra-role behaviors such as OCB (Getty & Getty, 2003). Hence, the antecedents of OCB in the hospitality industry are necessary to be understood in order to be effectively encouraging hospitality employees' OCB. Organizations today constantly have to discover new ways to be successful and respond to challenges. Usually, in retaining highly motivated and committed workforces to deal with the competitive or dynamic business environment, organization should focus on potential factors that could encourage employees' positive attitudes and behaviors (e.g. OCB). Without a doubt, to survive in today's competitive and aggressive business arena, more organizations must adopt fair employment practices to attract and retain talent. This inevitably makes a diverse workforce pool with different values and beliefs. Generally, hotel organizations have become more diverse in terms of age, gender, race, ethnicity, national origin and other individual characteristics. Therefore, a rising body of study has revealed that managing diversity is a serious predictor of worker behaviors and outcomes (Milliken & Martins, 1996; Mor-Barak, Cherin, & Berkman, 1998; Mor-Barak & Levin, 2002; K. Y. Williams & O'Reilly, 1998). If not well managed, it may create tension among staff and affect their morale and performance, and become threat for the labor-intensive industry such as hotel industry. Managing diversity undeniably, becomes a very important for organizational competitiveness and effectiveness (Cox, 1993) and managing diversity is increasingly becoming a principle of human resources management (HRM) (Mathews, 1998). Through the lens of social exchange relationship (Blau, 1964) and the norm of reciprocity (Gouldner, 1960), the adoption of HRDM practices is likely to perceive by workforces as an effort by the organizations towards the potential factors in encouraging positive employees' citizenship behaviors and attitudes. With this regard, HRDM practices play a significant

[1] Faculty of Business Management, Universiti Teknologi MARA Perlis, Malaysia.

role in encouraging employees to engage in more productive behaviors (i.e. OCB). In other word, when employees perceived justice from the fair treatment they have received from the organization, they might respond it by engaging more OCB (Organ, 1988, 1990). Although numerous studies on OCB has been undertaken in the past, to the researchers' knowledge, none have systematically investigated the relationships between employees' perception of HRDM practices, their attitude towards the diversity (diversity receptiveness) and their behavioral intentions (OCB). Hence, the antecedents of OCB in the hospitality industry are necessary to understand in order to be effectively encouraging hospitality employees' OCB. Despite the growth of hotel industry in Malaysia (Abdullah, Musa, Zahari, Rahman, & Khalid, 2011), the lack of literature and empirical researcher within this country (Khalid, et al., 2009) thus indicate the importance of undertaking such research to ascertain whether managing workplace diversity through HRDM practices within organizations can potentially have positive or negative relationship on employees' citizenship behaviors. In addition, understanding the OCB antecedents among diversified workforces in the hotel industry is essential to value their attitudes towards work environments and in ensuring successful business. For that reason, the two objectives of this study are: (1) to investigate the relationship between HRDM practices and OCB intentions among hotels employees and (2) to examine whether diversity receptiveness serves as a mediator in the proposed relationship.

2.0 Literature Review

2.1 OCB

Bateman and Organ (1983) brought in the phrase citizenship as a behavior that "lubricate the social machinery of the organization" (p.654), and labeled employees who engage in such behaviors as good citizens. Later, Organ (1988) offered an extended review of OCB and described it as "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system and that in the aggregate promotes the effective functioning of the organization" (p. 4). Additionally, the word discretionary is the behavior that is not restricted by a formal written job requirement and is a matter of personal choice. Hence, failure to exhibit such voluntary behavior is not considered as a cause of punishment (Organ, 1988). Clearly, the definition of OCB as given by Organ (1988) explained several uniqueness that specifically represent OCB. At first, OCB is more discretionary by its nature and go beyond normal job requirements (Smith, Organ, & Near, 1983). It seems that employees are not restricted by any formal contractual or written agreement that require them to exhibit or engage in OCBs and free from any inducement by the supervisor. Therefore, OCB is not directly recognized by the formal reward system. There are several constructs that which have been identified to have similarities to OCB or other taxonomies of OCB-like behaviors such as prosocial organizational behavior (Brief & Motowidlo, 1986), organizational spontaneity (George & Brief, 1992), contextual performance (Borman & Motowidlo, 1993, 1997) and extra-role behavior (Van Dyne, Cummings, & Parks, 1995). OCB as a construct conceptually has been recognized as multidimensional (Podsakoff, MacKenzie, Paine, & Bachrach, 2000; Smith, et al., 1983). However, there is no obvious consensus appears within the literature on the number of OCB dimensions. As proposed by previous scholars, there are two to seven OCB dimensions within a particular OCB construct. In general, there are five categories of OCB that are commonly identified in OCB research. They are altruism, conscientiousness, sportsmanship, courtesy, and civic virtue (Organ, 1988). Besides the five-factor structure, William and Anderson (1991) recommended that there are two broad categories of OCB distinguished by the beneficiary of the behavior: (1) behaviors that immediately benefit specific individuals are (OCBI) and (2) behaviors that immediately benefit the organization (OCBO). In this classification, OCBI reflects the altruism dimension whereas OCBO reflects the generalized compliance dimension.

2.2 HRDM Practices

According to Fleury (1999) and Jabbour and Santos (2008), the attachment of human resource management in managing diversity become a challenge to the organizations. They also indicate that human resource actions are required in diversity management. Based on previous study (Jabbour, Gordono, Oliveira, Martinez, & Battistelle, 2011), the inclusion of diversity in the set of human management practices is promising in both strategies of human resources and diversity management. Apart from that, the emergence of HRDM practices as one of the organizational characteristics is important for effectively managing diversity (Litvin, 1997). Hence, "it is suggested that organizations develop a culture of inclusiveness and ensure that human resource diversity management programs follows the principles of equality and fairness and make use of diversity" (Shen, D'Netto, & Tang, 2010, p. 2159). Research shows that human resource management support towards organizations' diversity objective is crucial and lead to effective diversity management practices (Jabbour, et al., 2011). Although organizations are continuously

facing challenges in developing effective HRDM practices towards capitalizing diversity and preventing legal sanction (Shen, et al., 2010), many organizations are still relying on equal employment opportunities (EEO) and affirmative action (AA) to evade discrimination charges and be unsuccessful in valuing diversity through human resource practices (Kossek, Lobel, & Brown, 2005; Shen, Chanda, D'Netto, & Monga, 2009). However, HRDM practices definitely different and have broadened beyond EEO and AA (Kossek, et al., 2005). Generally, the policies formulated in managing diversity is intended to apply initiatives, activities and practices which recognize, promote and encourage people's differences (Jabbour, et al., 2011). Thus, proper design and implementation of effective HRDM practices (i.e. recruitment and selection diversity management, training and development diversity management, performance appraisal diversity management, compensation diversity management, career advancement diversity management and job security diversity management) may become valuable to organizations in supporting its development initiatives (Storey, 1999).

2.3 Diversity Receptiveness

According to Sanchez and Medkik (2004), diversity receptiveness can be described as an extension of diversity awareness. In view of the fact that diversity is often interpreted as the mixing of people from a variety of differing backgrounds (e.g., gender, age, religious, ethnic, cultural, physical abilities, and etc), the main objective of diversity awareness is to change behavior which makes individuals become more receptive toward diversity (Behjat & Chowdhury, 2012). Furthermore, diversity awareness also can change people's stereotypical behavior, beliefs, emotions, and attitudes towards differences in others (Sanchez & Medkik, 2004). In general, diversity receptiveness happens when people learn to embrace the differences among others at the workplace. As reported by Behjat and Chowdhury (2012) diversity receptiveness can encourage a good relationship between individual, groups and the organization by improving communication, create and promote cultural sensitivity for the overall social well being. Diversity receptiveness also is believed to be initial step in achieving a more profound understanding of the individual differences (Lopez-Rocha, 2006).

2.4 The Relationship between HRDM Practices and OCB

In discussing the motivational source of OCB, Organ (1988) insisted that justice perceptions are the best basis in explaining and promoting OCB. Through the lens of social exchange theory, Organ (1990) also offered an explanation why employees might perform OCB as a respond or to reciprocate to the fair treatment received from their organizations. Recently, modern business trends of globalization and increasing in workforce diversity have encouraged organization to manage diversity (Richard & Johnson, 2001). As argued by Kirton (2003), HRM as an organizational function play an important role in managing diversity through it proactive policy in reducing inequalities as well as to attract, develop, retain and motivate diverse workforces. As such, when organization supports equity and fairness, their employees are predicted to become more committed in their job. In similar vein, employees are reported to support their organization's diversity initiatives when they perceived fairness policies and procedures (Pfau & Kay, 2002; Richard & Johnson, 2001). In addition, Colquitt et al. (2001) also reported that perceived fairness or organizational justice strongly affect employees' attitudes (i.e. job satisfaction, turnover intentions, organizational commitment) and behaviors such as OCB. Previous study on the effects of HRDM practices on OCB by Shen et al. (2010) generally found that there is a relationship between certain HRDM practices (e.g. recruitment and selection diversity management, training and development diversity management, performance appraisal diversity management and compensation diversity management) and OCB. In contrast, current study focused on six HRDM practices to investigate whether employees' perception of organization's HRDM practices affects their attitudes and their citizenship behaviors (OCBI and OCBO) in the hotel industry. Specifically, it was expected that each individual HRDM practices, including recruitment and selection diversity management, training and development diversity management, performance appraisal diversity management, compensation diversity management, career advancement diversity management and job security diversity management to be positively connected with OCB (OCBI and OCBO).

2.5 Diversity Receptiveness as a Mediating Factor

Social psychologists assert that attitudes represent a network of beliefs that can be used in predicting behavior (Fishbein & Ajzen, 1975). Moreover, attitudes theory theorizes that a person's behavior towards a given object or event derives from his or her attitudes about that object or event (Fishbein & Ajzen, 1975). In line with this view, attitudes can be conceptualized as a mediating variable between knowledge and action. Generally, it should be expected that favorable perceptions of diversity climate (manifested through HRDM practices) would necessarily lead to desirable outcomes (such as high level of OCBI and OCBO).

Conceptually, it might appear that diverse employees who perceived that are well treated by the organization and hold higher favorable or positive attitudes towards diversity and this in turn would lead them to experience greater citizenship behavior. For example, study by Benkhoff (1997) yielded a result that perception of being treated with respect positively influence employee identification, desire to stay and encourage extra effort. Concerning the current study, diversity receptiveness as an attitude towards diversity is positioned to mediate the relationship between perceptions of organizational HRDM practices and employees' OCB (OCBI and OCBO). In similar vein, Triana, Kim and Garcia (2011) addressed that "individual belief in the value of diversity is an important personal value that affects the way people perceive and react to their work environment" (p. 338), in such way might encourage them to engage in high level of OCB. In essence, when individuals value diversity, they might react positively towards supporting diversity. On the other hand, when individual exhibits less positive attitudes towards diversity, the relationship between climate ratings and desirable outcomes may still be positive but less strong or negative relationship may even be seen. Within the context of this study, positive beliefs about job or organization (e.g. employee's positive perceptions of organization's HRDM practices) will lead to positive attitudes (e.g. diversity receptiveness), which in turn lead to behavioral intentions (e.g. intend to engage in high level of OCB).

3.0 Methodology

3.1 Hypotheses
Based on the above discussion, the following hypotheses are advanced for this study:
H1: Employees' perceptions of organization's HRDM practices will have a positive relationship on OCB (OCBI and OCBO).
H2: Employees' perceptions of organization's HRDM practices will have a positive relationship on diversity receptiveness.
H3: There will be a positive relationship between diversity receptiveness and OCB (OCBI and OCBO).
H4: Diversity receptiveness mediates the relationship between perceptions of organization's HRDM practices and OCBI
H5: Diversity receptiveness mediates the relationship between perceptions of organization's HRDM practices and OCBO.

3.2 Subjects and Measure
Participants in this study consisted of operational employees attached to 71 large and medium-sized hotels located in Pulau Pinang, Kedah and Perlis, Malaysia. These hotels had expressed their willingness to participate in this study. A total of 1020 questionnaires were distributed to the respondents with the help of human resources manager of each participating hotels. The drop-off and pick-up method was utilized. Respondents were given two weeks to answer the questionnaires. In all, 430 usable questionnaires were returned and analyzed, representing a response rate of 42.2%.

Measures of HRDM practices were adapted from various authors. Recruitment and selection diversity management was measured using 8 items adapted from D'Netto and Sohal (1999) and Shen et al. (2010). Training and development diversity management was measured using 6 items taken from D'Netto and Sohal (1999) and Shen et al. (2010). Questions regarding performance appraisal diversity management practices were measured using a 6-item measurement adapted from Shen et al. (2010) and D'Netto and Sohal (1999). A 6-item measurement adapted from D'Netto and Sohal (1999) and Shen et al. (2010) was utilized to gauge respondent's perceptions concerning compensation diversity management practices. Employees' perception on career advancement diversity management practices will be measured using a 4-item measurement adapted from Delery and Doty (1996). The measurement for job security diversity management practices will be measured using a 4-item measurement derived from Delery and Doty's (1996). Diversity receptiveness, on the other hand, was measured using 10 items derived from Soni (2000). Finally, 16 item scale sought information about respondent's OCB (OCBI and OCBO) intention was adapted from Lee and Allen (2002). Responses to all the items were made on a 7-point Likert scale (1 = strongly disagree to 7 = strongly agree).

3.3 Method of Analysis
Factor analyses were initially undertaken for the study variables. Next, means, standard deviations, reliability coefficients and intercorrelations for each factor were computed. Hypotheses were subsequently tested using hierarchical regression. Given that job satisfaction may influence OCB as noted by previous

scholars (for example, Bateman & Organ, 1983; Organ & Ryan, 1995; Swaminathan & Jawahar, 2011) this variable would be controlled in the statistical analyses.

4.0 Results

4.1 Profile of Respondents

Gender distribution of the respondents was slightly higher for males (53.5%). In terms of educational attainment, 289 of the respondents (67%) had educational qualification up to secondary level. The remaining respondents (33%) had a Certificate, Diploma or others qualification. Most of the employees (212 or 49.3%) were married, while 193 employees (44.9%) were unmarried and followed by others (25 or 5.8%). In terms of ethnicity, the majority of the respondents were Malays (52.8%), followed by Chinese (24.4%), Indians (14.0%) and others (6.5%). The mean age of the respondents in thus study was 30.59 years (SD = 5.87), the age range between 19 and 52 years. Thus, it can be said that respondents in thus study were relatively young. Regarding organizational tenure, the range was from 1 to 20 years with the mean value of 5.19 years (SD = 3.24). In terms of industry tenure, the range was from 1 to 20 years with the mean value of 5.92 years (SD = 3.61). In this study, respondents were represented by the seven operational department; namely front office (23.3%), food production/F&B (20.2%), administration (16.3%), housekeeping (16.0%), maintenance (11.4%), marketing/sales (6.0%) and others (6.7%). The majority of the respondents were Malaysian (395 or 91.9%). The remaining of 8.1% respondents were from Indonesia, Myanmar, Thailand, Philippine and Bangladesh.

4.2 Factor Analyses of Study Variables

Principal components analysis with orthogonal varimax rotation was used to determine how many factors were appropriate and which items belong together. In other words, this tends to force each variable to load highly on a few factors as possible (Hair, Anderson, Tatham, & Black, 1998). Initial results of the analysis on the 34 HRDM practices items revealed that 6 items had either high cross-loadings (.35 and above) or low factor loadings (.50 or below). These items were eliminated from further analyses due to low factor loadings or high cross-loadings as suggested by Hair et al. (1998). Factor analysis was rerun on the remaining 28 HRDM practices items. The KMO measure of sampling adequacy value for the items was .88 indicating that the items were interrelated and they shared common factors. Bartlett's Test of Sphericity was also found to be significant (Approx. Chi-Square = 8154.13, $p < .001$) indicating the significance of the correlation matrix and thus the appropriateness for factor analysis. Results of the varimax rotated analysis indicated the existence of seven significant factors with eigenvalues greater than one that explain 72.41% of the variance. These factors were named recruitment and selection diversity management (5 items), career advancement diversity management (6 items), training and development diversity management (5 items), compensation diversity management (3 items), job security diversity management (3 items), performance appraisal diversity management (3 items) and religiosity and ethnicity diversity management (3 items) respectively. A similar factor analysis was undertaken to unveil the dimensionality of the mediating variable (diversity receptiveness). A single factor solution emerged explaining 58.11% variance. The KMO measure of sampling adequacy value for the items was .86; indicating that the items were interrelated and they shared common factors. While, the Bartlett's Test of Sphericity was also found to be significant (Approx. Chi-Square = 1445.86, p < .001). Lastly, another factor analysis was carried out to confirm the dimensionality of OCB. Result of the varimax rotated analysis indicated the existence of two significant factors with eigenvalues greater than one that explained 60.75% of the variance. The KMO measure of sampling adequacy value for the items was .88 indicating that the items were interrelated and they shared common factors. Bartlett's Test of Sphericity was also found to be significant (Approx. Chi-Square = 3248.66, p < .001) indicating the significance of the correlation matrix and thus the appropriateness for factor analysis. These factors were named OCBI (6 items) and OCBO (7 items) respectively.

4.3 Means, Standard Deviations, Correlations, and Reliability Coefficients

Table 1 indicates the means, standard deviations, reliability coefficients, and intercorrelations of the study variables. As shown in Table 1, the mean value for each of the seven dimensions of HRDDM practices as well as diversity receptiveness and OCB (OCBI and OCBO) were slightly on the high side ranging from 5.16 to 5.74. The standard deviations for these variables ranged from 0.66 to 1.05. In terms of the correlation coefficients, all 45 intercorrelations were statistically significant ($p < .01$). All the reliability coefficients of the variables measures were acceptable since they exceeded the minimum recommended level of .60 as suggested by Sekaran (2000).

Table 1: Means, Standard Deviations, Reliability Coefficients, And Intercorrelations Of The Study Variables.

Variables	Mean	SD	1	2	3	4	5	6	7	8	9	10
1. Recruitment and Selection	5.16	1.05	(.91)									
2. Career Advancement	5.58	.66	.38**	(.87)								
3. Training And Development	5.36	.77	.28**	.56**	(.82)							
4. Compensation	5.53	.92	.37**	.62**	.43**	(.91)						
5. Job Security	5.26	.79	.28**	.48**	.48**	.36**	(.78)					
6. Performance Appraisal	5.45	.83	.39**	.59**	.56**	.55**	.43**	(.84)				
7. Religiosity and Ethnicity	5.55	.88	.53**	.43**	.39**	.43**	.35**	.52**	(.77)			
8. Diversity Receptiveness	5.74	.62	.40**	.52**	.45**	.41**	.43**	.47**	.46**	(.88)		
9. OCBO	5.61	.67	.32**	.52**	.46**	.54**	.52**	.46**	.41**	.58**	(.89)	
10. OCBI	5.57	.71	.30**	.41**	.46**	.39**	.47**	.37**	.46**	.57**	.60**	(.88)

Note: $N = 430$, $*p < .05$, $**p < .01$; *Cronbach's alpha for each measure are in parentheses.*

4.4 Hypotheses Testing

To test for H1, HRDM practices were regressed on to OCB (OCBI and OCBO). Table 2 presents the regression results of this analysis.

Table 2: Results of Hierarchical Regression of HRDM Practices on OCBI and OCBO

Predictors	OCBI		OCBO	
	Model 1 Std. β	Model 2 Std. β	Model 1 Std. β	Model 2 Std. β
Step 1: Control Variables				
Job Satisfaction	.52**	.29**	.58**	.31**
Step 2: HRDM Practices				
Recruitment & Selection Diversity Management		.01		.01
Career Advancement Diversity Management		.05		.08
Training & Development Diversity Management		.10*		.04
Compensation Diversity Management		.02		.16**
Job Security Diversity Management		.21**		.25**
Performance Appraisal Diversity Management		-.06		.02
Religiosity & Ethnicity Diversity Management		.27**		.09*
R^2	.27	.44	.34	.50
Adj. R^2	.27	.43	.34	.49
R^2 Change	.27	.17	.34	.16
F-Change	157.16**	17.76**	216.13**	20.00**

Note: $*p < .05$, $**p < .01$

As can be seen from Table 2, the control variable showed significant contribution toward the variance in OCBI. In this study, the control variable was significantly and positively related to OCBI (β = .52, p < .01). In model 2, the seven HRDM practices were able to explain 44.0% (R^2 = .44, F-change = 17.76, p < .01) of the observed variations on OCBI after controlling for the effect of job satisfaction. Three of the seven HRDM practices were found to have significant and positive effects on OCBI: religiosity and ethnicity diversity management (β = .27, p < .01), job security diversity management (β = .21, p < .01) and training and development diversity management (β = .10, p < .05). Table 2 also shown that the control was significantly and positively related to OCBO (β = .58, p < .01). On adding the seven model variables relating to HRDM practices, the R^2 increased to .50. This indicates that HRDM practices were able to explain an additional of 16.0% (R^2 change = .16, p < .01) of the observed variations on OCBO. Three of the seven HRDM practices were found to have significant and positive effects on OCBO: job security diversity management (β = .25, p < .01), compensation diversity management (β = .16, p < .01) and religiosity and ethnicity diversity management (β = .09, p < .05). Hence, H1 is partially supported.

To test for H2, HRDM practices were regressed on to diversity receptiveness. Table 3 shows the regression results of this analysis.

Table 3: Results of Hierarchical Regression of HRDM Practices on Diversity Receptiveness

Predictors	Model 1 Std. β	Model 2 Std. β
Step 1: Control Variables		
Job Satisfaction	.55**	.33**
Step 2: HRDM Practices		
Recruitment & Selection Diversity Management		.12**
Career Advancement Diversity Management		.20**
Training & Development Diversity Management		.04
Compensation Diversity Management		.11*
Job Security Diversity Management		.12**
Performance Appraisal Diversity Management		.08
Religiosity & Ethnicity Diversity Management		.14**
R^2	.30	.46
Adj. R^2	.30	.45
R^2 Change	.30	.16
F-Change	182.17**	18.08**

Note: *p < .05, **p < .01

As shown in Table 3, the control variable accounted for 30.0% (R^2 = .30, F-change = 182.17, p < .01) of the observed variations in diversity receptiveness. The control variable was significantly and positively related to diversity receptiveness (β = .55, p < .01). On adding the seven model variables relating to HRDM practices, the R^2 increased to .46. This indicates that HRDM practices were able to explain 16.0% (R^2 change = .16, F-change = 18.08, p < .01) of the observed variations on diversity receptiveness over and above the effects of job satisfaction. Five of the seven HRDM practices were found to have significant and positive effects on diversity receptiveness: career advancement diversity management (β = .20, p < .01), religiosity and ethnicity diversity management (β = .14, p < .01), job security diversity management (β = .12, p < .01), recruitment and selection diversity management (β = .12, p < .01) and compensation diversity management (β = .11, p < .05). Thus, H2 is partially supported.

To test for H3, diversity receptiveness was regressed on to OCB (OCBI and OCBO). Table 4 shows the regression results of this analysis.

As shown in Table 4, the control variable accounted for 24.0% (R^2 = .24, F-change = 136.44, p < .01) of the observed variations in OCBI. The control variable was significantly and positively related to OCBI (β = .49, p < .01). On adding diversity receptiveness, the R^2 value increased to .38. This indicates that diversity receptiveness was able to explain 14.0% (R^2 change = .14, F-change = 94.22, p < .01) of the observed variations in OCBI. In this study, diversity receptiveness was able to significantly and positively predict OCBI (β = .44, p < .01). Table 4 also shown that the control variable accounted for 34.0% (R^2 = .34, F-change = 221.26, p < .01) of the observed variations in OCBO. The control variable was significantly and positively related to OCBO (β = .58, p < .01). On adding diversity receptiveness, the R^2 value increased to .44. This

indicates that diversity receptiveness was able to explain 10.0% (R^2 change = .10, F-change = 74.09, p < .01) of the observed variations in OCBO. Diversity receptiveness was able to significantly and positively predict OCBO (β = .37, p < .01). Thus, H3 is supported.

Table 4: Results of Hierarchical Regression of Diversity Receptiveness on OCBI and OCBO

Predictors	OCBI		OCBO	
	Model 1 Std. β	Model 2 Std. β	Model 1 Std. β	Model 2 Std. β
Step 1: Control Variables				
Job Satisfaction	.49**	.25**	.58**	.38**
Step 2: Study Variable				
Diversity Receptiveness		.44**		.37**
R^2	.24	.38	.34	.44
Adj. R^2	.24	.38	.34	.44
R^2 Change	.24	.14	.34	.10
F-Change	136.44**	94.22**	221.26**	74.09**

Note: *p < .05, **p < .01

To examine the mediating roles of diversity receptiveness as posited in H4 and H5, the procedures as suggested by Baron and Kenny (1986) were followed. According to Baron and Kenny (1986), the following conditions must be present for mediation effects: (1) regressing the mediator on the independent variable (the independent variable must affect the mediator), (2) regressing the dependent variable on the independent variable (the independent must be shown to affect the dependent variable), (3) regressing the dependent variable on both the independent variable and the mediator (the mediator must affect the dependent variable) and (4) the effect of the independent variable on the dependent variable controlling for the mediator should be zero (full mediation) or become significantly smaller (partial mediation).

Table 5 summarizes the results of the mediated regression analyses of diversity receptiveness on the relationship between HRDM practices and OCBI. As shown in Table 5, of the seven HRDM practices examined, only job security diversity management and religiosity and ethnicity diversity management was able to meet the conditions for mediation. The effect of job security diversity management on OCBI was significant (β = .21, p < .01), but the beta value had a decreasing effect in the presence of diversity receptiveness (β = .20, p < .01), thereby, implying partial mediation. Additionally, a Sobel test was conducted and found partial mediation in the model (z = 2.42, p = 0.01). Similarly, it is observed that the effect of religiosity and ethnicity diversity management on OCBI was significant (β = .27, p < .01) but the beta value had a decreasing effect in the presence of diversity receptiveness (β = .25, p < .01), thereby, implying partial mediation. A Sobel test conducted proved partial mediation in the model (z = 2.71, p = 0.01). Therefore, H 4 is partially supported.

Table 5: Summary of Results: Impact of Mediated Regression

Predictors	Criterion Variables		
	Diversity Receptiveness	OCBI	OCBI
	Equation 1 Std. β	Equation 2 Std. β	Equation 3 Std. β
Step 1: Control			
Job Satisfaction	.33**	.29**	.22**
Step 2: Model			
Recruitment & Selection Diversity Management	.12**	.01	-.01
Career Advancement Diversity Management	.20**	.05	-.02
Training & Development Diversity Management	.04	.10*	-.01
Compensation Diversity Management	.11**	.02	.06
Job Security Diversity Management	.12**	.21**	.20**
Performance Appraisal Diversity Management	.08	-.06	-.02
Religiosity & Ethnicity Diversity Management	.14**	.27**	.25**
Step 3: Mediator			
Diversity Receptiveness			.30**
R^2	.46	.44	.54
Adj. R^2	.45	.43	.54
R^2 Change	.16	.17	.24
F-Change	18.08**	17.76**	27.46**

Note: *$p < .05$, **$p < .01$

Table 6 summarizes the results of the mediated regression analyses of diversity receptiveness on the relationship between HRDM practices and OCBO. As shown in Table 6, of the seven HRDM practices examined, only compensation diversity management, job security diversity management and religiosity and ethnicity diversity management were able to meet the conditions for mediation. The effect of compensation diversity management on OCBO was significant ($\beta = .16$, $p < .01$), but the beta value had a decreasing effect in the presence of diversity receptiveness ($\beta = .13$, $p < .01$), thereby, implying partial mediation. A Sobel was test conducted and proved partial mediation in the model ($z = 1.72$, $p = 0.04$). Similarly, the effect of job security diversity management on OCBO was significant ($\beta = .25$, $p < .01$), but the beta value had a decreasing effect in the presence of diversity receptiveness ($\beta = .20$, $p < .01$), thereby, implying partial mediation. A Sobel test conducted proved partial mediation in the model ($z = 2.57$, $p = 0.01$). The table also shown that the effect of religiosity and ethnicity diversity management on OCBO was significant ($\beta = .09$, $p < .01$), but the beta value had a decreasing effect in the presence of diversity receptiveness ($\beta = .05$, $p < .01$), thereby, implying partial mediation. In addition, a Sobel test conducted found partial mediation in the model ($z = 2.29$, $p = 0.02$). Based on the results, therefore, H5 is partially supported.

Table 6: Summary of Results: Impact of Mediated Regression

Predictors	Criterion Variables		
	Diversity Receptiveness	OCBO	OCBO
	Equation 1 Std. β	Equation 2 Std. β	Equation 3 Std. β
Step 1: Control			
Job Satisfaction	.33**	.31**	.23**
Step 2: Model			
Recruitment & Selection Diversity Management	.12**	.01	-.03
Career Advancement Diversity Management	.20**	.08	.08
Training & Development Diversity Management	.04	.04	.06
Compensation Diversity Management	.11*	.16**	.13**
Job Security Diversity Management	.12**	.25**	20**
Performance Appraisal Diversity Management	.08	.02	.01
Religiosity & Ethnicity Diversity Management	.14**	.09*	.05**
Step 3: Mediator			
Diversity Receptiveness			.23**
R^2	.46	.50	.52
Adj. R^2	.45	.49	.51
R^2 Change	.16	.16	.21
F-Change	18.08**	20.00**	22.40**

5.0 Discussion and Conclusion

The objectives of this study were: (1) to investigate the relationship between HRDM practices and OCB (OCBI and OCBO) and (2) to examine whether diversity receptiveness serves as a mediator in the proposed relationship. This study found that three HRDM practices, namely training and development diversity management, job security diversity management and religiosity and ethnicity diversity management practices were significantly and positively related to employees' OCBI. The result implies that hotel employees who have higher perceptions on religiosity and ethnicity diversity management, job security diversity management and training and development diversity management practices by their organizations would be more likely to express higher level of OCBI in their organizations. This study also found that three HRDM practices, namely compensation diversity management, job security diversity management and religiosity and ethnicity diversity management practices were significantly and positively related to employees' OCBO. The findings implied that employees who perceived that job security diversity management practiced in their organizations are fair, extensive and effective would express higher citizenship behavior towards the organization. Similarly, employees who: (1) perceived that the formal compensation diversity management practices have been conducted effectively, and (2) believed that the formal religiosity and ethnicity diversity management practices has been conducted fairly and objectively, would engaged more on OCBO. The findings of this study generally, support previous researches on the relationship between HRDM practices and OCB (Shen, et al., 2010). From social exchange (Blau, 1964) perspectives, the norm of reciprocity (Gouldner, 1960) would be bound to create compulsion for employees to reciprocate by exhibiting greater citizenship behavior in their employing organization. Results of this study found that five HRDM practices had a significant and positive relationship with diversity receptiveness. These results implies that the hotel employees who have higher perceptions on career advancement diversity management, religiosity and ethnicity diversity management, job security diversity management, recruitment and selection diversity management and compensation diversity management practiced by their organizations would be more likely to experience greater diversity receptiveness. Similarly, this result implies that when employees experience better diversity receptiveness, they tend to exhibit more OCBI and OCBO. This finding is tandem with previous researchers (Behjat & Chowdhury, 2012), who also reported that diversity receptiveness can encourage a good relationship between individual, groups and the organization by improving communication, create and promote cultural

sensitivity for the overall social well being. From the practical perspectives, the results of this study offer several suggestions to organizations. Specifically, if hotel authorities want to increase employees' positive attitudes towards their organizations (diversity receptiveness) and to increase OCB level, they should make efforts to implement effective HRDM practices (e.g. recruitment and selection diversity management, career advancement diversity management, compensation diversity management, job security diversity management and religiosity and ethnicity diversity management practices) that are viewed by the employees as important in influencing their organizational attitudes and behavioral intentions. Additionally, diversity receptiveness was found to mediate the effects of HRDM practices on employees' OCBI. This implies employees' perceptions on job security diversity management and religiosity and ethnicity diversity management had a direct and indirect influence on their OCBI through diversity receptiveness. Likewise, diversity receptiveness also found to mediate the effects of HRDM practices on employees' OCBO. This finding implied that employees' perceptions on compensation diversity management, job security diversity management and religiosity and ethnicity diversity management had a direct and indirect influence on their OCBO through diversity receptiveness. Several limitations of the study were identified. First, the HRDM practices investigated in this study were limited in scope. Only HRDM practices pertaining to recruitment and selection diversity management, career advancement diversity management, compensation diversity management, job security diversity management, religiosity and ethnicity diversity management, training and development diversity management and performance appraisal diversity management were examined. Other HRDM practices, such as orientation programs, HR planning, safety and health and employee relations may play a role in shaping employees' attitudes. Future researchers may need to widen the scope of the investigation by incorporating these HRDM practices. Second, this study is limited to operational employees in large hotels located in a particular region of the country. The findings obtained may not be generalized to other samples across different regions or industries. The same research could be duplicated with a larger sample from different regions within the same industry or across different industries. The use of a larger sample within the same industry or from other industries would improve the generalization of the findings.

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