

Gender, Diversity Management Perceptions, Workplace Happiness, and Organizational Citizenship Behavior

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ABSTRACT

This research aimed to analyze how happiness in the workplace will have an impact on the positive behavior practices of employees within diversity management. 100 respondents from telecommunications company employees were participated in online survey. Data was processed using SmartPLS.3.3.3. We believe that managers can increase workplace happiness among their staff if they can maintain some personal relationships with employees. The findings of this research indicate that female employees perceive diversity management policies/protocols more positively than male employees. The result of this study show that diversity management mediates the relationship between workplace happiness and employee organizational citizenship behavior. Employees are not only satisfied with their leaders, work atmosphere and job description but are also respected, treated fairly and included, regardless of their tangible and intangible differences and/or differences.

Keywords: Workplace Happiness (WH), Diversity Management (DM), Organizational Citizenship Behavior (OCB)

1. INTRODUCTION

Diversity can be defined as “a collective mix of differences and similarities that include, for example, individual and organizational characteristics, values, beliefs, experiences, backgrounds, preferences and behaviours.” (Society for Human Resource Management, 2014). In the era of globalization the phenomenon of workplace diversity is also growing rapidly. One of the most common forms of diversity is age diversity, gender diversity, and racial diversity [1]. In organizational context it refers to the situations that arise when employees differ in terms of age, gender, ethnicity, education, etc. This dimension of diversity provides a solid basis for the social categorization of Indian society [2]. Diversity management is a concept that emerged in the United States during 1960s with the objective to ensure the representation of minority groups and persons with disabilities in the workplace [3].

In order to ensure high performance of the organization, they must carry out various activities outside of their formal duties and responsibilities. Managers, who are rational and sensitive, must consider that human resource is the most valuable asset of an organization and understand that the organizational success will require employee behavior that goes beyond the call of duty in the workplace [4]. [5] defines organizational citizenship behavior as unrestricted employee behavior that is out of the job description, is an employee's personal choice and helps the organization fulfill its goals. Organizational citizenship behavior (OCB) forms the social, operational and psychological components

of organizational processes, including happiness at work [6].

The purpose of this research is to study that happiness in the workplace will have an impact on the positive behavior practices of employees in diversity management. This study connects Adam's equity theory and social exchange theory. Adam's equity theory explains that someone will compare the inputs they provide (for example time, resources and energy) with the outputs they receive (for example salary increases, promotions or self-development) [7]. Social exchange theory is a theory developed by Peter M. Blau [8]. Social exchange theory focuses on the structure of associations result from individual exchange transactions with other individuals and groups motivated by the expectation of a reward to be obtained.

Organizations can benefit from multinational diversity if they successfully counter undesirable outcomes such as interpersonal conflict [9]. Based on research conducted [10] they identified three different diversity perspectives: integration and learning, access and legitimacy, discrimination and justice. Basically, social theory is a theory that includes how work groups understand their cultural diversity and how organizations mediate the impact of larger social processes on organizational functioning.

Based on research conducted by [11] with 530 Chinese employee respondents from various different industries, it can be concluded that there is a relationship between perceptions of practices that encourage civic organizational behavior. According to [5], when employees feel that there is justice in the organization, they have the possibility to reciprocate more. Thus, diversity management and

perceived diversity management practices are related to OCB positively.

The exchange of leaders and members and the management of workplace diversity contribute to positive outcomes in well-being. Positive perceptions of employee happiness and diversity will increase job satisfaction so that it will reduce the intention to resign [12]. However, the diversity management concept has also been criticized for its focus on minority groups and simple practices such as training, communication and coaching to reduce cultural clashes. [13]. Therefore, the author argues that an organization must be able to manage diversity to avoid potential conflicts and be able to take advantage of these conditions into positive strengths in accordance with the goals of the organization. Diversity management is considered capable of creating synergies between organizations and global conditions. With good diversity management, an organization will be able to maximize the potential of its workforce to achieve organizational goals.

Managing diversity is expressed as an activity to control the behavior of people who have differences that have the potential for competition and conflict to arise. The role of the authority is to control, coordinate and direct input from people who have differences towards the common goals of the organization [14].

If a person fails in the process of adapting to a new culture, he will experience culture shock. According to Barna [15] culture shock is the condition of a person being in a foreign culture from time to time, getting continuous pressure will experience cultural exhaustion, this is called culture shock. In the research of Ozbilgin and Syed [16], taking the example of the case in China. China has many tribes with different cultures. In some cases, people with different ethnic groups find it very difficult to understand the culture or traditions of other tribes. Understanding of the generalization of cultural diversity becomes irrelevant.

Indonesia is a country consisting of many ethnic groups so that it has a fairly high diversity. Members of the organization in Indonesia consist of individuals with different ethnic groups. Therefore, organizational managers in Indonesia must understand the diversity and ways to manage this phenomenon so that the organization is able to achieve organizational goals and be able to compete with other organizations [17]. Indonesia is a country that has many cultures, therefore researchers are trying to raise some awareness about the importance of diversity management in the Indonesian telecommunications sector. The authors believe that this study will contribute to developing the relationship between predictors of happiness at work and gender. This study uses four measurement scales, example gender, perceptions of diversity management, happiness at work and organizational citizenship behavior. This study investigates how positive perceptions of employee happiness and diversity will increase job satisfaction so that it will reduce the intention to resign [12] by paying attention to organizational citizenship behavior variables that form the social, operational and psychological components of organizational processes, including happiness in the workplace happiness [18].

Based on [19] conflict and gender discrimination have occurred in the workplace. With gender diversity, employees from certain gender groups will feel discriminated against by other gender groups [20]. Gender diversity will show a contrasting effect. The characteristics of female leaders provide some insight into the decision-making process that differs from that of men. Leaders with female gender will be more innovative [21] and proactive [22] than male in the same position. This has an impact on differences in opinion, values, goals and attitudes between female leaders and male leaders [23]. Based on the description above, the first hypothesis was developed as follow:

H1: Female employees view diversity management practices more positively than male employees. There is a significant difference between diversity management for male and female with diversity management for female being higher than that for male.

Workplace happiness is a positive trait possessed by each individual at work because the individual knows, manages and is able to influence the world and is able to use it to produce good performance and can provide satisfaction for the individual at work [24]. Based on the description above, the second hypothesis was developed as follow:

H2: There is no significant difference between the perception of workplace happiness for male and female.

Organization Citizenship Behavior (OCB) or what is called citizenship behavior was first introduced by Organ in 1977 by suggesting organizational citizenship behavior as part of job performance. Organizational citizenship behavior is a behavior of a discretionary nature that is not part of the requirements of an employee's formal role, but nevertheless contributes to the effective functioning of the organization [5]. One way to demonstrate employee citizenship behavior in order to increase company efficiency is through a variety of types of resources. This has the use of being more productive, for example when an employee needs help in terms of work and is assisted by other employees [25]. In addition, one of the factors influencing the OCB, is the perception of fairness in the workplace. Over the last decade, scientists have gradually paid considerable attention to employee perceptions of organizational justice [26].

H3: Workplace happiness has a positive influence on the citizenship behavior of an employee.

H4: Diversity management mediates the relationship between workplace happiness and organizational citizenship behavior.

Based on the description of the relationship between the variables above, the research model is as follow:

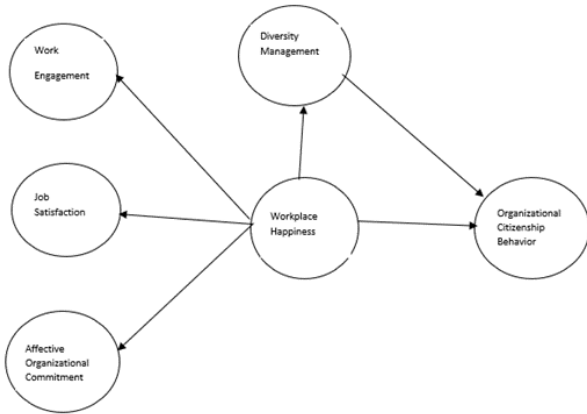


Figure 1 Research Model

2. METHOD

This research was conducted on employees who work in telecommunications companies with respondents from various provinces in Indonesia. Based on data obtained from the Central Statistics Agency in 2018, female workers

in service companies reached 58.04%. This figure has increased in 2019 female workers in service companies can reach 58.91%.

The conceptual framework in this research was taken from the previous framework carried out separately regarding gender, diversity management, happiness in the workplace and organizational citizenship behavior that have not been discussed in previous research, especially in the telecommunications industry in Indonesia.

The data of this study used primary data using quantitative methods obtained from the results of the distribution of online questionnaires. Questions in this questionnaire will refer to questions related to the variables studied. The questions used are closed questions by providing a Likert scale for the answers. The distribution of the questionnaire will be carried out in September 2021 by sending a link via social media. The link will be connected to a google form with a prepared question and analysis the data use SmartPLS.

Validity analysis of the instrument has been carried out with the results of convergent validity analysis, loading factor of all indicators of all variables. All of the variables, it shows that the composite reliability is above 0.7. The AVE value is above 0.5 and the Cronbach Alpha value has a value above 0.6 [27].

Table 1 Measurement Data Variable

Variable	Items	Reference
Independent Variable		
1. Diversity Management	4	Mor Barak et. al
2. Organizational Citizenship Behavior	5	Lee dan Allen
3. Workplace Happiness	14	Fisher
Dependent Variable		
1. Work Engagement	5	Schaufeli et. al
2. Job Satisfaction	4	Schriesheim dan Tsui
3. Affective Organizational Commitment	5	Allen dan Meyer

3. RESULTS AND DISCUSSION

The results of data analysis are briefly listed in Table 2 below.

Table 2 Respondents' Demographic Information

Variable	Items	Count
Age	25-30	69
	31-40	13
	41-50	12
	>50	6
Level Education	High school	11
	Bachelor	76
	Postgraduate	13

Gender		
	Female	56
Monthly Expenses	Male	44
	< Rp. 5.000.000	32
	Rp. 5.000.000 – Rp. 9.900.000	60
	Ro. 10.000.000 – Rp. 19.900.000	8

Table 3 Hypothesis 1 Testing Result

Variable	Sample mean (Male)	Sample Mean (Female)
DM -> OCB	0.460	0.037
WH -> AOC	0.775	0.954
WH -> DM	0.408	0.724
WH -> JS	0.801	0.896
WH -> OCB	0.280	0.748
WH ->WE	0.784	0.902

Table 4 Hypothesis 2 Testing Result

Variable Indirect Effect	Total Indirect Effect (Male)	Total Indirect Effect (Female)
WH -> OCB	0.164	0.020

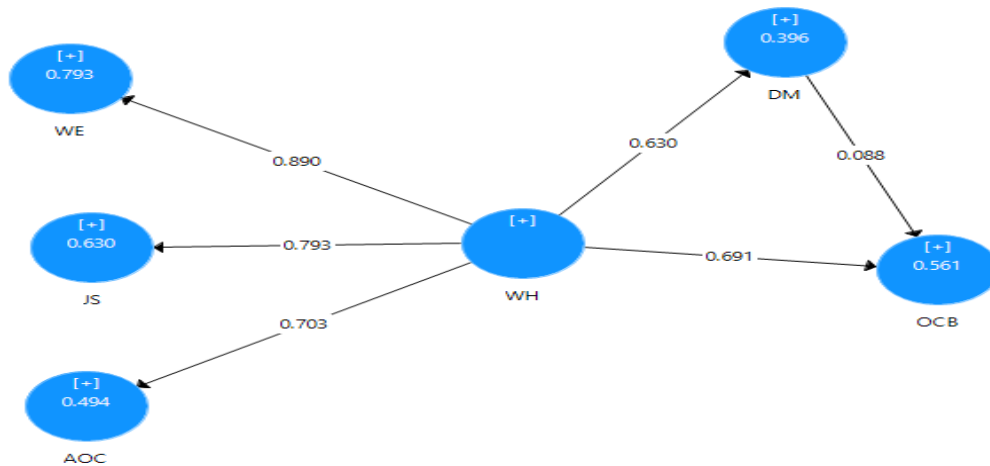


Figure 2 Research Result

The result of first hypothesis testing showed that female employees view diversity management practices more positively than do male employees. There is a significant difference between diversity management for male and female, with the diversity management for female being higher than that for male. Gender diversity will show a contrasting effect. The characteristics of female leaders provide insight into the decision-making process that differs

from that of men. Leaders with female gender will be more innovative [21] and proactive [22] than male in the same position. This has an impact on differences in opinion, values, goals and attitudes between female leaders and male leaders [23].

The result of second hypothesis testing showed that there's no significant difference between the perception of workplace happiness for male and female. Research

conducted by Pryce-Jones show that workplace happiness is a positive trait possessed by each individual at work because the individual knows, manages and is able to influence the world and is able to use it to produce good performance and can provide satisfaction for the individual at work. Workplace happiness is a positive trait possessed by each individual at work because the individual knows, manages and is able to influence the world and is able to use it to produce good performance and can provide satisfaction for the individual at work [24].

The third hypothesis of this research show that workplace happiness positively influences the citizenship behavior of an employee. Prior study conducted by [28] showed that the job satisfaction of nurses has a significant and positive relationship with citizenship behavior in organizations. Finally, the fourth hypothesis testing shows that diversity management can mediate the relationship between workplace happiness and organizational citizenship behavior.

4. CONCLUSION

OCB is a kind of individual behavior that is voluntary with the aim of increasing the effectiveness of organizational functions. There are several elements that influence the OCB, for example workplace happiness and diversity management. In addition, there are three factors that affect workplace happiness, for example job satisfaction, work engagement, and affective organizational commitment.

Workplace happiness and diversity management positively affects the organizational citizenship behavior. The result of this study shows that diversity management mediates the relationship between workplace happiness and employees' OCB. This study aimed to gain the information about factors that can make people happy at work. Happiness at work became an important issue on this research because happy employees do their job with totally and money does not number one. This research aimed to analyze whether happiness in the workplace will have an impact on the positive behavior practices of employees in diversity management. We believe that managers can increase workplace happiness among their staffs if they can maintain some good personal relationships with the employees.

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