Innovations

Assessing the Perceived Organizational Support for Diversity and its Effects on Employee Job Satisfaction

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Abstracts: *The study assessed the perceived organizational support for diversity and its effects on employee satisfaction in the U.S. public sector. Data were collected from 240 public sector employees using an online survey distributed through LinkedIn, X, WhatsApp, and email. The survey included POS for Diversity and job satisfaction measures using a 5-point Likert scale. Descriptive statistics and linear regression analyses were conducted to assess the relationships among these variables. Our result indicated a significant positive relationship between POS and job satisfaction, with POS, explaining 92.1% of the variation in employee satisfaction (p < 0.01). Additionally, POS for diversity was found to have a positive but smaller effect on job satisfaction, accounting for 11.9% of the variation (p < 0.01). Our findings suggest that while all-purpose organizational support greatly enhances job satisfaction, support specifically for diversity also contributes positively, notwithstanding to a minor degree. Employing flexible work schedules, mentoring programs for minority groups, and other tailored support mechanisms can improve inclusive job satisfaction and organizational commitment. The conclusions highlight the inevitability of organisations fostering an inclusive environment supporting diversity to increase employee satisfaction and retention.*

Keywords: *Perceived, Organizational support, Diversity, Inclusion, Employee, Job Satisfaction*

Introduction

Employees' demand for a favorable working environment is on the rise.The intent of employees to employment is either benevolent or malevolent as a reciprocal exchange relationship (Levinson 1965).The social exchange theory, which offers a potential conceptual framework for comprehending relationships between people and their work organization, explains this interpersonal relationship. Fundamental to the theory of social trade is the norm of reciprocity, which requires individuals to react favorably to those who treat them well (Eisenberger, Cummings, Armeli, and Lynch 1997).

Organizations are conscious of a global competition for talents that will drive firm goals and objectives. Consequently, hiring and retaining talents globally requires strategic management models.Foreign workers with a wide range of abilities are thought to be essential for businesses looking to maintain their competitiveness in international marketplaces (Aobdia, Srivastava, & Wang, 2017; Rudnák, Alshaabani& Wu 2022).The organizational support theory states that workers are more likely to be content with their occupations when they feel supported by their company. According to the organizational support theory, people establish POS or the common belief that their employer has a favorable or unfavorable tendency toward them (Maan, Abid, Butt, Ashfaq, & Ahmed 2020).

Employee perceptions of how much the organization supports their professional and personal aims and values are shaped by perceived organizational support. POS has a significant impact on how employees behave and how satisfied they are with their jobs, as well as how committed they are to the company. Workers are more likely to be happy in their positions and less likely to think about leaving the company if they perceive strong levels of organizational support (Varma & Chavan 2020).

According to a 1986 study by Eisenberger, Huntington, Hutchison, and Sowa, workers believe that their contributions and welfare are valued by the company. Elevated levels of perceived organizational support (POS) satisfy demands for validation, self-worth, and communal identity, bolstering emotional dedication and heightened endeavours. Conversely, low POS reduces employees' perceived obligations to the employer, reducing affective commitment, performance, and involvement.

The heterogeneous nature of the American work environment will need a work atmosphere that impresses that all diverse employees are welcomed equally. Anorganization fosters a healthy diversity climate when it supports diversity and promotes treating all of its employees equally (Adjei, 2020). The perception of employees could be attributed to the diversity in ethnicity, religion, language,

gender, age and emerging identities. These variations could be superficial or profound distinctions between individuals (Harrison, Price, & Bell, 1998). Surface-level disparities are those that are readily apparent and include things like gender, race, and disability. Deep-level distinctions are those subtle traits like values, beliefs, and personalities.

These variabilities of environments depend on how staff members view their company's diversity policy and the resources available to assist minority workers. Studies have indicated that companies with more favorable diversity cultures experience lower intention to leave and higher levels of performance (Kossek&Zonia, 1993; Chrobot-Mason &Aramovich, 2013; Singh et al., 2013). The study sheds light on how individual perceptions of the workplace and job happiness are influenced by an organization's perceived support for diversity within its workforce.

Literature Review and Hypotheses Development

Linking POS and Diversity

The common membership belief is best expressed by the sentence "the organization honors my contribution and concerns my well-being" , this is what POS depicts (Eisenberger et al., 1986). Employees are deemed to be more committed on the job when they believe that the organization cares about their welfare (Loi et al., 2006;Yu & Lee, 2015). The theory is that workers who experience a positive work environment have faith in the company and feel obligated to return it with equal diligence and output. Thus, for an organization to succeed, members' good attitudes, behaviors, and effects must be encouraged. POS is one of the key elements influencing members' attitudes and behaviors (Eisenberger et al., 1986; Harris et al., 2007; Hutchison& Garstka, 1996). Diversity was categorized by Kim (2017) into three categories: deep-level diversity, surface-level diversity, and disparate attitudes toward diversity. The detrimental impacts of deep-level diversity declined as POS increased, and the detrimental effects of dissimilar attitudes toward diversity also decreased in teams whose members strongly perceived organizational support. Mascarenhas, Galvão, and Marques (2022) observed that male employees are more affected by perceived organizational support when it comes to job satisfaction.

Concerning the variation in POS by gender, this ought to be illustrative of the interplay among employees' traits (gender), their perception of their work environment (POS), and their labor procedure with emotions (Giao et al. 2020; Nixon et al. 2011). In general, femalesessential to feel more supported in both their personal and professional lives, and they place a larger value on emotional

provision than do males (Aycan and Eskin 2005; Hammer and Avgar 2005; Kurtessis et al. 2017). However, according to Ling and Nasurdin's (2016) research, male employees exhibit higher levels of engagement at work when they strongly perceive "organizational support." This conclusion can be elucidated by the element that men are more competitive and achievement-oriented, and they place a higher value on their position and significance within the organization.

According to Triana, García, and Colella's (2010) study on diversity management, affective commitment is adversely correlated with perceptions of racial discrimination in the workplace. Nonetheless, as employees saw more organizational efforts to foster diversity, this negative relationship diminished. Even if they choose not to pursue legal action, individuals who believe they have experienced discrimination may still experience negative effects from their perceptions, such as decreased power and prestige (Gutek, Cohen, &Tsui, 1996), higher turnover, increased stress and strain (Gee, 2002; Shaffer, Joplin, Bell, Lau, &Oguz, 2000; Waldo, 1999), and dissatisfaction with their jobs (Hicks-Clarke & Iles, 2000). (Robinson &Dechant, 1997).

According to Choi and Rainey (2010), there is a negative correlation between organizational effectiveness and ethnic diversity. Racial diversity does, however, positively connect with organizational performance when it is restrained by diversity management policies and practices as well as team procedures. The results of examining gender and age diversity in connection to contextual variables are not entirely consistent, indicating that there may be more nuanced correlations at play. Diversity and organizational support were found to be inversely correlated by Serfontein (2014).

Linking POS and Employee satisfaction

A shortage of talent exists inside organizations as a consequence of recent changes in the business environment, which include an ageing workforce and a decline in the availability of qualified people. Organizations are keen on ensuring employee turnover is reduced to the minimum. This depends upon the adoption of a systematic approach towards developing organizational support extended to the employees aimed at building a positive employee perception that will result in employee satisfaction (Varma & Chavan 2020).Organizational internal environment (organizational support as a vigorous factor) is a key to employee job satisfaction and motivation which ensures a high level of employee commitment and has a positive effect on employee performance says Varma and Chavan (2020) Mumbai study.

Rhoades and Eisenberger's (2002) study found that a positive perception of organizational support and a favorable work environment significantly enhances job satisfaction among employees. Organisational support enhances employee performance and fosters a positive perception of policies and practices, promoting the natural alignment of mutual goals and objectives between employee and employer(Miao & Kim 2010).

According to research by Giao et al. (2020) on the Vietnamese banking sector, employees' intention to leave and work-family conflict can be successfully decreased by their perception of organizational support. Organizations should be aware that self-initiated expatriates prioritize their personal growth over organizational development, as this can result in conflicts and staff attrition.Hotel employees' perceptions of organizational support, affective commitment, and job satisfaction are positively correlated, according to Bilgin&Demirer (2012), suggesting a strong association between these elements. On the opposing, Kim, Leong and Lee (2005)were unable to find a connection between organisational support and employee commitment, but they suggested that organizational support can enhance job satisfaction and positively influence employee perception of the organization.

Linking Diversity and Employee Satisfaction

Risingvariety in the American labor forceconcerning gender, race, and ethnicity (Leong &Seralica, 2001) has pinchedprominent attention both in academia and the industry. How diversity is managed by organizations and how employees perceive this approach has variedfeedback to the satisfaction consequential from the job. Consequently, it is valuable to look into whether a person's gender, race, or ethnicity has an impact on any aspect of their job satisfaction.

According to Campbell (2011), an early study's findings suggest that, in some cases, there may be a legitimate relationship between a worker's level of satisfaction with a particular job element or gender, race, or ethnicity within a particular workplace or organization when there is perceived injustice or inequality related to one of these factors. However, generally speaking, within the United States, gender, race, or ethnicity is not a reliable indicator or predictor of workers' level of satisfaction with any precise element of a job.

The research conducted by Hauret and Williams (2020) revealed a negative correlation between job satisfaction and variety of nationality. Although there is some indication of a nonlinear link, the exact definition and diversity measure employed will determine this. Contrary to predictions, this association is not moderated by the degree of interface among coworkers. In a similar vein, a US

survey conducted in 2012 by Stazyk, Davis, and Liang revealed that diversity increases goal ambiguity and lowers employee job satisfaction, while diversity management practices counteract these effects.

According to Choi's (2017) research, employees who identify as racial or ethnic minorities inside their organization may have lower job satisfaction than their White counterparts. In situations where White people predominate, racial/ethnic minorities reported the lowest job happiness, whereas White people indicated the lowest job satisfaction in settings where minorities predominate. On the other hand, in minority-majority settingswhere they make up the majority in their agency racial/ethnic minorities expressed the highest levels of job satisfaction. All federal employees reported greater levels of happiness in locations with a predominance of White people than in other settings, according to the findings. The figure below conceptualizes the variables of the study.

Insert Figure 1 here

Methodology

Participants and procedure

This study was conducted to determine how POS for diversity influences employee job satisfaction using employees in the American public sector. The participants were made aware that the information would only be used for research purposes and that they would eventually get the findings of the study. Participants were asked to fill out a Microsoft form (online questionnaire).

The population of the study included all employees serving in the U.S. public sector. The employees were reached via virtual platforms after carefully analysis their work history to ascertain that they were employed in the U.S. public sector before being selected for the study. After identifying potential participants on LinkedIn, and X, WhatsApp, a direct message is then sent to the potential participants notifying them participants about the research. In the direct message, participants are asked to verify whether they are employees in the U.S. public sector.

Furthermore, participants whose work status is verified and who have accepted to participate in the study are sent an email containing an attached Microsoft Form (Questionnaire). A total of 240 employees provided valid responses to the questionnaire. Thus, the responses were used for the analysis.

Measures

Measurement was graded using a 5-point Likert scale (1 strongly disagree; 5 strongly agree). For every variable: correlation, standard deviation, mean, and confidence level.

"Recognition by employees that the organization not only sincerely loves and helps them but also highly values their contribution" was the operational definition of Perceived Organizational Support (POS). Eisenberger et al. designed items that were used to measure it specifically (1986). A 5-point Likert scale was used to create the Perceived Organizational Support Scale (Yilmaz, 2014).

Employee Job satisfaction. A single-item scaledeveloped by Scarpello and Campbell (1983)that evaluated participants' contentment with their current employment on a five-point Likert scale ranging from 1 strongly disagree to 5 to gauge overall job satisfaction, strongly agree was utilized.

According to, the Diversity Scale is a 5-point Likert scale (McKay, Avery, & Morris, 2008; Adjei, 2020). The Blau index of heterogeneity and the entropy index of diversity—which is most frequently employed in the body of existing literature—were incorporated into the study. The entropy index of diversity is used in this study to quantify the diversity of race, gender, and age, which are categorical variables. The entropy index of diversity, also referred to as the Shannon index (uncertainty index), is considered to be the appropriate diversity metric (Miller and Quigley 1990; Pielou 1977; Reardon 1998).

The diversity-related measures that we have selected are guided by the characteristics of the variables that are being studied. The Blau index of heterogeneity and the entropy index is used for categorical elements like gender, race/ethnicity, and functional and educational background; the coefficient of variation is used for continuous variables like age and tenure.

Sample and procedure

Employees in the American public sector with a range of job functions provided the data that was gathered. Purposive sampling was used for sample selection to properly use the available techniques to obtain replies from the information-rich situations (Etikan, Musa, &Alkassim 2016). A questionnaire was developed using Microsoft Forms and distributed to employees in America via LinkedIn, Email, WhatsApp, X and Facebook.

The data was analyzed to show descriptive statistics and linear regression to show the influence of POS for Diversity on the job satisfaction of U.S. public employees.

Result

Hypothesis 1. Perceived organizational support has a significant effect on job satisfaction

Insert Table 1 here

Table 1 shows the demographic representation of the respondents. Males had the higher representation in the public sector with 54.2% and 45.8%for females. Non-binary preferred not to say. Age between 26-35 years was most dominant, the work experiences of the respondents ranged from 0-15 years, Christian respondents were more dominant during the survey, the employees were mostly married, 79.2% of the respondents hold a master's degree, a minimal number of the respondents have some form of disability.

Hypothesis 2. Perceived organizational support for diversity has a significant effect on job satisfaction

Insert Table 2 here

Table 2 shows the description of respondent's opinions of the study variables which included Perceived Organizational Support for Diversity and Job Satisfaction.

Insert Table 3 here

Table 3 shows the linear relationship between POS and Job Satisfaction, POS for Diversity and Job Satisfaction. The p-values for both models are <0.01 significance level. The assumption is thus accepted that POS for diversity influences the level of employee job satisfaction in the American public sector.

Discussion

Perceived Organizational Support and Job Satisfaction

Based on the regression result, the coefficient showed a positive influence of POS on Job satisfaction with a value of .921. This indicates that 92.1% variation in the satisfaction employees gain from their jobs is explained by the level of support received from the organization. The p-value is 0.000>0.05 significance level. Thus, an increase in POS related to organizations' recognition of employee contribution and concern for the well-beingof the staff has a linear effect on their day-to-day performance and the satisfaction derived from the job. According to the submission by Sembiring et al. (2022), POS can increase workers' self-assurance and confidence that their supervisors value and acknowledge their efforts to attain superior performance, including job happiness. The study showed that a positive perception

of employees to organizational support for accomplishments of employees and support in terms of needs drives a positive attitude toward work in public offices.

Perceived Organizational Support for Diversity and Job Satisfaction

The finding for perceived organizational support of diversity on job satisfaction showed a positive coefficient value of .119, indicating an 11.9% description of employee job satisfaction based on the perception of employees towards support received from their superiors. The assumption that POS for diversity influences job satisfaction of public employees in America is thus accepted based on the significant p-value 0.000<0.05. The perception of employeeswith diverse identities in the American public sector. The perspective employees will have and the approach to a perceived diverse, equal and inclusive work environment will anchor on the organizational culture and managerial practices to inclusivity, recognition and reward across differences. The correlation coefficient of.119 indicates that although the association is positive, it is not very strong. This indicates that while POS for diversity has a statistically significant impact on job satisfaction, the effect magnitude is small. The findings align with a 2017 Choi and Rainey survey of U.S federal agencies indicating that the success of organizations is inversely correlated with racial diversity. Racial diversity does, however, positively connect with organizational performance when it is restrained by diversity management policies and practices as well as team procedures. The results of examining gender and age diversity in connection to contextual variables are not entirely consistent, indicating that there may be more nuanced correlations at play.

Conclusion/Recommendations

The study looked at the connection between job satisfaction and perceived organizational support (POS) for diversity among public sector workers in the United States. Through anin-height degree of statistical implication, the results point to a satisfactory link between POS and work satisfaction. Specifically, it was discovered that POS for diversity had a slightly favorable effect on job satisfaction, explaining 11.9 percent of the variation in employees' job satisfaction levels. The association cannot be the result of chance, as indicated by the high significance level (p-value < 0.01). These conclusions are consistent with social exchange theory and organizational support theory, which hold that workers who experience higher levels of support from their employers are additionally likely to be committed to and satisfied with their jobs. Given its limited effect, diversity support may not have as much of an impact on job satisfaction as other variables, such as direct support and recognition.

Based on the conclusions of this study, public sector companies in the US should customize perceived organizational support systems to meet the specific demands of each employee. To enhance perceived support and job satisfaction, organizational support should be customized to fit the specific needs of diverse employees. Examples of such support include flexible work schedules for individuals juggling work and personal obligations or special mentoring programs for minority groups. The study suggests that direct support and recognition, along with diversity support, significantly impact job satisfaction in public sector organizations, highlighting the need for regular feedback, recognition, and professional development.

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Appendix

Table 1: Respondents Biodata

Item		Frequency	Percentage
Gender	Male	130	54.2
	Female	110	45.8
Age	Below 26 years	40	16.7
	26-35 years	160	66.7
	36-45 years	30	12.5
	45-55 years	10	4.2
Work Experience	0-5 years	120	50.0
	6-15 years	120	50.0
Religion	Christianity	190	79.2
	Islam	50	20.8
Marital Status	Single	110	45.8
	Married	120	50.0
	Divorced	10	4.2
Education	Bachelor	40	16.7
	Master	190	79.2
	PhD	10	4.2
Disability	Yes	10	4.2
	No	230	95.8
Sector	Public sector (Government employee)	240	100.0

Table 2: Study variables

Indicator	Mean	Remark
Diversity at Workplace		
Your organization is diverse in hiring	4.04	High
Employees are given equal working atmosphere	4.29	Very High
Top management positions are open to all employees who are qualified irrespective of their ethnicity	3.92	High
Top management positions are open to all employees who are qualified irrespective of their gender and sexual orientation?	4.17	High
Employees ideas are welcomed without favouritism to ethnic, gender, language, sexual orientation and other differences?	4.29	Very High

Rate your organization's diversity and inclusion practice	4.20	Very High
Perceived Organizational Support (POS)		
The organization values my contribution to its well-being	4.42	Very High
The organization takes pride in my accomplishments at work	4.42	Very High
Help is available from my organization when I have a problem	4.33	Very High
My organization tries to make my job as interesting as possible	4.04	High
My organization rewards best efforts very often	4.00	High
Job Satisfaction		High
I am satisfied with the flexibility provided by the company to express creativity	4.00	High
I am satisfied with a company environment that supports creative skill development	4.25	Very High
I am satisfied with the opportunity given by superiors to convey ideas or input that may be useful	4.04	High
All in all, I am satisfied with my job at my organization	3.92	High
My supervisor/manager's support helps me carry out my duties well	3.96	High
Rate the support you receive from your organization annually	4.00	High

Table 3 Regression analysis

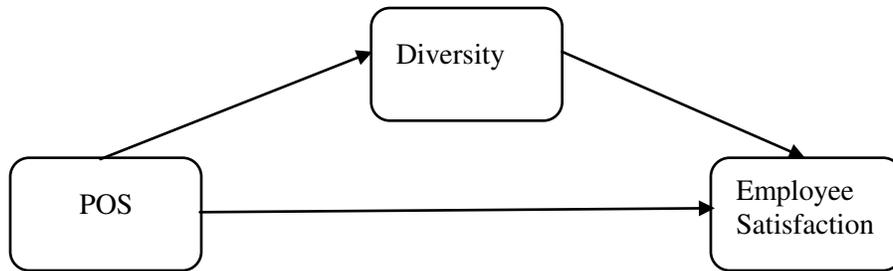| Relationship	Regression coefficient	t statistics	P-value	Conclusion
POS=Job satisfaction	.921	7.564	.000	Significant
POS for Diversity = Job satisfaction	.119	7.212	.000	Significant

Figure 1: Conceptual framework