

## DIVERSITY MANAGEMENT ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR: EXAMINING THE POTENTIAL MEDIATORS

Caroline Tjoeng<sup>\*)</sup>, Fanny Martdianty<sup>\*)<sup>1</sup></sup>

<sup>\*)</sup>Faculty of Economics and Business, Universitas Indonesia  
Jl. Prof. DR. Sumitro Djojohadikusumo, Depok, Jawa Barat 16424

### Article history:

Received  
17 February 2022

Revised  
4 April 2022

Accepted  
28 May 2022

Available online  
31 May 2022

This is an open access  
article under the CC BY  
license



**Abstract:** This study aims to understand the effect of diversity management on Organizational Citizenship Behavior (OCB), taking into account the mediating role of organizational inclusion, affective commitment, and work engagement. The data for this quantitative study was collected using questionnaires from 263 employees who have worked for at least one year in FMCG companies operating in Indonesia. The data analyzed in Structural Equation Modelling showed that diversity management had no direct effect on OCB. The result indicated that the causal relationship between diversity management and OCB was fully mediated by organizational inclusion and work engagement. However, affective commitment was not proven to mediate the causal relationship between diversity management on OCB. This study reveals the importance of diversity management implementation within a company and ways of action to boost OCB of the employees.

**Keywords:** diversity management, organizational inclusion, affective commitment, work engagement, organizational citizenship behavior

**Abstrak:** Penelitian ini bertujuan untuk memahami pengaruh manajemen keberagaman terhadap Organizational Citizenship Behavior (OCB), dengan mempertimbangkan peran mediasi dari inklusi organisasi, komitmen afektif, dan keterikatan pekerjaan. Data untuk penelitian kuantitatif ini dikumpulkan melalui pengisian kuesioner oleh 263 pegawai yang telah bekerja paling tidak satu tahun untuk perusahaan FMCG yang beroperasi di Indonesia. Analisis data melalui Structural Equation Modelling menunjukkan bahwa manajemen keberagaman tidak memiliki pengaruh langsung terhadap OCB. Penelitian ini juga menemukan bahwa pengaruh manajemen keberagaman terhadap OCB dimediasi penuh oleh inklusi organisasi dan keterikatan pekerjaan. Sementara itu, komitmen afektif tidak terbukti menjadi mediator di dalam hubungan pengaruh manajemen keberagaman terhadap OCB. Penelitian ini menunjukkan pentingnya implementasi manajemen keberagaman di dalam perusahaan sekaligus tindakan yang perlu diambil perusahaan untuk meningkatkan OCB pegawai.

**Kata kunci:** manajemen keberagaman, inklusi organisasi, komitmen afektif, keterikatan pekerjaan, organizational citizenship behavior

<sup>1</sup> Alamat Korespondensi:  
Email: [fanny.martdianty@ui.ac.id](mailto:fanny.martdianty@ui.ac.id)

## INTRODUCTION

Organizational Citizenship Behavior (OCB) is a concept introduced by Smith et al. (1983). For more than 35 years since the emergence of the OCB concept, research related to OCB has been carried out in multiple contexts and perspectives (Ocampo et al. 2018). Various researchers in their scientific articles seek to explain the effect of OCB on individuals and groups, predictors of OCB, and the dimensions contained in OCB. In their literature review, Banwo and Du (2018) and Ocampo et al. (2018) found that OCB negatively influenced employee intention to change jobs and positively impacted efficiency, productivity, customer satisfaction, and company profits.

Regarding predictors of OCB, several literature reviews have attempted to summarize previous studies. So far, the most frequently studied predictors of OCB are job satisfaction, commitment, fairness, support from leaders, and conscientiousness (LePine et al. 2002). Nevertheless, the literature review Ocampo et al. (2018) states that there is no official agreement on whether practices in the field of human resources affect OCB.

One of the contexts of human resource practice that is quite relevant to consider concerning its relationship to OCB is diversity management. Davis, Frolova, and Callahan (2016) argue that diversity management has become an essential part of human resource management for the last few decades. This is partly based on an increasingly diverse workforce in various industrial sectors in different parts of the world (Bleijenbergh et al. 2010). Several empirical studies have proved the positive impact of diversity management practices on OCB, either directly (e.g., Noor et al. 2016; Shen et al. 2010) or indirectly (e.g., Ashikali & Groeneveld 2015a; Bizri, 2018). The evidence of the direct and indirect influence of diversity management on OCB indicates that the mechanism of the causal relationship created is still not fully understood.

Based on research by Ashikali and Groeneveld (2015a) and Bizri (2018), inclusive culture, affective commitment, and work engagement are proven to fully mediate of diversity management on OCB. Ashikali and Groeneveld (2015a) that an inclusive culture fully mediates the effect of diversity management on the OCB of government sector employees in the Netherlands.

An inclusive culture is defined as a condition in which employees feel treated as insiders and are encouraged to express their uniqueness (Shore et al. 2011 in Ashikali & Groeneveld, 2015a). Ashikali and Groeneveld (2015a) argue that implementing diversity management will increase the feeling of being valued and considered part of the company within employees. Thus, implementing diversity management increases employee perceptions of an inclusive culture and encourages employees to be involved in OCB.

Meanwhile, Bizri (2018), who discussed ethnic and religious diversity in his research with banking employee respondents in Lebanon, found that affective commitment and work engagement fully mediate the causal relationship of diversity management to OCB. Affective commitment is defined as the emotional attachment, identification, and involvement of individuals in the organization. Meanwhile, job engagement is defined as employees being fully charged with energy and dedication to complete their work (Hallberg & Schaufeli, 2006). Bizri (2018) uses Social Exchange Theory to explain the mechanism. Employees who have positive experiences with the implementation of diversity management will reward the company in the form of attitudes and behaviors expected by the company. As has been proven, these attitudes are affective commitment and work engagement. These two attitudes then give employees a willingness to serve the organization beyond the contractual agreements that have been drawn up. Thus, a mechanism bridges the relationship between the influences of diversity management on OCB.

Although the mechanism of the influence relationship created is still not fully understood, this still proves that diversity management contributes to employee involvement in OCB. The term diversity management itself is closely related to the presence of diversity in the work environment. In Indonesia, diversity in the workplace is a necessity because of the diversity of people in terms of ethnicity and religion. Indonesia has 714 ethnic groups and 6 religions that the government recognizes. Unfortunately, companies' commitment to diversity in Indonesia has not been evident. As of 2014, out of around 12,113 companies that have drafted Collective Labor Agreements (PKB), only 752 companies have included anti-discrimination policies in their CLAs (Novia, 2014).

One industry sector that celebrates diversity in the workplace and demonstrates its commitment to diversity management is FMCG (Fast Moving Consumer Goods). Kenton (2020) defines the FMCG sector as an industrial sector that produces products that can be sold quickly at relatively low prices. Companies in this industry produce goods purchased regularly by consumers and consumed in a short period. According to Refinitiv (2019) industry that produces personal and household products is one of the leading industrial sectors in the 100 most diverse and inclusive global companies.

This study is intended to determine whether diversity management affects OCB along with mediators in this relationship in the context of employees of FMCG companies in Indonesia. Several previous studies tested organizational inclusion, affective commitment, and job engagement as intermediaries in the causal relationship between the two variables. Therefore, the three variables that have been proven to be mediators were included to examine the effect of mediation in the diversity management relationship on OCB in this study.

## METHODS

This research used a quantitative approach to test the relationship among variables. An online questionnaire was developed for this study. Fifty-one main questions were adopted from existing relevant studies. Respondents were required to answer the questions on a 6 point Likert scale to avoid central tendency. Eight questions to measure diversity management were borrowed from Bizri (2018), Choi (2009), and Pitts (2009). Organizational inclusion was measured using 15 questions adopted from Mor (2016). The affective commitment was measured using five questions borrowed from Meyer et al. (1993) and Meyer and Allen (1997). Nine questions to measure work engagement were adopted from Rurkkhum and Bartlett (2012) and Schaufeli et al. (2006). Meanwhile, fourteen questions to measure OCB were borrowed from Podsakoff and MacKenzie (1994). Some variables used in this study were multidimensional; thus, second-order analysis was also conducted. Organizational inclusion (IC) had three dimensions: participation level (PL), influence in decision making (ID), and access to the resource (AR).

Work engagement also had three dimensions, namely vigor (VI), dedication (DC), and absorption (AB). Lastly, the dimensions of OCB were helping behavior (HB), civic virtue (CV), and sportsmanship (SM).

Participants were employees who have worked for at least one year in fast-moving consumer goods (FMCG) companies across Indonesia. FMCG industry was chosen because it is one of the industry sectors that continuously prioritize and promote diversity and inclusion initiatives in the workplace (Refinitiv, 2019; Universum, 2019). A minimal tenure of one year was applied to ensure that the employees are aware and accustomed to the diversity management practices. Hair et al. (2009) suggest that the minimum sample size required for data analysis in Structural Equation Modelling is five times the number of indicators. A total of 263 respondents was gathered in this study. This sample size was sufficient because it exceeded the minimum amount of respondents as recommended by Hair et al. (2009). The data was then analyzed using SPSS and LISREL software. The relationships among the variables examined in this study is depicted in Figure 1.

## Organizational Citizenship Behavior (OCB)

OCB is individual voluntary behavior that is not directly nor explicitly recognized in the formal reward system but, in the aggregate, can increase the effectiveness of organizational functions (Organ, 1988 in Podsakoff et al. 2000). The term 'voluntary' in the definition indicates that OCB is not an obligation; thus, the absence of OCB is not chargeable. There are two criteria to identify whether an individual behavior is considered as OCB, namely behaviors that exceed the roles demanded and are useful for the organization (Graham, 1991).

Organ (1988) believes that the Social Exchange Theory explains the individual motivation to engage in OCB. Similar to economic exchange, social exchange generates expectations of future rewards for contributions made. However, the nature of the rewards is not determined. Relations in a social exchange are based on the belief that the other party in the exchange will fairly carry out its obligations in the long run (Holmes, 1981 in Konovsky & Pugh, 1994).

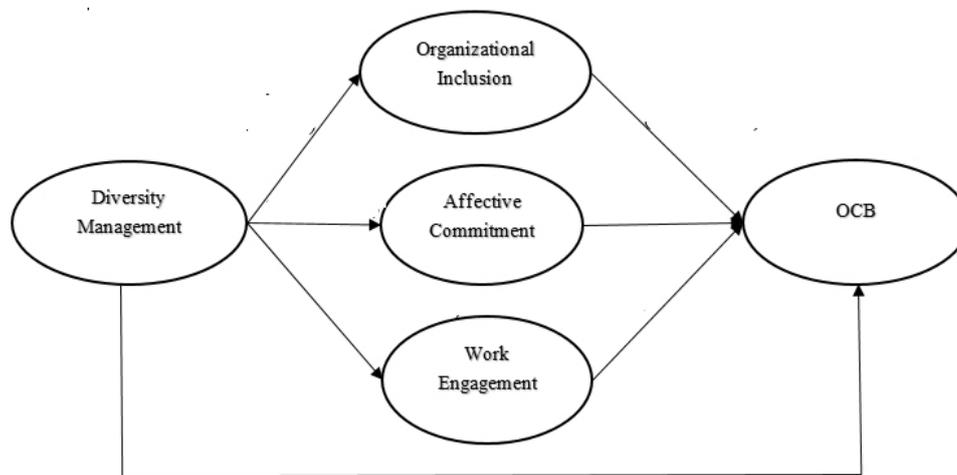


Figure 1. Research Model

### Diversity Management (DM)

The term diversity management began to gain popularity in 1990 after an article by R. Roosevelt Thomas was published in Harvard Business Review in the United States (Ivancevich & Gilbert, 2000; Pitts, 2009). Affirmative action was considered obsolete because the United States experienced many changes in the 1990s (Thomas, 1990). The domination of white men in the United States' workforce started to decline, and more minorities comprised the workforce.

Diversity management refers to the management practices that celebrate diversity through effective organizational environment changes while remaining oriented towards achieving organizational goals (Thomas, 1990 in Bizri, 2018). Cornelius et al. (2000) in Sharma (2016) define diversity management as the company initiatives that strive to avoid discrimination and respect differences between employees regardless of race, religion, and other distinguishing variables. Mor Barak (2016), in her book *Managing Diversity*, describes diversity management as a voluntary act of the company, both in the form of policies and programs, which aims to create greater inclusion to the employees who come from different backgrounds in the formal or informal structure of the company.

Drawing on Social Exchange Theory, employees who have positive experiences regarding diversity management will demonstrate desirable attitudes and behaviors as a reward for the company (Aryee et al. 2002; Van De Voorde et al. 2012 in Bizri 2018). Shen et al. (2010) and Noor et al. (2016) have confirmed the positive effect of diversity management on OCB.

Furthermore, diversity management has also been proven to enhance organizational inclusion (e.g., Ashikali & Groeneveld, 2015a; Ashikali & Groeneveld, 2015b; Brimhall et al. 2014), affective commitment (e.g., Ashikali & Groeneveld, 2015b; Bizri, 2018; Magoshi & Chang, 2009), and work engagement (e.g., Bizri, 2018; Downey et al. 2015). Based on these arguments and the findings from previous studies, the following hypotheses were developed:

- H1: Diversity management has a positive effect on OCB.
- H2: Diversity management has a positive effect on organizational inclusion.
- H3: Diversity management has a positive effect on affective commitment.
- H4: Diversity management has a positive effect on work engagement.

### Organizational Inclusion (IC)

Studies relating to organizational inclusion are still in the early stages; even the definition of inclusion is quite different among various researchers (Shore et al. 2011). For example, Pelled, Ledford, and Mohrman (1999) define inclusion as how employees are accepted and treated as insiders of a working system. Meanwhile, Wasserman et al. (2008) in Shore et al. (2011) define inclusion as a condition in which employees who come from different backgrounds have the opportunity to be present, voice out their opinions (which are valued by the company), and engage in key activities.

Shore et al. (2011) have linked the differences in the notion of inclusion by combining two dimensions, namely belongingness and uniqueness. Shore et al.

(2011) argue that both dimensions are a condition of inclusion. The absence of either dimension indicates that inclusion has not yet been created. Mor Barak and Cherin (1998) suggest that involvement in workgroups, participation in the decision-making process, and access to information and resources are the elements of inclusion.

Diversity management was found to have a substantial and positive influence on organizational inclusion (e.g. Ashikali & Groeneveld, 2015a; Ashikali & Groeneveld, 2015b; Brimhall et al. 2014). Those who perceive organizational inclusion in their workplace will be willing to participate in extra-role behavior. This notion has been proven by Cottrill et al. (2014) and Panicker et al. (2018). Consequently, the following hypothesis was tested:

H5: Organizational inclusion has a positive effect on OCB.

### **Affective Commitment (AC)**

Meyer and Allen (1991) in Bizri (2018) postulate that organizational commitment consists of three dimensions: affective commitment, continuance commitment, and normative commitment. Affective commitment refers to emotional attachment, identification, and employee involvement in the organization. Continuance commitment is related to the employees' perceptions of their alternative jobs if they leave the company. Meanwhile, normative commitment describes the individual's feelings of staying with the organization solely because of the work itself, not affection or need.

Out of the three dimensions of organizational commitment, affective commitment is considered the best construct to understand employee behavior (Bizri 2018). A meta-analysis conducted by Meyer et al. (2002) states that affective commitment has the strongest correlation compared to other dimensions regarding the effect on the organization and employees. Several studies have suggested that affective commitment has a stronger influence on work behavior (absenteeism, employee turnover, and OCB) than other dimensions (e.g. Mercurio, 2015; Wardhani & Santoso, 2018). Hence, affective commitment is believed to be the core of organizational commitment.

Prior research has shown that affective commitment can be increased significantly if diversity management is carried out in the company (e.g., Ashikali & Groeneveld, 2015b; Bizri, 2018; Magoshi & Chang, 2009). Numerous researchers in various contexts have also found the positive effect of affective commitment on OCB (e.g., Bizri, 2018; Carmeli & Colakoglu, 2005; Gurbuz 2009; Tharikh et al. 2016). Hence, the following hypothesis was tested for this study:

H6: Affective commitment has a positive effect on OCB.

### **Work Engagement (WE)**

Hallberg and Schaufeli (2006) define work engagement as a condition in which employees are filled with energy and dedication in completing their work. Employees who have a high sense of work engagement will demonstrate tremendous effort in finishing their work. This effort is due to the feeling of identification with one's work.

Schaufeli, Salanova, Gonzales-Roma, and Bakker (2002) suggest that work engagement has three characteristics. These characteristics are vigor, dedication, and absorption. Vigor is characterized by high energy and endurance and willingness to finish their work despite the hardships. Dedication refers to one's enthusiasm for working and feeling that their work is challenging and meaningful. Meanwhile, absorption is a condition where employees focus and feel absorbed in completing their work.

Diversity management was found to be a predictor of employees' work engagement (e.g., Bizri, 2018; Downey et al. 2015). The more employees perceive that diversity management is implemented within the company, the more engagement they have with that particular company. Employees who engage in their work are more likely to exhibit extra-role behavior. The positive effect of work engagement on OCB has been discovered by Bizri (2018), Rurkkhum and Bartlett (2012), and Sulea et al. (2012). Therefore, the following hypothesis was developed:

H7: Work engagement has a positive effect on OCB.

### **The Mediating Roles**

Further investigation was conducted by examining the mediating role of organizational inclusion, affective commitment, and job engagement. This investigation

is performed with the consideration that in several previous studies, diversity management has a positive and significant influence on organizational inclusion, affective commitment, and job engagement; and that organizational inclusion, affective commitment, and job engagement have a positive and significant effect on OCB. Thus, the following is the formulation of the hypothesis to prove the mediating role of the three variables:

- H8: Organizational inclusion mediates the relationship between diversity management and OCB.
- H9: Affective commitment mediates the relationship between diversity management and OCB.
- H10: Work engagement mediates the relationship between diversity management and OCB.

## RESULTS

### Descriptive

The questionnaires were filled by 148 women (56.28%) and 115 men (43.73%). The majority of respondents belonged to the 25-29 years age group (45.25%). Almost 81% of the respondents in this study had worked for FMCG companies for 1-4 years, and staff made up the majority of the respondents' job positions. The respondents were concentrated in DKI Jakarta. Some of them worked in local FMCG companies, while others worked in multinational FMCG companies. The respondents were reasonably diverse in ethnicities and religions, as presented in Table 1.

### The Measurement Model

The measurement model was assessed using validity, reliability, and goodness of fit indices. Validity was evaluated by the value of standardized loading factors (SLF), while reliability was evaluated by the value of construct reliability (CR) and variance extracted (VE). The desirable values of SLF, CR, and VE are 0.50; 0.70; 0.50, respectively (Wijanto, 2015). Almost all indicators in this study were valid. However, one indicator of organizational inclusion fell below the desirable cutoff of SLF; thus, it was omitted. All indicators exceeded the minimum CR threshold in terms of reliability, yet some showed inadequate VE. Nevertheless, Hatcher (1994) in Astrini (2015) states that despite unsatisfactory VE, indicators can still be considered valid as long as the CR fall above 0.60. Therefore, the items in this study were deemed reliable.

The level 2 measurement model test was carried out in this study because several variables had dimensions (i.e., organizational inclusion, job engagement, and OCB). Testing the validity of the level 2 measurement model resulted in an SLF value higher than 0.5. Thus, the validity of the level 2 measurement model is good. Meanwhile, the reliability of the level 2 measurement model is also said to be good because the CR and VE values were shown to exceed 0.7 and 0.5, respectively.

Table 1. Respondents Profile (Religions and Ethnicities)

		Ethnicity					Others/ Prefers not to answer	Total
		Javanese	Chinese Indonesian	Bataknese	Sundanese	Betawinese		
Religion	Islam	57	2	1	14	3	74	151
	Catholicism	11	16	1	0	0	10	38
	Protestantism	5	17	14	0	0	9	45
	Hinduism	0	0	0	0	0	1	1
	Buddhism	0	8	0	0	1	6	15
	Prefers not to answer	0	0	0	0	0	13	13
Total		73	43	16	14	4	113	263

## The Structural Model

The suggested model was evaluated using the Goodness of Fit Index (GOFI) value, which yielded a good fit index. The cutoff point for the GOFI was referred to Wijanto (2015). The Normed Fit Index resulted in a satisfactory result. The model's Root Mean Square Error of Approximation (RMSEA) was 0.075, which indicated a good fit. The Normed Fit Index (NFI) was 0.940, and the Non-Normed Fit Index (NNFI) was 0.970. The Comparative Fit Index (CFI) suggested a cutoff point above 0.90. The CFI result was 0.97, which shows a good fit index. These fit indices indicate that the model was overall a good fit. The goodness of fit index is presented in Table 2.

Ten hypotheses were tested in this study, seven of which were supported. The result of the hypotheses testing were presented in Table 3 and Table 4. Table 3 represents direct path results of the variables involved. Diversity

management in this study did not show a significant direct effect on OCB (H1 was not supported), and there was a possibility that other variables mediated the relationship. This result contradicted several previous studies that found a direct effect on management diversity towards OCB (e.g. Noor et al. 2016; Shen et al. 2010).

Nevertheless, other studies showed that the causal relationship between diversity management and OCB was mediated by employee attitudinal tendencies (e.g. Ashikali & Groeneveld, 2015a; Bizri, 2018). Ashikali and Groeneveld (2015a) found the vital role of organizational inclusion as an intermediary in the effect of diversity management on OCB, while Bizri (2018) found that affective commitment and work engagement acted as mediators in the causal relationship between diversity management and OCB. The results of the mediating effects were explained later.

Table 2. The Goodness of Fit Index

GOFI	Cut off point	Output	Results
Chi Square		2857.55	
NFI	$NFI \leq 0.80$	0.94	Good Fit
NNFI	$NNFI \leq 0.80$	0.97	Good Fit
RMSEA	$RMSEA \leq 0.08$	0.075	Good Fit
CFI	$CFI \geq 0.90$	0.97	Good Fit

Table 3. Hypothesis testing results

Hypothesis	Path	Path coefficient	T-value	Result
H1	Diversity management → OCB	0.01	0.06	Not supported
H2	Diversity management → Organization inclusion	0.75	10.12	Supported
H3	Diversity management → Affective commitment	0.60	8.97	Supported
H4	Diversity management → Work engagement	0.76	11.13	Supported
H5	Organization inclusion → OCB	0.38	3.65	Supported
H6	Affective commitment → OCB	0.02	0.32	Not supported
H7	Work engagement → OCB	0.48	4.74	Supported

Table 4. Sobel testing results

Hypothesis	Path	Indirect effect	T-value	Result
H8	Diversity management → Organization inclusion → OCB	0.285	9.70	Supported
H9	Diversity management → Affective commitment → OCB	0.012	0.287	Not supported
H10	Diversity management → Work engagement → OCB	0.365	10.76	Supported

The results also showed that diversity management had positive relationships to organization inclusion, affective commitment, and work engagement. Thus, hypotheses 2, 3, and 4 were supported. This study found that organization inclusion and work engagement directly influenced OCB (H5 and H7 were supported). However, affective commitment was found not significant to OCB (H6 was not supported). Liu and Cohen (2010) argued that the cultural context of the study would play a role to the result. The mediating effect relationships were explained in Table 4.

Tabel 4 showed the Sobel testing results to confirm which mediating effects existed. The test indicated that the relationship between diversity management and OCB was fully mediated by organization inclusion and work engagement (H8 and H10 were supported). These findings were in line with prior studies which exhibited that diversity management positively influenced organizational inclusion (e.g., Ashikali & Groeneveld, 2015a; Ashkali & Groeneveld, 2015b; Brimhall et al. 2014) and that organizational inclusion had a positive effect on OCB (e.g., Cottrill et al. 2014; Panicker et al. 2018).

The implementation of diversity management within FMCG company will increase employees' perception that they belong to the company and are valued for their contributions. The perception of employees as a part of the company and the feeling of being valued for their contributions will be followed by the willingness to

engage in voluntary behaviors that are profitable for the company. This study was consistent to previous studies that found the role work engagement in the relationship to diversity management (e.g. Bizri, 2018; Downey et al. 2015) and to OCB (e.g. Bizri, 2018; Rurkhum & Bartlett, 2012; Sulea et al. 2012). The results imply that a comfortable working environment and fairness due to the implementation of diversity management in FMCG companies will be rewarded with employees' energy and dedication to get their job done. Subsequently, work engagement will encourage employees to involve voluntary behaviors that exceed the job requirements and the company's expectations.

The study also found that affective commitment did not mediate the effect of diversity management on OCB (H9 was not supported), which was somewhat unexpected. A previous study demonstrated the mediating role of affective commitment in the effect of diversity management on OCB (e.g., Bizri, 2018). The finding was in line with Liu and Cohen's (2010), which found no significant effect of affective commitment on OCB. They argued that cultural context might influence employees' perception regarding the cost of leaving and the availability of jobs in the market. Hence, although diversity management boosts one's emotional attachment to the company, it does not guarantee that employees will engage in extra-role behavior. The graphical result of hypotheses testing can be seen in Figure 2.

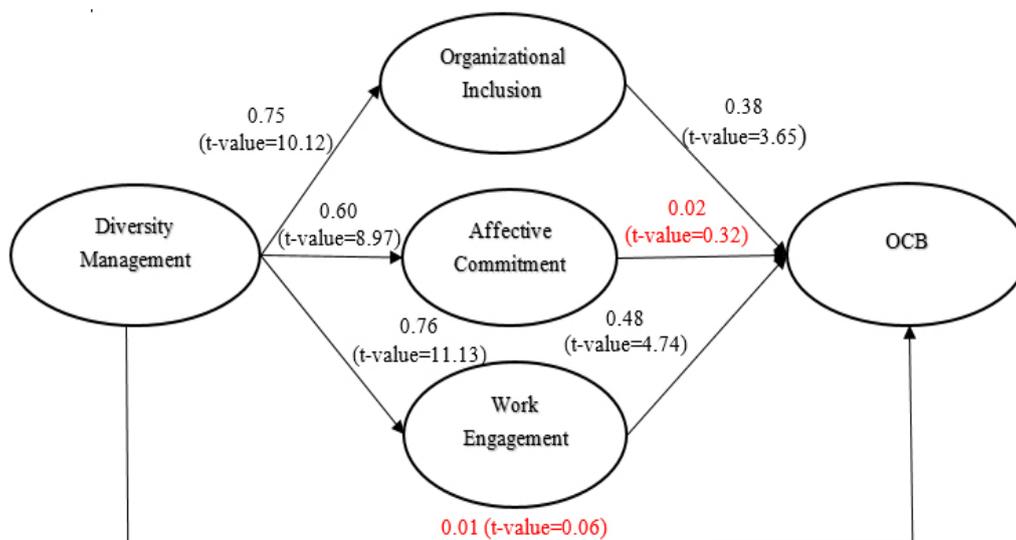


Figure 2. Hypotheses testing results

## Managerial implications

Based on the findings, the following practical implications are proposed. First, companies have to ensure that diversity management practices are performed effectively. These practices are implemented in the recruitment process, training and development, performance evaluation, compensation and benefits, and promotion decisions. Second, companies also have to pay attention to the employees' perception of organizational inclusion. Promoting organizational inclusion can be done by executing a diversity awareness training program and creating a mechanism to report discrimination. It can also be done by providing support to nurture inclusion, such as allowing employees to participate in meetings and voice their opinions in the decision-making process. Third, companies need to foster employees' work engagement. Coaching, emotional and social support from the supervisor and colleagues, and conflict management training may increase work engagement.

## CONCLUSIONS AND RECOMMENDATIONS

### Conclusions

The findings showed that the implementation of diversity management had no direct effect on OCB, concluding that the relationship needs to be mediated with other variables. Furthermore, this study also found that organizational inclusion and work engagement were fully mediated the effect of diversity management on OCB. However, no significant effect was found from affective commitment to OCB.

### Recommendations

It is recommended for future studies to include not only affective commitment but also normative and continuance commitment to analyze which type of commitment has actual implications for OCB. Conducting similar research in different contexts/ industries is also needed to ensure whether it yields the same results and conclusions. Future studies might also want to include other types of diversity, such as disabilities or sexual orientations, as this study only examined diversity in terms of religions and ethnicities.

## REFERENCES

- Ashikali T, Groeneveld S. 2015a. Diversity management for all? An empirical analysis of diversity management outcomes across groups. *Personnel Review* 44(5): 757-780.
- Ashikali T, Groeneveld S. 2015b. Diversity management in public organizations and its effect on employees' affective commitment: The role of transformational leadership and the inclusiveness of the organizational culture. *Review of Public Personnel Administration* 35(2): 146-168.
- Astrini MR. 2015. Analisis pengaruh *corporate social responsibility* terhadap *service brand loyalty* dengan *brand identification* sebagai faktor mediasi dan *service quality* sebagai faktor moderasi: Studi kasus pada jasa penerbangan Garuda Indonesia. Skripsi: Fakultas Ekonomi Universitas Indonesia
- Banwo AO, Du J. 2018. When the good outweighs the bad: organizational citizenship behaviour (OCB) in the workplace. *Human Resource Development International* 23(1): 88-97.
- Bizri R. 2018. Diversity management and OCB: The connection evidence from the Lebanese banking sector. *Equality, Diversity and Inclusion: An International Journal* 37(3): 233-253.
- Bleijenbergh I, Peters P, Poutsma E. 2010. Diversity management beyond the business case. *Equality, Diversity and Inclusion: An International Journal* 29(5): 413-421.
- Brimhall KC, Lizano EL, Mor Barak ME. 2014. The mediating role of inclusion: A longitudinal study of the effects of leader-member exchange and diversity climate on job satisfaction and intention to leave among child welfare workers. *Children and Youth Services Review* 40: 79-88.
- Carmeli A, Colakoglu SN. 2005. The relationship between affective commitment and organizational citizenship behaviors: the moderating role of emotional intelligence. *Research on Emotion in Organizations* 1: 77-93.
- Cottrill K, Lopez PD, Hoffman CC. 2014. How authentic leadership and inclusion benefit organizations. *Equality, Diversity and Inclusion: An International Journal* 33(3): 275-292.
- Davis PJ, Frolova Y, Callahan W. 2016. Workplace diversity management in Australia. *Equality, Diversity and Inclusion: An International Journal* 35(2): 81-98.
- Downey SN, van der Werff L, Thomas KM, Plaut

- VC. 2015. The role of diversity practices and inclusion in promoting trust and employee engagement. *Journal of Applied Social Psychology* 45(1): 35-44.
- Graham JW. 1991. An essay on organizational citizenship behavior. *Employee Responsibilities and Rights Journal* 4(4): 249-270.
- Gurbuz S. 2009. Some possible antecedents of military personnel organizational citizenship behavior. *Military Psychology* 21(2): 200-215.
- Hallberg UE, Schaufeli WB. 2006. "Same same" but different? Can work engagement be discriminated from job involvement and organizational commitment? *European Psychologist* 11(2): 119-127.
- Hair JF, Black WC, Babin BJ, Anderson RE. 2009. *Multivariate data analysis* (7<sup>th</sup> edition). New Jersey: Pearson Education.
- Ivancevich JM, Gilbert J.A. 2000. Diversity management: Time for a new approach. *Public Personnel Management* 29(1): 75-92.
- Kenton W. 2020. Fast-moving consumer goods (FMCG). *Investopedia*. <https://www.investopedia.com/terms/f/fastmoving-consumer-goods-fmkg.asp>. [14 March 2020].
- Konovsky MA, Pugh SD. 1994. Citizenship behavior and social exchange. *Academy of Management Journal* 37(3): 656-669.
- LePine JA, Erez A, Johnson DE. 2002. The nature and dimensionality of organizational citizenship behavior: A critical review and meta-analysis. *Journal of Applied Psychology* 87(1): 52-65.
- Liu Y, Cohen A. 2010. Values, commitment, and OCB among Chinese employees. *International Journal of Intercultural Relations* 34(5): 493-506.
- Magoshi E, Chang E. 2009. Diversity management and the effects on employees' organizational commitment: Evidence from Japan and Korea. *Journal of World Business* 44(1): 31-40.
- Mercurio ZA. 2015. Affective commitment as a core essence of organizational commitment: An integrative literature review. *Human Resource Development Review* 14(4): 389-414.
- Meyer JP, Stanley DJ, Herscovitch L, Topolnytsky L. 2002. Affective, continuance, and normative commitment to the organization: A meta-analysis of antecedents, correlates, and consequences. *Journal of Vocational Behavior* 61(1): 20-52.
- Mor Barak ME. 2016. *Managing Diversity: Toward a Globally Inclusive Workplace* (4<sup>th</sup> edition). California: Sage Publications.
- Mor-Barak ME, Cherin DA. 1998. A tool to expand organizational understanding of workforce diversity: Exploring a measure of inclusion-exclusion. *Administration in Social Work* 22(1): 47-64.
- Noor ANM, Khalid SA, Rashid NRNA. 2016. The relationship between human resource diversity management practices and organizational citizenship behavior. In *Proceedings of the 1st AAGBS International Conference on Business Management 2014 (AiCoBM 2014)*. pp. 355-365. Springer, Singapore.
- Novia DRM. 2014. Diskriminasi di tempat kerja masih terjadi. *Republika*. <https://www.republika.co.id/berita/nasional/jabodetabek-nasional/14/08/27/naymhh-diskriminasi-di-tempat-kerja-masih-terjadi>. [16 February 2020].
- Ocampo L, Acedillo V, Bacunador AM, Balo CC, Lagdameo YJ, Tupa NS. 2018. A historical review of the development of organizational citizenship behavior (OCB) and its implications for the twenty-first century. *Personnel Review* 47(4): 821-862.
- Organ DW. 1988. *Organizational Citizenship Behavior: The Good Soldier Syndrome*. Lexington, Massachusetts: Lexington Books.
- Panicker A, Agrawal RK, Khandelwal U. 2018. Inclusive workplace and organizational citizenship behavior. *Equality, Diversity and Inclusion: An International Journal* 37(6): 530-550.
- Pelled LH, Ledford Jr GE, Mohrman SA. 1999. Demographic dissimilarity and workplace inclusion. *Journal of Management Studies* 36(7): 1013-1031.
- Pitts D. 2009. Diversity management, job satisfaction, and performance: Evidence from US federal agencies. *Public Administration Review* 69(2): 328-338.
- Podsakoff PM, MacKenzie SB, Paine JB, Bachrach DG. 2000. Organizational citizenship behaviors: A critical review of the theoretical and empirical literature and suggestions for future research. *Journal of Management* 26(3): 513-563.
- Refinitiv. 2019. Refinitiv announces the 2019 D,I Index Top 100 most diverse , inclusive organizations globally. <https://www.refinitiv.com/en/media-center/press-releases/2019/september/refinitiv->

- [announces-the-2019-d-and-i-index-top-100-most-diverse-and-inclusive-organizations-globally](#). [19 February 2020].
- Rurkkhum S, Bartlett KR. 2012. The relationship between employee engagement and organizational citizenship behaviour in Thailand. *Human Resource Development International* 15(2): 157-174.
- Schaufeli WB, Salanova M, González-Romá V, Bakker AB. 2002. The measurement of engagement and burnout: A two sample confirmatory factor analytic approach. *Journal of Happiness Studies*, 3(1): 71-92.
- Sharma, A. 2016. Managing diversity and equality in the workplace. *Cogent Business and Management* 3(1): 1-14.
- Shen J, D'Netto B, Tang J. 2010. Effects of human resource diversity management on organizational citizen behaviour in the Chinese context. *The International Journal of Human Resource Management* 21(12): 2156-2172.
- Shore LM, Randel AE, Chung BG, Dean MA, Holcombe Ehrhart K, Singh G. 2011. Inclusion and diversity in work groups: A review and model for future research. *Journal of Management* 37(4): 1262-1289.
- Smith CA, Organ DW, Near JP. 1983. Organizational citizenship behavior: Its nature and antecedents. *Journal of Applied Psychology* 68(4): 653-663.
- Tharikh SM, Ying CY, Saad ZM. 2016. Managing job attitudes: The roles of job satisfaction and organizational commitment on organizational citizenship behaviors. *Procedia Economics and Finance* 35: 604-611.
- Thomas RR. 1990. From affirmative action to affirming diversity. *Harvard Business Review*. <https://hbr.org/1990/03/from-affirmative-action-to-affirming-diversity>. [25 February 2020].
- Universum. 2019. Universum's first global diversity and inclusion index. <https://universumglobal.com/blog/dni-inx-dex-news2019/>. [19 February 2020].
- Wardhani AR, Santoso, CB. 2018. Pengaruh Kontrak Psikologis Terhadap Intensi Keluar dengan Komitmen Afektif Sebagai Variabel Mediator. *Jurnal Aplikasi Bisnis Dan Manajemen (JABM)*, 4(3): 464-473. <https://doi.org/10.17358/jabm.4.3.464>
- Wijanto SH. 2015. *Structural Equation Modeling dengan Lisrel 9*. Yogyakarta: Graha Ilmu.