

Building Bridges of Inclusion: Trust, Job Engagement, Match, And Commitment in Workforce Diversity Management

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ABSTRACT

Purpose: The main objective of this study is to examine the relationship between diversity management practices in Indian IT sector and their impact on job engagement and job commitment mediated through organisational openness and organisational trust. Furthermore, the study aims to explore the indirect effect of organisational openness on job commitment, moderated by organisational trust as a moderator variable.

Design/Methodology/Approach: To achieve the stated objectives, the researchers have hypothesized a structural model and prepared a structured questionnaire, which was pre-tested and administered to 558 respondents in Indian IT sector. The collected data was collated by using SPSS and Amos software. Initially, the collected data was tested for various assumptions, subsequently, the structural equation model was run to test the stated hypothesis of the study.

Findings: Diversity management shares positive and significant relationship with personnel job match, environment of trust and job engagement. Further we found a significant mediation between diversity management and job engagement through personnel job match, and between diversity management and job engagement through environment of trust prevailing in the organisation. In addition, we found a significant relationship between job engagement and job commitment.

Research contributions: By addressing these aims, the current study can provide theoretical and valuable understanding into the relationship between diversity management practices, job engagement, job commitment and the mediating role of organisational trust and openness system. By examining these interrelationships, the research is expected to contribute to the existing knowledge on effective diversity management strategies and offer managerial implications for firms aiming to create a conducive, inclusive, and engaging a diverse workplace. Further, by conducting rigorous data analysis, the study can provide actual evidence to support the effects of diversity management practices on employee work engagement and job commitment.

Originality and value: The current empirical study's originality lies in unveiling the composite relationship between organisational openness, diversity management practices, organisational trust, and job commitment. By demonstrating that the indirect effect of organisational openness on job commitment mediated through diversity management is further moderated through organisational trust atmosphere, the study highlights a nuanced and multi-faceted mechanism that contributes to employee's commitment in the workplace.

Keywords: Job Commitment, Job Engagement, Diversity Management Practices, Organisational Openness, Organisational trust.

I. INTRODUCTION

The concept of word talent management acknowledges that talent knows no borders. Skilled individuals are sought after by employers and countries alike, leading to a global talent market where organisations compete to attract the best and brightest from around the world. This market transcends geographical boundaries and is shaped by factors such as demographic shifts, technological advancements, globalisation, and changing labour market dynamics (Seliverstova, Y. 2021). In the current evolving and fast - paced business world, organisations tend to evolve and adapt to new trends at a very fast pace. This involves the coming together of more people and ideas. Organisations not only welcome various people with ideas, but also pave the way to a variety of diverse factors that constitute them. The work environment has experienced a gradual increase in diversity and integration (Seliverstova, Y. 2021; Itam & Bagali, 2019). Due to the growing diversity within the workforce, a critical consideration is finding the right equilibrium between embracing higher levels of diversity and simultaneously enhancing and sustaining the competitiveness of the organisation (Schuler & Walker, 1990). Therefore, the workplace environment has undergone significant transformations as a result of advancement in modern technology. These changes have played a critical role in fostering competition and globalisation. Consequently, they have paved the way for an increase emphasis on workforce diversity to create a dynamic work environment and promote sustainable organisational performance (Didar Ali et al., 2020). According to Johnson (2001), organisations are witnessing a rise in diversity, primarily attributed to cultural shifts occurring worldwide. Factors such as immigration, law and order situations, globalisation, foreign affairs, advancement in technology, political stability, and unemployment contribute to this phenomenon. According to Van Knippenberg & Schippers, (2007) diversity can be broadly described as the extent to which there are differences, whether objective or subjective, among individuals within a social group. In the past, diversity has typically been limited to encompassing only racial and gender diversity. Additionally, Kapoor (2011) has emphasised the importance of a more expansive definition of diversity that encompasses a range of other characteristics. Therefore, diversity can be understood as a concept that encompasses multiple dimensions (Griggs & Louw, 1995). Workforce diversity management refers to the practices, policies, and strategies that organisations implement to create and maintain a diverse and inclusive workforce. It involves recognising and valuing the differences among employees in terms of their gender, age, race, ethnicity, sexual orientation, disability, and other dimensions of diversity (Hsiao et al., 2015). Therefore, Workforce diversity management pertains to addressing job-related concerns of employees in terms of fairness, justice, and equality, considering factors such as age, gender, ethnicity, and educational background (Ng & Sears, 2012). Therefore, a diverse workforce is formed when employees come from various demographic backgrounds and possess different characteristics and attributes. The goal of workforce diversity management is to harness the benefits of a diverse workforce while ensuring fair treatment and equal opportunities for all employees. It recognises that diverse teams can bring a variety of perspectives, ideas, and experiences, which can lead to increased creativity, innovation, and problem-solving capabilities within an organisation. In today's globalised and diverse workforce, talent management and diversity management have become interconnected and mutually reinforcing concepts. While talent management focuses on attracting, developing, and retaining skilled individuals, diversity management canters on recognising and valuing the differences among employees in terms of their backgrounds, perspectives, and experiences. By linking these two approaches, organisations can create inclusive environments that harness the benefits of a diverse workforce while optimising talent acquisition and development strategies. Workforce diversity refers to the differences that exist among employees in terms of their race, ethnicity, gender, age, sexual orientation, religion, education and, other factors that shape their experiences and perspectives (Skalsky & McCarthy, 2009). The concept of workforce diversity has gained significant attention in recent years due to its potential to create a more inclusive and innovative workplace. The following are the key dimensions of workforce diversity management: (i) recruitment and hiring: organisations actively seek to attract a diverse pool of candidates and employ unbiased practices during the recruitment and selection process; (ii) inclusive workplace culture: promoting an inclusive environment where all employees feel valued, respected, and empowered to contribute their unique perspectives and talents; (iii) training and development: Providing diversity and inclusion training programs to enhance awareness, sensitivity, and cultural competence among employees and managers; (iv) employee resource groups (ERGs): establishing ERGs or affinity groups that bring together employees with shared backgrounds or identities to foster a sense of community, provide support, and promote networking opportunities; (v) mentoring and sponsorship programs: Implementing initiatives to support the career advancement and development of underrepresented employees, such as pairing them with mentors or sponsors who can provide guidance and advocacy; (vi) equal opportunity policies: Ensuring that policies and practices are in place to prevent discrimination, harassment, bias, and promoting fairness and equal opportunities for all employees, and (vii) measurement and accountability: tracking diversity metrics, setting goals, and regularly evaluating progress to hold the organisation accountable for its diversity and inclusion efforts. By effectively managing workforce diversity, organisations can create a more inclusive and equitable workplace that not only benefits individual employees but also enhances overall organisational performance and success. Therefore, Nembhard & Edmondson, (2006) suggested to incorporate inclusive leadership style to manage diversity. Inclusive leadership style is a

leadership approach that emphasises creating an inclusive and diverse work environment where all individuals feel valued, respected, and empowered. It involves actively seeking and considering diverse perspectives, leveraging the strengths of each team member, and fostering a sense of belonging and collaboration. However, research on inclusive leadership is relatively recent within the field of leadership education, and there exists a disconnect between the study of inclusive leadership and the existing body of literature on diversity and inclusion (Thompson & Matkin, 2020). Nonetheless, there remains a significant need to bridge the gap between leadership and inclusion literature, particularly when considering the contextualisation of inclusion within diversity initiatives (Fine, 2019).

Prior researchers have identified multiple advantages associated with the successful implementation of diversity management within the Indian IT sector. Nevertheless, there is a scarcity of empirical data regarding the outcomes and impacts of diversity management within the Indian IT sector. Furthermore, there is a dearth of research examining the effects of diversity management practices on organisational, work-related, and operational outcomes (Pitts, 2009). Although process-based approaches to diversity management are attractive, there is limited empirical evidence available in the published literature to support their effectiveness. Few studies have empirically tested conceptual models that demonstrate how operational management of workforce diversity can lead to improved outcomes at the organisational level (Martins & Milliken 1996; Gilbert et al., 1999; Chanda et al., 2009; Seymen, 2006). In addition, previous studies such as (Milliken & Martins, 1996; Meeussen et al., 2014; Nishii & Mayer, 2009; Guillaume et al., 2017) have concluded that, the presence of workforce diversity can have both positive and negative effects on the firms' performance. While it has the potential to enhance responsiveness, innovation, and effectiveness, it can also lead to team conflict and reduced group cohesion. Jehn et al., 1999; Watson et al., 1993 in their study found that a greater presence of diverse nationalities within a group leads to more creativity, a wide range of information, more debates & deliberations, and improved performance. On the contrary, few studies such as Verkuyten & Kinket, 2000; Chan & Goto, 2003; Parillo & Donoghue, 2005 found that when an individual is placed in a workforce comprising members from different nationalities, excluding their own, they are more likely to maintain a certain level of social distance. This social distance may give rise to negative emotions that have the potential to result in conflicts within workgroups, as indicated by Ayub and Jehn's (2014) research. These negative outcomes, in turn, can have an unfavourable impact on firm's performance (Eisenhardt, 1989; Chen & MacMillan, 1992). Therefore, these conflicting research findings highlighted that the relationship between diversity and performance is not only intricate but also necessitates focused managerial attention.

The objective of this study is to enhance the existing literature by examining how effective diversity management practices and policies such as job match, trust, and job engagement, influence job commitment of the employees in the Indian IT sector. As several previous research studies such as Alder, 1991; O'Reilly et al., 1989; Tsui et al., 1992 have pointed out that heterogeneous work force very often experiences problems such as low level of trust, high stress levels, low morale and job satisfaction, difficulties in communication, and high absenteeism. Prior research indicates the importance of investigating intermediate or mediating factors such as organisational openness and trust that mediate the relationship between workforce diversity management and employee job engagement. The inconclusive findings highlight the necessity for additional research to explore the relationship between workforce diversity management and job engagement; organisational openness and diversity management. This empirical research offers compelling evidence that elucidates the mechanisms through which workforce diversity management influences employee job performance within the context of Indian IT companies.

The remainder of the paper is organised as follows, section two deals with comprehensive review of the relevant literature and hypotheses development, section three covers the research questions raised for the purpose of the study and describes the research design, participants, instrument development, data collection procedure of the study. Section four discusses data analysis component in a clear and logical manner, and under section five, a brief discussion of the major findings of the study and relate them to the existing literature been made, finally managerial implications of the results have made at the end.

II. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Numerous studies have tried to explore the connection between organisational performance and the implementation of workforce diversity management from a comprehensive standpoint, for example, Bunderson & Sutcliffe, 2002 and Prieto et al., 2009. Several empirical studies have demonstrated that when workforce diversity management effectively establishes fairness and equality, it results in elevated levels of employee performance, for example, Wiersema & Bantel, 1992; Schwenk, 1984; Leonard et al., 2004; Casper et al., 2013; Moon & Christensen, 2020. Another stream of researchers has supported this view, for example, Ely & Thomas, 2001; Kochan et al., 2003; Zannoni et al., 2010, concluded that a diverse workforce can bestow a competitive advantage upon a firm, while also enhancing its ability to adapt to market changes. However, another stream of scholars such as Horwitz & Horwitz, 2007; Li et al., 2017; Polzer, 2008; Jehn et al., 1999 contradicted this view, their findings suggest that the influence of workforce diversity management on both firm and employee performance may be minimal or insignificant.

In quite a few studies the institutional theory is used as a basic theory to examine the concept of diversity management (Bizri, 2018). The institutional theory refers to a theoretical framework that examines how organisations and their human resource management practices are influenced by broader institutional factors such as societal norms, values, and regulations. The theory suggests that organisations conform to institutional expectations and adopt practices that are considered legitimate and socially acceptable within their environment. Institutional theory emphasises the importance of external pressures on organisations, including cultural, legal, and social norms, which shape HR practices. It suggests that organisations adopt certain HR practices not only based on their effectiveness but also to gain legitimacy and acceptance from external stakeholders, such as customers, employees, investors, and regulatory bodies. Yet, another theory called social exchange theory claims that engaging in an exchange relationship is the most effective approach for displaying behaviours that hold value for an organisation (Van De Voorde, et al., 2012). Social exchange theory in HR is a theoretical framework that explores the dynamics of relationships between employees and organisations based on the principles of social exchange (Gouldner, 1960; Cropanzano & Mitchell, 2005). It posits that individuals engage in a reciprocal relationship with their organisation, where they contribute their skills, effort, and loyalty in exchange for various rewards and benefits. Similarly, the social identity theory explores how individuals' self-concept and self-esteem are influenced by their membership in social groups. Developed by Henri Tajfel and John Turner in the 1970s, (Tajfel et al., 2004) the theory posits that people strive to establish and maintain a positive social identity by associating themselves with desirable groups and distancing themselves from less favourable groups. Yet another theory called the similarity attraction theory is a social psychological concept that suggests that people are attracted to others who are like themselves in various aspects. Developed by Theodore Newcomb in the 1950s, the theory proposes that individuals tend to form relationships and feel more positively towards others who share common characteristics, beliefs, attitudes, values, or interests (Byrne, 1997). Therefore, the human element in HR recognises the importance of understanding, valuing, and supporting the people within an organisation. By prioritising the human element, HR professionals can create a positive and engaging work environment, attract, and retain top talent, facilitate employee development, resolve conflicts, promote well-being, and build a strong organisational culture.

According to Thomos, (1996) diversity management involves a deliberate and systematic managerial approach that aims to establish an organisational environment where every employee contributes to the overall effectiveness of the organisation. In turn, diversity encompasses any distinctions through which individuals or groups categorise themselves or others, and that significantly impact interactions and outcomes within a group (DiTomaso et al., 2007). Several conceptual models addressing diversity management propose the ways in which it contributes to enhancing the effectiveness of organisations. For example, Cox, (1994) proposed the interactional model of cultural diversity popularly known as IMCD model. According to this model, the diversity climate within an organisation impacts the individual outcomes of employees, which in aggregate, has an impact on the overall effectiveness of the organisation. Gilbert et al. (1999) proposed an additional conceptual model that views diversity management as a comprehensive cultural transformation rather than an isolated aspect of policy development. According to this theory, firm's top manager emphasises diversity management as a strategic priority and initiate a cultural change process. When diversity is managed well, it leads to various advantages, which in turn shape individuals' attitudes and behaviours. These individual-level changes have a cascading effect on significant organisational outcomes. Chanda et al., (2009), proposed one more framework that highlights the role of Human Resource Management (HRM) in diversity management. This philosophy is based on a commitment to equal employment opportunity (EEO), affirmative action (AA), and recognising and leveraging diversity at a strategic level. The model also emphasises the crucial role of line managers in driving the diversity management initiative across all levels of the organisation (Chanda et al., 2009). According to Ashton (2010), diversity can be categorised into two key dimensions: the primary dimension or more visible dimension and the secondary dimension or less visible characteristics. The primary dimension covers aspects such as age, gender, sexual orientation, and religion (Ricucci & Van, 2017; Meier, 2018). On the other hand, the secondary dimension encompasses factors like education, learning behaviour, geographical location, norms & values, etc. Further, Dwertmann et al., (2016), have identified two important patterns in diversity management theory perspective, first perspective is popularly known as the perspective of discrimination and fairness seeks to prevent negative consequences by stressing equal employment opportunities, treatment, the removal of discrimination during the talent acquisition process, and the removal of social exclusion. The second being the synergy perspective focuses on harnessing the potential performance advantages that diversity can offer.

EMPLOYEE ENGAGEMENT AND DIVERSITY MANAGEMENT

Employee engagement refers to the emotional connection and commitment that employees have towards their work, their organisation, and its goals. It involves the level of enthusiasm, passion, and dedication employees exhibit in their roles, as well as their willingness to go above and beyond what is expected of them (Kahn, 1990; Armstrong, 2017; Horvathova, 2019). Therefore, employee engagement refers to improve performance, independence, inclusivity, honesty, and individual growth (Kahn, 1990). Earlier studies have confirmed that organisations can achieve greater employee engagement by offering appropriate resources and support

(Schaufeli et al., 2006; Ghasempour & Kafahpour, 2017). From this perspective, numerous authors have attempted to suggest that implementing diversity practices is a means of demonstrating to employees that the organisation values their differences and consistently prioritises their happiness as the ultimate objective (Ganji et al., 2020). Studies conducted by (Ganji & Johnson, 2020; O'Connor & Crowley, 2017) O'Connor, E.P.; Crowley-Henry confirmed that by exhibiting the diversity practices such as fairness, provision of development opportunities, and the existence of an ethical climate has significant impact on employee satisfaction and engagement. Further, Hapsari, et al., (2019) found a strong association between employee engagement and job satisfaction, organisational commitment, job involvement, and feelings of empowerment. Their research emphasises that these positive emotions and attitudes motivate employees to exert greater effort and align themselves with the values and objectives of the company. Therefore, it is crucial for managers to acknowledge and prioritise these aspects, recognising the significant role that diversity plays in business. By doing so, they can reap substantial benefits for both the employer and the employees, resulting in job satisfaction and increased engagement among the workforce. Similar findings were documented by Alshaabani et al., 2021; Skalsky & McCarthy, 2009.

H1: There is a positive and significant relationship between diversity management practices of the company with employee's engagement.

DIVERSITY MANAGEMENT AND JOB MATCH

The theory of congruence popularly known as person-job fit theory, advocates that there is a congruence or match between employees and their jobs in terms of values, skills, abilities, and preferences. When there is high level of congruence between an individual and their job, it leads to better job performance and satisfaction. Conversely, when there is lack of congruence between an individual and their job, it can lead to dissatisfaction, anxiety, and poor job performance (Edward, 1991; Montgomery, 2017). Furthermore, the theory elucidates that when a person's knowledge, skills, abilities, and opportunities are aligned, it leads to positive outcomes, in turn enhanced job performance (Barrett, 1978; Chen, 2017). A person's job match denotes to the degree of compatibility or alignment between an employee and their job role (Clark, 2015). Further, the importance of job match is increasingly acknowledged as a very vital predictor not only of employees' social, economic, and behavioural well-being but it is equally crucial for firm's performance (Zhang et al., (2021). Williams & O'Reilly, 1998; Bunderson & Sutcliffe, 2002, argued that employees with diverse backgrounds bring a wide range of knowledge and skills to the organisation, fostering a competitive and highly innovative work environment. This, in turn, significantly contributes to the firm's decision-making process. Therefore, job match typically indicates that an employee possesses the necessary skills and competencies to perform well in the role, resulting in job engagement, performance, and satisfaction. Studies show that a low level of job match, often referred to as job mismatch, is significantly associated with, high employee turnover, absenteeism, wage reduction, etc. (Dolton & Vignoles, 2000; Clark, 2001; Nordin et al., 2010; Congregado et al., 2016). As per Harter et al., (2002), a very high level of job match is significantly associated with employee engagement, as well as enhanced firm's performance in terms of higher productivity and profitability. According to Lee & Sabharwal, (2016) diversity management is regarded as the act of recognising, comprehending, accepting, respecting, and valuing differences among employees across wide range of groups, including age (Gelner, 2009; Kunze, 2009), nationality, gender (Kochan et al., 2002; Singh & Vinnicombe, 2004), race (Pelled et al., 1999; Pitts, 2010), sexual orientation, etc. Furthermore, according to Yadav & Katiyar (2017), individual qualities, professional & social styles, experience (Pinder, 2014), organisational roles, can significantly affect the job match of an employee. Study conducted by Li et al., (2020), indicated that a significant and positive correlation exists between an employee job fit, diversity at workplace, and job performance of employees. However, Byza et al., (2019) argued that, the prior studies failed to address job-fit and its impact on employee performance at work place. Further, Gomez & Bernet (2019) argued that diversity at workplace enhances the job performance of the employees, leading to higher financial incentives both monetary and non-monetary benefits. Therefore, individual job matches are closely related to work place diversity. Moreover, jobmatch acts as a mediator between workforce diversity and job performance (Li et al., 2020; Choi & Rainey, 2010). Therefore, a proper analysis of individual's aptitude, skills, and knowledge are key. A stronger alignment in this fit leads to positive work behaviour and in turn increased job performance & job satisfaction. Therefore, based on the above discussion, the following hypotheses have been proposed to be tested in the current study:

H2: Workforce diversity management shares positive and significant relationship with personnel job match

H3: Personnel job match shares positive and significant relationship with job engagement

H4: Personnel job match mediates the relationship between workforce diversity management and job engagement

DIVERSITY MANAGEMENT, JOB ENGAGEMENT AND JOB COMMITMENT

When employees perceive a high diversity climate, it indicates a workplace that is free from biases and aligns with the psychological contract of fair treatment. It also signifies that the organisation values the well-being of its employees (McKay et al., 2011). Further, social exchange theory advocates that when employees are treated fairly and receive support from their organisation, it leads to positive employee outcomes such as

increased job satisfaction, higher levels of engagement, greater organisational commitment, and reduced turnover intentions (Cropanzano & Mitchell, 2005; Edward & Peccei, 2010; Sluss et al., 2008). Mor Barak et al., 2016, argued that firms should provide an inclusive diversity atmosphere to the employees, which in turn cultivate the belief among employees that they are part of the same group. By doing this the firms can attain the much-needed group spirits among the employees. This in turn increases their job satisfaction and organisational commitment. An increasing amount of research has started to investigate the effects of diversity climate. For example, studies have shown that diversity climate has a substantial impact on enhancing employees' job satisfaction and job commitment (McKay et al., 2011; Hicks & Iles, 2000; McKay 2007), while also decreasing turnover intentions. Job commitment refers to the level of psychological attachment, loyalty, and dedication an employee has towards the firm and its goals. Several studies, including the empirical works of Porter et al., (1974); Tett & Meyer, (1993), have demonstrated the relevance and importance of organisational commitment with positive outcomes such as increased productivity, reduced absenteeism, etc.

It is a psychological state where employees feel a sense of belonging, identify with the organisation's goals and values, and are motivated to contribute to its success. Research on employee commitment explores various dimensions, such as affective commitment (emotional attachment), continuance commitment (perceived costs of leaving), and normative commitment (sense of obligation). Understanding employee commitment is essential for organisations as it is associated with higher job satisfaction, lower turnover intentions, increased organisational citizenship behaviours, and overall better performance. Empirical studies conducted by Laschinger et al., (2006); Jyoti et al., (2021) found a significant correlation and association between employee job match and employee commitment. When employees feel that their diverse backgrounds are recognised and respected, they are more engaged and committed to their job. Thus, it can be inferred that enhancing the management of workforce diversity in an organisational context result in increased employee job engagement and in turn on their job commitment, thereby significantly impacting both employee and firms' performance. H5: Job engagement shares positive and significant relationship with job commitment of the employees

DIVERSITY MANAGEMENT PRACTICES, ORGANISATIONAL TRUST, AND JOB ENGAGEMENT

Organisational trust and diversity management are closely associated and mutually influential. An atmosphere of trust is very crucial for successful implementation of diversity initiatives. When individuals trust their leaders and peers, they are more likely to embrace diversity, and engage in open communication about their views, opinions, beliefs, etc. Further, in an environment of trust, individuals from diverse backgrounds feel safe and valued. Furthermore, organisational trust likely to reduce bias and discrimination. When employees trust that their peers and leaders are impartial and respectful, they are less likely to engage in unfair practices. Therefore, the environment of trust is expected to promote a culture of respect, fair treatment, and equality at workplace. In addition, diversity management practices involve collaboration and teamwork across the enterprise (Tjosvold, 1999). Trust enables effective collaboration by creating the atmosphere of respect, mutual support, and openness. Trust is closely associated with effective communication. When there is a trust among the employees, communication becomes more honest, open, and transparent. Further, it encourages active listening, empathy, understanding, etc. which are very vital for effective communication across diverse groups (Ruppel & Harrington, 2000). Moreover, trust is the key driver of employee engagement. When employees trust their leaders & organisation to value diversity and promote an inclusive eco-system, they are more likely to be engaged and committed to their work (Smidts et al., 2001). When there is a high level of trust within an organisation, employees feel more comfortable taking risks, expressing their opinions, and collaborating with others (Mayer et al., 1995). Trust fosters a positive work environment, enhances teamwork, and improves overall organisational performance (Costa et al., 2001). Butler, 1999; Greenhalgh & Chapman, 1998 have reported a significant correlation between organisational trust and openness. Fiorelli & Margolis, (1993) argued that trust can lead to decreased resistance and increased receptiveness and commitment to change. Studies conducted by Choi, 2013; Madera et al., 2013 found a significant relationship between diversity climate and job engagement. Similar results were documented in case of organisational openness and job engagement by Shore et al., (2011). When examining interpersonal communication, trust is often described primarily as an affective construct. In this context, it refers to the emotional aspects of trust, such as feeling comfortable and psychologically safe when engaging in communication with others (Singh et al., 2013; Butler, 1999). When individuals trust one another in a communication setting, they feel at ease expressing their thoughts, opinions, and emotions without fear of judgment or negative consequences. This sense of psychological safety enables open and honest communication, fosters active listening, and encourages collaboration (Mayer et al., 1995; Edmondson, 1999; Van Oortmerssen et al., 2014). The literature on diversity and trust (for example, Van der Zee et al., 2009) suggests that cultural differences among team members can have a negative impact on trust levels. Research indicates that categorization processes and the psychological effects of dissimilarity contribute to lower levels of trust within diverse teams (Hooghe et al., 2009). In the context of diversity, a positive diversity climate promotes inclusivity, respect, and valuing of different perspectives and backgrounds. When team members perceive that their diverse identities and viewpoints are acknowledged and respected, they are more likely to

feel psychologically safe to contribute and communicate openly. This, in turn, enhances trust in communication as individuals believe they will be heard, understood, and treated fairly (Singh et al., 2013; Mayer et al., 1995; Edmondson, 1999; Van Oortmerssen et al., 2014).

Based on the above discussion, we can conclude that, trust is a cornerstone that supports and boosts diversity management practices. Further, trust is expected to create an inclusive ecosystem where individuals feel respected, valued, and safe, leading to effective collaboration, job engagement, and enhanced organisational outcomes.

H6: Workforce diversity management shares positive and significant relationship with organisational trust.

H7: Organisational trust shares positive and significant relationship with job engagement

H8: Organisational trust mediates the relationship between workforce diversity management and job engagement

DIVERSITY MANAGEMENT, ORGANISATIONAL OPENNESS, AND JOB ENGAGEMENT

In organisational behaviour theory, openness in communication means to the degree of honesty, transparency, and accessibility in the exchange of ideas or information within an organisation system. Therefore, it stresses creating an open environment where individuals feel comfortable expressing their opinions, thoughts, ideas, and concerns without fear of judgement (Eisenberg & Witten, 1987; Patterson et al., 2005; Luijters et al., 2008). According to Rogers (1987), openness in communication comprises the ability to use various channels and styles of communication based on the situations, thereby enhancing the high degree of flexibility in human interaction that is deemed to be appropriate in the workplace. From the perspective of diversity management, openness is often referred to as the liberty openly manifest and embrace one's cultural heritage within the work environment or place (Cox, 1993) or it is an opportunity to engage in open discussions about cultural differences among team members, along with the complications that may arise from such cultural differences (Luijters et al., 2008). Further, openness is very vital in diversity management because it promotes understanding, collaboration, and inclusivity within an organisation. In addition, empirical studies have confirmed that a climate of diversity provides an eco-system where employees are encouraged to actively express diverse perspectives and exhibit culturally specific behaviour at workplace (Hofhuis et al., 2015). Therefore, openness allows employees to freely express their views, beliefs, cultural backgrounds, etc. This creates an inclusive eco-system where diverse voices are valued and heard, in turn a sense of belonging for all the participants. Furthermore, openness to different cultures and viewpoints creates opportunities for continuous learning. Therefore, employees can share their knowledge, counter biases, and develop broader perspective. Acceptance of diverse ideas, perspective and experiences foster innovation and creativity in the organisation. Since openness involves the exchange of diverse ideas, which in turn lead to new understanding, problem-solving approaches, and innovative solutions to the problems. Which in turn promotes personal and professional growth, benefiting both employees and firm. Therefore, a robust diversity climate, where cultural differences are valued, lead to more open communication among employees from different cultural background and better job engagement.

Organisational openness refers to the extent to which an organisation encourages and embraces transparency, information sharing, and the free flow of ideas and feedback. It involves creating an environment where employees feel comfortable expressing their opinions, providing input, and contributing to decision-making processes (Eisenberg & Witten, 1987). Further, an organisation that promotes openness values open communication channels, encourages dialogue across hierarchical levels, and fosters a culture of trust and respect. It involves being receptive to diverse perspectives, welcoming constructive criticism, and valuing the input of all employees, regardless of their position or seniority (Luijters et al., 2008; Patterson et al., 2005). Research has demonstrated that a positive diversity climate enables individuals to openly express diverse perspectives and exhibit culturally specific behaviours (Hofhuis et al., 2015). Consequently, this increased openness has the potential to enhance flexibility in communication styles. Organisational openness plays a crucial role in creating a healthy and productive work environment, promoting effective communication, and driving organisational success (Patterson et al., 2005). Drawing from these arguments, we put forth the proposition that when the overall climate within a team embraces and values diversity, team members are likely to express a higher level of trust when engaging in communication with their colleagues. Therefore, organisation openness in diversity contributes or mediates to a positive work environment, improving employee satisfaction and job engagement.

H9: Organisational openness mediates the relationship between workforce diversity management practices and job engagement

H10: Organisational trust mediates the relationship between organisational openness practices and diversity management

III. RESEARCH DESIGN

Over the past few decades, effectively managing cultural diversity has become a significant issue for contemporary organisations. Numerous studies have been carried out to examine the impact of diversity on

the efficiency of these organisations, yet the results have been inconclusive (Van Knippenberg & Schippers, 2007; Williams & O'Reilly, 1998) Nonetheless, several studies indicate that homogeneous teams tend to outperform diverse teams, as cultural dissimilarities can result in reduced cohesiveness, less efficient interpersonal communication, and a higher likelihood of conflicts among team members (Fiske, 1998; Hofhuis et al., 2014). In conclusion, recognising and embracing the increasing diversity within the workforce is crucial for maintaining a high level of competitiveness. Therefore, it requires substantial efforts in promoting inclusive policies and practices that enable individuals from diverse backgrounds to contribute positively to outcomes such as profitability, creativity, flexibility, organisational growth, organisational trust, and employee engagement (Downey et al., 2015). In today's increasingly globalised and diverse workforce, all organisations are recognising the importance of managing diversity effectively. The concept diversity involves various dimensions of diversity, including but not restricted to just race, gender, religion, ethnicity, caste, disability, and experience. Further, diversity management initiatives have the potential to increase employee job performance, satisfaction, engagement, and job commitment, resulting in higher levels of efficiency and reduced attrition ratio in IT companies. Despite growing recognition of the importance of diversity management, there are still several daunting questions which need to be addressed. This study aims to explore and provide managerial insights into the following research questions:

1. How does diversity management in Indian IT sector impact employee engagement and employee commitment towards the organisation?
2. How does openness system in an organisation contributes to the implementation of effective diversity management practices
3. What role does trust play in fostering an auxiliary and inclusive climate for diversity management initiatives within firm?
4. What are the key drives that enhance trust and openness in organisations, from the perspective of diversity management practices in Indian IT sector.
5. How does diversity management practices influence employee's job engagement and commitment levels within IT organisations?

The Indian IT sector is known for its diversity in terms of employees, surrounding various dimensions such as age (younger IT professionals are expected to bring fresh perspectives and tech expertise, while experienced professionals contribute the valuable domain knowledge and much needed leadership skills), religion, language, culture, gender, education, etc. Further, Indian IT sector attracts talent from various parts of the country, resulting in a rich mix of cultural and regional diversity. IT professional from various linguistic backgrounds, cultural heritage contributes to the diversity of workforce. Therefore, it is worth to note that the IT industry is working towards enhancing diversity by implementing various inclusive policies, respect for all culture, promoting fair and equal opportunities for all, etc. consequently the current study has been undertaken to understand the diversity management practices in Indian IT sector. By exploring the relationship between diversity management practices and organisational outcomes such as job engagement and commitment, the study seeks to contribute to the existing literature on diversity management practices. To accomplish the stated aims, in the current study, the researchers have employed survey method. The sampling frame included for the purpose of the study was IT sector employees at least 25 years old and who have been served for the same sector for at least 2 years. A structured research instrument was prepared and it was pre-tested and administered on employees of IT sector with 1058 respondents. The respondents were required to least 2 years of work experience. However, only 558 responses were considered for final analysis with a response rate of 52.74 %. The research instrument was prepared by thorough literature review. For the purpose of the study, the researchers have short-listed six constructs viz., diversity management, job-match, organisation trust, job engagement, job commitment and organisational openness. In order to measure the constructs, a five-point Likert's scale was employed, ranging from one (Strongly disagree) to five (Strongly agree). Items for the purpose of the study was adopted from various previous validated scales. Diversity management was measured with seven items adopted from the works of Hofhuis et al., 2012; Mistry, 2019; Bizri, (2018); job-match was measured with three items adopted from the works of Li et al., (2021), organisational trust was measured with five items adopted from the work of Smidts, et al., (2001); Gabarro & Athos, (1976), job engagement was measured with five items incorporated from the work of Schaufeli et al., (2006) organisational openness was measured with three items incorporated by the work of Smidts, et al., (2001), job commitment was measure with eight items incorporated from the scholarly work of Mowday et al., (1982), organisational openness was measured with three items. In order to address the common method bias (CMB) that may exist in the research instrument to ensure the validity and reliability of the study's findings, the researchers have employed Harman's single-factor test to identify the existence of common method bias in the collected data (Podsakoff et al., 2003). Harman's test (Harman, 1967), is a statistical technique conducted to assess the presence of CMB. The main objective of this test is to examine whether a single underlying factor dominates the responses to multiple items or not. Harman's CMB test involves running a factor analysis test on all the items included in the questionnaire. If a single factor accounts for more than 50% of variation, suggesting the existence of CMB. In the current study we found 26.54% variation explained by the single variable suggesting the non-existence of CMB in the data set.

Plan of analysis: The collected data was coded and entered in SPSS and Amos software. Initially, the collected data was screened to investigate the existence of any outliers, missing data. Later, the data has been tested for various assumptions of regression such as multicollinearity, normality, homoscedasticity, etc. as recommended by Hair et al., (2010). Further, the internal consistency of the research instrument was adjudged by using Cronbach's alpha. For this purpose, the researchers have kept a threshold value of >0.7 . Furthermore, the measurement model was adjudged for convergent and discriminant validity by running Confirmatory Factor Analysis (CFA). In the end, structural model was tested by using Amos software to test the proposed hypotheses of the study. Finally, a scheme of suggestions has been offered, a meaningful conclusion has been drawn and the findings of the study was compared to the possible evidence.

IV. DATA ANALYSIS

TABLE No. 1: TABLE SHOWING DEMOGRAPHIC VARIABLES

		Frequency	Percent
Sex	Male	204	36.6
	Female	354	63.4
Age	Less than 30	432	77.4
	31-40	60	10.8
	41-50	30	5.4
	> 51	36	6.5
Qualification	Degree	306	54.8
	Masters	216	38.7
	Professional	24	4.3
	Diploma / Certificate	12	2.2
Total Work experience	< 5 years	414	74.2
	5 -10 Years	78	14
	> 10 years	66	11.8
Work Experience in the current organisation	< 5 years	462	82.8
	5 -10 Years	60	10.8
	> 10 years	36	6.5

Analysis: It is evident from the above table, 36.6% of the respondents were male and 63.4% of them were female. 77.4 percent of the respondents belong to age category less than 30 years, 10.8 % of them belonged to the age group between 31-40 years, 6.5% of them aged above 51 years and balance 5.4% fell in the age group 41-50 years. 54.8% of the respondents had possessed degree, whereas, 38.7% possessed masters with them, 4.3% of them were professionals and balance 2.2% held diploma/certifications with them. 74.25 of the respondents have had a work experience of less than 5 years, 14% of them have experience between 5-10 years and balance 11.8% of them have an experience of >10 years. 82.8% of the respondents interviewed have been working with the current organisation for less than 5 years, 10.8% of them were working with the current organisation between 5-10 years and balance 6.5% of them working with the current organisation for more than 10 years.

MEASUREMENT MODEL

In order to gauge the reliability and the validity of the measurement model, Confirmatory Factor Analysis was run by the researchers. CFA is a statistical technique applied to assess the extent to which a set of indicators or items truly measures the underlying latent factors they are proposed to represent. Therefore, the main aim of running CFA is to examine the fit between the hypothesised factored structure and the observed data. Convergent and discriminant validity are the two crucial facets in the evaluation of the research instrument to arrive at valid and meaningful results. Further, it is expected to provide a rigorous framework for testing hypotheses proposed by the researcher.

TABLE No. 2: TABLE SHOWING CONFIRMATORY FACTOR ANALYSIS

	Cronbach's α		Sqrt AVE
Items		Loadings	AVE
DM1	0.894	0.871 0.756 0.915	0.871*** 0.957
DM2		0.856	0.856***
DM3		0.827	0.827***

DM4		0.804		0.804***	
DM5		0.859		0.859***	
DM6		0.982		0.982***	
DM7		0.877		0.877***	
PJM1	0.847	0.833	0.711 0.845	0.833***	0.919
PJM2		0.819		0.819***	
PJM3		0.877		0.877***	
OT1	0.859	0.713	0.748 0.889	0.713***	0.943
OT2		0.961		0.961***	
OT3		0.867		0.867***	
OT4		0.869		0.869***	
OT5		0.896		0.896***	
E1	0.883	0.813	0.736 0.882	0.813***	0.939
E2		0.936		0.936***	
E3		0.794		0.794***	
E4		0.948		0.948***	
E5		0.784		0.784***	
OO1	0.883	0.894	0.684 0.829	0.894***	0.911
OO2		0.738		0.738***	
OO3		0.842		0.842***	
JP1	0.833	0.8	0.620 0.885	0.8***	0.941
JP2		0.809		0.809***	
JP3		0.785		0.785***	
JP4		0.759		0.759***	
JP5		0.784		0.784***	
JE1	0.89	0.824	0.604 0.887	0.824***	0.942
JE2		0.716		0.716***	
JE3		0.818		0.818***	
JE4		0.775		0.775***	
JE5		0.748		0.748***	
JC1	0.926	0.833	0.711 0.919	0.833***	0.959
JC2		0.827		0.827***	
JC3		0.792		0.792***	
JC4		0.892		0.892***	
JC5		0.904		0.904***	
JC6		0.803		0.803***	
JC7		0.829		0.829***	
<u>JC8</u>		<u>0.859</u>		<u>0.859***</u>	

DM: Diversity Management; PJM: Personnel Job Match; OO: Organisational Openness; E: Empowerment; OT: Organisational Trust; JP: Job Performance; JC: Job Commitment. $\chi^2 = 3110.353$; $DF=811$; $\chi^2/DF=3.84$; $GFI=0.996$; $AGFI=0.937$; $PGFI=0.952$; $NFI=0.922$; $RFI=0.987$; $IFI=0.942$; $TLI=0.908$; $CFI=0.941$; $RMSEA=0.021$

TABLE. No. 3 : CORRELATION AND DISCRIMINANT VALIDITY

	DMT	PJMT	OTT	ET	OOT	JPT	JCT	JET
DMT	0.957	.499**	.485**	.418**	.404**	.317**	.479**	.505**
PJMT		0.919	.407**	.385**	.393**	.430**	.401**	.452**
OTT			0.942	.437**	.631**	.396**	.430**	.357**
ET				0.938	.580**	.315**	.351**	.336**
OOT					0.911	.341**	.401**	.313**
JPT						0.941	.370**	.392**
JCT							0.942	.425**
<u>JET</u>								<u>0.959</u>

** Correlation is significant at the 0.01 level (2-tailed).

DMT: Diversity Management; PJMT: Personnel Job Match; OTT: Organisational Trust; ET: Empowerment; OOT: Organisational Openness; JPT: Job Performance; JCT: Job Commitment; JET: Job Engagement. Off-diagonal elements represent the inter-correlation matrix and off-diagonal elements represent the Sqrt of AVE

Analysis: In order to assess the convergent validity of the research instrument, the researcher has identified the following statistical criteria: (i) Cronbach's alpha (α) (ii) Factor loadings (λ); (iii) Average Variance Extracted (AVE); (iv) Composite Reliability (CR). Cronbach's α is a very popular measure of internal consistency of the research instrument. A Cronbach's Alpha value of >0.70 suggests that the indicators in the chosen scale are providing reliable measurements of the underlying construct. In the current study the reported Cronbach's alpha values ranged between 0.833 (job performance) to 0.926 (job commitment) indicating internal consistency of the research instrument. AVE measures the amount of variance captured by the items in relation to the underlying construct that they are expected to measure. Higher factor loadings (λ) specify stronger associations between the items and the factors. Generally, a factor loading above 0.5 or 0.7 is considered a satisfactory fit for convergent validity. In the current study for the first construct, we found a factor loading ranged between 0.804 to 0.982, for the second construct, we found a factor loading ranged between 0.819 to 0.877, for the third construct, the factor loading ranged between 0.713 to 0.961, for the fourth construct, the factor loading ranged between 0.794 to 0.948, for the fifth construct, the factor loading ranged between 0.738 to 0.894, for the sixth construct, the factor loading ranged between 0.759 to 0.809, for the seventh construct, the factor loading ranged between 0.716 to 0.824, and for the eighth construct, the factor loading ranged between 0.792 to 0.904, indicating stronger association between the indicators and the factors. AVE values should be greater than 0.50 to indicate satisfactory convergent validity (Bagozzi & Yi, 1988). In the current study, we found AVE values of DM: 0.756, PJM: 0.711, OT: 0.748, E: 0.736, OO:0.684, JP: 0.62, JE: 0.604, and JC: 0.711. These values are greater than the recommended value as suggested by Fornell, C., & Larcker, D. F. (1981). Since, all the AVEs are greater than the threshold value indicates that a greater amount of the variance in the items is owed to the construct, signifying stronger convergent validity. Finally, the composite reliability (CR) indicates the degree to which the items are consistent in gauging the factor or construct. A higher Cr values above 0.60 indicates a better fit and convergent validity of the research instrument. In the current study we found a CR value ranged between 0.829 (organisational openness) to 0.919 (job commitment) indicating that the items are reliably measuring the factors or constructs. In the final phase, the model was assessed for discriminant validity. It is expected to examine the degree to which a construct or factor is dissimilar from other variables. To measure discriminant validity, the computed square root of AVE of each construct or variable should be greater than the correlation coefficient values with the other variables or constructs. It is evident from the table that the square root of AVE (diagonal elements) is greater than the computed correlation coefficient values off-diagonal values indicating that the variables chosen for the purpose of the study are distinct from each other.

In order to gauge the model, fit the researchers assess the various goodness of fit indices. These indices provide a quantitative evaluation of how well the hypothesised model fits the observed data. In the current study we found $\chi^2 = 3110.353$; $p < 0.05$ indicating statistically significant. However, Chi square is highly sample sensitive, hence, the researcher used $\chi^2/DF = 3.84$ well below the recommended level 5 (Ullman, 2001). CFI=0.941; GFI=0.996; AGFI=0.937; NFI=0.922; TLI=0.908, well above the recommended threshold value of >0.90 (Byrne, 1998). However, RMSEA = 0.021 which is lesser than the threshold value (a value of <0.06 or 0.08 is generally considered indicative of good fit). Since all the values fall within an acceptable range, it can be concluded that the model fits well.

STRUCTURAL MODEL

Diversity management has emerged as a key area for firms, stressing the need for an inclusive environment that values and connects the power of diverse perspectives. Therefore, based on previous literature a robust model has been developed. A structural model was created using the hypotheses, which encompassed diversity management as a predictor variable, job engagement, and job commitment as dependent variables, and organisational openness, and trust as mediators. The following are the test results.

STRUCTURAL MODEL FOR THE PURPOSE OF THE STUDY

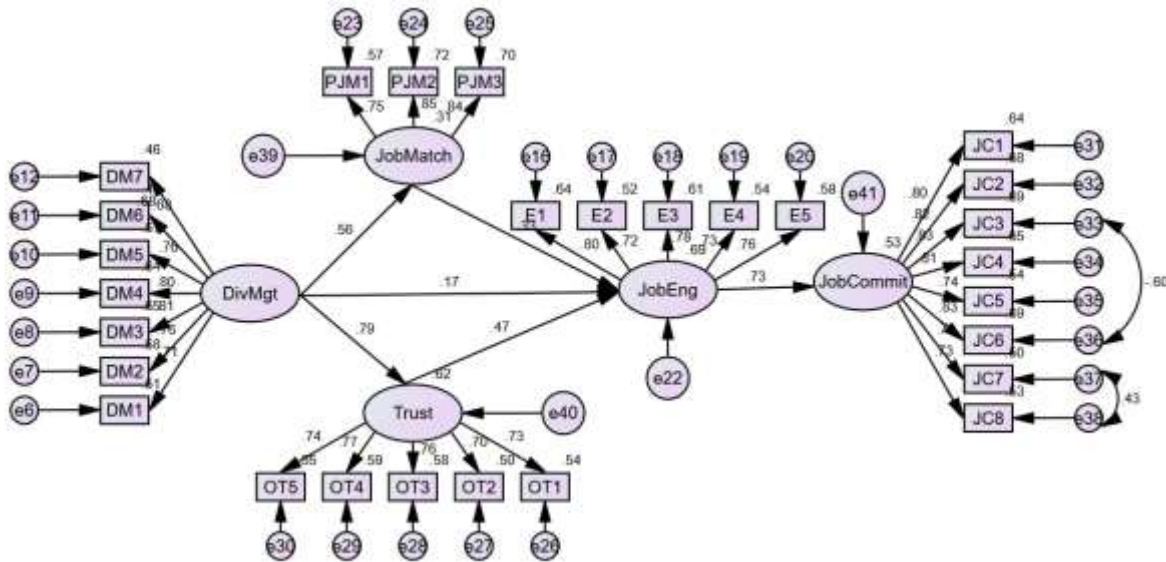


Table No. 4: TABLE SHOWING PATH COEFFICIENT

	<u>U. Estimate</u>	<u>S. Estimate</u>	<u>S.E.</u>	<u>C.R.</u>	<u>P</u>	<u>Label</u>
DivMgt → JobMatch	0.501	0.556	0.049	10.267	***	Supported
DivMgt → Trust	0.606	0.79	0.045	13.521	***	Supported
DivMgt → JobEng	0.15	0.171	0.056	2.68	0.007	Supported
JobMatch → JobEng	0.32	0.329	0.044	7.31	***	Supported
Trust → JobEng	0.54	0.471	0.082	6.59	***	Supported
JobEng → JobCommit	<u>0.798</u>	<u>0.727</u>	<u>0.053</u>	<u>15.205</u>	<u>***</u>	<u>Supported</u>

DivMgt: Diversity Management; JobMatch: Job Match; JobEng: Job Engagement; Trust: Organisational Trust; JobCommit: Job Commitment

CMIN=2415.982; DF=442; P=0.0000; CMIN/DF=11.743; GFI=0.987; AGFI=0.928; PGFI=0.878; NFI=0.803; RFI=0.971; IFI=0.921; TLI=0.991; CFI=0.872; RMSEA=0.0254

Direct effects: The first proposed hypothesis of the study was (H1) between diversity management and job match shares direct relationship (positive) and statistically significant ($\beta=0.556$, $s.e=0.049$, $C.R. = 10.267$, $p<0.01$), similar results were documented by Cox & Blake, (1991); Bunderson & Sutcliffe, (2002), followed by the second hypothesis (H2) between diversity management and organisational trust shares direct relationship (positive) and statistically significant ($\beta= 0.79$, $s.e=0.045$, $C.R. = 13.521$, $p<0.01$) and our findings seem to agree with the findings of Van der Zee et al., (2009); Hofhuis et al., (2016) . The third hypothesis of the study (H3) was between diversity management and job engagement shares a direct relationship (positive) and is statistically significant ($\beta= 0.171$, $s.e=0.056$, $C.R. = 2.68$, $p<0.01$), the fourth hypothesis (H4) between job match and job engagement shares direct relationship (positive) and statistically significant ($\beta= 0.33$, $s.e=0.044$, $C.R. = 7.31$, $p<0.01$), the fifth hypothesis of the study (H5) was between organisational trust and job engagement shares a direct relationship (positive) and is statistically significant ($\beta= 0.471$, $s.e=0.082$, $C.R. = 6.59$, $p<0.01$), and the last proposed direct hypothesis was between job engagement and job commitment was statistically significant ($\beta= 0.727$, $s.e=0.053$, $C.R. = 15.205$, $p<0.01$).

MEDIATION EFFECT OF PERSONNEL JOB MATCH

Finally in the study, the researchers tried to investigate the influence of mediating variables (indirect effects) on the outcome variable (job engagement). The direct effect occurs when predictors statistically influence the response variable. However, if the same regressor affects the response variable through an intervening variable (mediator) it is called indirect effect. In order to investigate this, the researchers have run 5,000 bootstrap methods under Amos software by using Bias Correlated Percentile Method (BCPM). Further, in the current study, we investigate the likely outcomes by mediating (indirect) effects. The indirect effect exists when an IV (regressor or predictor) affects a DV (response variable) indirectly through an intervening variable (mediator).

TABLE No. 5 TABLE SHOWING INDIRECT EFFECT OF JOB MATCH AND JOB TRUST ON DIVERSITY MANAGEMENT AND JOB ENGAGEMENT

Path	SDE	STE	95% BCCI		p	SIE
			Label	Label		
DiMgt→JobMatch→JobEng	0.1829	0.171	0.3539	0.715-0.455	0.004	Supported
DiMgt→Trust→JobEng	0.3721	0.171	0.5431	0.471-0.238	0.009	Supported

The first identified path for the purpose of the study was diversity management → personnel job match → job engagement. The same has been broken into direct path and indirect path. Direct path: diversity management → job engagement and indirect path is diversity management → personnel job match → job engagement: $0.556 \times 0.329 = 0.1829$ and total path is direct path + indirect path = $0.171 + 0.1829 = 0.354$, $p < 0.01$ (95% BCCI: 0.715-0.455) which was statistically significant. The study results supported the proposed hypothesis diversity management practices coupled with personnel job match leads to effective job engagement.

Similarly, the researchers identified the second path diversity management → environment of trust exists in the organisation → employee job engagement. The same has been broken into direct path and indirect path. Direct path: diversity management → job engagement and indirect path is diversity management → environment of trust exists in the organisation → job engagement: $0.79 \times 0.471 = 0.3721$ and the total path is direct path + indirect path = $0.9721 + 0.171 = 0.5431$, $p < 0.01$ (95% BCCI: 0.471-0.238) which was statistically significant. The study results supported the proposed hypothesis diversity management practices coupled with environment of trust exists in the organisation leading to effective job engagement.

To estimate the effect size of the model (R^2) of the dependent variable, the researcher has computed the R squared value of the model. In the current study we found $R^2 : 0.624$ for trust, indicating approximately 62.4% of the variance is explained by the predictor variable included in the model, similarly for personnel job match the computed $R^2 : 0.309$ indicating approximately 30.9% of the variance is explained by the predictor variable included in the model, for job engagement the computed $R^2 : 0.685$ indicating approximately 68.5 % of the variance is explained by the predictor variable included in the model, and finally job commitment the computed $R^2 : 0.529$ indicating approximately 52.9 % of the variance is explained by the predictor variable included in the model.

TABLE No. 6: TABLE SHOWING MEDIATION EFFECT OF ORGANISATIONAL OPENNESS Path U.
Estimates S. Estimates S.E. C.R. P Label

	Estimates	S.	Estimates	S.E.	C.R.	P	Label
DM→JobE	0.116	0.125	0.042	2.781	0.005	Supported	
DM→OO	0.595	0.675	0.046	12.878	***	Supported	
OO→JobE	0.875	0.833	0.06	14.696	***	Supported	
DM→OO→JobE		0.687	0.048	14.32	***	Supported	

$\chi^2 = 324.99$; $DF = 97$; $\chi^2/DF = 3.35$; $GFI = 0.953$; $AGFI = 0.997$; $PGFI = 0.919$; $NFI = 0.993$; $RFI = 0.992$; $IFI = 0.967$; $TLI = 0.914$; $CFI = 0.966$; $RMSEA = 0.012$

Analysis: It is evident from the above table, that the first hypothesis of the mediation analysis was the direct effect between diversity management with job engagement was statistically significant ($\beta = 0.125$, $s.e = 0.042$, $C.R. = 2.781$, $p < 0.01$). The first indirect path between diversity management and organisational openness environment was also statistically significant ($\beta = 0.675$, $s.e = 0.046$, $C.R. = 12.878$, $p < 0.01$), and this seems to agree with the findings of Hofhuis et al., (2015); Tjosvold, (1999). The second indirect path between organisational openness with job engagement was also statistically significant ($\beta = 0.833$, $s.e = 0.006$, $C.R. = 14.696$, $p < 0.01$). In order to investigate the existence of mediation effect (mediator variable in organisational openness), the researchers have run 5,000 bootstrap methods under Amos software by using Bias Correlated Percentile Method (BCPM). The same has been broken into direct path and indirect path. Direct path: diversity management → job engagement and indirect path is diversity management → organisational openness → job engagement: $0.675 \times 0.833 = 0.5623$ and total path is direct path + indirect path = $0.5623 + 0.125 = 0.687$, $p < 0.01$ (95% BCCI: 0.645-0.488) which was statistically significant. With these finding we can conclude that the effectiveness of diversity management practices can be improved by the high degree of organisational openness, leading to high quality of job engagement by the employees.

To estimate the effect size of the model (R^2) of the dependent variable, the researcher has computed the R squared value of the model. in the current study we found $R^2 : 0.455$ for organisational openness indicating approximately 45.5% of the variance being explained by the predictor variable included in the model, and $R^2 : 0.850$ for job engagement indicating approximately 45.5% of the variance being explained by the predictor variable included in the model.

TABLE 7: TABLE SHOWING MEDIATION EFFECT OF ORGANISATIONAL TRUST

Path	Un Estimates	S Estimates	S.E.	C.R.	P	Label
OO→DM	0.289	0.237	0.075	3.841	***	Supported
OO→OT	0.694	0.596	0.088	8.776	***	Supported
OT→DM	0.77	0.734	0.075	3.841	***	Supported
<u>OO→OT→DM</u>	<u>0.674</u>	<u>0.674</u>	<u>0.069</u>	<u>9.768</u>	<u>0.006</u>	<u>Supported</u>

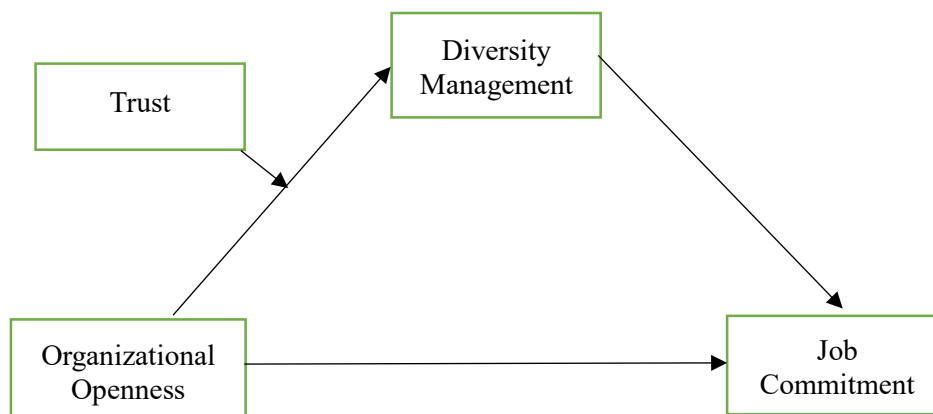
$\chi^2 = 441.666$; $DF=107$; $\chi^2/DF=4.13$; $GFI=0.938$; $AGFI=0.901$; $PGFI=0.908$; $NFI=0.931$; $RFI=0.906$; $IFI=0.904$; $TLI=0.913$; $RMSEA=0.031$

Analysis: It is evident from the above table that, the first hypothesis of the mediation analysis was the direct effect between organisational openness with diversity management was statistically significant ($\beta = 0.237$, $s.e = 0.075$, $C.R. = 3.841$, $p < 0.01$). The first indirect path was between organisational openness with organisational trust was also statistically significant ($\beta = 0.596$, $s.e = 0.088$, $C.R. = 8.776$, $p < 0.01$), and the second indirect path was between organisational trust with diversity management was also statistically significant ($\beta = 0.734$, $s.e = 0.075$, $C.R. = 3.841$, $p < 0.01$). In order to investigate the existence of mediation effect (mediator variable in organisational trust the researchers have run 5,000 bootstrap methods under Amos software by using Bias Correlated Percentile Method (BCPM). The same has been broken into direct path and indirect path. Direct path: organisational openness → diversity management and indirect path is organisational openness → organisational trust → diversity management: $0.734 \times 0.596 = 0.4375$ and total path is direct path + indirect path = $0.4375 + 0.237 = 0.6745$, $p < 0.01$ (95% BCCI: 0.928-0.683) which was statistically significant. With these finding we can conclude that the effectiveness of organisational openness communication system can be significantly influenced by the organisational trust climate, leads to high quality of diversity management practices.

To estimate the effect size of the model (R^2) of the dependent variable, the researcher has computed the R^2 value of the model. In the current study we found $R^2 : 0.539$ for organisational trust indicating approximately 53.9% of the variance being explained by the predictor variable included in the model, and $R^2 : 0.620$ for diversity management indicating approximately 62.0% of the variance being explained by the predictor variable included in the model.

MODERATED MEDIATION BETWEEN ORGANISATIONAL OPENNESS AND JOB COMMITMENT (M: DIVERSITY MANAGEMENT; W: TRUST ENVIRONMENT IN THE ORGANISATION)

In the current study, the researchers proposed to take organisational trust as a moderator to moderate the relationship between organisational openness (independent variable) and diversity management practices (proposed mediator) are shown in figure. The proposed hypotheses were tested by PROCESS macro (Model 7) (Preacher & Hayes, 2008; Hayes, 2017).



The above framework examines the indirect effect of the independent variable, organisational openness, on the dependent variable, job commitment, through the proposed mediator, diversity management (M). The impact of this indirect effect is influenced by the moderator, organisational trust (W). In this framework, organisational trust (W) moderates the relationship between organisational openness (X) and diversity management (M).

TABLE SHOWING MODEL SUMMARY

R	R-sq	MSE	F	df1	df2	p
<u>0.7336</u>	<u>0.5381</u>	<u>19.5559</u>	<u>215.1325</u>	3	554	<u>0.0000</u>

	coeff	se	t	p	LLCI	ULCI
constant	27.9434	0.2067	135.2064	0.0000	27.5374	28.3493
OOT	0.6154	0.0874	7.0447	0.0000	0.4438	0.787
OTT	0.7469	0.06	12.455	0.0000	0.6291	0.8647
Int_1	-0.0594	0.0122	-4.8792	0.0000	-0.0834	-0.0355

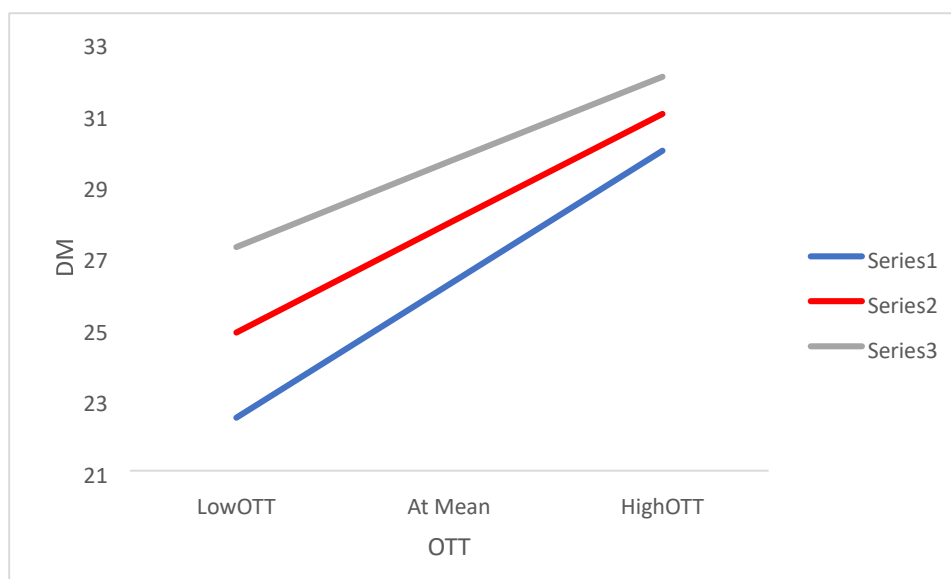
The analysis aimed to elucidate the influence of organisational openness (OOT) as the independent variable and organisational trust (OTT) as the moderator on diversity management practices. The model exhibited a significant fit with an R-squared value of 0.5381, indicating that approximately 53.81% of the variability in diversity management practices was accounted for by organisational openness and organisational trust. Both organisational openness ($\beta = 0.6154$, $SE = 0.0874$, $t = 7.0447$, $p < 0.001$) and organisational trust ($\beta = 0.7469$, $SE = 0.0600$, $t = 12.4550$, $p < 0.001$) displayed statistically significant positive effects on diversity management, exhibiting that higher levels of both organisational openness and trust were associated with increased diversity management initiatives. Additionally, the interaction effect between organisational openness and organisational trust ($\beta = -0.0594$, $SE = 0.0122$, $t = 4.8792$, $p < 0.001$) further revealed a significant interaction, signifying that organisational trust moderated the relationship between organisational openness and diversity management. The 95% confidence intervals for OOT (0.4438 to 0.7870), OTT (0.6291 to 0.8647), and the interaction term (-0.0834 to -0.0355) supported these findings. These results underscore the substantial impact of organisational openness and trust, along with their interactive effect, in shaping and enhancing diversity management practices within the organisational context. The observed negative sign of the interaction term (-0.0594 , $SE = 0.0122$, $t = -4.8792$, $p < 0.001$) between organisational openness (OOT) and organisational trust (OTT) infers a suppressor effect within the moderated mediation model. This finding suggests that the joint influence of organisational openness and trust attenuates the direct impact of organisational openness on diversity management practices. In other words, while organisational trust acts as a positive moderator, enhancing the relationship between organisational openness and diversity management, their combined effect mitigates the direct effect of organisational openness when high levels of organisational trust are present, indicating a suppressive or dampening influence within the studied organisational context.

TABLE No. 9 TABLE SHOWING CONDITIONAL EFFECTS OF THE FOCAL PREDICTOR AT VALUES OF THE MODERATOR(S)

OTT	Effect	se	t	p	LLCI	ULCI
-4.0983	0.859	0.0956	8.9856	0.0000	0.6712	1.0468
0.0000	0.6154	0.0874	7.0447	0.0000	0.4438	0.787
4.0983	0.3718	0.1054	3.5275	0.0005	0.1648	0.5788

The conditional effects of the focal predictor, organisational openness (OOT), at different levels of the moderator, organisational trust (OTT), were examined. Results revealed that at the mean level of organisational trust, the effect of organisational openness on diversity management practices was statistically significant ($\beta = 0.6154$, $SE = 0.0874$, $t = 7.0447$, $p < 0.001$). As the level of organisational trust increased to +1 SD above the mean, the effect of organisational openness on diversity management remained significant but reduced in magnitude ($\beta = 0.3718$, $SE = 0.1054$, $t = 3.5275$, $p = 0.0005$). Conversely, at -1 SD below the mean organisational trust, the effect of organisational openness on diversity management was most pronounced ($\beta = 0.859$, $SE = 0.0956$, $t = 8.9856$, $p < 0.001$), indicating a stronger positive relationship between organisational openness and diversity management practices. Notably, the coefficients illustrated a decreasing trend in effect size of organisational openness on diversity management as organisational trust levels decreased from the mean to -1 SD below the mean. This reduction in effect size suggests that lower levels of organisational trust intensify the positive relationship between organisational openness and diversity management, leading to a more substantial impact on diversity management practices.

GRAPH SHOWING CONDITIONAL EFFECTS

**TABLE No. 10: IMPACT ON JOB COMMITMENT**

R	R-sq	MSE	F	df1	df2	p
0.6176	0.3814	35.7271	171.072	2.0000	555.0000	0.0000

	coeff	se	t	p	LLCI	ULCI
constant	22.4818	1.3707	16.4021	0.0000	19.7894	25.1741
OOT	1.3331	0.1141	11.6791	0.0000	1.1089	1.5573
DMT	0.2146	0.049	4.3837	0.0000	0.1184	0.3108

The above table revealed that the model accounted for a significant proportion of the variance in job commitment, as indicated by an R-squared value of 0.3814, $F(2, 555) = 171.072$, $p < 0.001$. The predictors, organisational openness (OOT) and diversity management (DMT), both exhibited statistically significant effects on job commitment. Organisational openness demonstrated a robust positive impact ($\beta = 1.3331$, $SE = 0.1141$, $t = 11.6791$, $p < 0.001$), indicating that higher levels of organisational openness were associated with increased job commitment among employees. Similarly, diversity management had a significant positive effect on job commitment ($\beta = 0.2146$, $SE = 0.049$, $t = 4.3837$, $p < 0.001$), highlighting that effective diversity management practices within the organisational context corresponded to higher levels of job commitment among personnel.

Inferences: The results highlight the significant contributions of both organisational openness and effective diversity management practices to job commitment within the organisational setting. Higher levels of organisational openness and robust diversity management strategies corresponded to elevated levels of commitment among employees. These findings emphasise the importance of fostering an open organisational culture and implementing effective diversity management initiatives to enhance job commitment and potentially bolster overall employee engagement and satisfaction.

TABLE No. 11: CONDITIONAL INDIRECT EFFECTS OF ORGANISATIONAL OPENNESS ON JOB COMMITMENT

OTT	Effect	BootSE	BootLLCI	BootULCI
-4.0983	0.1844	0.0482	0.0984	0.2889
0.0000	0.1321	0.0348	0.0686	0.2061
4.0983	0.0798	0.0253	0.0349	0.1332

TABLE SHOWING INDEX OF MODERATED MEDIATION

Index	BootSE	BootLLCI	BootULCI
OTT -0.0128	0.004	-0.0218	-0.006

Analysis: The above table demonstrates the conditional indirect effects of organisational openness on job commitment at different levels of organisational trust. At the mean level of organisational trust, the indirect

effect was statistically significant ($\beta = 0.1321$, BootSE = 0.0348, 95% CI [0.0686, 0.2061]). As organisational trust decreased to -1 SD below the mean, the conditional indirect effect of organisational openness on job commitment became stronger ($\beta = 0.1844$, BootSE = 0.0482, 95% CI [0.0984, 0.2889]). Conversely, at +1 SD above the mean, the conditional indirect effect decreased ($\beta = 0.0798$, BootSE = 0.0253, 95% CI [0.0349, 0.1332]), indicating a weaker indirect relationship between organisational openness and job commitment. Index of Moderated Mediation is the omnibus test of the index of moderated mediation for organisational trust (OTT) resulted in an index value of -0.0128 (BootSE = 0.004, 95% CI [-0.0218, -0.006]).

Inference: The conditional indirect effects analysis reveals variations in the strength of the indirect relationship between organisational openness and job commitment across different levels of organisational trust. As organisational trust decreases, the indirect effect of organisational openness on job commitment strengthens, suggesting a more pronounced impact on job commitment. Additionally, the index of moderated mediation indicates the presence of moderated mediation, signifying that the mediation effect of diversity management in the relationship between organisational openness and job commitment is contingent upon levels of organisational trust.

V. DISCUSSION AND CONCLUSION

Diversity management has become an important dimension of a firm's strategies in today's globalised and inclusive work setting. As societies have become more diverse, business houses have recognised the importance of managing the diversity at workplace. From the perspective of the current study, diversity management refers to the cautious and dynamic efforts initiated by managers to create an impartial and inclusive working environment where people from different backgrounds, such as gender, education, language, skills, religion, etc. can excel and contribute positively to their fullest potential. Therefore, the current study has been undertaken to understand the consequences of diversity management in Indian IT sector. In order to realise the stated objectives, the researchers have prepared a structured questionnaire and pre-tested on 558 respondents. The collected data was collated by using SPSS software. In the first phase, the collected data was tested for various assumptions of regression, and in the second phase inferential statistics have been conducted to examine the relationship between diversity management and other outcomes such as personnel job match, environment of trust, job engagement, etc. The study revealed the following major findings: diversity management shares positive and significant relationship with personnel job match, environment of trust and job engagement. Further we found a significant mediation between diversity management and job engagement through personnel job match, and between diversity management and job engagement through environment of trust prevailing in the organisation. In addition, we found a significant relationship between job engagement and job commitment. Furthermore, in the current study we found a positive and statistically significant relationship between diversity management and organisational openness, organisational openness on job engagement, diversity management on job engagement mediated through organisational openness. In the same vein we found a positive and significant relationship between organisational openness and diversity management, organisational openness on organisational trust, organisational trust on diversity management, and organisational openness on diversity management mediated through organisational trust. Finally, the results of proposed moderated mediation test results revealed that the indirect effect of organisational openness (X) on job commitment (Y) through diversity management (M) is influenced by organisational trust (W).

MANAGERIAL IMPLICATIONS

The recommended strategy in diversity management is to aim at enhancing personnel job match, which includes synchronising personnels' experience, skills, and features with the job requirements. By doing so, the firm can create a comprehensive inclusive and equitable working eco-system in the organisation. To attain this objective the firm should implement inclusive recruitment practices that attract a diverse pool of talents. In addition, the firms should include not only considering their potential to contribute positively to diversity goals but also, they should bring unique perspective to the team. Further, the managers should allow flexibility in terms of job design such as remote work opportunities, job-sharing arrangements etc. to accommodate different styles and needs. Furthermore, it is recommended to implement fair and unbiased performance evaluation yardsticks that identifies and reward individuals based on their contributions, abilities, and accomplishments.

When a firm is targeting to foster diversity and inclusion practices within the organisation, integrating an openness system can contribute significantly to creating an equitable and inclusive working culture. It covers areas such as open communication system and feedback loop: where individuals feel comfortable expressing their concerns, experiences, and ideas freely with the peers, subordinates, and superiors. Framing transparent diversity policies, goals, and procedures that outline the firm's commitment to diversity management. Further, it is advisable to review and revise the policies, procedures, and practices periodically to ensure they align with diversity goals of the firm. and designing supportive structure that encourage diversity management practices. By integrating an openness system with diversity management practices, firms can create an environment

where individuals feel valued, empowered, and respected to contribute their diverse experience, talents, and perspectives positively. This system is likely to enhance employee engagement, knowledge sharing environment, nurtures creativity and innovation practices.

Organisational trust means the level of confidence that employees have in an organisation, its process, and its leadership. It is the most crucial factor in building and maintaining a positive working atmosphere. Organisational trust is a corner stone for building a strong relationship between individuals and the firm. When individuals trust their leaders and the organisation, they are more likely to be engaged to their job. Therefore, this job engagement is very vital for effective diversity management, as it is likely to foster inclusive work culture where individuals feel respected, empowered, and their contributions are valued. Further, the environment of trust creates a sense of psychological safety, which is very crucial for diversity management practices to flourish. When employees trust their leaders, subordinates, and organisation, they feel safe to express their opinions, raise concerns, and challenge the status quo practices without any fear of negative consequences. Therefore, the psychological safety encourages diverse voices, promote organisational openness, leading to sharing of knowledge, innovation, leverage each other's diverse perspectives and quality decision making. Additionally, firms that have a reputation for valuing diversity and provides inclusive climate are more likely to attract a diverse pool of talents. In addition, organisational trust is a catalyst for team collaboration, which is very crucial for effective diversity management. This in turn can enhance problem-solving, creativity, and overall performance of the organisation. Therefore, organisational trust is a central notion that reinforces the success of diversity management practices. By nurturing trust environment, firms can create an eco-system where diversity is valued, individuals feel wise to contribute their perspectives, and inclusive practices can thrive. This, in turn, leads to a wide range of positive results, such as improved job engagement, innovation, talent attractions and retention, and robust collaboration among diverse teams in the organisation.

Job commitment refers to an individual's psychological attachment and loyalty to their job and firm. It covers their willingness to invest their effort, energy, and time into their assigned task and their alignment with the firm's goals and values. Further, diversity management practices can positively influence employee's job commitment, leading to increase organisational loyalty, job engagement, and overall job satisfaction. In addition, a well knitted diversity management practice fosters an inclusive working atmosphere where individuals from diverse backgrounds are welcomed, respected, and valued. When individuals perceive that their firm supports and upholds diversity, they are more likely to develop a sense of commitment and loyalty to the organisation. Further, it is recommended to implement comprehensive diversity training programs that educate employees on the importance of diversity management practices, inclusive atmosphere, elimination of unconscious biases, etc.

LIMITATIONS OF THE STUDY AND DIRECTION FOR FUTURE RESEARCH

The study of diversity management practices is a very complex and growing field that seeks to understand and promote inclusive environment within organisations. Like any other empirical research, there are few limitations and challenges that researchers encountered when they were studying the diversity management practices in Indian IT sector. Here are some of the limitations of the current study that can further improve our understanding and effectiveness of diversity management practices.

1. The first such limitation encountered by the researchers are the conceptual definition and measurement issue: Defining and measuring diversity can be very challenging due to the multiple dimensions of diversity, comprising age, gender, educational background, language spoken, disability, sexual orientation, experience, skillset etc. Therefore, developing complete and inclusive measures of diversity management is very difficult. Consequently, future researchers should investigate the intersection of such multiple dimensions of diversity such as age, gender, educational background, language spoken, disability, sexual orientation, etc. and how they interact to shape individuals' experiences within organisations.
2. The current study has been restricted only on a sample size of 558 respondents from IT sector employees of Bengaluru city, therefore this can limit the generalisability of the findings. Consequently, it is suggested to cover more IT cities such as NOIDA, Chennai, Pune, Hyderabad, etc. and larger sample size (expanding the sample size can also improve the statistical power of the study and provide more robust findings) may be taken up. Such researches can contribute to enhancing the generalisability of the research findings.
3. In the current study the researchers have considered only few variables such as organisational openness, personnel job match, organisational trust, job commitment, and job engagement. However, we failed to incorporate the impact of diversity management practices on organisational outcome variables such as knowledge sharing intention, innovation, firm performance, employee retention, etc (Avery & McKay, (2006); Hofhuis et al., (2016)). Therefore, examining the diversity management practices and its impact on organisational outcome variables such as knowledge sharing intention, innovation, firm performance, employee retention, etc. over time is very critical.
4. Further, it is suggested to incorporate the role of leaders in nurturing diversity management practices is very critical. Hence, the future studies should incorporate the inclusive leadership behaviour as a mediator to examine the relationship between diversity management practices and organisational outcome variables such as knowledge sharing intention, innovative practices, employee retention etc.

5. In the current study, we examine the relationship between diversity management practices and its impact on job engagement. In addition, we have used organisational openness and trust as mediators to assess the impact of diversity management practices on job engagement. Therefore, it is recommended to investigate how diversity management practices can influence employee motivation, commitment, and attitudes, and how employee engagement serve as a mediator or moderator between diversity management practices and organisational outcomes.

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