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Organizational Diversity Management and Job Satisfaction among public servants

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Abstract: The world-wide shift in demographics, changing immigration patterns and social change are all factors that affect the work environment. (Brevis & Vrba, 2014: 194). The demands of globalization, technological innovation, economic imperatives, ecological sensitivity and the need for sustainable development are the challenges that business organizations worldwide face in order to survive. From the human perspective the challenges are about socio-political transformation and especially about managing and celebrating diversity (Magretta, 1999). The diversity aspect of the topic is an important part of the economic landscape in post-apartheid South Africa where phrases like "economic freedom" are voiced from labor unions and political figures alike. These calls from the likes of Julius Malema, the then leader of the African National Congress Youth League, Zwelinzima Vavi, the General Secretary of the Congress of South African Trade Unions and Matthews Phosa, Treasurer-General of the African National Congress are often the focus of news reports (ANCYL march – Day 2, 2011; Phosa calls for economic freedom, 2012; Vavi, 2012). Almost half the organizations reported that the biggest challenge facing organizations over the next ten years is obtaining human capital and optimizing their human capital investments (HR Magazine. 55, no.11 (November 2010): 80) in Bohlander & Snell (2013: 21). Bohlander & Snell (2013: 21) further answer the question of why is this so? Changes in the demographic makeup of employees, such as their ages, education levels, and ethnicities, are part of the reason why. In this current study, a population study of 50 public servants in a selected public sector industry was used. Data was collected through the administration of the organizational diversity questionnaire and job satisfaction questionnaire. Individuals in the population sample were instructed to complete a questionnaire as a measuring instrument. The copies of ODQ and JSQ were distributed among public servants at a selected public service department.

Keywords: *Globalization; Organizational Diversity Questionnaires (ODQ) and Job Satisfaction Questionnaire (JSQ); Workplace diversity; Job satisfaction*

1. Introduction

The workplace environment has become increasingly diverse, and this holds true in the South African context. The aim of this study is to clearly define what workplace diversity is and explore the nature of the relationship between diversity and employee's job satisfaction in a selected public sector. The challenge that stands in the way of South African businesses and organizations is to redress the inequalities of what the apartheid government did and to develop to its maximum the potential of every organization while remaining competitive. Some key challenges identified in the South African context include creating a supportive and attractive work environment that's inclusive of diversity, staff retention and an organizational culture that will work in unison with diversity. Organizational diversity management and job satisfaction among public servants in South Africa has become a pertinent issue because of the diverse nature of the South African society hence the need for this research study. The importance of the research presented here is that diversity facilitates mutual exchange for the creation, elaboration and sustainability of organizations; specifically, democratic, organizations within the Republic of South Africa.

Problem statement: The most important and broad based challenges currently facing organizations in South Africa and the world over is adapting to people who are different. This is termed as workforce diversity. Moreover , it is not only an issue in South Africa but equally in Europe, the United States of America, Canada, Australia, Japan and wherever else people work in organization (Robbins, Odendaal & Roodt, 2003:11). Diversity becomes the enemy in organizations if not properly handled and may lead to low job satisfaction levels.

Objectives of the study:

- To conceptualize the concept organizational diversity and job satisfaction.
- Look at the areas of diversity
- To determine the main important aspects of job satisfaction and the theories of job satisfaction.

2. Literature Review

Organizational Diversity: Managing diversity is complex as organizations seek to make it a mainstream business aspect in order to gain competitive advantage and address legal obligations. In 1994, South Africa entered a democratic era making way for repulsion of repressive legislation and the adoption of one of the most advanced constitutions in the world. The Labor Relations Act No. 66 of 1995 ensured that the rights of the employee and their unions are well protected and looked after. Furthermore, national transformation legislation such as the Employment Equity Act (1998) ensures that organizations spread their representation of previously disadvantaged groups at all levels of work or else face legal repercussions. The change in organizational demographics with a new and never before experienced diverse workforce has resulted in greater gender, racial and cultural awareness and diversity in the workplace (Schreuder & Theron, 1997). The second decade of democracy brings increasing demand on working with the social dynamics of transformational change, employment equity, skills development and diversity. The South African dream refers to a society where each citizen, regardless of gender, social position, race or disability has equal rights (Hunt & Lascaris, 1998).

Defining Diversity: According to Cavaleros, Vooren & Delene (2002), diversity refers to differences between people in organizations. To define diversity more specifically is a daunting task because there are many differences between people at work, including differences in race, gender, ethnicity, personality, tenure, organizational function etc. There is also the fact that diversity not only involves how people think of others and how this affects their interaction, but how they conceive of themselves. The central idea of managing diversity is that organizational improvement is achieved through recognizing, valuing, promoting and utilizing diversity where diversity refers to all sorts of differences between individuals (Brevis & Vrba, 2014: 185).

Diversity in the South African context: An integral part of the vision for all South African organizations is that all structures will be reflective of the country's population (Bekker & Leide, 2003). This includes all aspects of society, and the daunting challenges involved in attaining this vision are to be seen in various facets of the community like sports teams and their administrators, schools and their governance structures, other community structures, tertiary educational institutions with respect to student intakes and governance, local and national government structures and business organizations (Bekker & Leide, 2003). The Employment Equity Act (1998) seeks to redress the imbalances in employment opportunities which resulted from Apartheid policies and requires companies to (1) ban unfair discrimination in hiring, promoting, training, layoffs, pay and benefits, (2) remove unreasonable barriers to employment for any South African, regardless of ethnicity, and (3) accelerate the appointment, training and promotion of people from disadvantaged communities. Priority has been given to achieving personnel numbers representative of the demographic composition of the country. Selective psychometric testing for job selection and promotion where some groups are disadvantaged is no longer acceptable (Employment Equity Act, 1998). It seems as if democracy in South Africa, in concert with many forces such as globalization, economic liberalization, demographic changes and population movements, has changed the face and make up of organizational life. With the change in organizational demographics, there is now greater gender, racial and cultural diversity in the workplace. The implementation of new legislation pertaining to labor relations, employment and occupational equity, affirmative action, the possibility of legal review of terminations promotions and other HR issues are now a reality. Thus the process of recruiting, selecting and dismissing an employee has to be legally sound. A large and rapidly growing youth population which is predominantly African characterizes South African society. The majority of the youth are poor, unemployed and lack skills and education. In the face of shrinking formal employment opportunities, absorption from this population into the labor market will be low. The daunting challenge facing South African businesses is to redress the inequalities of past discrimination and to develop to its maximum the potential of every team member while remaining competitive in the face of ruthless

competition in a harsh global economy (Horwitz, Browning, Jain & Steenkamp, 2002; Mbigi, 1998; Human, 2005a, 2005b).

Conceptual Framework for Diversity Management and General Dimensions/ the main areas of diversity in the public sector: Many people in South African organizations are experiencing difficulty in meeting the challenge of adapting to people who are different from themselves. The term used to describe this challenge is 'workforce diversity' which means that organizations are becoming more heterogeneous in terms of gender, race, ethnicity, ability, age and other aspects of differences (Brevis & Vrba, 2014: 194).

Table 1: Areas of diversity

Diversity	Gender	Culture	Race, ethnicity
	Disability	Religion	Sexual orientation
	Age	Language	Education

1. Gender: Grobler, Warnich, Carrel, Elbert & Hartfield (2002) are of the idea that a greater number of women in the workforce do offset the decline in the number of male workers. Nevertheless, female workers are still not welcomed, by many employers, in top management positions. Preliminary surveys of the private sector show that one in four positions there are held by women as compared with almost two out of three positions in the public sector according to. Most male employees are still not very comfortable with women in the workplace, especially in managerial positions.

2. Race, Ethnicity and Culture: Grobler et al. 2002 state that the South African population is composed of four ethnic groups, blacks, colored, Asians and whites. To complicate matters further, more than 11 languages are spoken across these groups. This state of ethnical differences highlights the complications that may arise because of these differences.

***3. Disability*:** Common disabilities in South Africa include hearing and sight impairments, physical disabilities, mental or emotional deficiency and various nerve disorders. According to Grobler et al. (2002), many individuals experience anxiety around disabled workers especially if the disability is severe. However, the manager can set the tone for proper treatment of workers with disabilities. This is important as people with disabilities now fall within the so-called "designated groups" identified by the South African Employment Equity Act (EEA) 55 of 1998. This Act open ways for all South Africans and is against any form of discrimination against employees. Even so, most workers are still uncomfortable working with disabled co-workers, and this can lead to increased dissatisfaction unless all workers are taught to work with disabled co-workers.

4. Cultural knowledge: According to Van Niekerk, (2004), cultural knowledge is a deep understanding of the beliefs, customs and traditions of cultures and a fundamental building block in relationships, including work relationships. Consequently, a management style should result in a manager being aware of the prevailing cultures in the organization.

5. Age: According to Grobler et al. (2002), South Africa has a relatively young population; more than 62% are younger than 30 years of age. This differs from most western countries, where the majority of the workplace is comprised of middle aged and older working groups.

The main cause is that South Africa is a developing country that has to invest in a young workforce. It does mean that tenured (older) employees may feel threatened by an increasingly younger workforce and fear to lose their jobs. Workplace age stereotypes are beliefs and expectations about workers based on their age (Posthuma, 2007). Often these stereotypes are negative, inaccurate, or distorted opinions about people based on their membership in a particular age group. They may be based on hearsay, preconceived ideas, or unfounded assumptions and incorrectly infer that all members of such group are the same (Grobler et al. 2002).

6. Sexual Orientation: According to Stats-SA (1999) 10% of the population in South Africa is homosexual. This therefore means that 10% of men and women in the workplace are "gay". The South African government's acceptance of all "gay" people as normal does not mean that most workers in South African organizations are comfortable working with gay co-workers (www.stassa.co.za).

Job Satisfaction: Job satisfaction is one of the widely studied attitudinal variables in the field of organizational behavior in understanding various organizational outcomes. Locke (1976) defined employee

job satisfaction as a pleasurable emotional state resulting from the valuation of his/her work and states that job satisfaction includes characteristics relating to the job itself such as wages, promotion, and work environment.
Other empirical studies show that job satisfaction is an important criterion for assessing the well-being of an organization and individual employee's life satisfaction (Weiss, 2002) and employee turnover (Woodard, 2003).

Definition of Job satisfaction: Job satisfaction presents internally in the mind of a person where only an individual can express the degree of his/her feeling of satisfaction. A new theory of organizations and leadership began to emerge based on the idea that individuals operate most effectively when their needs are satisfied. As a result, they are more likely to increase their productivity which in turn impacts the organization's long term goals (Stone and Patterson, 2005).

History of job satisfaction research: Job satisfaction is the most widely investigated job attitude, as well as one of the most extensively researched subjects in Industrial/Organizational Psychology (Judge & Church, 2000). Many work motivation theories have represented the implied role of job satisfaction. In addition, many work satisfaction theories have tried to explain job satisfaction and its influence, such as: Maslow's (1943) Hierarchy of Needs, Hertzberg's (1968) Two-Factor (Motivator-Hygiene) Theory, Adam's (1965) Equity Theory, Porter and Lawler's (1968) modified version of Vroom's (1964) VIE Model, Locke's (1969) Discrepancy Theory, Hackman and Oldham's (1976) Job Characteristics Model, Locke's (1976) Range of Affect Theory, Bandura's (1977) Social Learning Theory, and Landy's (1978) Opponent Process Theory. As a result of this expansive research, job satisfaction has been linked to productivity, motivation, absenteeism/tardiness, accidents, mental/physical health, and general life satisfaction (Landy, 1978). A common idea within the research has been that, to some extent, the emotional state of an individual is affected by interactions with their work environment. People identify themselves by their profession, such as a doctor, lawyer, or teacher. A person's individual well-being at work, therefore, is a very significant aspect of research (Judge & Klinger, 2007).

The most widely accepted explanation of job satisfaction was presented by Locke (1976), who defined job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" (p. 1304). Additionally, job satisfaction has emotional, cognitive and behavioral components (Bernstein & Nash, 2008). The emotional component refers to feelings regarding the job, such as boredom, anxiety, or excitement. The cognitive component of job satisfaction refers to beliefs regarding one's job, for example, feeling that one's job is mentally demanding and challenging. Finally, the behavioral component includes people's actions in relation to their work, which may include being tardy, staying late, or pretending to be ill in order to avoid work (Bernstein & Nash, 2008). There are two types of job satisfaction based on the level of employees' feelings regarding their jobs. The first, and most studied, is global job satisfaction, which refers to employees' overall feelings about their jobs (e.g., "Overall, I love my job.") (Mueller & Kim, 2008). The second is job facet satisfaction, which refers to feelings about specific job aspects, such as salary, benefits, and the quality of relationships with one's co-workers (e.g., "Overall, I love my job, but my schedule is difficult to manage.") (Mueller & Kim, 2008). According to Kerber & Campbell (1987), measurements of job facet satisfaction may be helpful in identifying which specific aspects of a job require improvements. The results may aid organizations in improving overall job satisfaction or in explaining organizational issues such as high turnover (Kerber & Campbell, 1987).

There are several misleading notions that exist about job satisfaction. One such fallacy is that a happy employee is a productive employee (Syptak, Marsland, & Ulmer, 1999). Research has offered little support that a happy employee is productive; furthermore, some research has suggested that causality may flow in the opposite direction, from productivity to satisfaction (Bassett, 1994). So, knowing that research does not support that happiness and employee satisfaction creates higher production, why do I/O psychologists and organizations still attempt to keep employees happy? Many have pointed out that I/O psychologist's research more than just increasing the bottom line of an organization. Happy employees do not negatively affect productivity and can have a positive effect on society; therefore, it is still in the benefit of all parties to have happy and satisfied employees. Another fallacy is that pay is the most important factor in job satisfaction. In reality, employees are more satisfied when they enjoy the environment in which they work (Berry, 1997). An

individual can have a high paying job and not be satisfied because it is boring and lacks sufficient stimulation. In fact, a low paying job can be seen as satisfying if it is adequately challenging or stimulating. There are numerous factors that must be taken into consideration when determining how satisfied an employee is with his or her job, and it is not always easy to determine which factors are most important to each employee. Job satisfaction is very circumstantial and subjective for each employee and situation being assessed**.**

The antecedents of job satisfaction: The factors affecting job satisfaction under organizational factors are listed by Nel, Van Dyk, Haasbroek, Schultz, Sono & Werner (2004).

Organizational factors: The organizational factors impacting on job satisfaction include the work itself, remuneration/pay, supervision, promotion opportunities, co-workers, and job status and job level.

1. The work itself: Locke (1995) postulates that employee job satisfaction is dependent on satisfaction with the job components, such as the work itself. Robbins, Odendaal & Roodt (2003: 77) refer to the work itself as "the extent to which the job provides the individual with stimulating tasks, opportunities for learning and personal growth, and the chance to be responsible and accountable for results." According to Robbins (1993), employees prefer jobs that present them with opportunities to execute their competencies on a variety of tasks and that are mentally stimulating. This view is supported by Lacey (1994) who states that individuals are more satisfied with the work itself when they engage in tasks that are mentally and physically stimulating. Robbins et al. (2003) posit that jobs that are unchallenging lead to boredom and frustration.

2. Remuneration/pay: According to Bassett (1994), a lack of empirical evidence exists to indicate that pay alone improves worker satisfaction or reduces dissatisfaction. The current research study is of the opinion that highly paid employees may still be dissatisfied if they do not like the nature of their job and feel they cannot enter a more satisfying job. In a study conducted by Oshagbemi (2000) amongst United Kingdom academics, a statistically significant relationship between pay and rank of employees and their level of job satisfaction was established. However, a study conducted by Young, Worchel and Woehr (1998) in the public sector failed to find any significant relationship between pay and satisfaction. Similarly, results from a survey conducted by Brainard (2005) amongst postdoctoral scientific researchers found pay and benefits to be weakly associated with job satisfaction.

3. Supervision: Research demonstrates that a positive relationship exists between job satisfaction and supervision (Koustelios, 2001; Peterson, Puia & Suess, 2003; Smucker, Whisenant & Pederson, 2003). Supervision forms a pivotal role relating to job satisfaction in terms of the ability of the supervisor to provide emotional and technical support and guidance with work-related tasks (Robbins et al., 2003). According to Ramsey (1997), supervisors contribute to high or low morale in the workplace. The supervisor's attitude and behavior toward employees may also be a contributing factor to job-related complaints (Sherman & Bohlander, 1992). Supervisors with high relationship behavior strongly impact on job satisfaction (Graham & Messner, 1998). Wech (2002) supports this view by adding that supervisory behavior strongly affects the development of trust in relationships with employees. The study further postulates that trust may, in turn, have a significant relationship with job satisfaction.

4. Promotion opportunities: A number of researchers are of the opinion that job satisfaction is strongly related to opportunities for promotion (Pergamit & Veum, 1999; Peterson et al., 2003; Sclafane, 1999).This view is supported in a study conducted by Ellickson & Logsdon (2002) with municipal government workers where satisfaction with promotional opportunities was found to be positively and significantly related to job satisfaction. Kreitner & Kinicki (2001) however, state that the positive relationship between promotion and job satisfaction is dependent on perceived equity by employees.

5. Co-workers: A number of authors maintain that having friendly and supportive colleagues contribute to increased job satisfaction (Johns, 1996; Kreitner & Kinicki, 2001; Luthans, 1989). Findings of a survey conducted by Madison (2000) on more than 21000 women occupying the most demanding jobs indicated that those participants, who lacked support from co-workers, were more likely to suffer from job dissatisfaction.

6. Job status: To date, a paucity of research exists indicating the relationship between job status and job satisfaction. Research conducted by Feather and Rauter (2004) which involved contract and permanent employees in the teaching environment in Australia, failed to establish a relationship between job status and job satisfaction.

7. Job level: Satisfaction surveys reflect that a positive relationship prevails between job level and job satisfaction (Cherrington, 1994).Higher levels of job satisfaction are usually reported by individuals occupying higher level positions in organizations as they offer better remuneration, greater variety, more challenge and better working conditions (Cherrington, 1994). Research conducted by Robie, Ryan, Schmieder, Parra and Smith (1998) corroborates the view that a positive and linear relationship exists between job satisfaction and job level. Results of their study indicate that as job level increased, so did job satisfaction. In support of the above, Allen (2003) postulates that job satisfaction is strongly linked to an employee's position within the company. The research study concludes that the higher the ranking, the lower the job satisfaction. In contrast, Mossholder, Bedeian and Armenakis (1981) cited in Robie et al. (1998) report that job satisfaction decreases with an increase in the job level.

General aim: The general aim of this study is to determine whether there is a relationship between supportive or positive organizational diversity management and job satisfaction in South African public sector.

Research objectives

- To conceptualize the concept organizational diversity and job satisfaction.
- Investigate the factors that create diversity in the public sector.
- To determine the main important aspects of job satisfaction and the theories of job satisfaction.
- Formulate recommendations for human resource management and further research based on the findings of this research.

The following research hypothesis addresses the objectives of this study:

- **H1:** There is a relationship between supportive organizational diversity management and Job satisfaction.
- **H 2:** A Supportive or positive organizational diversity management leads to high or positive Job satisfaction of employees in a selected public sector industry.

The research hypotheses were tested by analyzing the relationship between the organizational diversity profile and the job satisfaction of the employees in a selected public sector industry.

3. Methodology

A quantitative research design was used in this study to investigate organizational diversity management and job satisfaction among public servants.

Population and sample: A population study of 50 public servants in a public sector was be used for this study.

Instrumentation, data collection and procedure: Data was collected through the administration of the Organizational Diversity Questionnaires and Job Satisfaction Questionnaires. Individuals from the selected population were required to complete a paper based version of the measuring instrument (Hegarty, 1995). The copies of ODQ and JSQ were distributed among public servants at the named public service department. Subjects received the inventory with directions of a completed example statement. The instrument was administered on-site, anonymity was ensured, and the instrument was collected at the end of the process. The subjects comprised of a heterogeneous workers working at the named public sector department. The ODQ and JSQ employs a 6-point Likert-type scale ranging from strongly agrees to strongly disagree (Hegarty, 1995). The statements in this survey were concerned with many aspects of diversity and Job satisfaction. The Organizational Diversity Questionnaire and Job Satisfaction Questionnaire are self-report inventories. They can either be administered in a paper-and-pencil format or electronically via the Internet. In order to ensure

an optimal response rate; Organizational Diversity Questionnaire and Job Satisfaction Questionnaire was administered to the sample of 50 employees in the public sector.

Instrument description: All of the items were self-report inventory which can be administered in a paper and pencil format or electronically via internet. Organizational Diversity Questionnaire has 20 items and it measures the following dimensions or facets namely the existence of discrimination(1,7,9,11,18,20®), discrimination against specific group(2,8,13,16,19), managing diversity (14®,15,®17®), actions regarding designated groups (3,5®,10) and attitude towards religion (4®,6,12) and Job Satisfaction Questionnaire measures the following dimensions, namely working conditions(1,12,18®),supervisor (2,7,13®),pay (3®, 9,17®),job itself (4®,10,14),whole organization (5,®,8,16) and promotion (6,11®,15) (Hegarty, 1995). According to Davidson (2004), a rating scale can be defined as a grouping of statements, words or symbols on which judgments regarding the strength of a particular trait is noted. The likert scale is the one type of rating scale that is relatively easy to construct, usually reliable and is a summative scale. The scale used in the Organizational Diversity Questionnaire and Job Satisfaction Questionnaire was a five-point Likert scale but for the purposes of the current study, a six-point scale was used. The numbers of the scale can be defined as follows:
1 = strongly disagree, 2 = Disagree, 3 = Neutral, 4 = Agree and 5 = strongly agree.
Note: for the purposes of the current study a six- point scale was used and it looks like this:
1 = strongly disagree, 2 = Disagree, 3 = Neutral, 4 = Not sure.5=agree and 6 = strongly

4. Data analysis

Data gathered was in the form of questionnaires and was captured onto a computer software program for the purpose of confidence, quality and control**.** For the purposes of testing the research hypotheses, the returned questionnaires were inspected to determine their level of acceptability (Perks & Smith, 2008). They were coded. The data was transferred to an Excel sheet. A statistical computer package, Statistics Package for Social Sciences (SPSS) version 21.0 was used to process the results (Saner & Åžerife, 2012).

Research findings of the Organizational Diversity Questionnaire

Table 3: Descriptive statistics for the dimensions of organizational diversity questionnaire

	MEAN	STANDARD DEVIATION
Existence of discrimination	4.98	1.985
Discrimination against specific groups	5.91	1.783
Managing diversity	6.23	1.654
Actions regarding designated groups	4.52	2.34
Attitude towards religion	3.64	1.893

Table 3 Shows that discrimination exists in the organization but to lesser extent in the organization and organization supports diversity in the organization.

Results of Job Satisfaction Questionnaire

Table 4: Descriptive statistics for the dimensions of job satisfaction

	MEAN	STANDARD DEVIATION
Working conditions	3.88	1.946
Supervisor	4.12	1.883
pay	2.65	1.573
Job itself	4.42	1.554
Whole organization	3.88	1.774
Promotion	3.46	1.964

Table 4 above indicates that, the arithmetic means for the results. It therefore appears that most employees are satisfied with the working condition, supervision, job itself, whole organization and promotion in the

public sector. Table 4 summary shows that employees at the public sector are most satisfied with their working condition, supervision, job itself, promotion and the job itself. However, less satisfied with pay that they receive. The level of job satisfaction amongst the sample of 26 employees from a named public institution is depicted in table 4.

Inferential statistics: The following section addresses the results obtained for the inferential statics to ascertain the relationship between supportive organizational diversity management and job satisfaction based on:

- H1: There is a relationship between supportive organizational diversity management and job satisfaction.

Table 5: Pearson correlation matrix for the dimensions of job satisfaction

	JOB SATISFACTION Pearson correlation	Sig(2-tailed)
Working conditions		-598**
supervisor		476*
Pay		045
Job itself		692**
Whole organization		498**
Promotion		483*

*P< 0.05 **P< 0.01

Table 5 indicates the positive relationship between the working conditions and job satisfaction level as measured by Organizational Diversity Questionnaire. There was a significant relationship between existence of whole organization and job satisfaction. There was a significant correlation between job itself and job satisfaction. There was also significant relationship between pay and job satisfaction. There was also a significant relationship between supervision.

Table 6: Pearson correlation between job satisfaction and diversity management dimensions.

	Pearson correlation	**Sig(2-tailed)**
Existence of discrimination		.704**
Discrimination against specific group		.556**
Managing diversity		433*
Actions regarding designated groups		506**
Attitude towards religion		410*

*P< 0.05 **P< 0.01

Table 6 Indicates the relationship between the organizational diversity management and job satisfaction level as measured by Organizational Diversity Questionnaire .There was a significant relationship between existence of discrimination and job satisfaction. There was a significant correlation between discrimination against specific group and job satisfaction. There was also significant relationship between attitude towards religion and job satisfaction.

Discussion: Due to the demographical changes of the composition of the diverse workforce in the companies there will be a need for diversity management in future. The companies should already be aware of the importance of the concept. Diversity management increases the trust and alignment of the clients and other stakeholders of the external environment through the implementation of social orientated policies. Therefore, diversity management is assumed to be good for the business, because it reaches the primary goal, which is profitability for every organization. Organizations must be willing to accept diversity management as a new concept, which is needed considering demographical changes in South African society. Not many organizations seem to be familiar with this new concept. Therefore, the research study would recommend that they get knowledge about it. Due to this the research study assumes that there is a need for diversity management in the future. Nevertheless, this need is not recognized by many companies, which have diverse

workforce. The reason for this is that they do not yet have the knowledge about the concept. However, human beings are believed to be the most valuable assets of the company who are influencing the company's performance, therefore the concept of the diversity management should be realized by those companies who have not done so until now. Despite the apparent advantages one should have be aware that there are difficulties in implementing diversity management. The study concludes that the companies should be aware of that diversity management is not only a "program'', but it is a kind of "work life style''. Everyone within the organization has to live and accept it.

Pearson's Correlation Method: Hypothesis testing

H1: There is a relationship between supportive organizational diversity management and job satisfaction.

The study utilized the Pearson Correlation Method to identify whether there is a relationship between supportive organizational diversity management and job satisfaction (Hamidizadeh, Sommayeh & Mehdi, 2012), and if there is a negative correlation between ethnicity and job satisfaction and finally to find out if a negative correlation between gender and job satisfaction existed (Dardar, Jusoh & Rasli, 2012) . The study however, found a positive correlation between age and job satisfaction. The more disabled workers there are in an organization, the more dissatisfied are the employees. There is also a positive correlation between sexual orientation and job satisfaction. Employees have a negative attitude to working with homosexuals and this negatively affects their satisfaction and could lead to a high rate of absenteeism. The results therefore reject the alternative hypothesis which is; attitudes towards workforce diversity are positively related to job satisfaction (Choi, 2013).

H 2: A Supportive or positive organizational diversity management leads to high or positive job satisfaction of employees in the public sector.

There is an insignificant correlation between diversity management programs and job satisfaction. Employees are not provided with diversity workshops. These workshops might improve the existing state of diversity and increase job satisfaction among employees. Moreover, there is an insignificant correlation between diversity training programs and job satisfaction. There is a lack of diversity training of employees and this results to a tension among employees because they are not aware of diversity. The results therefore reject the alternative hypothesis which is the existence of workforce diversity management programs are positively correlated with job satisfaction. This current study focused on the relationship between organizational diversity management and job satisfaction. The changing environment or workforce due to globalization has made many organizations to face a challenge managing the differences amongst the employees. Most organizations, nowadays have realized that managing diversity leads to competitive advantage of the organization, for example, the productive aspect improves because employees come up with innovative ideas, problem solving skills improves and the organization achieves the desired outcome of their goals. The organization must know that diversity management does not only lead to the desired goal of the organization but also to the goal of the employees' needs where exchange or share information which may help employees who were not aware of the importance of diversity.

5. Conclusion and Recommendations

Recommendations: The recommendations for further research are outlined below:

- In this research it was mentioned that some of the important issues of the diversity management were left out firstly, because they were beyond the scope of this study and secondly, because of the certain time frame of the project. However, it is believed that deeper study of the diversity management should be performed in order to grasp the topic fully. Moreover, it is believed that in-depth questionnaires should be developed as well as interviews could be conducted in order to understand the very nature of the concept.
- Future research studies should try to research the same theme in future in order to see the development of the diversity management over time. Priorities for future research that can be included are, controlling for extraneous and confounding variables which would simultaneously

improve the internal validity of the research. A more rigorous research design could have facilitated this.

- Ideally a larger sample base on a stratified random design could be drawn. This is because stratified random sampling is argued to minimize sampling errors and enhance the external validity of the research findings (Sekaran, 2003). Consequently, it allows for the results to be extrapolated from the sample to the population with greater confidence.

The recommendations in addressing the limitations of this research study are as follows:

- It is recommended that a longitudinal study on the relationship between organizational diversity management and job satisfaction be conducted within the South African context.
- It is also recommended that the organizational diversity management and job satisfaction profiles be studied over a longitudinal period in order to gain a much broader understanding and rich base of results.
- In addition to this, it is recommended that in order to achieve true value from the research, a variety or larger number of organizations across industries should be selected to participate in future research. Furthermore, moving the sample base from a single organization to multiple organizations will also mean that the results can be generalized to many organizations.
- For further research, it is recommended that is a validation of the organizational diversity questionnaire and job satisfaction questionnaire within the South African context is developed, ensuring a multicultural sample of participants in order to find findings really suitable to the South African context.
- Another recommendation comes from the literature review and the various studies attempting to establish a link between organizational diversity management and job satisfaction, all using different sets of instruments. It is recommended that a study in the future be conducted using more than one validated organizational diversity instrument and job satisfaction instrument with similar dimensions to determine whether the similar dimensions in the different questionnaires are correlated in the same direction to certain job satisfaction dimensions or organizational diversity facets.

Conclusion: The final conclusions of the current research study tend to indicate that practitioners should view organizational diversity management within the context of the business strategy of the particular organization in which they are operating within, and should take into account the fact that organizational diversity management may have an impact on the performance of the organization. The practitioners must view diversity management programs as an asset, not liability in the organization. It will be recalled earlier that the objectives of the study were:

- To conceptualize the concept organizational diversity and job satisfaction.
- Look at the areas of diversity
- To determine the main important aspects of job satisfaction and the theories of job satisfaction.

It was concluded that many studies have been conducted to establish the link between organizational diversity management and job satisfaction. It was stated that if the organization manages difference or diversity among the employs, the employees will be satisfied and develop a sense of belonging which in turn means that the organization will be satisfied with organization or the job itself and the working conditions of the organization. Conclusions with regard to the literature survey concluded the following limitations:

- There is no generally accepted definition of organizational diversity and job satisfaction and there appears to be little agreement on what the concept means and how it should be observed or measured.
- There are very few instruments available to measure organizational diversity and job satisfaction that met the psychometric properties of measurement such as validity and reliability.
- It is difficult to find published information about diversity management in the public sector.
- Diversity involves a wide areas namely: gender, education, sexual orientation and other types of diversity

The following four conclusions address the reconciling of the conflicting theories and research findings concerning the Issue of job satisfaction and gender, race, or ethnicity:

(a)People's gender, race, or ethnicity is not a reliable indicator or predictor of their degree of overall job satisfaction or their degree of satisfaction with any element of their job. Evidence of this is the conflicting findings of various researchers and the finding of this study's survey.
(b)People's degree of overall job satisfaction or their degree of satisfaction with a specific element of their job could be affected by on the job events that they perceive they experience, or experience differently, as a result of their gender, race, or ethnicity. Evidence of this would be the legitimate studies that did find a correlation between job satisfaction and gender, race, or ethnicity.
(c) Due to differing circumstances within the organizations that were studied, it is expected that some research studies to have findings of no correlation between gender, race, and ethnicity and job satisfaction, while other equally diligent research studies, examining a different organization, will find some correlation between gender, race, and ethnicity and job satisfaction. These differing findings on the same issue do not represent either a conflict of fact or of theory.
(d) A research finding of a legitimate correlation between gender, race or ethnicity and job satisfaction in a specific organization may be a reliable indicator of a specific event or events within that organization that the members of the relevant category perceive they experienced, or experienced differently, as a result of their gender, race, or ethnicity. This conclusion is echoed by Mason (1992). It should be remembered that research findings concerning the relationship of gender, race, and ethnicity to job satisfaction are contextual in that they reflect society. The finding this study reflects the current state of attitudes and perceptions in South African society and culture. Considering the monumental social changes in South Africa in the last 20 years, perhaps 20 years ago, job expectations and perceptions did, in most industries and organizations, correlate to some degree along gender, race, and perhaps ethnic lines. It is quite possible that they still might, to some degree, correlate today in some communities and organizations; however, the evidence is that in the South Africa, it can be said that gender, race, and ethnicity no longer have the same defining psychological or sociological characteristics they once might have been.

Similar studies attempted in other countries will reflect the attitudes, perceptions, and social order of those countries' society and culture. In final conclusion, the study provided a glimpse into the nature of the relationship between organizational diversity management and job satisfaction of a small sample of departments within a South African public sector. The set of data was unfortunately too small to draw significant conclusions in support of the research hypothesis and there were several limitations to this study, including the sample size, the limitations surrounding the use of the Organizational Diversity Questionnaire and Job Satisfaction Questionnaire and the fact that the research was not longitudinal in nature was cross-sectional study. However, the relationships that were revealed may provide additional insight into discovering the connection between organizational diversity management and job satisfaction on a broader level. The conclusion that can be learnt from this research is that, diversity should be treated with special attention if any organization is too survive the business world and in order to provide good services because if an organization is struggling to be at peace with itself, it will not provide quality services.

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