



Hungarian University of Agriculture and Life Sciences

**THE MEDIATING ROLE OF ORGANIZATIONAL CLIMATE ON THE
RELATIONSHIP BETWEEN DIVERSITY MANAGEMENT AND
EMPLOYEES' ENGAGEMENT "AMONG THE FOREIGN EMPLOYEES IN
HUNGARY"**

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LIST OF ABBREVIATIONS

DMP	Diversity management practices.
CMC	Conflict management climate.
TC	Trust climate.
EE	Employees' engagement.
LS	Leadership support.
V	Vigor.
DE	Dedication.
AB	Absorption.
DTR	Diversity training.
DRE	Diversity reward and pay systems.
DPF	Diversity performance appraisal.
DCD	Diversity career development.
OC	Organizational climate.
SPSS	Statistical Package for the Social Sciences.
AMOS	Analysis of Moment Structures
AVE	Average Variance Extracted.
CR	Composite Reliability.
R²	Coefficient of determination.
SD	Standard deviation.
M	Mean.
COVID-19	“CO” Corona, “VI” Virus, “D” Disease, “19” 2019.
HTMT	Heterotrait-monotrait Ratio of Correlations.
VIF	Variance Inflation Factor.
CA	Cronbach alpha.
HRM	Human resources management
SEM	Structural equation modeling
SET	Social exchange theory
OCB	Organizational citizenship behavior.

1. INTRODUCTION

1.1. Background

As a consequence of the advent of globalization, technological advancements, and migration, the workplace environment has become more diverse and heterogeneous (DENISI AND GRIFFIN, 2015). These reasons were the main cause of several changes in the business environment, especially the demographic one, such as the percentage of women, disabled individuals, and employees recognized with diverse demographic and sociocultural traits who are the most impacted by these changes. (AOUN AND GIBEILY, 2013). These changes in work laws and practices were underlined with previous studies as equal employment opportunity which was defined as “the idea that everyone should be treated fairly when they’re considered for various employment decisions (including hiring, promotion, termination, compensation, etc.). This means, for example, that anyone competing for a position at a company should have the same chances of succeeding if they’re right for the job” (WORKABLE, 2022). By the mid-1980s, some researchers and professionals started to give more attention to the diversity at the workplace rather than equal work opportunity considering it more functional and broader than the latter concept, as there was a drastic increase in the percentage of minorities at work and having a diverse workplace has become inevitable. For example, it is predicted that the percentage of women in organizational structures will reach 90% in the next two decades, with many of them being migrants, while ethnic groups will increase, potentially representing the majority of the firms' business (CARSTENS AND DE KOCK, 2017). According to LAKSHMI (2012) organizations that adapt to these changes will be more competitive in the global market and will be open to a wide range of ways to manage their diverse workforce (LAKSHMI, 2012). Diversity and how it is managed have become essential for organizations to gain a competitive edge (ENSARI et al., 2017).

The notion of diversity was first introduced in North America, and it soon expanded to other regions of the globe. When Ronald Reagan was president of the USA, he pledged to repeal anti-discrimination and Equal employment opportunity laws because he saw it as a burden on the country's progress (LAKSHMI, 2012) Following that, Roosevelt Thomas suggested that organizations seeking to achieve competitive advantage should transition from affirmative action to affirmative diversity in order to achieve more equity and capitalize on all available talent (ROOSEVELT THOMAS, 1990). He claimed that if an organization is to handle diversity successfully, it must realize that individuals have other dimensions or distinctions beyond gender and ethnicity (KREITZ, 2008).

For organizations in the twenty-first century, are dealing with diversity in many areas of work has become an unavoidable reality. Numerous factors have increased the amount of diversity at work that organizations must manage on both an internal and external level; first, the rapid evolution of the labor market's demographic characteristics, intense competition, and globalization; second, governments' pursuit of legitimizing and organizing diversity at work to protect minorities' rights, and organizations' pursuit of achieving and maintaining a suitable diverse workplace climate to maximize productivity (COX, 2001; DENISI AND GRIFFIN, 2007; AOUN AND GIBEILY, 2013). Many diversity academics argue that organizations seeking success and survival in the modern day should use the competitive advantage of a diverse workforce (COX, 2001). However, Workplace diversity can be a disadvantage for organizations as it can negatively impact the trust climate at work place among the employees or even raise conflicts. As individuals in the same workplace have various perspectives, interests, and motivations would have a different reaction to their supervisors' activities

when it comes to monitoring their performance (AOUN AND GIBEILY, 2013). One way to enlarge the benefits of diversity and minimize the withdraws is to manage diversity at the workplace.

Until the early 1990s, the issue of workplace diversity management was mostly ignored. Diversity management began to attract greater attention as the world changed as a consequence of globalization, and numerous scholars began to approach it from various angles (YADAV AND LENKA, 2020). The concept of diversity management has been migrating throughout the world, acquiring new definitions along the way; consequently, there is no specific definition or method for managing diversity, as the concept adapts to the context in which it is applied (JONSEN AND ÖZBILGIN, 2014).

The early definition of diversity management, coined by Roosevelt in 1991 and later expanded by other scholars, was as follows: “the commitment on the part of organizations to recruit, retain, reward, and promote a heterogeneous mix of productive, motivated, and committed workers including people of color, whites, females, and the physically challenged.” (IVANCEVICH AND GILBERT, 2000 P.77). Diversity management refers to “voluntary organizational actions designed to generate a process of inclusion of employees from different backgrounds to the formal and informal organizational structures through particular policies, events, and initiatives.” (KUPCZYK et al., 2016). According to YADAV AND LENKA (2020, p. 1), diversity management is a perspective to “enhance the performance of a heterogeneous workforce and inclusive development of people with differences in gender, ethnicity, nationality, cultural and educational backgrounds.”

Diversity management is one of the fundamental prerequisites for seeking equal treatment for employees regardless of their gender, color, or ethnicity. Moreover, diversity management recognizes several practices for attracting and retaining competent employees in order to achieve an attractively diverse workforce (KIM AND PARK, 2017). Different objectives are pursued by diversity management: understanding cultural differences, appreciating the value of diversity in the workplace, eliminating prejudice against minorities, encouraging cultural relationships across gender and race, and improving the quality of organizational leadership practices (COX, 1994). Different researchers underlined diversity management as part of human resources management, benefiting from two theories that explain why HRM implements diversity management: either HRM has to do it because of external forces, such as legitimations or cultural norms, as the institutional theory proposes, or because it is considered a competitive advantage that can add value to an organization when it manages a diverse workplace, as the resource-based theory proposes (YANG AND KONRAD, 2011).

Human resource management (HRM) scholars and experts argue that organizations' strategies and policies, as well as the HR practices that implement them, should take diversity in the workforce into account and provide employees with opportunities that make use of their uniqueness (GUILLAUME et al., 2017). According to RICHARD et al. (2013), employees feel cared for by their organization not just when it participates in their overall development and performance but also when it participates in enhancing their specific strengths and resolving their diversity-related inadequacies. In order to make the most of the advantages that come from diversity, organizations use diversity management as a strategy backed by practices (YANG AND KONRAD, 2011). Diversity management as a part of HR requires having procedures and practices that maximize the benefits of workforce diversity (ASHIKALI AND GROENEVELD, 2015). This has heightened interest in diversity management practices as a proactive tool for corporations to use in implementing it.

YANG AND KONRAD (2011) describe diversity management practices as “the set of formalized practices developed and implemented by organizations to manage diversity effectively” (p. 8). For a variety of reasons, the focus of this study will be on formalized DM practices.

Earlier, from a theoretical stance, the institutional theory was basically used to state that diversity management is about the rules and norms settled by the company to influence the employees' behaviors (YANG AND KONRAD, 2011). In the same line, some other studies have mentioned that corporate ethics enhances people's sense of respect towards each other and ensures organizational commitment (BIZRI, 2018). Another theory has suggested that diversity in the workplace can be considered a competitive advantage for the organization when it is managed properly. Therefore, it can be considered a resource for the organization, which can be reflected in its employees' perceptions toward it (RICHARD et al., 2013). In addition, social exchange theory (SET) suggests that exchange is the best way to show appropriate behaviors valuable to their organization (CROPANZANO AND MITCHELL, 2005). Hence, this study will mainly focus on exploring this effect in the Hungarian context, as in some of the local companies that work in the service sector.

Previous studies indicated the importance of organizational climate on the employees' behaviors; this increased the interest of the researchers to find out how the practices of human resources management can affect this climate since it is related directly to the organization's performance (ARMSTRONG et al., 2010). Human resources management practices are considered a significant source for organizations to sustain effectiveness. They are essential for affecting an organization's employees' attitudes and behaviors, like the intention to leave, job satisfaction, organizational commitment, and employee engagement (VANCE, 2006). This relationship between diversity management and organizational climate can be explained on the basis of resource-based theory, which suggests that having diversity at the workplace can be considered a resource for the organization and that it can help in developing positive attitudes among the employees towards the organizational climate (RICHARD et al., 2013). Different models have been studying the dimensions of organizational climate. However, nearly all of them share the choice of trust climate and conflict management climate (CMC) as two important dimensions. Therefore, this study is using these two dimensions basically to highlight them thoroughly in a way to increase the effectiveness of organizational climate on employee engagement and, moreover, to understand how diversity can impact organizational climate.

Leadership support is a fundamental element in increasing the effectiveness of HRM in achieving positive attitudes and behaviors from the employees. The role of leadership support is seen as an important predictor of employee engagement and organizational climate; therefore, it can be an important modifier to the effectiveness of diversity management practices over the aforementioned variables (HOERT et al., 2018).

1.2. The Hungarian context

From the Hungarian aspect, researchers pointed out that some of the Hungarian employers started to deliver greater importance to promote diversity in the workplace, by considering the diversity management not only from recruiting diversified employees' but also from ensuring them the feeling of organizational involvement and equity in the management policies (JÓZEFOWICZ, 2017), other Hungarian employers still refuse to address this issue because of the lack of trust (HORVATH et al., 2011). To conclude, one of the best ways to keep the highest competitiveness is then to admit that

today's liveware is progressively mixed and diverse. That is why huge efforts in promoting policies and practices are needed to ensure individuals' inclusion from all backgrounds and push them to reach some positive outcomes such as profitability, creativity, flexibility, organizational climate, organizational trust, and employee engagement (ALSHAABANI et al., 2022).

GROSS-GOŁACKA et al. (2022) mentioned that diversity management practices had the least impact on minimizing the risk of workplace discrimination in Hungarian organizations as a possible organization benefit. GERA (2016) found that promoting workplace diversity is a top priority for Hungarian organizations despite the fact that some organizations have not yet taken concrete action in this area, few are hesitant to address the issue.

In Hungary, there are a considerable number of international employees. These immigrants are from a range of nationalities, including other European nations and those outside of Europe. The following are a few elements that have boosted the number of foreign workers in Hungary (BISZTRAI et al., 2020; MOLDICZ, 2022): Economic expansion: Jobs are readily available in a number of sectors in Hungary, including manufacturing and information technology; Hungary is an appealing destination for foreign workers due to its central European position; English is a common business language, therefore the fact that many international employees in Hungary understand it makes it easier for them to get employment there. Employers in Hungary must adhere to the laws and procedures while recruiting foreign workers, including getting work permits and offering specific perks. Employers should also be conscious of cultural differences and try to create a welcoming and inclusive workplace for international employees.

In the last few years, the number of international employees in Hungary has increased drastically for a variety of reasons, such as the increased mobility of students in Hungary, the fact that many companies have relocated to Hungary, which in turn increased the demand for new employees as a new study shows a shortage in the number of employees in different sectors, or even most recently, the Ukrainian crisis (PONGRATZ, 2020; MOLDICZ, 2022). Just to highlight this increase, when checking the data provided by the Hungarian national employment service, it could be found out that the number of new work permits issued in Hungary in 2019 (Figure 1) In total, 80000 foreigners entered the Hungarian labor market in 2019: 40000 work permits were issued, and 32000 foreigners' employers registered them, with Asians accounting for more than 30% of the total. Furthermore, by 2019, the highest percentage of registered foreign employees was for Ukrainian employees (Figure 2). This number may have doubled by now as a result of the crisis, indicating an increased tendency to have a diverse workplace within Hungarian companies, as these foreign employees may have different work cultures and organizational behaviors, indicating the importance of having an effective diversity management practice.

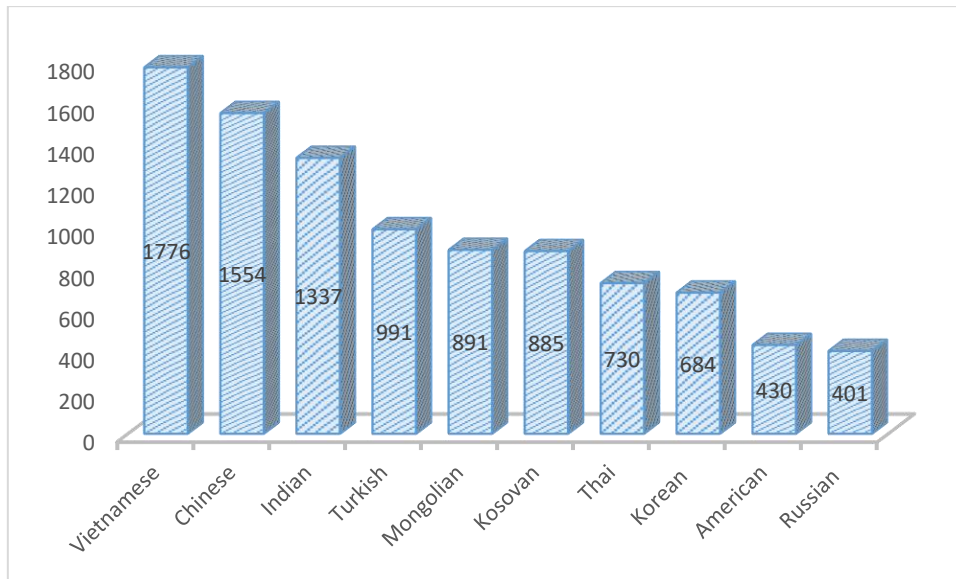


Figure 1 The number of issued work permit in 2019.

Source: National Employment Service

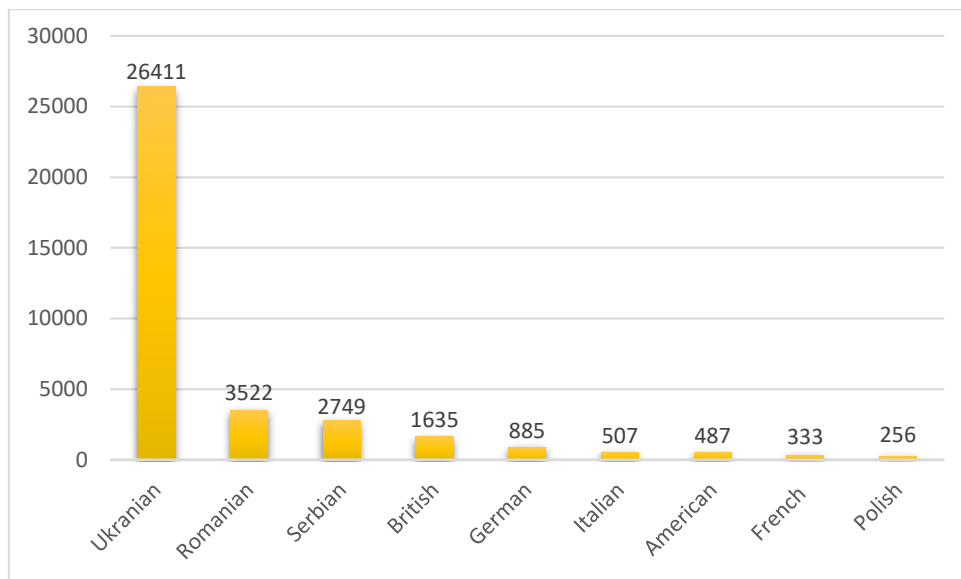


Figure 2 The number of foreigner employees registered by the employers in 2019.

Source: National Employment Service

Although different indicators mention that Hungary is starting to go to the pre-COVID phase in the economy it is still to focus on the context of pandemic on the employees to improve the performance for further crises (MOLDICZ, 2022), According to RUDOLPH et al. (2021), examining the context of the COVID-19 pandemic on the organizational behavior of foreign or migrant workers is a critical area for future research because these employees are more likely to perceive inequalities and are more susceptible to the pandemic's health and economic effects in the host country. When the employees perceive a weak support from their organization or leaders or get feelings of discrimination at workplace they tend to become disengaged at work due to increased job insecurity, lack of trust, lack of justice, increased conflicts (ALSHAABANI AND RUDNÁK, 2022; GUADAGNO, 2020). As Hungary

was affected with crisis like all the other countries focusing on immigrant employees within the organizations in Hungary would be important especially that their number are increasing rapidly. And to ensure the most significant findings, the researcher chose employees from the service sector, which accounts for approximately 65% of the county's GDP (BAKSA et al., 2020). The service sector in Hungary has been leading the other economic sectors in terms of the number of employees. According to Eurostat, the service sector since 2009 has had a percentage exceeding 60% of the total employment market, which refers to its importance in the economy and how it can have a wide range of employees from different countries and different backgrounds figure 3. This gives extra importance to focusing on this sector.

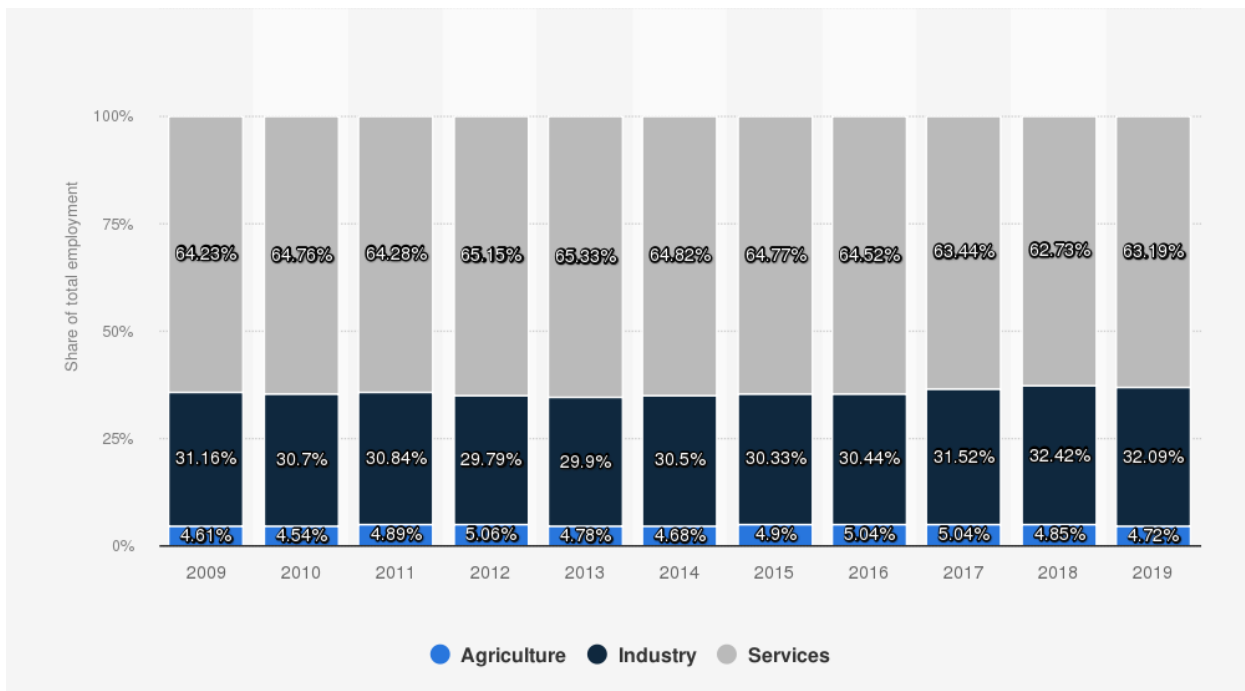


Figure 3 Employment distribution from 2009 to 2019 by economic sector

Source: Eurostat 2022

According to BAKSA et al. (2020)'s report, the service sector in Hungary employs nearly 80000 employees. Of them, there are nearly 14% of foreign employees (VASS, 2020). Moreover, Hungary has been witnessing a steady growth in the number of international students who are able to work as parttime jobs or even full time in some cases, and most of these students are working in the service sector (BAKSA et al., 2020), which means that the number of the foreign employees can be more and more, as they are expected to exceed the threshold of 40000 by 2023 (PONGRATZ, 2020).

1.3. Research problem

According to GUADAGNO (2020), foreign employees and employees with an immigrant background are certainly more vulnerable to and affected by the COVID-19 pandemic's effects due to a variety of factors, including their living and working conditions, language diversity, insufficient health services, and a lack of network or local knowledge. As reported by RUDOLPH et al. (2021), during a time of crisis (such as COVID-19), it is important to examine the changes in the foreign or immigrant employees' behaviors and attitudes, and it is a critical area for future research because these

employees are more likely to perceive inequalities and are more likely to have conflicts and distrust at work in the host country.

Hungary has witnessed a rapid increase in foreign employees in the last few years (JUHÁSZ, 2021). In their report, BAKSA et al. (2020) mentioned that the service sector in Hungary employs nearly 80000 employees and it is expected to double in a few years (VASS, 2020). For example, by the end of 2020, it was estimated that the foreign employees on full-time employment account for roughly 14% of overall employment in the Hungarian service industry, despite a modest decline from prior years owing to the current pandemic and transportation restrictions. This means that the total number of foreign employees in the service sector is around 11500. Furthermore, a large number of international students work part-time in various service sectors of Hungarian businesses, and the total number of students enrolled in Hungarian institutions exceeds 33000 (PONGRATZ, 2020; MEDVE, 2021), and they are expected to reach the threshold of 40000 students by 2023 (VELKEY, 2017). Different studies have shown that many students are working part-time jobs, with a noticeable growth in their numbers (BROADBRIDGE AND SWANSON, 2005). For example, a study on university students in the USA revealed that nearly 59% of full-time students are enrolled in part-time jobs, and 13% of them are working full-time jobs along with their studies (GIL, 2014). According to the European Center for the Promotion of Vocational Training, by 2025 the fastest growing sectors in Hungary will be the business and service sectors, which implies they will be the most in demand for employees (CEDEFOP, 2015). Therefore, there is a promising opportunity for organizations, especially those that work in the service sector, to benefit from having those students work at their organizations since the law permits students to have part-time jobs.

The Hungarian service industry accounts for nearly 65 percent of the country's total GDP (BAKSA et al., 2020). Private service firms are the most developed in the country and account for a significant portion of the overall service sector (EUGO, 2020). Therefore, focusing on foreign employees within the service sector is very important for the economy of the country.

This increase in the number of expat employees will lead to a diverse workplace, which may raise conflict and trust issues in the workplace environment, and eventually reflect on the employees' behaviors and attitudes. Despite this, it is still noticed that many managers in Hungary ignore the issue of diversity management and consider it a non-priority for them. However, ignoring diversity management at the workplace can cause negative impacts on conflict climate, trust climate, communications, and can lead to stereotyping and injustice (INEGBEDION et al., 2020; HSIAO et al., 2015). Ignoring diversity management can also reduce the engagement of employees at work (ALSHAABANI et al., 2022). Thus, focusing on the foreign employees in the Hungarian companies will be very beneficial for both managers and academicians since they are the most affected employees during the pandemic by the practices of HRM regarding diversity.

Consequently, there is a real need for managers in these organizations to understand the importance of managing diversity and its practices and how they are directly related to their organizations' success. These executives must also understand the types of outcomes that managing diversity can bring to their organizations. In addition to achieving the desired results, there should be a positive organizational climate that, in turn, will affect the employees' attitudes and behaviors in a positive way that also influences the effectiveness of diversity management practices.

Therefore, this study tries to answer the main question:

What effect do diversity management practices have on employees' engagement and what are the roles of organizational climate and leadership support in this relationship among foreign employees in Hungary?

1.4. Research objectives

The general purpose of this study is to identify the impact of diversity management practices used by the organizations that operate in Hungary on the employees' engagement, and to test whether organizational climate can mediate this effectiveness positively. Furthermore, to figure out the role of leadership support in this relationship.

There are sub-objectives in this study; it can be listed as follows:

Understanding the most effective diversity management practices in the service organizations that operate in Hungary.

To explore the direct relationship between diversity management practices and employees' engagement.

To test the role of trust and conflict climates in the relationship between diversity management practices and employees' engagement.

To test whether leadership support can moderate the relationship between diversity management and employees' engagement.

To find out the levels of engagement related to some demographic factors.

1.5. Research importance

The present research contributes a novel perspective to the research gap related to employees' engagement by concentrating on diversity management practices and on two major organizational climate factors. Additionally, it attempts to investigate the role of leadership support.

The study will make a significant contribution since it will deploy a novel model (moderated mediation) for the first time to examine how diversity management practices might directly and indirectly affect employee engagement. This study relates to a new section of the market since no earlier studies have attempted to concentrate only on foreign employees in Hungary. As it could be noticed in literature, in Hungary, the majority of diversity management research has been on leaders' views of diversity or on Hungarian employees.

Moreover, this study will add to the literature regarding the relationship between diversity management and employee engagement. As a result, it will also be the first study to look at the role of trust and conflict climates as mediators and leadership support as a moderator. This will give a better understanding of how employee engagement works.

Based on the abovementioned facts, it is expected that this research will fill up the gap related to how employees' engagement is associated with diversity management practices directly and indirectly and how leadership support can moderate this relationship among the foreign employees who work in the service sector in Hungary.

Research organization

After the previous introductory chapter, this research goes as follows: The second chapter provides a current literature review of the investigated variables, analyzes the theories behind each concept and the theories utilized to form the model, and then shows the development of the hypothesis. Chapter three presents the employed methodologies, data collection, and measurements. The fifth chapter presents the research analysis testing and discussion with the main findings. Finally, the final chapter gives the results and suggestions of this research.

2. LITERATURE REVIEW

2.1. The evolution of diversity management practices

Diversity management practices as a concept have been evolving and changing as they move from country to country and as our understanding of it changes (DENISI AND GRIFFIN, 2015; JONSEN AND ÖZBILGIN, 2014). The first notion of it started with the concept of diversity moving to diversity management practices as a strategic tool. The following paragraph will highlight each concept one by one.

2.1.1. The concept of diversity

In the mid-1980s, the notion of diversity was first introduced in North America, and it soon expanded to other regions of the globe. When Ronald Reagan was president of the USA, he pledged to repeal anti-discrimination and Equal employment opportunity laws because he saw it as a burden on the country's progress (LAKSHMI, 2012) Following that, Roosevelt Thomas suggested that organizations seeking to achieve competitive advantage should transition from affirmative action to affirmative diversity in order to achieve more equity and capitalize on all available talent (ROOSEVELT THOMAS, 1990). He claimed that if an organization is to handle diversity successfully, it must realize that individuals have other dimensions or distinctions beyond gender and ethnicity (KREITZ, 2008).

For organizations in the twenty-first century, dealing with diversity in many areas of work has become an unavoidable reality. Numerous factors have increased the amount of diversity at work that organizations must manage on both an internal and external level; first, the rapid evolution of the labor market's demographic characteristics, intense competition, and globalization; second, governments' pursuit of legitimizing and organizing diversity at work to protect minorities' rights, and organizations' pursuit of achieving and maintaining a suitable diverse workplace climate to maximize productivity (COX, 2001; DENISI AND GRIFFIN, 2007; AOUN AND GIBELLY, 2013). Many diversity academicians argue that organizations seeking success and survival in the modern day should use the competitive advantage of a diverse workforce (COX, 2001).

Although scholars do not agree on a specific definition of diversity, most define it in terms of human qualities and characteristics within internal and external factors (GONDAL AND ULLAH, 2011). According to DENISI AND GRIFFIN (2015), diversity "exists in a group or organization when its members differ from each other along one or more important dimensions." p.170. Diversity, according to JACKSON et al. (2003), is the existence of differences in personal traits across people working in the same organizations, and these attributes often include age, gender, race, etc. Concerning its definition, scholars have said that the idea is seen as a broad and encompassing concept that is difficult to explain in a single, specific conception (YADAV AND LENKA, 2020).

Race, gender, age, ethnic group, religion, disability, culture, attitudes, values, and beliefs are all examples of diversity dimensions (RAU AND HYLAND, 2003; KEARNEY et al., 2009). GARDENSWARTZ AND ROWE (1994) structured and classified these dimensions into three distinct layers encircling a core: personality, internal dimensions, external dimensions, and organizational dimensions. They called their model the "diversity wheel."

GARDENSWARTZ AND ROWE (1994)'s model classifies diversity dimensions as an individual's preferences, characteristics, beliefs, and values. Since these dimensions have a direct impact on the

model's other layers, they classified these dimensions into three distinct layers encircling a core: personality, internal dimensions, external dimensions, and organizational dimensions. The center of the model is the personality preferences of the individuals, internal dimensions include demographic factors, and this component is the layer upon which several personal distinctions between individuals occur. The majority of diversity scholars concentrate on this layer; some examples include gender, age, ethnicity, and so on. External dimensions include characteristics over which individuals have control, such as religion, employment experience, and so on. The last layer is organizational dimensions, which are related to the workplace atmosphere. Figure 5 shows the model as proposed by the owners.

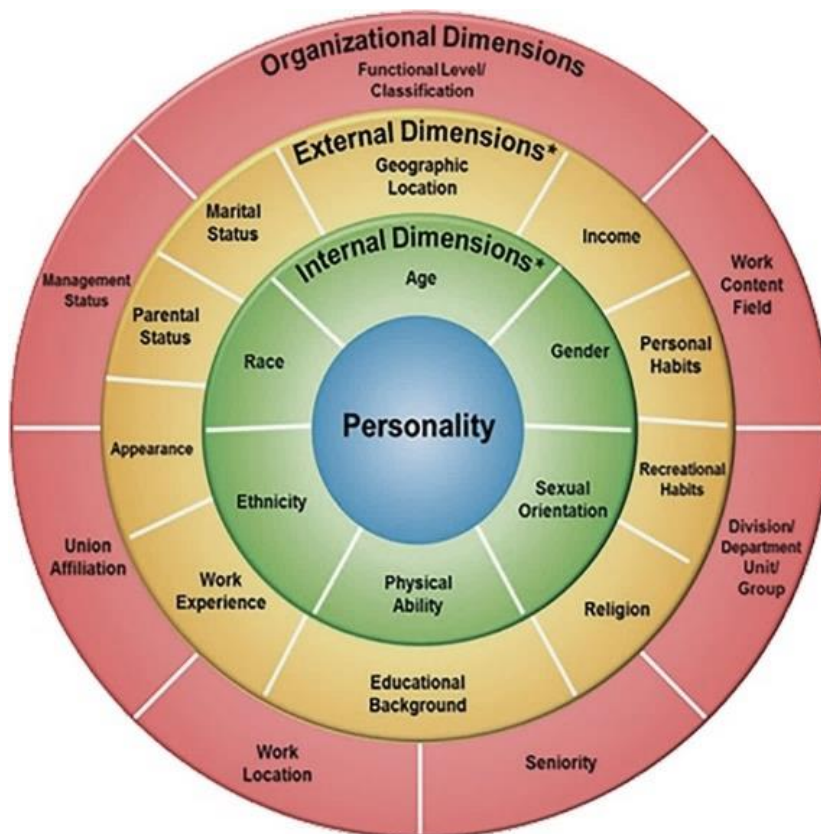


Figure 4. Diversity wheel (Gardenswartz and Rowe ,1994)

Picture's source: The business case for implementing DEI (diversity, equity and inclusion) - NH Business Review (nhbr.com)

Workplace diversity is an issue that affects all aspects of an organization since it may result in either advantages or disadvantages. Individuals in the same workplace have various perspectives, interests, and motivations. They would have a different reaction to their supervisors' activities when it comes to monitoring their performance (AOUN AND GIBEILY, 2013). The diversity literature demonstrates that diversity has an effect on two levels: at the group level, where it may change the group's effectiveness and performance, and at the individual level, where it can impact employees' attitudes and subjective well-being (AGARS AND KOTTKE, 2004)

Additionally, a study found that two perspectives account for these effects (WILLIAMS AND O'REILLY, 1998); the first is the information/decision-making perspective, which indicates that

diversity within organizations and within teams improves performance, as diverse members typically have a range of ideas, experiences, information, skills, and perspectives on the critical tasks they perform at work (ELY AND THOMAS, 2001; KNIPPENBERG AND SCHIPPERS, 2007). For example, according to KING et al. (2011), having an employee from a different ethnicity or culture can be an excellent opportunity for both the organization's and team's performance because of the unique experiences that the distinct employee may bring, which can be a source of success for the entire organization. The second perspective, on the other hand, is the social categorization perspective, which argues that team and organizational diversity have a detrimental impact on performance. This paradigm is founded on the theories of self-categorization and social identity (AHN et al., 2019).

Both theories suggest that humans place a high value on their membership in a social group to which they belong, and as a result, they prefer members of their social group to whom they belong over outsiders in order to maintain their self-esteem (TAJFEL, 1982; TURNER et al., 1987). Under the conditions of diversity in both organizations and teams, social group membership is likely to become an important factor, resulting in a high rate of conflict among members and a low degree of unity among members of the various social groups, which in turn has a negative impact on performance (AHN et al., 2019).

According to YANG AND KONRAD (2011), the link between diversity and organizational outcomes is driven by a variety of factors; the most fundamental reason for not achieving these outcomes is a lack of effective diversity management inside the organization. Diversity may have a significant positive or negative effect on employees' behavior or organizational outcomes, depending on how well-aware an organization's management is about its diverse workforce (OZGENER, 2008).

The elements that form the dimensions of diversity are related to the organization's identity on both an individual and organizational level (ENSARI et al., 2017). KREITZ (2008) attempted to categorize diverse workplace outcomes based on current definitions of diversity into five lines: accepting and rewarding homogeneity; fulfilling governmental requirements; establishing a diverse workplace as a priority goal without additional changes; defining unique diversity goals and achieving them through planned phases; and, practicing structured and organized organizational change to achieve the maximum benefit of diversity in the organization.

According to ASHE AND NAZROO (2017), a firm's most valuable asset is its employees. Diversity is important for organizations to attain financial success and profitability. To guarantee success, firms must recognize and capitalize on the many races, genders, ages, abilities, ethnic origins, and cultural backgrounds of their employees and even clients worldwide (DENISI AND GRIFFIN, 2015). According to a Wall Street Journal review of 500 organizations, the financial industry had the best correlation between workplace diversity and financial performance (SARDON, 2019). According to the study, the 20 most diverse firms earned an average annual stock return of 10% over a five-year period, while companies with less workplace diversity earned 4.2 percent (HOLGER, 2019).

Due to the complexity of the concept of workplace diversity, it is one of the most essential issues confronting modern enterprises. That is why diversity has become a source of debate in organizational management forums (ROWNTREE et al., 2017). As a result, academics anticipate that diversity will become increasingly critical for international business as a result of the massive demographic shift (EBOH et al., 2018).

As a result, researchers anticipate that diversity will become even more critical for international business because of the massive rise in population demographics (EBOH et al., 2018). Additionally, it will need those businesses to create techniques for identifying the advantages and disadvantages of diversity (WALIA AND MALIK, 2015). Adopting such diversity methods necessitates diversity management that employs a variety of policies and procedures to ensure that diversity's positive effects are realized and its drawbacks are avoided (ÖZBILGIN et al., 2019).

2.1.2. Diversity management

Until the early 1990s, the issue of managing workplace diversity was mostly ignored. Diversity management started to attract greater attention as the world changed as a consequence of globalization, and numerous scholars began to approach it from various angles (YADAV AND LENKA, 2020). The concept of diversity management has been migrating throughout the world, acquiring new meanings and definitions along the way; consequently, there is no specific definition or method for managing diversity, as the concept adapts to the context in which it is applied (JONSEN AND ÖZBILGIN, 2014).

The early definition of diversity management, coined by Roosevelt in 1991 and later expanded by other scholars, was as follows: “the commitment on the part of organizations to recruit, retain, reward, and promote a heterogeneous mix of productive, motivated, and committed workers including people of color, whites, females, and the physically challenged” (IVANCEVICH AND GILBERT, 2000, p.77). COX (1994, p.15) refers to diversity management as “planning and implementing organizational systems and practices to manage people so that the potential advantages of diversity are maximized while its potential disadvantages are minimized”. According to YADAV AND LENKA (2020, p.1), diversity management is a perspective to “enhance the performance of a heterogeneous workforce and inclusive development of people with differences in gender, ethnicity, nationality, cultural and educational backgrounds. THOMAS (1990) described diversity management as a process that entails incorporating diversity inside an organization via effective change that has a good influence on improving the achievement of the organization's desired objectives. Diversity management includes HR practices that maximize the benefits of workforce diversity (ASHIKALI AND GROENEVELD, 2015). Diversity management refers to “voluntary organizational actions designed to generate a process of inclusion of employees from different backgrounds to the formal and informal organizational structures through particular policies, events, and initiatives.” (KUPCZYK et al., 2016, p.83).

According to NKOMO AND HOUBLER (2014), Diversity management refers to programs, policies, and practices that are actively established and executed by organizations in order to manage their diverse workplace in a manner that fosters organizational equity. Another definition of managing diversity saw it as enabling heterogeneous people to work to their full potential by fostering a fair work environment that ensures no discrimination across groups in the same organization (TORRES AND BRUXELLES, 1992). Diversity management enables organizations to navigate the complexities of diversity and the differences in values among their workforces. Pursuing diversity management means gaining acceptance and respect for all individuals of organizations with their distinct characteristics, as well as understanding the disparities associated with their exclusivity in terms of diversity dimensions, diversity management goes beyond tolerating these distinctions to comprehending and purposefully accept them (INEGBEDION et al., 2020).

As previously stated, different definitions of diversity management were proposed based on the perspective of each scholar; however, for the purposes of this research, the researcher will define diversity management as a process, as the research will focus mainly on the activities of diversity management and the consequences of diversity management as a proactive tool to get positive outcomes as was suggested by (FINK et al., 2003). According to (PATRICK AND KUMAR, 2012) Diversity management is a process that aims to create and maintain a positive work environment in which individuals' differences and similarities are valued in order for each party to make their best and most significant contribution to their organizations' and plans' strategic objectives. The process of managing diversity is a concurrent effort that reveals the many talents and abilities that a diverse environment may offer to a society or organization. The process of diversity management is vital for establishing a friendly work environment in which making differences acceptable, refusing rejection is feasible, applauding diversity, and boosting the full ability of everyone, within an organizational culture lets everyone benefit (ROSADO, 2006). The key part of efficiently managing diversity is the organization's leadership, as well as the leaders' attitudes, practices, and overall understanding of diversity management (THOMAS AND ELY, 1996; ALSHAABANI, 2019; NG AND SEARS, 2020).

Effective diversity management aims to achieve positive diversity outcomes such as improved performance, positive financial and social implications, increased employee engagement, and creativity. On the other side, it attempts to mitigate the negative impacts of diversity, such as poor communication, prejudice, bullying, disputes, and job embeddedness (ÖZBILGIN et al., 2019; ALSHAABANI et al., 2022). These important outcomes made diversity management as a strategic tool for human resources management. With the increase in the number of studies concentrating on diversity management and its implications on organizational performance, the emphasis of diversity management has shifted from human resource management to HRM strategy (BESLER AND SEZEREL, 2012). A healthy diversity management strategy is seen by many organizations today as part of their strategies and strategic advantage (JONSEN AND ÖZBILGIN, 2014).

Organizations that strategically use diversity management may accomplish a variety of results at both the organizational and individual levels. Higher workplace productivity, competitive advantage, social justice and equality, resource acquisition, improved performance, innovation, problem-solving, and organizational flexibility are examples of organizational outcomes (BESLER AND SEZEREL, 2012). Individual outcomes may include enhanced employee engagement, work commitment, increased job satisfaction, and improved organizational citizenship behavior (OCB), as well as a reduced turnover rate, greater levels of trust, and job involvement (DOWNEY et al., 2015; ARDAKANI et al., 2016; VILLAMIL, 2007; ALSHAABANI AND RUDNAK, 2020; ALSHAABANI et al., 2022). Diversity management strategy attempts to optimize the benefits of diversity while minimizing its disadvantages (COX, 1994). These outcomes explain the rising interest in diversity management and its implications for the company. However, in order to achieve excellent diversity management outcomes, organizations must take a proactive approach to diversity management (FINK et al., 2003).

To highlight the relevance of diversity for organizations, FINK et al. (2003) provided a framework for managing diversity, distinguishing several levels of managing diversity amongst organizations ranging from non-complaint to proactive. FINK et al. (2003) explained in their framework, which they created as a diamond shape Figure (5), that organizations at the bottom of the framework are called non-compliant, which are monocultural organizations, and organizations at the top are called multicultural, which are managed through proactive diversity management. The model contains two

intermediate levels, between the lowest and highest level, which are complaint and reactive diversity management.

The arrows represent numerous aspects that organizations alter as they go from one end of the continuum to the other. The framework proposes that diversity is seen as a burden at the low level, then as an advantage by organizations at the high level. According to FINK et al. (2003), low-level organizations are characterized by the following characteristics: I- integrate employees into recognized standards of conduct, II- have tight communication and decision making, and III- do not follow government legitimations.

While progressing from one level to the other, the organization's management begins to shift its features from non-compliant to proactive. In the proactive level of the framework, the main characteristics include I- making policies and practices to benefit diversity among employees, II- predicting diversity problems and issues prior to its occupation, III- offering initiatives and programs to improve employee satisfaction and motivation. IV- Managers and leaders think that diversity is critical to the success of their businesses (FINK et al., 2003).

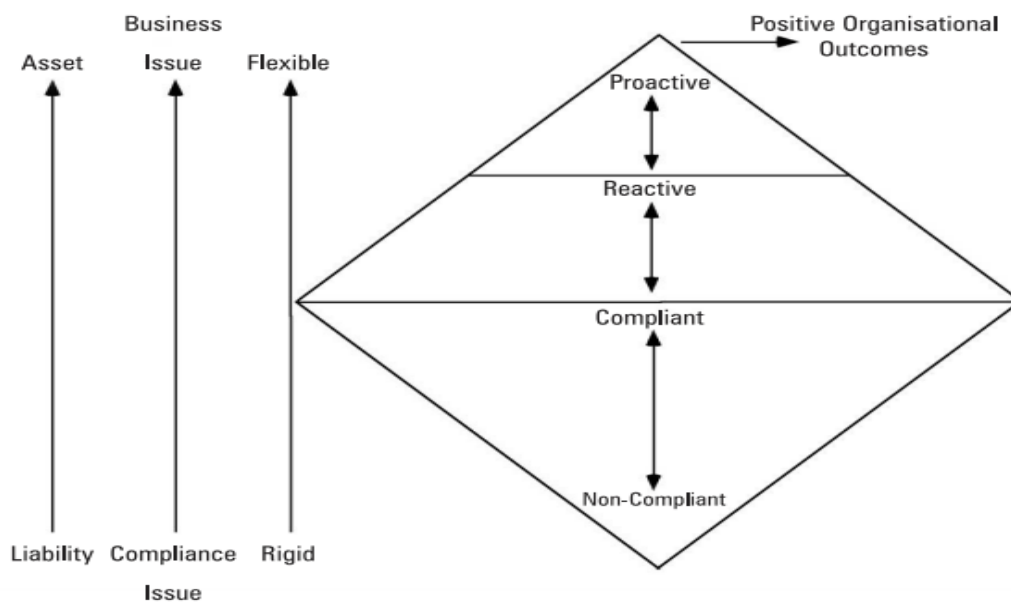


Figure 5. Comprehensive framework of managing employee diversity

Source: (FINK et al., 2003)

2.1.3. Diversity management theories

This variance in definitions and models in managing diversity demonstrates the concept's complexity. Many theories have been developed to describe the significance and need of diversity management in organizations (ALSHAABANI et al., 2022). Such as the social identity theory TAJFEL et al. (2004) , which states that people categorize their perceptions into social groups based on shared attributes; the similarity-attraction theory (BYRNE, 1971), which states that people prefer to be around people who have similar attributes and values, while avoiding people who have opposing attitudes, values, and experiences; and the social exchange theory (CROPANZANO AND MITCHELL, 2005) highlighting the value of mutual exchange in maintaining social stability So, when effective diversity management is

applied inside organizations where individuals are eager to participate and contribute, a safe environment may be produced.

Other scholars suggested institutional theory as a foundation for managing diversity. Institutional theory highlights the normative settings that exist inside organizations (MARTINEZ AND TINA DACIN, 1999). The theory proposes a framework for understanding how norms and rules influence organizational behavior and outcomes (LAMMERS AND GARCIA, 2017). It gives a functional analysis to explain why and when social actors empower and legitimate a given change in the environment. YANG AND KONRAD (2011) provide an overview of how institutional theory might be used to diversity management. They discussed the implications of institutional theory on diversity management at three stages of the process (antecedents, implementation, and outcomes). Their model is presented in Figure 6.

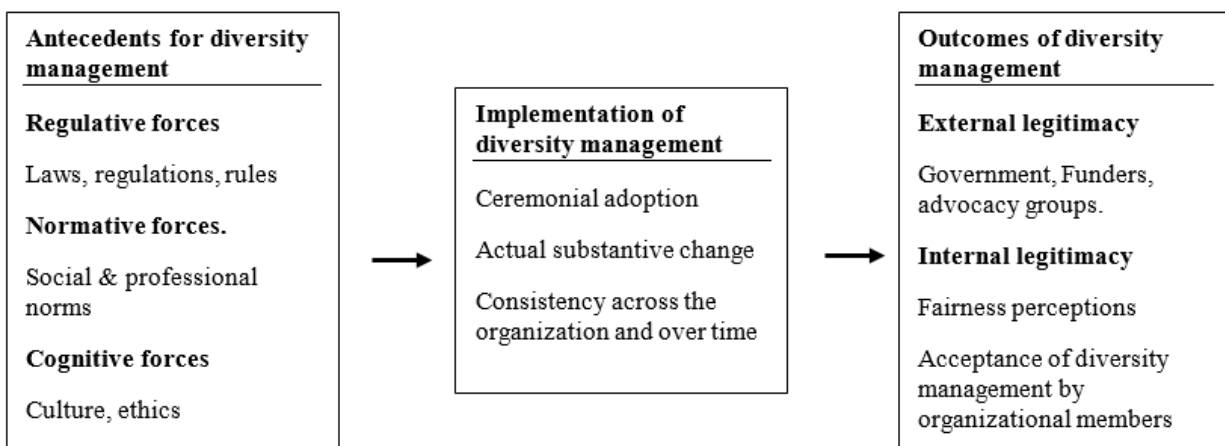


Figure 6. Expected antecedents and outcomes of managing diversity based on Yang theory.

Source: (YANG AND KONRAD, 2011)' study

The last theory that explains diversity management is the resources-based theory. The main focus of resources-based theory is on homogeneity within organizations and how integrating diversity would effect organizational performance and resources (YANG AND KONRAD, 2011). Organizations with a more diverse workforce have various competitive advantages than those with a homogeneous workforce (COX, 1991). According to RICHARD et al. (2003), diversity is a valuable and scarce resource that promotes organizational competitiveness. Improved performance, creativity, cost savings, and product variety are some of the benefits of diversity management practices. According to resource-based theory, how managers view the relevance of diversity for organizational efficiency has a direct impact on its adoption.

2.1.4. Diversity management practices

Human resource management (HRM) scholars and experts argue that organizations' strategies and policies, as well as the HR practices that implement them, should take diversity in the workforce into account and provide employees with opportunities that make use of their uniqueness (GUILLAUME et al., 2017). According to RICHARD et al. (2013), employees feel cared for by their organization not just when it participates in their overall development and performance but also when it participates in enhancing their specific strengths and resolving their diversity-related inadequacies. In order to make

the most of the advantages that come from diversity, organizations use diversity management as a strategy backed by practices (YANG AND KONRAD, 2011). Diversity management as a part of HR requires having procedures and practices that maximize the benefits of workforce diversity (ASHIKALI AND GROENEVELD, 2015). This has heightened interest in diversity management practices as a proactive tool for corporations to use in implementing diversity management.

YANG AND KONRAD (2011) describe diversity management practices as “the set of formalized practices developed and implemented by organizations to manage diversity effectively” (p. 8). For a variety of reasons, the focus of this study will be on formalized DM practices. To begin with, formalized practices have a pretty lengthy lifespan. In a 30-year longitudinal study, KALEV et al. (2006) found that very few formalized diversity practices were abandoned after an organization implemented them. Second, established practices have the ability to spread across the business, in contrast to informal activities taken by individual diversity advocates, who may burn out or depart. Third, the history of strategic human resource management (SHRM) has shown that established practices can be monitored and compared across businesses, as well as associated with significant organizational results.

Diversity management practices are not only intended to encourage and recognize diversity; they are also intended to enhance it in order to advance organization objectives such as fulfilling corporate social responsibility, leveraging innovation, improving the satisfaction of different customers, or obtaining a competitiveness (MANOHARAN AND SINGAL, 2017). Despite greater adoption of diversity management practices, as shown by a variety of studies, researchers continue to be interested in employees' perceptions of these practices and how they influence their attitudes and behaviors (WENTLING AND PALMA-RIVAS, 1998). Numerous studies have been conducted in an attempt to determine the impact of diversity management practices on these behaviors and attitudes.

MAGOSHI AND CHANG (2009) argued that diverse management practices (compensation, promotion, training, and leadership) may boost organizational commitment through procedural justice. Diversity management practices may assist organizations in attaining better performance results by addressing inequalities in recruitment, evaluation, progression, and (D'NETTO et al., 2014). Additionally, a strong relationship was shown between diversity management practices and employee behavior. As an example, consider staff engagement (ALSHAABANI et al., 2022; DOWNEY et al., 2015), organizational citizenship behavior (Shen et al., 2010), and employee loyalty (JAUHARI AND SINGH, 2013). In the same line, SHEN et al. (2009) proposed that several diversity management practices, such as recruiting and selection, training and development, performance assessment, and compensation, may improve organizational effectiveness. Similarly, NG AND STEPHENSON (2015), proposed various diversity management practices such as active recruiting of minorities, leadership training programs, the use of equitable remuneration and incentive systems, and diversity management policies.

There is no single set of diversity management practices that every organization should implement; rather, the set of diversity management practices that are appropriate for a particular organization is context-dependent, taking into account the organization's unique workforce, labor market composition, local legislation, and cultural characteristics (SYED AND ÖZBILGIN, 2009). As a result, the optimal set of diversity management practices should be customized in a way that takes into account the organization's unique circumstances (NG AND STEPHENSON, 2015).

KOSSEK AND PICHLER (2009) presented a thorough framework for defining diversity management practices. This framework categorizes diversity management practices into three broad categories depending on the kind of value created by their implementation. The first type, diversity management practices, has the potential to lower the cost. If these practices are successful in eliminating negative consequences associated with workers' divergent interests, such as prejudice, discrimination, conflict, or high employee turnover, they should result in a reduction in an organization's human resource expenses. The second type is intended to develop a more varied human capital pool in order to accomplish a goal (like generating innovation and creativity in products or services). The third type is meant to foster workplace attitudes of inclusion, to persuade workers to care about their companies and do their best work.

While it is unclear which diversity management practices are more prevalent in various organizational contexts (BENDL et al., 2015), organizations frequently implement the same diversity management practices such as monitoring programs, diversity training, and diversity networking regardless of the organization's uniqueness. This implies that there is some variation in these practices, as if "one size fits all" (BENSCHOP et al., 2015), and it is critical for organizations that are implementing diversity management practices to avoid using mono-practice approaches and to combine multiple practices in order to eliminate intersectional inequalities in organizations (DENNISSEN et al., 2020).

Therefore, this research tries to focus on more than one practice, and after considering the previous literature regarding diversity management in Hungary, the researcher chose to focus on some diversity management practices in the context of Hungary. These practices include diversity training, reward, and pay, career development, and performance appraisal,

- Diversity training awareness

Diversity awareness training is characterized as a different selection of programs focused at fostering good intergroup relationships, eliminating prejudice and discrimination, and boosting employees' abilities, knowledge, and desire to connect with others who are diverse (PENDRY et al., 2007). A primary objective of awareness programs is to fully integrate individuals of minority social categories into an organization's social, structural, and power interactions (DEVINE AND ASH, 2022). Additionally, assisting employees in being aware of their own cultural limits and preconceptions in order to improve their ability to work and live together. Working in a multicultural environment necessitates interaction with individuals who have divergent opinions. Numerous diversity awareness programs assist individuals in identifying their concealed prejudices and communicating successfully with one another. Effective programs teach individuals to be more adaptable in their interpersonal connections and to communicate directly with members of different groups (BEZRUKOVA et al., 2012).

- Diversity reward and pay

Pay equity helps with the successful management of diversity and the performance of organizations. Diversity management in compensation requires a thorough implementation of the equal pay principle and a performance-based pay structure (SHEN et al., 2009). For example, to address age diversity within the older workforce, firms may improve health benefits and vacation time while attracting and motivating a younger workforce via promotion, leadership, and salary (ZAHAREE et al., 2018). In terms of gender diversity, employers may adapt fringe benefits to include special leave for

mothers and fathers, childcare alternatives, flexible work hours, and health benefits (PETTS et al., 2022). Previous studies reveal that the pay structure, salary determinants, and benefit plans should be created not just on general principles, but also taking into account the ability, knowledge, and skills of employees (SHEN et al., 2009). Despite laws and other efforts to make sure that everyone is paid the same, previous research has found that discrimination in job pay is still a problem (D'NETTO et al., 2014).

- Career development

Effective organizational career development ensures that more people have access to all levels of the organization. Extend career options to ensure that cultural diversity is a reality in the company (SCOTT AND SIMS, 2017). Equal employment opportunity legislation requires that minority groups and women be provided with development opportunities that prepare them for positions of higher responsibility within the business (STONE et al., 2020). Successful progress of diverse group employees requires organizations to devise strategies for eradicating the glass ceiling (DAFT, 2013). The mentoring connection is one of the most effective strategies of progress. According to research, women and minorities are less likely to create mentorship connections than males (DAFT, 2013).

- Performance appraisal

The purpose of performance assessment is to improve organizational performance and employee motivation (SHARMA, 2016). Performance assessment techniques should be centered on the individual's performance, not on personality or demographic characteristics, and they should be culturally neutral to the maximum extent feasible. Organizations may achieve equality by conducting a culture and management system audit. According to (D'NETTO et al., 2014), Australian manufacturing firms focused their performance assessments primarily on output objectives and did not place a high premium on diversity concerns such as the capacity to cope with diversity. NYBERG et al. (2013) mentioned that unfavorable assessment might have an effect on future effort to achieve positive employees' attitudes and behaviors.

2.2. Organizational climate

Employees' behavior in organizations is influenced by both their personal traits and the work environment (SCHNEIDER et al., 2013). Employees' views about their jobs are influenced by a variety of organizational factors and social relations that comprise their work environment (CHURCHILL et al., 1976). There are several definitions and concepts used to describe employees' impressions of their work settings, including organizational climate, psychological climate, collective climate, and organizational culture (PARKER et al., 2003). The organizational climate is a critical aspect of the organizational environment since it has a direct impact on employee behavior. Since the late 1960s, organizational climate has been a major subject of discussion in organizational behavior literature, and it is widely regarded as a critical lens through which to observe employee attitudes and behaviors at work. The first attempt to define the concept of organizational climate was first made by (Litwin and Stringer, 1968) who defined it as "the set of measurable properties of the work environment that is either directly or indirectly perceived by the employees who work within the organizational environment that influences and motivates their behavior." (Litwin and Stringer, 1968) as was cited in (HOLLOWAY, 2012). Later, PAYNE et al. (1971) defined organizational climate as employees'

perceptions of their company and its mission. GUION (1973) defined organizational climate as an “attribute or set of attributes that differ from organization to organization and can be described, measured, and classified.” A more classic individual differences technique typical of the industrial psychology dominated earlier climate research “ until the early 1980s” (SCHNEIDER et al., 2013) . CHURCHILL et al. (1976) described organizational climate as the sum of the social elements that make up a employees’ work environment.

Other studies have attempted to define organizational climate in recent years. Griffin and Moorhead defined organizational climate in terms of individual perceptions; repeating patterns of employee behavior, attitudes, and emotions (GRIFFIN AND MOORHEAD, 2013). These individual perceptions can be related to different factors. According to ABRAHAM (2019), organizational climate is related to employees' perceptions of their leaders' behaviors within the organization, as well as to employees' attitudes toward their leaders' abilities to manage and protect a productive work environment, which is the most critical factor for sustained workplace growth. BOWEN AND OSTROFF (2004, p.205) gave a different perspective on organizational climate, arguing that it is related to “the shared perception of what the organization is like in terms of practices, policies, procedures, routines, and rewards- what is important and what behaviors are expected and rewarded- and is based on shared perceptions among employees within formal organizational units.” These arguments were also supported by (AISWARYA AND RAMASUNDARAM, 2012) who suggested that organizational climate is the regular patterns of behavior, attitudes, and emotions that define organizational life. Which will manifest itself via their actions and outcomes (MOGHIMI AND SUBRAMANIAM, 2013).

As can be seen from the definitions above, there is no standard definition of organizational climate in the literature due to its complexity and diverse nature. It is derived from employees' views gained from their work experiences, and these perceptions are shared and consistent throughout the organization (DAWSON et al., 2008). This also demonstrates that an organization's practices and procedures are related to its organizational climate, which has an effect on employee behavior.

Due to the variety of organizational climate definitions, organizational climate measures are likewise diverse. The first organizational climate measure was proposed by (Litwin and Stringer, 1968), who classified the measure into nine factors for assessing organizational climate as follows: Structures (how employees feel about group constraints, such as rules and procedures), responsibility (how employees feel about their supervisor's sense of trust and accountability), reward (how employees feel about their understanding of reward systems and whether they are compensated fairly), risk (how employees perceive risk and challenges at work), warmth (the general feeling of good fellowship that pervades the workgroup atmosphere), support (how do employee perceive the helpfulness atmosphere from their managers and coworkers), standards (employees' perceived relevance of implicit and explicit objectives and performance standards), conflict (employees' perception of their supervisors' and colleagues' willingness to listen to other viewpoints), and identity (the degree that employees feel belonging to their organization). Following Litwin and Stringer's measurements, several scholars added or adjusted numerous aspects for assessing organizational climate in accordance with their research models (WILLIAMS, 1998; WATKIN, 2001). For instance (JONES AND JAMES, 1979) suggested only six dimensions of organizational climate (friendliness and warmth; job challenge, importance, and variety; leadership facilitation and support; professional or organizational spirit; trust climate; conflict climate). Later their model was enhanced by (DAVIDSON et al., 2001) by summarizing the number of items that they first introduced. Recently (DATTA AND SINGH, 2018)

reused the Davidson and his colleagues' model with a little modifications to fit the service sector, therefore this study will use the latest version of the model, covering only three dimensions of it which are conflict climate, trust climate, and leadership facilitation and support.

The climate of an organization may be either positive or negative. A positive climate, on the one hand, implies that communication, leadership, relationships, and the reward systems are all in good working order. When the climate is negative, on the other hand, it indicates that those dimensions are not being appropriately managed by management (ABUN et al., 2021).

The organizational climate has a variety of effects on how employees behaviours. Organizational climate has a direct effect on job involvement, which may assist the organization to maximize its return on investment (MARTIN, 2010), Positive organizational environments have been proven to be strongly associated with employees' work passion and commitment to their organization (PERMARUPAN et al., 2013), enhancing employees' engagement (CHAUDHARY et al., 2014; ANCARANI et al., 2019), creativity and innovation (HUNTER et al., 2007; MOGHIMI AND SUBRAMANIAM, 2013)

HR practices have been associated to organizational climate in a number of studies. KAYA et al. (2010) found that organizational climate is positively associated with human resource management practices; moreover, organizational climate may mediate the relationship between human resource management practices and employee satisfaction among Turkish bank employees. Similarly, SANI (2012) found that strategic human resource management is positively related to organizational climate, which serves as a mediator between strategic human resource management and organizational performance among employees in Nigeria's insurance industry. The effectiveness of HRM is linked to organizational climate, when HRM practices can build a positive organizational climate this will be reflected on the employees attitudes and behaviors positively (ZHANG AND LIU, 2010).

2.2.1. Conflict Management Climate

Concept of conflict

Conflict can appear at all levels: regions, nations, groups, individuals, or even religions. At any time, people interact together, conflict surfaces due to the values of individuals, their objectives, or their ambitions, which differ between individuals or over time. It can be seen at any time or anywhere in our personal, professional, or even academic lives (DARLING AND FOGLIASSO, 1999).

Many previous studies have thought that conflict is a normal part of social patterns. This means that conflict is common in the workplace and in the dynamics of work teams (DESIVILYA AND EIZEN, 2005). According to TATUM AND EBERLIN (2006) (p.68), "Conflict is a way of life in relationships that can be explicitly and implicitly expressed, but it is how we handle or manage these conflicts that determine the quality of our relationships." the conflict that happens between members promotes positive impacts on the organizations and limits the adverse effects.

The term "conflict" has a wide range of definitions; some researchers define it as "a set of disagreements or nonconformity between the options of two conflicting parties and their principles" (JEHN AND BENDERSKY, 2003). Others defined it as a process in which individuals or groups within an organization disagree with one another and work in opposite directions (AYOKO et al., 2014). Other researchers considered conflict to be emotionally activated (BODTKER AND JAMESON, 2001) conflict

can be viewed as the emotional foundation of negative emotional feelings such as anger, tension, anxiety, and frustration (KABIR, 2017). On the other hand, THAKORE (2013) referred to conflict as a situation in which contradictions appear in goals, emotions, or attitudes of both members or groups that lead to the disagreement between them.

The outcomes of conflict in the workplace have been widely studied. The early studies on conflict considered conflict as a negative and vexing aspect of organizational life, which explains why most of the early studies focused on avoiding conflict in the workplace and trying to change the situation rather than solving it (ROBBINS AND JUDGE, 2010). The scholars argued that the adverse effects and negative feelings that are developed by conflicts would slow down the performance of the people and thus decrease the productivity of the organization (AYOKO et al., 2014). This view of organizational conflict is called the "traditional school" (THAKORE, 2013).

Later many scholars started to see conflict as a sign for a healthy organizational climate, and the good manager is the one who tries to monitor and watch conflict rather than trying to eliminate it. This school's researchers argued that conflict is necessary for effective performance; therefore, managers should encourage it at its minimum levels between members. They consider that conflict is inevitable for any organization and to decide its effects, and managers should judge the organizational performance (ROBBINS AND JUDGE, 2010). This view of conflict called the interactionist school (THAKORE, 2013). After that school, a new view of conflict came; integrationist school and this school is the most recent view on conflict (THAKORE, 2013), this view on the conflict at workplace argues that conflict is crucial for organizations, teams, and individuals to perform effectively and achieve the optimal performance (ROBBINS AND JUDGE, 2010; RAHIM, 2002).

Different forms of conflict at the workplace are usually mentioned in the literature; intrapersonal conflict, intragroup conflict, intergroup conflict, and inter-organizational conflict (THAKORE, 2013). Additionally, other studies identified three distinct forms of conflict: interpersonal conflict, task conflict, and process conflict (JEHN AND MANNIX, 2001). Besides, these forms of conflict are caused by different causes. The literature on conflict shows numerous causes. However, the leading potential causes are; the contradiction between the own objectives of members, task interdependence, poor integration, scarce of resources, unclear responsibilities and roles, unclear tasks, weak communication unfair reward, personal differences, and changes within an organization (RAINES, 2019; ROBBINS AND JUDGE, 2010), working in a diverse workplace (INEGBEDION et al., 2020).

Although conflict cannot be avoided, it can be managed. Since conflict is recurring in individuals, groups, and organizational levels (OVERTON AND LOWRY, 2013). when conflict is handled correctly will lead to the release of stress, development of ideas, increase innovation, employees' satisfaction, management awareness (AYOKO et al., 2014), the conflict could be a strong drive for change inside the organization (DARLING AND FOGLIASSO, 1999). There is a need for conflict management solutions since conflict may have both positive and negative effects on an organization (LAZARUS AND SCIENCES, 2014).

According to RAHIM (2010), managing conflict means evaluating and detecting the potential source of conflict to eliminate it, making the departments' goals clearer and making the employees understand how they are related to the organization's goals, having a system to deal with conflict, and dealing with conflict at the right time. Therefore, conflict management refers to the endeavor of controlling conflict through regulations and several measures (LAZARUS AND SCIENCES, 2014).

Effective conflict management may result in increased corporate profitability, increased employee satisfaction, improved organizational performance, and a reduction in violence and disturbance. On the other hand, poor conflict management can make communication less efficient and lead to more disagreement (WILMOT AND HOCKER, 2001).

RAHIM (2010) has suggested a model related to conflict management strategies. These strategies relate to the internal structures by which various groups or people resolve conflicts. Rahim structured two dimensions of self-and other concerns in this model, and these two dimensions include five distinct conflict management strategies: integrating, obliging, dominating, avoiding, and compromising.

Integration: is usually referred to as problem solving. It also involves different traits like openness, exchanging information, inspecting alternatives, and examining differences between these alternatives for reaching a practical solution that is accepted by both parties.

Obliging: is linked to the efforts that one party may make to reduce the differences and increase the similarities to satisfy the concerns of the counterparty.

Dominating: In this strategy, the first party has a high concern for himself/herself with profound concern for the counterparty and tries to achieve his goals and needs while ignoring the needs or goals of the other party.

Avoiding: in this strategy, the first party has a low concern for themselves and for the concerns of others as well, so the party fails to satisfy his and the other person's concerns.

Compromising: this strategy, intermediates self-concern and other concerns whereby both parties give up something in order to reach a compromise between both parties, so it can be referred to as a "give and take" situation.

Conflict climate

Social groups in the workplace usually face inconsistencies that create conflict and disturb productivity and organizational life. Therefore, conflict should be handled efficiently to ensure a positive workplace climate and its negative impacts should be minimized. It is this that will build the notion of trust and hence foster an amiable relationship between organizations and employees (ZAPATA et al., 2013). Values and identity issues are often seen as a cause of conflict in the workplace, since conflict typically begins when a person or group of members perceives distinct or opposing goals, interests, needs, beliefs, and values (MAYER AND LOUW, 2012).

Conflicts within any organization may be either destructive or constructive. A destructive conflict is described as one that stops innovation from being implemented, while a constructive conflict is defined as one that encourages innovation's implementation (MCADAM, 2005). This positive outcome is highly dependent on an organization's capacity to handle disputes inside its walls. Positive, constructive conflict resolution may result in increased work satisfaction, creativity, and lower turnover (POSTHUMA, 2011) Additionally, it has a positive effect on employees' performance (OLU AND ADESUBOMI, 2014) positive employee relations (SAHOO AND SAHOO, 2019) and employees engagement (EINARSEN et al., 2018) organization performance (ROBBINS AND JUDGE, 2010).

Conflict management climate

The organizational climate has an effect on conflict in the workplace (BHOWON, 1999). The organizational climate is concerned with identifying how conflict occurs inside the organization and with forecasting the repercussions of conflict (JUNG AND YOON, 2018). The term "organizational climate" refers to the collective views of members of an organization towards a workplace issue (JAMES AND JAMES, 1989). Thus, conflict management climate is a broad notion that covers all aspects of corporate conflict management. The term "conflict management climate" refers to employees' perceptions of their organizations' procedures and practices, as well as how managers and subordinates are perceived as fair and conventional (EINARSEN et al., 2018). The conflict management climate is composed of a variety of organizational situations and how each member's perceptions of these situations interact (RIVLIN, 2001).

Researchers are increasingly interested in conflict management climate as a promising process (Z AHLQUIST et al., 2019). At the workplace, conflict management climate is an important organizational resource that aids in the buffering of interpersonal frustration caused by stressful workplace conditions, which in turn leads to bullying (EINARSEN et al., 2018). Having a positive conflict management climate lead to a lower level of bullying at the workplace. levels of job demand among members of the organizations. Furthermore, it can moderate the relationship between both of them significantly (Z AHLQUIST et al., 2019). Besides, a decent conflict management climate can also reduce the tendency of bullying in the workplace that appears because of a lack of role clarity in the organization.

2.2.2. Trust climate

The concept of trust

One of the most important dimensions of organizational climate is trust since the employees within an organization perceive it based on their personal understanding of the workplace climate's trustworthiness (COSTIGAN et al., 1998). Furthermore, it is considered a fundamental tool for creating a positive exchange relationship between the employee and his/her organization and colleagues (GOULD-WILLIAMS AND DAVIES, 2005). Trust is a tool that can help reduce complexity and increase confidence between parties in a complex work environment where multiple relationships are unavoidable. Furthermore, the trust would facilitate cooperative behavior between the members at the workplace (GAMBETTA, 1988). All of this has made trust receive increased attention in the organizational literature in the last twenty years (COLQUITT et al., 2007; BALLIET AND VAN LANGE, 2013; SCHOORMAN et al., 2007).

Researchers offered a variety of definitions of trust; one of the most frequently used is (MAYER et al., 1995, p.712), who defined it as "the willingness of a party to be vulnerable to the actions of another party based on the expectation that the other will perform a particular action important to the trustor, irrespective of the ability to monitor or control that other party". while other scholars described it as a psychological state like (ROUSSEAU et al., 1998) who defined it as a " psychological state comprising the intention to accept vulnerability based upon positive expectations of the intentions or behavior of another." Additionally, trust has been described as "the willingness to take risks, and the level of trust is an indication of the amount of risk an individual is willing to take"

(SCHOORMAN et al., 2007, p.351). COOK AND WALL (1980) defined trust as the degree to which one is prepared to assign positive intentions to and have faith in the words and conduct of others.

Trust climate definition

The concept of trust climate is defined as a critical characteristic of organizational climate as perceived by employees, based on individual subjective assessments of the overall workplace environment's trustworthiness (COSTIGAN et al., 1998). As a dyadic trust relationship between individuals and concrete trusted parties, its essential nature is the willingness to accept vulnerability to the organizational environment (MAYER et al., 1995). Thus, this conception describes a phenomenon in which the extent to which organization members expose themselves or engage in risky behaviors in the organizational environment is determined by an individual's assessment of the workplace's overall trustworthiness. According to this definition, trust climate can be thought of as a subset of organizational climate, reflecting a broad and diffuse assessment of the environment in which employees perform their jobs' trustworthiness.

According to (COSTIGAN et al., 1998), trust refers to "trusting" relationships between the focus employee and co-workers this trust is called horizontal trust, while vertical trust relates to the employee's trust in his or her immediate supervisor, subordinates, and top management. In the same line FULMER AND GELFAND (2012) categorized trust climate into three interpersonal levels: (I) trust in leader (II) trust in the organization; (III) trust in co-workers.

Much previous research has focused on the impact of leadership on building trust (DIRKS AND FERRIN, 2002; BURKE et al., 2007; SCHAUBROECK et al., 2011), or their identification with the organization (DIRKS AND FERRIN, 2001; SCHOORMAN et al., 2007) or the shared belief of trustworthiness among co-workers (TAN AND LIM, 2009). However, it was noticed that very limited studies focused on trust climate (SCHAUBROECK et al., 2011).

The first dimension of trust climate is trust in leaders. Trust in leaders is contingent upon many antecedents; one of them is the employee's perception of their leader's ability, goodness, and honesty (MAYER et al., 1995). Some researchers argue that these three dimensions of antecedents of trust in leaders are unnecessary, and that only two of these dimensions are sufficient to build this trust (COLQUITT AND RODELL, 2011; FRAZIER et al., 2016), other antecedent of trust are leadership style (JUNG AND AVOLIO, 2000), knowledge sharing (LIAO AND CHUN, 2016) organizational justice (COLQUITT AND RODELL, 2011) HRM practices (LEITER et al., 2011) and diversity management (ALSHAABANI et al., 2022; DOWNEY et al., 2015).

Trust in coworkers is the second dimension of trust climate. Trust in co-workers, according to different studies, has many antecedents. Some of these antecedents are the attributes of the coworker, characteristics of the social network at the workplace, and being trusted by a leader (MA et al., 2019). On the other hand, trust in an organization has been found to have different antecedents, like organizational support, organizational understanding, cooperation, sympathy, modesty, and organizational common values (WASTI et al., 2011).

Trust in organization, which was defined by (HON AND GRUNIG, 1999) (p. 3) as "one party's level of confidence in and willingness to open oneself to the other party," and by (NYHAN AND MARLOWE, 1997) as a proper assessment of an organization's trust. According to (BERRAIES et al., 2021),

organizational trust may be measured by workers' dependence on the organization and by how the organization treats people fairly and respects their diverse interests via various activities.

The review of the literature on organizational trust identified three dimensions that define the concept: integrity, which entails believing that the organization will act fairly and in accordance with all stakeholders' expectations; dependability, which emphasizes the importance of the organization keeping its promises in order to increase employee trust; and finally, competence, which implies that the organization can keep its promises (LEE et al., 2021). Additionally, various academics have highlighted a range of factors that may be employed to assist firms in creating and strengthening organizational trust, including employee empowerment, cultural norms, organizational structure, organizational justice, and diversity management (ALSHAABANI et al., 2022; ALSHAABANI et al., 2020). The distinction between these different dimensions of the trust climate is important since there are many differences between these levels. Therefore, trust and its dimensions may vary (DONOVAN et al., 1998).

A few studies have focused on the antecedents of the trust climate. Some researchers discovered that both diversity and diversity management can predict a positive workplace trust climate (DOWNEY et al., 2015; ALSHAABANI AND RUDNAK, 2020), organizational politics (MUHAMMAD ALI, 2007), having a decentralized organizational structure, focusing on effectiveness, openness of communications, fairness in reward systems, and performance appraisal (HOLLAND et al., 2012). Employees' positive workplace experiences are directly related to a positive workplace trust climate. SAUNDERS AND THORNHILL (2004) said that if the employees and the businesses are treated fairly, there will be more trust in the workplace.

Organizational commitment, stress, job satisfaction, productivity, and turnover intentions have all been found to be affected by trust climate (RM, 1999; DIRKS AND FERRIN, 2002). Moreover, it was shown that a trust climate was associated negatively with counterproductive behaviors and positively with organizational citizenship behaviors, job performance, employee loyalty, and employee engagement (ALSHAABANI AND BENEDEK, 2018; WANG et al., 2019; COSTIGAN et al., 1998). These positive impacts require proper organizational management that applies practices to build trust between the organization and its employees since the management of an organization directly affects trust in the workplace (DAVIS et al., 2000). Gender diversity and trust climate have a positive relationship (BRAHM AND KUNZE, 2012).

A positive trust climate can influence employees to act in a more ethical way in the workplace. Moreover, both managers and employees would follow the organizations' codes and rules when making decisions (BUTTS et al., 2009). A positive trust climate can lead, moreover, to a positive ethical climate within an organization (TAN HOUNG AND HO JO, 2015).

According to what has been stated above, scholars in organizational theory have recognized the need to expand current knowledge about trust climate and the circumstances under which trust can be created and improved because trust benefits both organizations and employees.

2.3. Leadership and leadership support

2.3.1. Leadership concept

Leadership is often described in terms of those in command of organizations and their divisions; by definition, such individuals are leaders. However, considering the talents required to properly traverse the status hierarchy of a huge hierarchical organization needs more understanding of leadership and its role on employees (HOGAN AND KAISER, 2005).

Leadership was continually regarded as a major topic, drawing numerous company management academics (BERRAIES et al., 2021). Scholars believed that leadership is an activity in which a leader seeks to influence subordinates in order to help them understand the organization and assist their designated tasks in order to reach a shared objective (FRENCH, 2011). Many leadership styles were extensively studied in order to highlight their significant impact on employees' behavior. However, the most studied theory to understand leadership behavior in the context of leadership style and organizational climate (KUSLUVAN, 2003).

House's Path-Goal Theory

This theory integrates evidence from trait and behavioral theories as well as prior ones. Since the theory is focused on how a leader impacts the subordinates' views of both work objectives and personal goals, as well as the relationship, or path, identified between these two sets of goals, the term "path-goal" is employed (FRENCH, 2011). Effective leaders make it clear to their followers how they may attain their objectives, and leaders are only effective to the extent that followers see them as providing directions to important objectives (HOUSE, 1996). The way that leaders do this is by helping their followers believe that exerting more effort will enhance performance and that achieving success would result in valuable rewards (GREENBERG et al., 2013).

The idea consequently comprises of three components: the leader's conduct, contingent or situational elements, and subordinate outcomes. Leaders also offer assistance and tools to employees to help them achieve work goals, boost job satisfaction, and motivate themselves. The subordinate outcome can be job satisfaction, acceptance of the leader, and motivating behavior. The important situational factors are either characteristics or traits of the subordinate or attributes of the work setting, such as the nature of the subordinate's work or the organization's formal authority system (KUSLUVAN, 2003). Additionally, it may be considered in relation to employee engagement and its results, such as organizational citizenship behaviors (OCB), since it can mitigate the negative impact of engagement on OCB (OTHMAN et al., 2017).

House categorized leadership behavior into four categories: directive, supporting, participatory, and achievement oriented. The main goal of directive leaders is to communicate clearly and precisely how task is to be completed. In order to assist achieve goals, this lessens role ambiguity and defines rules, regulations, and processes. In contrast, supportive leadership demonstrates care for the socio-emotional needs of employees. An approachable work climate increased social satisfaction, and stress reduction are all facilitated by supportive leadership. The participatory leader promotes subordinate decision-making and gives them more freedom to select important objectives. Leaders that are goal-oriented promote performance excellence by establishing difficult objectives and giving their staff members the assurance that they can achieve those objectives.

According to the Path-Goal theory, a leader's conduct is dependent on his or her employees' satisfaction, motivation, and performance. The manager's role is considered to be advising employees on the best ways to achieve both their own and the organization's objectives. The idea is that leaders will have to act in different ways depending on the nature of the situation and what needs to be done. It is the leader's responsibility to aid followers in achieving their objectives and to offer the necessary guidance and assistance to ensure that their aims are consistent with those of the organization. Path-Goal theory presupposes that those leaders are adaptable and able to adapt their style to the circumstances (HOUSE, 1971). The Path-Goal Theory captures the need for various tasks that a leader must complete, as well as the leadership characteristics that managers should develop in practice. The theory also established principles for how leaders must adjust for probable skill deficits among subordinates.

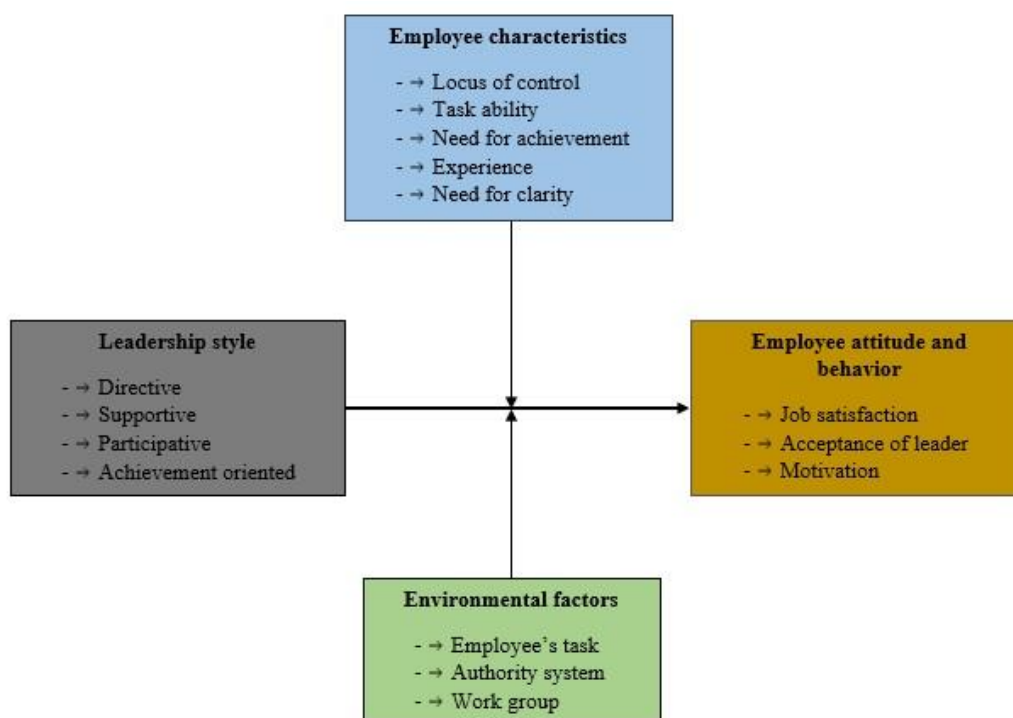


Figure 7. Path-Goal theory

Source own construct based on (HOUSE, 1971) research model

According to the theory, as can be seen in Figure 7, employees' characteristics factor has different dimensions revolving around two concepts: locus of control, which refers to a person's sense of the underlying major reasons for his or her life occurrences. Hence, as the theory mentions, a participative leader is appropriate for followers with an internal locus of control, whereas a directive leader is appropriate for those with an outward locus of control. The other dimension is related to self-perceived abilities. It focuses on how people perceive their own competencies. For example, employees who are confident in their own abilities dislike directive leadership. The last one is the attitude of the subordinates toward authority and people in positions of power. Do individuals like to be told what to accomplish and how to do it... or not? What do they think of people in the organization

who have more formal authority than they do, particularly the leader? The other potential moderator according to the theory is "environmental factors," which involves the kind of task that the employees' are doing, the leader's formal authority, and finally, group cohesion (HOUSE, 1971).

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According to House the leader adapts their style of behavior to the employee and task characteristics such that the employee's incentive is to succeed at the goal. House gave clarifies how each leader works as follow.

- Directive: The leader conveys to their subordinates what is expected of them, such as what to accomplish, how to complete a job, and how to schedule and supervise activities. It is most effective when individuals are unclear about the work or when the environment is filled with ambiguity.
- Supportive: The leader makes work enjoyable for the employees by demonstrating compassion for them and being accessible. It is especially successful in situations involving physically or mentally challenging tasks and relationships.
- Participative: Before deciding on the next move, the leader discusses with their followers. When subordinates are thoroughly prepared and interested in their job, it is most successful.
- Achievement: The leader sets performance targets for their subordinates, expects them to achieve at their maximum level, and is enthusiastic in their capacity to do so. It is especially successful in technical, scientific, and sales situations.

The four types of leadership behavior are not mutually exclusive, and a leader can use a variety of styles, based on the needs of their followers and the environment in which they work. For instance, those who have a strong need for connection are more likely to choose a supportive leadership style than people who have a strong need for success. Workplace circumstances also influence effective leader behaviors. In order to effectively enable subordinate goal attainment, leaders must take into account both the workplace environment and the qualities of their subordinates.

The "Theory of Work unit leadership," a reformulated path-goal theory, expands on the categories of leader behavior (HOUSE, 1996; KUSLUVAN, 2003). These categories include "path-goal clarifying behaviors, achievement-oriented leader behavior, work facilitation, supportive leader behavior, interaction facilitation, group-oriented decision process, shared leadership, and value-based leadership." The essential components of this revised theory are comparable to those of House's previous theory (HOUSE, 1996). Leader success is still determined by how well leaders complement subordinate and work environment qualities while also facilitating subordinate satisfaction and job performance. The revised theory, on the other hand, has a larger scope and aims to incorporate "various leader behaviors, moderators, and leader effects into a cohesive framework" (House (HOUSE,

1996, P.348). Furthermore, it outlines many methods for subordinate empowerment. The reformulated theory has not been widely tested, but House intended for this to happen in order for the theory to progress and improve (KUSLUVAN, 2003).

One of path-goal theory's strengths is that it examines the intricate connection between the leader's behavior, characteristics of followers, and circumstances inside the work context, and how they influence performance (KUSLUVAN, 2003).

2.3.2. Leadership support

One of the four models of leadership described in his Path-Goal theory is supportive leadership, which is defined as a leadership style that focuses on the needs and well-being of subordinates and the development of a desired workplace climate. In Path-Goal theory, supportive leadership is viewed as a crucial part of successful leadership (HOUSE, 1971). Individualized concern is a sub-dimension of transformational leadership that is related to supportive leadership in that both include displaying interest in subordinates and attention to their specific needs (GRIFFIN AND MOORHEAD, 2013). Individualized consideration also covers developmental factors, such as counseling followers on their jobs, closely following up and monitoring their growth, and offering training as needed. In contrast, supportive leadership places a greater emphasis on social and emotional support, as seen by actions such as empathy, concern, and attentiveness (HOUSE, 1971). While transformational leadership entails substantial care for the business as a whole, supporting leadership stresses personalized, emotional support for subordinates, which is seen as an essential feature of good leadership (GRIFFIN AND MOORHEAD, 2013).

Supportive leadership is a type of leadership in which a manager does not just distribute responsibilities and obtain results, but rather supports an employee until the completion of their work. A significant advantage of supportive leadership is that the manager will work with the employee until he or she is competent and empowered to handle responsibilities with little oversight in the future (TEAM, 2021). To better understand the difference between supportive leader and traditional one, the relationship between the leader and the followers is illustrated in Figure 8.

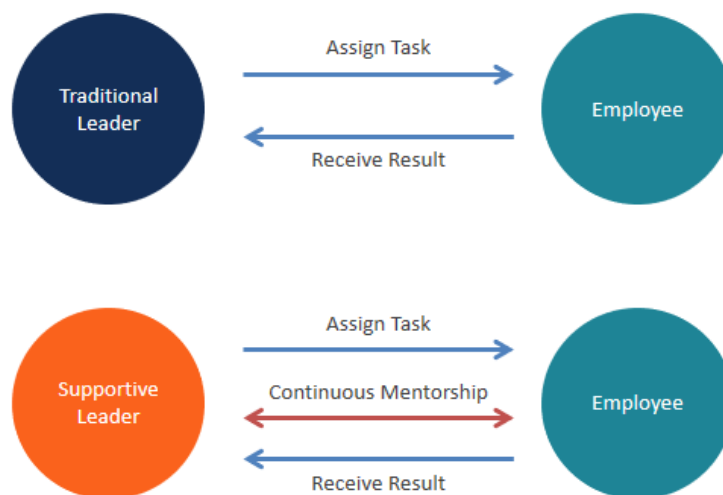


Figure 8. Supportive leadership roles

Source: (TEAM, 2021)

Supportive leadership includes establishing trust, motivation, and helping employees overcome the problems they experience. Leaders wishing to be more supportive of their teams could aim to foster cooperation, pay attention to members' connections, and also demonstrate dedication (TEAM, 2021).

Leadership establishes the vision and supports the team throughout organizational change and redesign by facilitating behaviors such as rewarding innovation and creativity, requesting feedback from employees on proposed changes, and allowing time and space for care improvement (FRANKEL et al., 2006). Additionally, there is evidence that leadership facilitation is favorably and substantially related to an organizational environment that is supportive (GILMARTIN AND D'AUNNO, 2007).

Leadership Support is defined as the degree to which an individual sees attention and support from his or her direct supervision. This concept is consistent with the Path-Goal theory perspective that a helpful manager supervises his or her social group, views their contribution as flexible, and treats people fairly (HOUSE, 1971).

Through their vision, purpose, strategic plan, and objectives, organizational leaders provide endowments, create policies, and influence the organization's emphasis, as well as decide the level of support for wellness programs. Strategically, organizational leaders act as the organization's "face" and have a significant influence in shaping the organization's overall culture, including the degree to which that culture values wellness. As a result, the varied functions that upper-level organizational leaders play in promoting healthy organizational climate are diverse (HOERT et al., 2018). Besides the relationship between leadership support and organizational climate different studies have linked leadership support to different organizational and behavioral outcomes. In general, previous research have shown the good effects of supportive leadership in businesses (SHIN et al., 2016).

According to LOUIS AND MURPHY (2017), leadership support is fundamental and important aspect in enhancing and building positive climate of trust, conflict, and justice. Furthermore, leadership support is important for achieving higher employees' well-being and organizational citizenship behavior.

2.4. Employees' engagement

According to the literature on engagement, employee engagement is a relatively new concept, with scholars beginning to study and discuss it extensively around 2000 (HORVÁTHOVÁ et al., 2019). Numerous definitions have been devoted to comprehending the idea. According to ARMSTRONG AND TAYLOR (2017), employee engagement is defined as an employee's degree of connection to the business and how they identify with it. Additionally, it has been claimed that employee engagement occurs when individuals are invested in their work, are worried and excited about their job and position, and are ready to put in a great deal of effort (HORVÁTHOVÁ et al., 2019). Additionally, (KAHN, 1990) (p. 694) emphasized that employee engagement occurs when "people employ and express themselves physically, cognitively, and emotionally during role performances."

Despite the large number of research undertaken on employee engagement, the subject continues to pique the attention of academics and professionals alike (SHUCK AND WOLLARD, 2009). Employee engagement has been defined in a variety of ways and measured in a variety of ways by both professionals and academics (MACLEOD AND CLARKE, 2009). This range of definitions stems from the academics' explanations of employee engagement (ROBERTSON-SMITH AND MARKWICK, 2009).

On the other hand, for some researcher, engagement is a psychological state. For example, Wellins and Concelman described employee engagement as "a synthesis of commitment, loyalty, productivity, and ownership," as cited in (MACEY AND SCHNEIDER, 2008, p.4). Others describe employee engagement as a motivating state; for example, COLBERT et al. (2004, p.603) characterized employee engagement as a "high internal motivational state." Similarly, DVIR et al. (2002, p.737) defined it as "abundant activity, initiative, and responsibility."

Additionally, several researchers attempted to define employee engagement as an attitude toward the organizational environment and management practices. Employee engagement, as defined by the American office of personnel management, is "employee's sense of purpose and focused energy that is evident to their display of dedication, persistence, and efforts in their work or overall attachment to their organization and its mission" (OPM, 2015, p.1).

Similarly, GEBAUER AND LOWMAN (2009) defined employee engagement as a deep and wide connection between an employee and his or her company that results in an employee's readiness to go above and beyond what is asked of him or her in order to assist the business. Employee engagement, as defined by Towers Perrin, represents workers' "personal happiness and a feeling of inspiration and affirmation they get from their job and association with the enterprise." (BAKKER AND LEITER, 2010, p.12). According to GATENBY et al. (2008, p.4), "Engagement is about creating opportunities for employees to connect with their colleagues, managers, and the wider organization. It is also about creating an environment where employees are motivated to want to connect with their work and really care about doing a good job...It is a concept that places flexibility, change, and continuous improvement at the heart of what it means to be an employee and an employer in a twenty-first century workplace". Employee engagement, according to the definitions presented, is comprised of four dimensions: organizational citizenship behavior, organizational commitment, job satisfaction, and motivation.

2.4.1. Models of Employees Engagement

- Saks's multidimensional model

KAHN (1990) has suggested a definition for employees' engagement as "the harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances." this definition shows that engagement was developed from cognitive and emotional psychological components, later other researchers added the behavioral element to employee engagement (HARTER et al., 2002). One of these researchers was Saks, who viewed employees engagement as two parts; job engagement and organizational engagement, and defined employees engagement as "A distinct and unique construct that consists of cognitive, emotional, and behavioral components that are associated with individual role performance" (SAKS, 2006, p.602). From Saks's definition, it could be said that engagement reflects the cognitive commitment, emotional attachment, and behavioral drivers in a way that develops the person's aggregated aspects of role performance (SARATUN, 2016).

- Engagement motivation model

When KAHN (1990) defined employees engagement, he didn't differentiate between three aspects of employees engagement which are physical, mental and emotional resources of employees since he considered that an engaged employee could invest one or more of these aspects during oneself job

(OPM, 2015). To derive and clearly reflect these dimensions, (RICH et al., 2010) proposed a method for measuring employee engagement that encompasses these elements of Kahn's concept. They proposed that employee engagement can be measured along the following dimensions: physical engagement, emotional engagement, and cognitive engagement. Employees are more engaged when they are physically active in activities, either alone or in collaboration with others; when they are intellectually awake, focused, and attentive; and when they are emotionally linked to their job and coworkers (RICH et al., 2010).

- Gallup model of engagement satisfaction

In this model, the focus is on how employees perceive the workplace characteristics that can cause engagement (OPM, 2015). This model was designed to identify two dimensions: attitudinal outcomes such as satisfaction, loyalty, and pride, as well as issues that are under the leader's control that are causing the attitudinal outcomes (HARTER et al., 2002). Gallup's measure consists of 12 questions that divide employee engagement into four hierarchical levels (basic needs, management support, teamwork, and growth). These levels can explain employee engagement (GALLUP, 2013).

- Model of the Office of Personnel Management

The office of personnel management (OPM) has developed a model for understanding the antecedents of employee engagement through understanding how employees perceive these antecedents. They divided employees' perceptions toward employees' engagement into three factors: leadership, supervisory, and intrinsic work experiences (OPM, 2015). The model recognizes antecedents, contextual factors, and outcomes of employees' engagement. The model expects transparent relationships between the augmented employees' engagement and the desired results of interest; furthermore, it suggests that the relationship between the employees and their supervisors can be manifested in a hierarchical way how employees are more engaged at the workplace. It also proposes that the relationship that employees have with their colleagues helps in meeting their foundational need for relatedness, which, in turn, will promote their level of engagement (STAZYK AND FREDERICKSON, 2018). This model focuses mainly on the leaders and their behavior since it considers that influential leaders are essential for having a positive organizational climate, delivering the organization's goals to the employees, motivating employees, building trust, eliminating unacceptable behavior, and generating commitment. Moreover, leadership affects intrinsic work experiences through collecting ideas, communicating expectations, and giving feedback. Therefore, the leaders' behaviors and their ability to deliver job expectations and goals, give feedback on performance, and involve employees in the decision-making process are vital for employees to work (OPM, 2015).

Model of engagement and burnout

This model is the most common model used when studying employees engagement (OPM, 2015), it recognized three interrelated dimensions of employee engagement measured from a tool translated into 22 different languages (STAZYK AND FREDERICKSON, 2018). Employees' engagement under this model is defined as "a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption" (SCHAUFELI et al., 2002, p.74). According to this definition, there are three components of employee engagement: vigor (physical element), absorption (cognitive element), and dedication (emotional element).

Vigor was defined as the employee's high spirit and strong motivation at the workplace and his/her ability to allocate enough energy to the job he is recruited for, and his/her flexibility to face challenges at work; dedication, is described as the spread of challenge feelings that one employee may feel at work as well as his/her feelings of passion, encouragement, and pleasure at the workplace; absorption is defined as being entirely focusing and intensely an employee's sense of being challenged as well as his/her passion, encouragement, and pleasure in the workplace, whereby time passes quickly for the employees while he/she is at work and the employees have the feeling that the time flies when he is working (SCHAUFELI et al., 2002).

- Engagement nature model

MACEY AND SCHNEIDER (2008) distinguished three types of employee engagement: trait engagement, which refers to an employee's positive attitudes toward life and work (e.g., proactive personality and Autotelic personality); state engagement, which refers to an employee's energy and absorption-related feelings at work. (e.g., satisfaction, commitment, and work participation); behavioral engagement: which is related to extra-role behavior (e.g., organizational citizenship behaviors and role expansion).

2.4.2. Antecedents of employees' engagement

A wide range of studies tried to categorize the potential antecedents of employees' engagement. Some of these antecedents are job characteristics, perceived organizational and supervision support, rewards and recognition, procedural and distributive justice (SAKS, 2006), value congruence, perceived organizational support, core self-evaluation (RICH et al., 2010). Self-awareness and organizational trust (ALSHAABANI AND RUDNAK, 2020)., strategic attention, and role benefit (SLÅTTEN AND MEHMETOGLU, 2011). Employing corporate social responsibility methods (TIAN AND ROBERTSON, 2019; MIRVIS, 2012), Diversity and diversity management (DOWNEY et al., 2015; ALSHAABANI et al., 2022). Conflict management climate (EINARSEN et al., 2018; ALSHAABANI AND RUDNÁK, 2022) Job characteristics (e.g., autonomy, feedback), organizational climate, and personal characteristics (Office of Personnel Management, 2015). Trust, integrity, career growth opportunity, perceived equity, and personal relationships with coworkers and leaders (MACEY AND SCHNEIDER, 2008). VANCE (2006) mentioned that employee engagement is linked to management practices. The results of this study indicated that personal characteristics of the employees like skills, abilities, attitudes, temperament, and personality moreover in organizational contexts such as leadership style, organizational climate, and human resources practices have a direct impact on employee engagement and job performance.

As it could be noticed that most of the antecedents of employees' engagement are non-financial types, enhancing employees' engagement does not cost a lot for organizations. However, this does not mean that payments and rewards are not crucial for achieving employees' engagement, primarily when they are not distributed relatively (MARKOS AND SRIDEVI, 2010).

2.4.3. Outcomes of employees' engagement

Employees' engagement is linked to different promising outcomes for both the organization and the employee. Customers will be more satisfied and loyal if the organization has better customer service (ROBERTSON-SMITH AND MARKWICK, 2009; HARTER et al., 2002), more employees will stay with the company and be more committed to it (BLESSING WHITE, 2008; SHARMA et al., 2019), better organizational performance and productivity will happen (KAHN, 1990; ALBRECHT et al., 2015;

MEHTA et al., 2016), and there will be enough financial and organizational outcomes (SAKS, 2006). On the other hand, some employees' outcomes include expectation clarification (CARTWRIGHT AND HOLMES, 2006), improved health and wellbeing (MAUNO et al., 2007), increased job satisfaction and innovation (OPM, 2015), task performance, and organizational citizenship behaviors (MACEY AND SCHNEIDER, 2008; SANTHOSH AND BARA, 2015; ALSHAABANI et al., 2021). Increased productivity, less personnel turnover, and enhanced safety (CONFERENCE BOARD, 2006; CHANDANI et al., 2016).

2.5. Diversity management practices and employees' engagement

JACKSON et al. (2003) mentioned that diversity refers to the existing dissimilarities in personal characteristics across people who operate in the same organizations, and these characteristics often comprise age, gender, race, etc. Additionally, YADAV AND LENKA (2020) (p. 1) stated that diversity management is a way to "enhance the performance of a heterogeneous workforce and the inclusive development of people with differences in gender, ethnicity, nationality, and cultural and educational backgrounds." Also, THOMAS (1990) described the notion as a process that includes establishing diversity inside an organization via effective change that has a favorable influence on encouraging the attainment of intended goals. This difference in meanings demonstrates the notion of diversity's complexity. Numerous theories have been developed in this area to explain the importance and necessity of diversity management within organizations, including the social identity theory (TAJFEL et al., 2004), which explains that individuals typically categorize their perceptions according to social groups and shared characteristics; and the similarity-attraction theory (BYRNE, 1997), which emphasizes that individuals are willing to be closer to those who share similar characteristics and attitudes. Thus, if companies do a good job of managing diversity, they can create a safe environment where people want to participate and work hard as a form of

Previous research, extensively covered in the relationship between diversity management and employees engagement, has utilized social exchange theory to demonstrate that organizations may increase employee engagement by giving the appropriate resources and support (GHASEMPOUR GANGI AND KAFAPPOUR, 2017). From this vantage point, several academics attempted to demonstrate to employees that diversity policies reflect the organization's concern for their differences while always keeping in mind that their pleasure is the primary goal (GANJI AND JOHNSON, 2020). Prior studies in this area corroborated this association by concentrating on the influence of fairness, development provision, and the existence of an ethical climate on employee satisfaction and engagement (GANJI AND JOHNSON, 2020; O'CONNOR AND CROWLEY-HENRY, 2019). Furthermore, HAPSARI et al. (2019) showed that employee engagement is strongly associated with job satisfaction, organizational commitment, job participation, and emotions of empowerment, emphasizing that these sentiments motivate workers to work harder and adapt to the company's beliefs and objectives. Also, ALSHAABANI et al. (2021) emphasized that perceived organizational support had a favorable effect on employee engagement. These findings, which were consistent with SET, suggested that during the crisis, management's involvement in supporting workers was critical to increasing their engagement at work, which in turn influenced their organizational citizenship behaviors favorably. Thus, managers must evaluate all of these characteristics and bear in mind that diversity is important in business since it helps both the company and the workers, who will be happier and more engaged in their employment (HAPSARI et al., 2019). Only a few studies have shown a relationship between diversity management and employee engagement, such as Downey (DOWNEY et al., 2015), who demonstrated via a survey of 4597 health sector workers that having clear diversity management

practices and policies contributes significantly to employee engagement. Similarly, ALSHAABANI et al. (2022) found that some diversity management methods, including training, performance assessment, and recruiting, contribute significantly to the employees' engagement in Hungary. Additionally, SKALSKY AND MCCARTHY (2009) found that diversity awareness training was the most effective DM practice for increasing employee engagement among Australian workers.

Based on what was mentioned above, the researcher could develop the following hypotheses:

H1: "Diversity management has a significant positive effect on employees' engagement among the foreign employees in Hungary."

H1.a: "At least one of the studied diversity management practices will be associated more than others with employees' engagement."

2.6. Diversity management practices, organizational climate, and employees' engagement

The primary emphasis of resource-based theory is on organizational homogeneity and the impact of integrating diversity on organizational performance and resources (YANG AND KONRAD, 2011). Diverse workforces provide several competitive benefits over homogenous workforces (COX, 1991). RICHARD et al. (2003) asserted that diversity is a desirable and precious resource that contributes to an organization's competitiveness. The advantages of diversity management methods include improved performance, innovation, cost savings, and product variety (RICHARD et al., 2013). According to resource-based theory, DMP may assist a company in overcoming several negative consequences of having a diverse workforce, such as stereotyping, conflict, and workplace untrust. In light of this theory, the organization can develop a more overlapping DMP that can be enhanced and updated continuously in response to rapid changes in the labor market. This ensures that diversity management practices based on this theory can always contribute to a positive organizational climate, as they can always leverage changes in the internal environment to achieve positive outcomes (YANG AND KONRAD, 2011). Therefore, this theory can be useful in explaining the relationship between DMP and organizational climate and it will be used in this research.

Very limited studies have focused on the relationship between DMP and organizational climate. According to NOORZAD (2018), diversity management practices within an organization are important for building a positive organizational climate. He added that any step or action that HRM is taking in regard to managing diversity management within the organization can help improve the organization's climate inside. Some other researchers focused on the discrimination dimension of diversity management and found that diversity management practices that are aimed to reduce discrimination against minorities inside the organization are crucial in building positive organizational climate perceptions (KÖLLEN, 2016). Other researchers linked diversity management practices to both organizational climate and culture as they are interrelated to each other. For instance, JALLOW (2017) found that the perceptions of the employees towards applied diversity management practices play a key role in enhancing their perceived organizational culture and climate. According to HANGES et al. (2006), organizational climate is related to diversity management practices (DMP), and it is critical for any organization to ensure that its organizational climate and culture are capable of perceiving the practices and policies offered by management in order to effectively reflect these DMP. They added that organizational climate is a critical player in delivering HRM messages related to the aim of these

diversity management practices to the organization's employees. Based on this, we could suggest the following hypothesis:

➤ *H2: "Diversity management has a significant positive effect on organizational climate among the foreign employees in Hungary."*

To explain the relationship between organizational climate and employees' engagement the researcher employed the job demands- resources (JD-R) theory. The Job Demands–Resources (JD-R) theory clarifies the influence of the organizational climate on employee well-being and performance. A basic tenet of JD-R theory is that, although individuals work in a variety of sectors their job characteristics can be categorized into two categories: job demands and job resources. Work demands are those parts of a job that require persistent effort and hence incur physiological and psychological costs (DEMEROUTI et al., 2001; BAKKER AND DEMEROUTI, 2017). Among the examples include a heavy workload, conflicting demands from management and customers, and bullying. Job resources are those components of a job that assist in achieving work-related objectives, reducing job demands and associated expenses, and stimulating personal growth and development (DEMEROUTI et al., 2001). The JD-R theory's central claim is that job demands, and job and personal resources activate distinct processes (DEMEROUTI et al., 2001). Job expectations may contribute to a health deterioration process: having high job demands—for example, a work overload to persistent overexertion and, eventually, burnout. Burnout occurs “one is cynical about the value of one’s occupation and doubtful of one’s capacity to perform” (MASLACH et al., 1996, p. 20). In comparison, resources initiate a motivating process: a high level of job resources results in higher motivation, which results in improved employee engagement. Therefore, on the basis of this theory and the after mentioned one the relationship between DMP, organizational climate, and employees' engagement can be explained.

Organizational climate can influence individuals in expressing various behaviors at different levels (NA-NAN et al., 2016). according to NA-NAN et al. (2016), organizational climate through its dimensions was seen to be able to enhance the employees' engagement and their desire to continue to work. BAKKER AND DEMEROUTI (2017) assert that organizational climate can effectively predict employees' engagement. The same results also was found by CLEMENT AND EKETU (2019) who tried to explore the impact of different dimensions of organizational climate over the three dimensions of employees engagement and found that not all dimensions are associated significantly with employees engagement therefore studying each dimension separately would be very beneficial .

In accordance with previous studies and theories mentioned above, the following hypotheses were proposed:

H3: "Organizational climate has a significant positive effect on foreign employees' engagement in Hungary."

H4: "Organizational climate mediates positively the relationship between diversity management practices and employees' engagement among the foreign employees in Hungary."

The research general model is presented in Figure 9.

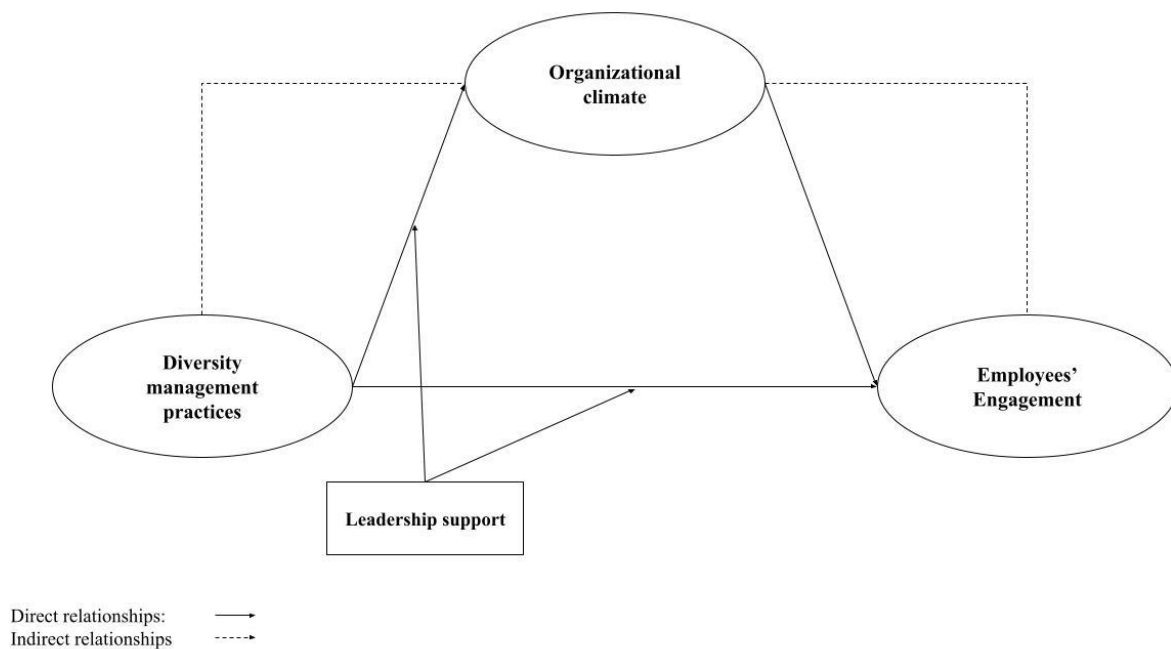


Figure 9. Research general model

2.7. Diversity management practices, conflict management climate, and employee's engagement

The goal of diversity management and affirmative action programs is to improve the diversity of the workforce, which evokes a range of emotions in workers and healthcare professionals (KIDDER et al., 2004; FRIEDMAN AND DAVIDSON, 2001). As the workforce composition is shaped to achieve diversity goals, prominent threats aimed at minority groups by dominant groups result in interpersonal conflict (FRIEDMAN AND DAVIDSON, 2001). ACAR (2010) found that diversity at both surface and deep levels is linked directly to emotional conflict in the workplace within groups' interactions. Diversity in the workplace leads to conflict in the workplace and between employees when they think they are not promoted, hired, or evaluated fairly due to their age, gender, cultural background, and race. Therefore, managing diversity and considering it as part of the organization's strategy is important to reduce that conflict (DENISI AND GRIFFIN, 2007). Although diversity can bring many advantages to the workplace, it can also bring different challenges, like creating a climate of conflict among the employees (CHOI, 2009). As a result, diversity management is an important component in managing a conflict climate at work (CHOI AND RAINEY, 2013). Diversity management practices that are driven by the administration through organizational hierarchies (rather than pulled by employees) are important elements in achieving a positive climate for managing conflicts (KIDDER et al., 2004).

Employees' attitudes and behaviors are established over time as a result of a variety of direct or indirect experiences that are often entrenched within cultural settings. This is why it is important to understand employee attitudes and behaviors and the factors that might influence them, such as conflict (LAVINE et al., 1998). A favorable and morally just organizational climate might result in an improvement in employees' various job attitudes toward their organizations (GRIFFITH, 2006). EFTHYMIADES (2016) stated that improving the organization's ability to manage conflict is the best way to increase employee engagement, and he explained that organizations that adopt a culture of managing conflict positively through informal and cooperative processes are more likely to have

higher employee engagement for three reasons: when conflict is viewed as normal because it has the potential to strengthen employee relationships; when conflict is viewed as normal because it has the potential to strengthen employee relationships; and when conflict is viewed as normal because it has the potential to strengthen employee relationships. Finally, the dispute will provide employees with learning opportunities as they get experience resolving conflicts.

In earlier research, it has been shown that workplace diversity has a direct positive association with both task and interpersonal conflict (AYUB AND JEHN, 2010). Conflict is often the reason diversity management can make both positive and negative outcomes since it is the way that diversity management can achieve different attitudes and behavioral outcomes (VALENTINO, 2017). Some of these outcomes are employee engagement, better performance, and higher profits (PITTMAN, 2018). According to BAR-TAT (2011), managing diversity in the workplace has an effect on the conflict management climate, and this effect is heightened when an organization has surface-level diversity (BAR-TAT, 2011). Diversity management practices and policies may assist in reducing workplace conflict, which will be reflected in an organization's personnel (ADKINS, 2016).

Based on the after mentioned above the researcher could suggest the following hypotheses:

H2.a: "Diversity management has a significant positive effect on conflict management climate among the foreign employees in Hungary."

H2.a1: "At least one of the studied diversity management practices will be associated more than others with conflict management climate."

EINARSEN et al. (2018) suggested that there is a positive relationship between conflict management climate and employees' engagement and clarified that conflict climate as part of organizational climate could increase employees' engagement and the following perception of employees. This result was supported recently by (ALSHAABANI AND RUDNÁK, 2022) who found that conflict management climate can positively affect employees' engagement. Moreover, it can play as a partial mediator between interpersonal trust and employees' engagement. According to PARKER et al. (2003), a positive psychological organizational climate can systematically be related to different employees' attitudes such as job satisfaction, job commitment, and job involvement, in addition to improved performance and motivation. EINARSEN et al. (2018) classify conflict management climate as a subcomponent of psychosocial safety climate. Employees' engagement through work rewards is positively associated with psychosocial safety climate (LAW et al., 2011). On the other hand, if an organization has inadequate conflict management climate, it can negatively affect the emotional and consistent commitment of employees (BALAY, 2007). JUNG AND YOON (2018) have indicated on the role of conflict management climate in building positive employees' engagement. They have also found that engagement could help to mediate the relationship between conflict management climate and the innovation behaviors of employees, as well.

H3.a: "Conflict management climate has a significant positive effect on foreign employees' engagement in Hungary."

Different studies focused on the conflict management climate as a mediator. Conflict, with its three types (task, relationship, and process), mediates the relationship between diversity and workgroup performance and employee morale (JEHN et al., 1999). Other researchers found that conflict mediates the relationship between diversity and employees' satisfaction and perceived group performance (VODOSEK, 2007). conflict management also mediates the relationship positively between perceived

leadership styles, organizational citizenship behavior, and employees engagement (ZAIKY et al., 2013) role conflict was found to positively mediate the effectiveness of perceived diversity climate on employees satisfaction (MADERA et al., 2013). In more recent studies, conflict management climate could mediate the relationship between innovative behaviors and employees' engagement, it also could mediate partially the relationship between interpersonal trust and employees' engagement. Based on this, and because conflict management climate can help or hurt the effectiveness of diversity management practices (ADKINS, 2016). And as diversity management could lead to positive or negative conflict climate.

H4.a: "Conflict management climate mediates positively the relationship between diversity management practices and employees' engagement among the foreign employees in Hungary."

2.8. Diversity management practices, trust climate, and employee's engagement

Trust is defined as the willingness to become vulnerable to the conduct of another person over whom the trustor has no control (JIANG et al., 2015). Trust is a critical component of the success of the majority of professional, corporate, and stakeholder interactions. Trust is the readiness to depend on the other party's competence and the conviction that the other party will not use their flaws for their own gain (JOHNSON AND GRAYSON, 2005). Interpersonal trust is defined as "the extent to which a person is confident in, and willing to act on the basis of, the words, actions, and decisions of another" (KANAWATTANACHAI AND YOO, 2002, p.43). In today's organization's climate, which is characterized by ambiguity, uncertainty, and interdependence, trust is likely to improve team members' willingness to be susceptible to the acts of another party and to confide in teams in order to share information and cooperate more effectively. When team members have a high level of trust in one another, they are more likely to coordinate and communicate efficiently (AFSAR et al., 2015). Trust results in a stronger bond and a more collaborative partnership in cross-cultural contacts (JOHNSON AND CULLEN, 2017).

WHITENER (1997) stated that positive human resource activities may foster a sense of duty among a group of employees or even individuals to reciprocate with positive attitudes, including trust. These HRM activities, in particular, aim to improve communication and enable employees to grow their abilities and form supportive relationships. Human resource practices have the potential to significantly improve a variety of organizational climate characteristics, including reward equality, organizational morale, and trust climate (GOULD-WILLIAMS, 2007).

Diversity within an organization is linked with a climate of trust (ALSHAABANI et al., 2022). For instance, a good diversity atmosphere may create a sense of security in workers, which may result in increased trust when they interact with one another (SINGH et al., 2013). The diversity of team members also has an effect on the trust climate. In a diverse workplace where individual differences might be apparent, the high degree of uncertainty and vulnerability associated with interpersonal collaboration necessitates the presence of trust as a necessary component of cooperation and employee engagement (DOWNEY et al., 2015). Trust develops as a result of team cohesiveness and identification in different teams. Cultural differences among team members may contribute to a lack of trust due to the impacts of dissimilarity (VAN DER ZEE et al., 2009). A group of workers with a favorable attitude toward diversity may foster an atmosphere of trust (HOOGHE et al., 2008). Therefore, managing diversity at workplace may have a significant impact on trust climate at workplace (SINGH et al., 2013). According to PURDIE-VAUGHNS et al. (2008), trust and comfort among the employees are related to an organization's ability to manage diversity effectively.

It is clear that diversity management and trust are very closely linked. This could be because diversity management is not only about hiring diverse individuals but also about making sure they are included in the organization (ALSHAABANI AND RUDNAK, 2020; JÓZEFOWICZ, 2017). Even though it is very important for employees to feel their ideas and opinions are important to the company's decision-making process, this kind of environment can't be set up without the concept of trust. Scholars have mentioned that diversity management is the best way to ensure fairness, respect, appreciation, and engagement, which can also help build trust climate (GAO AND HE, 2017; VALENTINE AND GODKIN, 2017; BIZRI, 2018). ALAS AND MOUSA (2016), said that if the organization accepts individuals as they are when it comes to fair treatment, positive outcomes may result. These outcomes include job satisfaction, organizational citizenship behavior, loyalty, performance, and trust.

Therefore, the researcher hypothesized the following hypotheses:

H2.b: "Diversity management has a significant positive effect on trust climate among the foreign employees in Hungary."

H2.b1: "At least one of the studied diversity management practices will be associated more than others with the trust climate."

According to research, a climate of trust results in a variety of advantages for those who work in particular organizations. Prior research has shown that an improvement in trust results in greater positive workplace attitudes and behaviors such as organizational commitment and employee engagement (DIRKS AND FERRIN, 2002). Employees are more likely to be engaged in their job if they have a high level of trust in the organization. (CHUGHTAI AND BUCKLEY, 2008). Furthermore, their trust with managers and coworkers positively influence their employees engagement (HASSAN AND AHMED, 2011). According to SET when employees believe their employer is treating them properly, they are more likely to reciprocate in a positive way that can lead to positive outcomes such more affective commitment, work engagement and organizational citizenship behavior (UGWU et al., 2014; ALSHAABANI et al., 2022; ALSHAABANI et al., 2021). Trust is required for employees to focus on their task, feel worried about the overall performance of the firm, and feel inspired to be more engaged at work (UGWU et al., 2014).

UGWU et al. (2014) demonstrated that employees' engagement is associated with various organizational characteristics, including leadership (ROUX, 2010), need for achievement (BURKE AND EL-KOT, 2010), organizational justice (INOUE et al., 2010; ALSHAABANI et al., 2020), and organizational commitment (BURKE et al., 2009). Along with these characteristics, researchers in various other studies emphasized the critical role of organizational trust in enhancing employee engagement. As a consequence, trust in the company is seen as a vital component in fostering employee performance, organizational commitment, and work employees' engagement (ALFES et al., 2016). Furthermore, WONG et al. (2010), showed that by enhancing organizational trust, employee engagement may be increased. There is a clear correlation between corporate trust and employee engagement. Similarly, it was shown that trust enables workers to fulfill their duties by displaying a sense of responsibility toward the firm for which they work (UGWU et al., 2014).

It can be seen from previous literature that trust climate still doesn't get a lot of attention in studies, however, some academics have recently attempted to study the mediating role of trust climate

between a variety of variables, for example between leadership styles and work performance (LIN et al., 2016), work spirituality climate and work engagement (KHAN et al., 2022), organizational justice, conflict management and employee's relations (SAHOO AND SAHOO, 2019), age diversity and employees' well-being and organizational commitment (LEHMANN-WILLENBROCK et al., 2012), HRM practices and perceived service quality (TZAFRIR AND GUR, 2007).

H3.b: "Trust climate has a significant positive effect on foreign employees' engagement in Hungary."

Other studies also tried to test the role trust climate as mediator between HRM practices and other organizational outcomes. For instance, (RUBEL et al., 2018) found that trust in management can mediate positively the relationship between HRM practices commitment and in role service behaviors. Trust climate also mediates the relationship between HRM and employees' engagement and turnover intentions.

Other studies also tried to test the role of trust climate as a mediator between HRM practices and other organizational outcomes. For example, RUBEL et al. (2018) found that trust in management can positively mediate the relationship between HRM practices and in role service behaviors. Similarly, JAŠKEVIČIŪTĖ (2021) found that trust in management could mediate the relationship between HRM practices and employees' wellbeing. The relationship between HRM and employees' engagement and turnover intentions is also mediated by trust climate (RAFIQ et al., 2019).

As diversity management practices are part of HRM practices, they were also included in the studies, DOWNEY et al. (2015) found that trust climate mediates the relationship between diversity management and work engagement and that this relationship is moderated by inclusion. Similarly, it was found that trust in organization could mediate the relationship between diversity management practices and employees engagement (ALSHAABANI et al., 2022). Furthermore, the relationship between the perceived climate of diversity management and employees' psychological wellbeing is mediated positively by trust (NGUNGU, 2020).

Based on this research, it is hypothesized that even if an employee feels fair treatment and is satisfied with diversity management practices, such a perception will not directly translate into employees' engagement until the experience of being treated is accompanied by a positive climate of trust. This study attempts to close the gap between the two relationships by examining the underlying action mechanism connecting them.

H4.b: "Trust climate mediates positively the relationship between diversity management practices and employees' engagement among the foreign employees in Hungary."

2.9. Leadership support as moderator

While formal diversity policies and practices may be successful in fostering a climate of diversity (MCKAY et al., 2007), these sorts of activities may be simply the beginning of generating favorable organizational climates for employees (SHORE et al., 2009). According to COX AND BLAKE (1991), managers and supervisors should be involved in diversity management initiatives in order for them to be successful. According to AGARS AND KOTTKE (2004), human resource managers must be actively engaged in handling diversity concerns in order to foster an inclusive organizational climate. Similarly, Myers (2003), as cited in (JIN et al., 2017), claimed that human resource managers must play a critical role in diversity management practices because they have the ability to define the

specifics of practice implementation. Additionally, he contends that beneficial diversity management practices can be implemented only with leadership support. Therefore, the role of leadership support is important in strengthening the effectiveness of diversity management in achieving a favorable organizational climate (JIN et al., 2017).

It is difficult to achieve diversity management objectives and programs if employees do not recognize or accept the diversity management practices that are adopted in the organization (SONI, 2000; KIM AND PARK, 2017). Incorporating diversity practices with leadership support (managers or supervisors) may help increase the efficacy of diversity management practices like performance appraisal, diversity training awareness, or diversity reward systems (MCKAY et al., 2009). This approach may be made more successful by aligning diversity management practices with the organization's main business strategy so they can build a positive organizational climate (DULEBOHN et al., 2009).

Additionally, leadership support extends beyond influencing the efficacy of diversity management practices in fostering a positive organizational climate (JIN et al., 2017). Furthermore, it may be demonstrated in terms of achieving good results and improving the efficacy of diversity management in attaining better outcomes such as creativity and innovation (RAHMAN, 2019), organizational commitment (MAGOSHI AND CHANG, 2009) and organizational performance (JIN et al., 2017).

According to RODRIGUEZ (2018), leadership support is strongly and positively associated with employees' engagement. When employees perceive support from their managers or supervisors, they tend to be more engaged at work and be more attached. In the same line, (HERMININGSIH, 2015) suggested that HRM practices and leadership support together are important factors in building employees' engagement, and this effect is fostered by having a positive organizational culture as mediator. Therefore, it could be concluded that the presence of leadership support will impact the relationship between diversity management and employees' engagement in a positive way. The general research model was illustrated in figure 9.

From what was mentioned above the researcher hypothesized:

H5.a: "Leadership support will moderate the relationship between diversity management and employees' engagement positively among the foreign employees".

H5.b: "Leadership support will moderate the relationship between diversity management and trust climate among the foreign employees".

H5.c: "Leadership support will moderate the relationship between diversity management and conflict management climate among the foreign employees".

Chapter summary

This chapter discussed the relevant literature on the variables under study. The first subchapter began with the notion of diversity itself before moving on to the management of diversity in the workplace and its essential theories. Following this, the chapter discussed the most significant diversity management practices mentioned in prior research. The second subchapter discussed organizational climate and its dimensions before focusing on the two variables examined in this research, namely "trust climate" and "conflict management climate," as well as the theories that may explain them and the concepts of trust and conflict management. This study's third subchapter focuses on employee engagement. Its concept encapsulated the majority of its well-known models. The next section then explained the used theory of employee engagement. The study concluded by discussing the antecedents and sequencing of employee engagement as identified in prior research. The last chapter gave a brief summary of Robert House's Path-Goal theory before turning to supportive leadership, which is the focus of this research.

Then the chapter moved to discuss the relationships between the studied variables. First, it connected the four studied practices of diversity management with employee engagement. Later, the researcher presented the previous studies and theories on diversity management practices and the dimensions of organizational climate. After that, the researcher outlined two theories that can explain the relationship between diversity management practices and employees' engagement through organizational climate. In each subchapter, all of the proposed hypotheses were listed, with the numbering of the suggested model.

3. MATERIALS AND METHODS

This chapter describes the results of the data analysis. In the first section, data collection methods; the second section, the study questionnaire; the third section, the proposed study model; and finally, the fourth section, the sample characteristics; and the sixth section, methods, and data analysis.

3.1. Data collection

In order to adequately answer the study's questions and hypotheses, the researcher wanted to gather accurate data that matched the study objectives. The major data source was primary data based on a questionnaire, and the study followed quantitative methods aiming to explore the impact of diversity management on employee engagement and the role of organizational climate in this relationship. The study also intends to investigate the ability of leadership support to moderate this relationship among the foreign employees who work in the service sector in Hungary. The study will show the effectiveness of some of the currently used diversity management practices and the level of employee engagement. The study also will use descriptive methods to show the different variables and get reliable data for each one. To better understand the methods that were used to develop the study's model the researcher developed a flowchart of the steps.

3.1.1. Primary data

The researcher used a self-administrated questionnaire based on previous studies covering the study variables. the questionnaire consisted of six sections starting with the demographic data section and ending with the leadership support section. In order to create a well-administrated questionnaire, the researcher selected to employ a validated questionnaire. For this reason, it was necessary to conduct a thorough examination of prior studies' measures in order to determine the most appropriate measurement for the purpose of this research, which covered all of the study variables.

The researcher targeted the foreign employees who work in the service sector in Hungary, as this sector is the biggest in the country and has nearly 14% of its employees as foreigners (BAKSA et al., 2020) . The researcher developed the construct of the questionnaire based on previous studies. The following paragraphs detail each variable measurement scale. However, it was interesting for the researcher to notice that there was a tremendous disagreement on a specific scale of diversity management. Therefore, the researcher wanted to sum up the most repeated scales among researchers since it may be interesting for future researchers to read them in one table. It could be seen from the literature on diversity management practices that there is no consensus on a good measuring instrument or approach for calculating it. Because its definition is always shifting in response to changes in context and perceptions, the researcher might construct a questionnaire based on a variety of different studies. In Table 1, the researcher intended to provide the many studies and the scales that were used in them since it would be interesting for future researchers to see what was done in them. The table indicates that there is no agreement on a certain scale, which is consistent with our observations. As an alternative, for the purposes of this study, the researcher employed a questionnaire that was developed by combining different items from several studies and that had been verified by previous researchers. whereas for other variables the scales were widely repeated and validated so the researcher did not need to collect them from different studies. To understand the used methods in this study the researcher developed a flowchart illustrates the steps (see Figure 10).

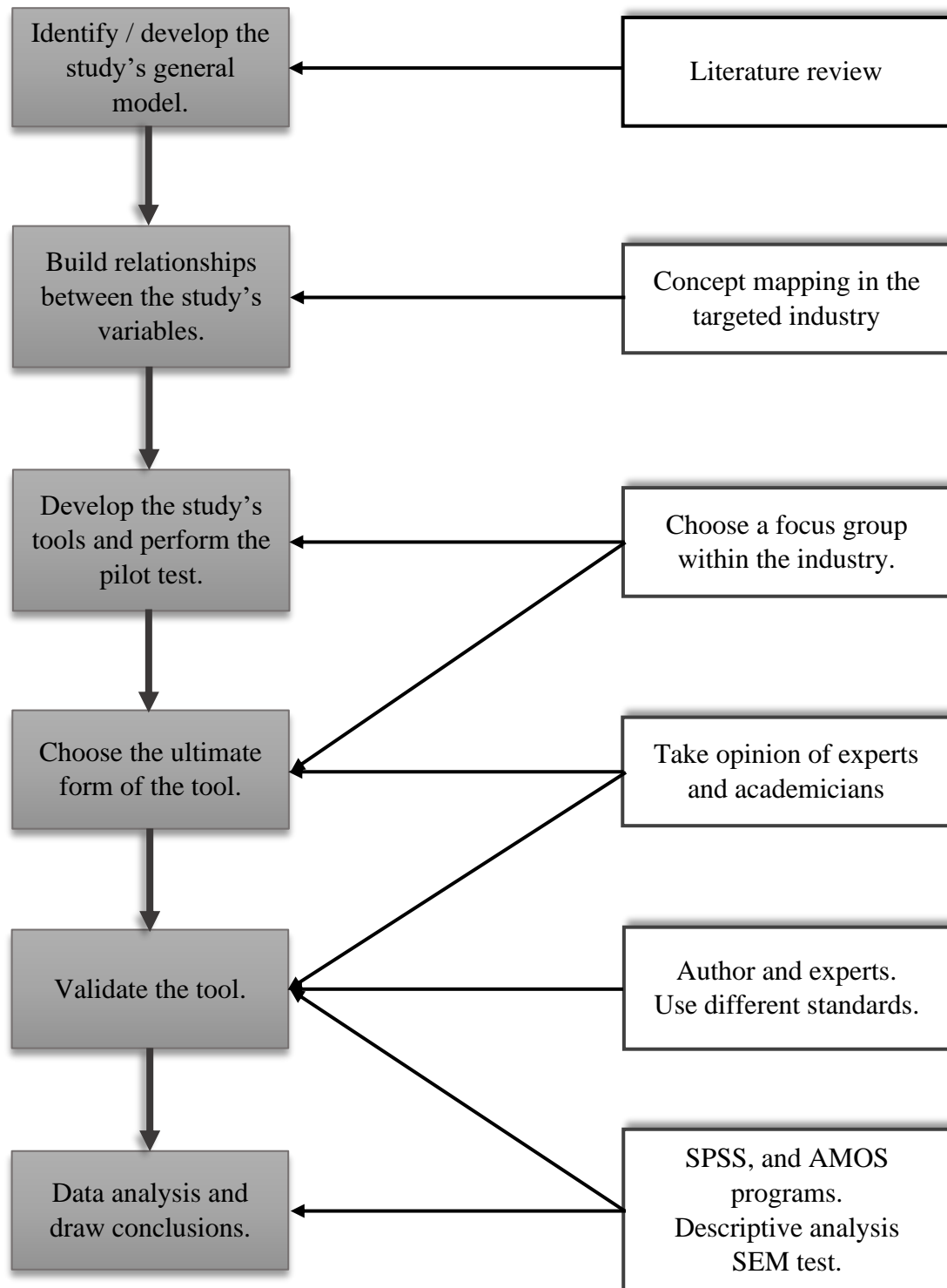


Figure 10. Model's development strategy

Table 1. Measures of diversity management and the studied variables

Authors	Independent variable	Mediator or Moderator variables	Dependent variable	Measures of diversity
DAGHER et al. (1998)	Diversity management practices	-	Perceived challenges by organization Perceived benefits by organizations	A questionnaire of 30 items developed by researchers
CARSTENS AND DE KOCK (2017)	Diversity management competency	Advancement opportunity Power distribution Inclusive climate	Firm performance	A questionnaire was developed by the researchers of 98 items divided among 11 sub-scales, each tapping a specific diversity management competency. (Likert scale 5 points was used)
D'NETTO et al. (2014)	Diversity management practices	-	Perceived challenges by organization Perceived benefits by organizations	A questionnaire of 40 items testing the main diversity management practices developed by researchers (Likert scale 5 points was used)
PITTS (2009)	Diversity management	-	Organization performance Job satisfaction	A questionnaire of 3 items was developed by the researcher (Likert 5 points scale was used)
MAGOSHI AND CHANG (2009)	Diversity management practices	Procedural justice perceptions	Organizational commitment	A questionnaire developed by the researchers; Yes/ No Questions scale was used.
CHOI AND RAINEY (2010)	Diversity management diversity	Quality of work managerial capability Job-relevant resources and skill	Organization performance	Analyzing a questionnaire from governmental sources and analyzing secondary data sources
(ARMSTRONG et al., 2010)	Diversity and equality management	work innovation and Labor productivity	Firm performance	A questionnaire of 17 items developed by researchers from the secondary data
BRIDGSTOCK et al. (2010)	Diversity management	-	Innovation	Qualitative data analysis
FENWICK et al. (2011)	Diversity management practices	-	Perceived challenges by organization Perceived benefits by organizations	A questionnaire of 40 items testing the main diversity management practices developed by researchers (D'NETTO et al., 2014) (Likert scale 5 points was used)
NG AND SEARS (2012)	CEO leadership style	Age Social values	Diversity management practices	36 statements testing diversity management practices based on other studies, Yes/ No scale was used
ASHIKALI AND GROENEVELD (2013)	Diversity management	Inclusive culture Ethnic origin	Effective commitment Organizational citizenship behavior	A questionnaire of 3 items developed from previous studies (PITTS, 2009) (Likert scale 5 points was used)
SHEN et al. (2014)	Diversity management practices	-	Organizational citizenship behavior	A questionnaire developed from previous studies (D'NETTO et al., 2014)(Likert scale, 7 points was used)

DOWNEY et al. (2015)	Diversity management practices	Inclusion Trust climate	Employees engagement	A questionnaire of 15 items was developed by researchers (Likert scale 5 points was used)
SANIA et al. (2015)	Diversity perception	Employee morale	Customer satisfaction	A questionnaire of 20 items was used developed by the scholars, (Likert 5 points scale was used)
PERETZ et al. (2015)	Diversity management programs	National cultural values Cultural practices Turnover absenteeism	Innovation performance	A questionnaire of 3 items developed by (PITTS, 2009) Yes/ No scale was used.
JUNG et al. (2016)	Diversity management	Job engagement	Organizational commitment	A questionnaire of 9 items developed from previous studies (Likert scale 7 points was used)
HOFHUIS et al. (2016)	Diversity climate	Trust openness	Job satisfaction inclusion	A questionnaire of 3 items developed from (PITTS, 2009) was used.
KIM AND PARK (2017)	Diversity management	-	Organizational justice	A questionnaire developed from previous studies (D'NETTO et al., 2014)(Likert scale 5 points was used)
(ALDAIBAT et al., 2019)	Diversity management practices and policy	-	Organizational justice	A questionnaire of 24 items developed based on previous studies the scale used was 5 points Likert scale
MANOHARAN et al. (2019)	Informal diversity management practices	Ethnicity diversity	Innovation Financial effectiveness	A questionnaire of 15 items developed based on previous studies the scale used was Yes No
LUU et al. (2019)	Diversity oriented HR practices	Diversity climate Demographics Diversity oriented leadership	Employees engagement	A questionnaire of 12 items developed by (SHEN et al., 2010), (Likert 5 points scale was sued)
LI et al. (2020)	Diversity management	Persons' job match	Job satisfaction Job performance	A questionnaire developed from (PITTS, 2009) 3 items, 5 Likert scales was used.
TURNER AND MERRIMAN (Diversity management practices	Transformational leadership	Cultural intelligence	A questionnaire of 26 items with (Yes/ No) scale. the study mainly developed (KALEV et al., 2006) scale.

Source: Own Construction based on literature

3.1.2. Secondary data

Other data sources were used to support the argument. As prospective data sources, previous studies, official reports, and government agencies are reviewed.

Figure 11 depicts a flowchart prepared by the researcher in order to facilitate a better comprehension of the used analytical tests.

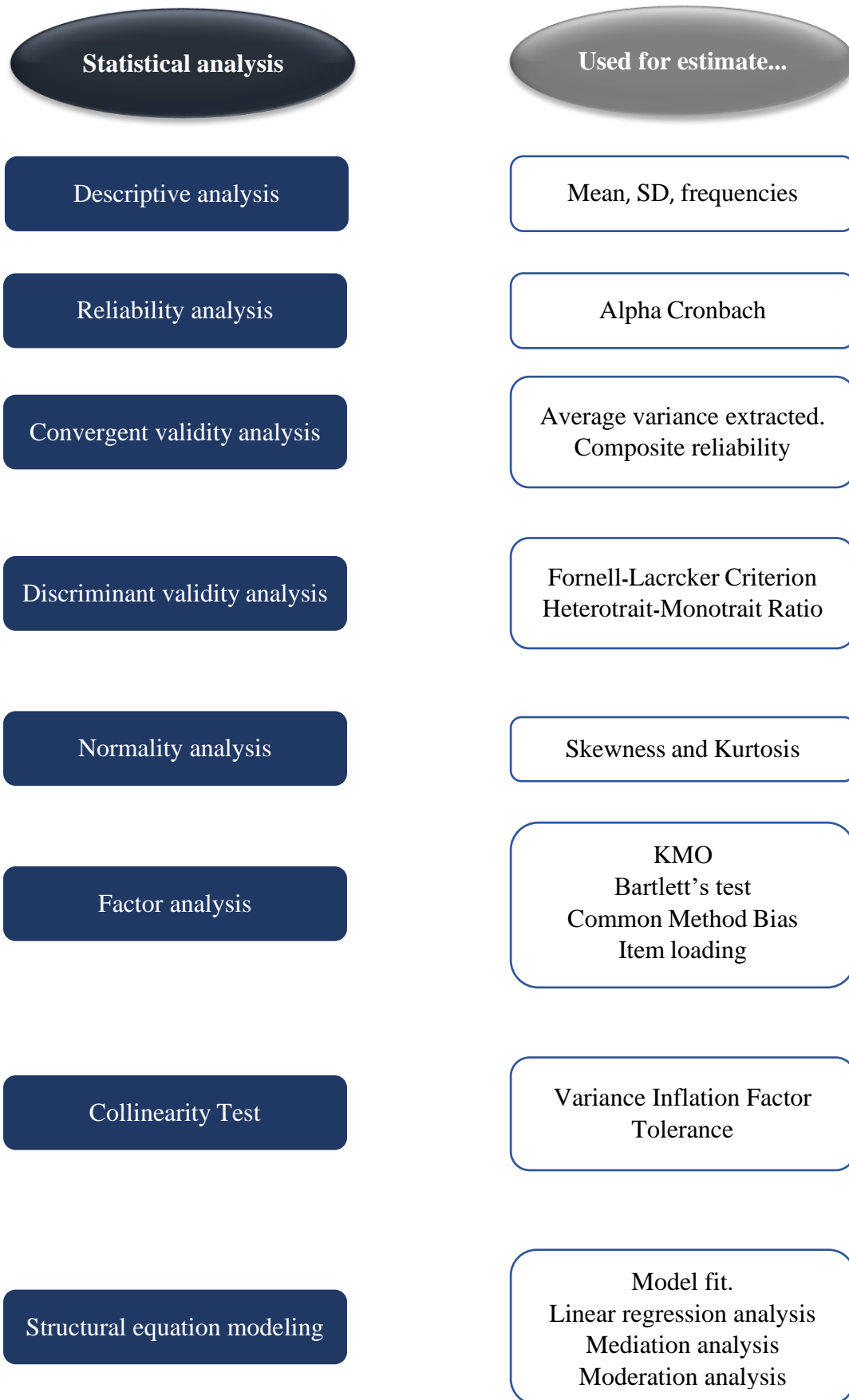


Figure 11. Statistical analyses and the purpose of using.

3.2. Measures

Independent variable

Diversity management practices: it could be noticed from literature a 24-item scale was used in the study adapted from different researchers (ALDAIBAT et al., 2019; D'NETTO et al., 2014; MAGOSHI AND CHANG, 2009; ARMSTRONG et al., 2010; BUENGELER AND DEN HARTOG, 2015). Dividing the diversity management practices into four different dimensions (diversity training awareness, reward and pay systems, performance appraisal, and career development). It is based on 5 points Likert scale in which 1 signifies “totally disagree” to 5 signify “totally agree”. The unidimensionality, predictive validity, and reliability of the scale have been reported from extensive evidence.

Mediators

Trust climate: items for these variables were taken from the study of (HUFF AND KELLEY, 2003) which the four-item scale of trust climate was used. It has been found that meta-analytic evidence for the predictive validity and high reliability of the scale has been found (ALSHAABANI et al., 2022). This scale used 7 points Likert scale (“1 totally disagree to 7 totally agree”).

Conflict climate: this construct was adopted from (FURNHAM AND GOODSTEIN, 1997) and a five-item scale was used (“1 totally disagree to 7 totally agree”). The evidence of the scale’s high reliability and validity was tested and proved by (ALSHAABANI AND RUDNÁK, 2022). One sample of the items is “Volunteered for things that were not required”.

Moderator

Leadership support: this construct was taken from the study of (IQBAL et al., 2014; HOUSE AND DESSLER, 1974). A five-item measurement was used to measure this construct, using the 7-point Likert scale (“1 totally disagree to 7 totally agree”). The scale was validated and tested by (IQBAL et al., 2014).

Dependent variable

Employee engagement: this variable was adopted from the short version of the Utrecht Work engagement scale (nine items), which uses seven points scale (where 1 is never, and 7 is always) (SCHAUFELI et al., 2002). The scale is widely used, and its high reliability and validity have been verified in different studies. The scale divides the employees’ engagement into three dimensions: vigor, absorption, and dedication.

Control variables

The study used the organization’s size as a control variable over the employees' engagement and organizational climate variables as was previously used by (JUNG AND LEE, 2016; ROOF, 2015). The research also controlled employees' engagement by the gender and age of the employees as was previously applied in similar studies (JUNG AND LEE, 2016; ROOF, 2015) and organizational climate as well as was previously mentioned by (GRIFFIN, 2001).

The following table 2 details the study items with the sources.

Table 2. Study's measures

Construct	Items	Author
Diversity training awareness	"Diversity training in the firm focuses on equal opportunities for training and development"	(ALDAIBAT et al., 2019)
	"This company has done a good job providing training programs that promote multicultural understanding"	
	"Diversity training sessions are conducted to enhance awareness about gender equality and to remove gender bias issues"	
	"Mentoring coaching and counseling sessions are there for career development and in taking responsibility to female employees"	
	"Education about diversity will enhance the company's profitability"	
	"Diversity training programs sensitize employees to the impact of stereotypes on their own and others' behaviors"	
Reward and pay systems	"Internal equity in remuneration"	(D'NETTO et al., 2014; MAGOSHI AND CHANG, 2009)
	"Equity In benefits and reward systems"	
	"Equity in advancement opportunities"	
	"Equal job security"	
	"Equity In status recognition"	
	"Good social interaction"	
Performance appraisal	"Appraisal ratings focus on performance not personality"	(ARMSTRONG et al., 2010; BUENGELER AND DEN HARTOG, 2015)
	"Effective feedback and ongoing support are provided for ethnic employees"	
	"Appraiser's cultural background dose not influence ratings"	
	"Multicultural employees are part of appraisal panels"	
	"Appraisal methods in the organizations are objective and job relevant."	
	"Several multicultural employees in senior positions"	
Career development	"Employees of different backgrounds are encouraged to apply for higher positions"	(JABBOUR et al., 2011; ASHIKALI AND GROENEVELD, 2015)
	"There is a career development path for all employees at this company"	
	"Career management programs for multicultural employees"	
	"Development opportunities for ethnic employees"	
	"No discrimination in selection of employees for development programs"	
	"Minority groups and women receive opportunities for growth"	
Trust climate	"There is a very high level of trust throughout this organization."	
	"In this organization, subordinates have a great deal of trust for managers."	

	<p>“If someone in this organization makes a promise, others within the organization will almost always trust that the person will do his or her best to keep the promise.”</p> <p>“Managers in this company trust their subordinates to make good decisions.”</p>	(HUFF AND KELLEY, 2003)
CMC	<p>“Conflicts are constructively / positively resolved in this company”</p> <p>“We are generally encouraged to resolve our conflicts quickly rather than let them simmer.”</p> <p>“There are helpful ways of preventing conflicts from getting out of hand in the company.”</p> <p>“There are little conflicts between departments”</p> <p>“In general, conflict is managed well here.”</p>	(FURNHAM AND GUNTER, 2015)
Leadership support	<p>My supervisor asks employees for their suggestions on what assignments should be made</p> <p>“My supervisor gives advance notice of changes”</p> <p>“My supervisor treats all the employees s/he supervises as his/her equally”</p> <p>“My supervisor is friendly and approachable”</p> <p>“My supervisor asks employees for their suggestions concerning how to carry out assignments”</p>	(HOUSE AND DESSLER, 1974; IQBAL et al., 2014)
Employees engagement	<p>"At my work, I feel bursting with energy (V)"</p> <p>"At my job, I feel strong and vigorous (V)"</p> <p>"I am enthusiastic about my job (D)"</p> <p>"My job inspires me (D)"</p> <p>"When I get up in the morning, I feel like going to work (V)"</p> <p>"I feel happy when I am working intensely (A)"</p> <p>"I am proud of the work that I do (D)"</p> <p>"I am immersed in my work (A)"</p> <p>"I get carried away when I'm working (A)"</p>	(SCHAUFELI et al., 2002)

Source: Own Construction based on literature.

3.3. Population and study sample

While the majority of research on diversity management and employee behavior focuses on local employees or employees in general regardless of nationality this research tries to focus only on the employees with immigration background since we are living in days or the post days of the COVID-19 crisis. According to RUDOLPH et al. (2021), examining the impact of the COVID-19 pandemic on the organizational behavior of foreign or migrant workers is a critical area for future research because these employees are more likely to perceive inequalities and are more susceptible to the pandemic's health and economic effects in the host country. When the employees perceive a weak support from their organization or leaders or get feelings of discrimination at workplace they tend to become disengaged at work due to increased job insecurity, lack of trust, lack of justice, increased conflicts (ALSHAABANI et al., 2022; ALSHAABANI AND RUDNÁK, 2022; GUADAGNO, 2020). As Hungary was

affected with crisis like all the other countries focusing on immigrant employees within the organizations in Hungary would be important especially that their number are increasing rapidly. And to ensure the most significant findings, the researcher chose employees from the service sector, which accounts for approximately 65% of the county's GDP (BAKSA et al., 2020). According to BAKSA et al. (2020) report, the service sector in Hungary employs nearly 80,000 employees. Of them, there are nearly 14% of foreign employees (VASS, 2020) , which means that the foreign employees that work in the service sector in Hungary are nearly 11500 employees, making up the total number of this study population.

3.3.1. The study's sample.

The study's sample was selected depending on the sampling formula of (THOMPSON, 2012) which indicates the minimum number of the sample that can represent the population with probability of 50%

$$n = \frac{Np(1 - p)}{(N - 1)(d^2/z^2) + p(1 - p)}$$

Where:

(n) sample size

(N) population size

(P) probability (50%)

(d) error proportion (5%)

(z) confidence level (95%) (1.96)

And after applying the formula the researcher found that with population of 11.500 employees the minimum sample size is 372 employees. However, the researcher sent the questionnaire to nearly double number of the employees to make sure that this number would be achieved.

To make sure that the minimum number of answers will be achieved the researcher tend to deliver the questionnaire to nearly 744 potential respondent of different service companies through online (Facebook groups, LinkedIn, etc..) and offline (paper-based questionnaires) channels. 651 respondents out of a total of 744 were retrieved, however, the researcher discarded 101 responses due to incomplete data, or answered with one answer all over the questionnaire. Thus, the final number of valid questionnaires was 550, with a response rate of 73% which is considered a reasonable response rate.

3.4. The method of data analysis

To assess the research hypothesis, the researchers used structural equation modeling (SEM) by using AMOS 22 package. The relationship between independent, mediator, and dependent variables was determined by using (SEM). SEM is employed in this research since it is one of the most effective statistical methods for dealing with the relationship between the study variables by utilizing the covariance matrix, multiple regression, and path analysis tests (HAIR et al., 2017). So, The SEM was utilized to determine the relationship between the research variables through the covariance matrix.

In addition, SEM is used to examine the weight and influence of the independent variables over dependent variables. The ability to simultaneously conduct confirmatory factor analysis (CFA) and regression analysis is the main advantage of SEM, which also helps in examining the mediating effects (HAIR et al., 2017).

To test the level of mediation (full mediation or partial mediation) the researcher followed the two-step mediation process which is suggested by HAIR et al. (2017) was used to test the hypothesized mediating relationship by using SEM. To test the significance of both direct effects among X and other two variables is the first step in this two-step mediation analysis, along with mediated or indirect effect ($X \rightarrow M1 \rightarrow Y$) and ($X \rightarrow M2 \rightarrow Y$). For this, SEM's path analysis techniques were used. It is used to assess whether there exists mediation or no effect, and to examine the type of mediation i.e., full or partial mediation. The method of Sobel-based mediation test for variables was employed in this research as assessment which is following (HAIR et al., 2010, p.89) (p. 89) criteria: “who described these steps as follows (see Figure 12):

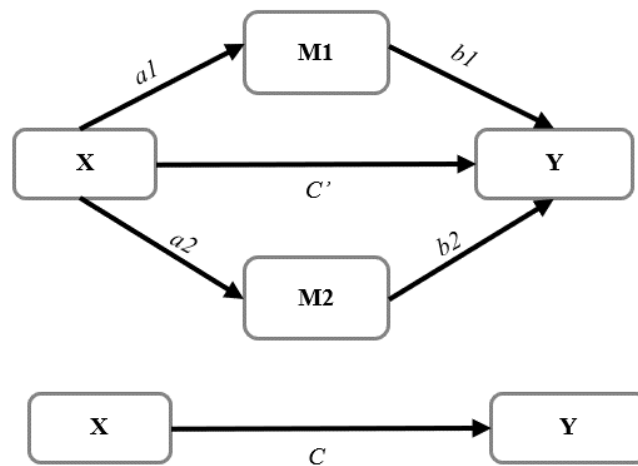


Figure 12 Theoretical mediation model of (HAIR et al., 2010)

1. If a, b and c are significant but the direct coefficient value is $c < b$, then it is partial mediation.
2. If a and b are significant, but c is not significant, then it is full mediation.
3. If a is significant, b is significant and c is also significant, but the coefficient value is $c = b$, it is not mediation.
4. If a or b or both are insignificant, it is not mediation.”

To test the moderation effect, the research used model-8 in PROCESS macro and followed the recommendations of HAYES (2013), who mentioned that a moderator can have a significant effect if the effect of the independent variable and the moderator were significant on the dependent variable as well as the interaction between them over the dependent variable should be significantly associated with the dependent variable. The data first was entered on SPSS v25 package, prepared and coded as it was mentioned in the measures, then the reliability and validity tests were done, and the mean score of the answers of each variable was calculated. After that the data was imported into AMOS v22, and the SEM was run. In the following subtitles the researcher will explain the current studied model with hypotheses.

3.5. Research questions

In this part, the researcher comes up with four main questions to express and interpret the aim and objectives of the research. Bringing up these questions will give us a clear and complete picture of how diversity management and employee engagement are associated in Hungary. The first question is related to the direct relationship between diversity management and employee engagement. The second and third questions are related to the indirect relationship between diversity management and employee engagement. The last question is about the levels of employee engagement which may be affected by some characteristics such as age, gender, education, etc.

- Q1: "What are the current perceptions of diversity management practices among the foreign employees?"
- Q2: "How can trust and conflict climates affect the relationship between diversity management and employees' engagement?"
- Q3: "Can a leader's support have an effect on the relationship between diversity management and employee engagement?"
- Q4: "From the perspective of international employees, how can diversity management practices change the organizational climate at the workplace?"
- Q5: "Which diversity management practices have the greatest impact on organizational climate and employee engagement among foreign employees working in Hungary's service sector?"

3.6. Research hypotheses

Based on literature and research questions we could propose the following hypotheses to reflect the research objectives and questions: The following hypotheses are developed from the aforementioned model, and the suggested hypotheses are grouped into five major hypotheses and seven sub hypotheses:

H1: "Diversity management has a significant positive effect on employees' engagement among the foreign employees in Hungary."

H1.a: "At least one of the studied diversity management practices will be associated more than others with employees' engagement."

H2: "Diversity management has a significant positive effect on organizational climate among the foreign employees in Hungary."

H2.a: "Diversity management has a significant positive effect on conflict management climate among the foreign employees in Hungary."

H2.a1: "At least one of the studied diversity management practices will be associated more than others with conflict management climate."

H2.b: "Diversity management has a significant positive effect on trust climate among the foreign employees in Hungary."

H2.b1: "At least one of the studied diversity management practices will be associated more than others with the trust climate."

H3: "Organizational climate has a significant positive effect on foreign employees' engagement in Hungary."

H3.a: "Conflict management climate has a significant positive effect on foreign employees' engagement in Hungary."

H3.b: "Trust climate has a significant positive effect on foreign employees' engagement in Hungary."

H4: "Organizational climate mediates positively the relationship between diversity management practices and employees' engagement among the foreign employees in Hungary."

H4.a: "Conflict management climate mediates positively the relationship between diversity management practices and employees' engagement among the foreign employees in Hungary."

H4.b: "Trust climate mediates positively the relationship between diversity management practices and employees' engagement among the foreign employees in Hungary."

H5.a: "Leadership support will moderate the relationship between diversity management and employees' engagement positively among the foreign employees".

H5.b: "Leadership support will moderate the relationship between diversity management and trust climate among the foreign employees".

H5.c: "Leadership support will moderate the relationship between diversity management and conflict management climate among the foreign employees".

The interaction between research questions and research hypotheses is presented in figure 13.

3.7. Conceptual model

The study model (see figure 13) was built according to different studies and theories in the literature, as discussed in the literature review section, and was suggested by the study researcher, as shown below. The model reflects the research questions, and all the used variables were studied in the literature in different contexts but not the same context as the current model. In the next paragraph, we'll go over the hypotheses that the model suggests in detail.

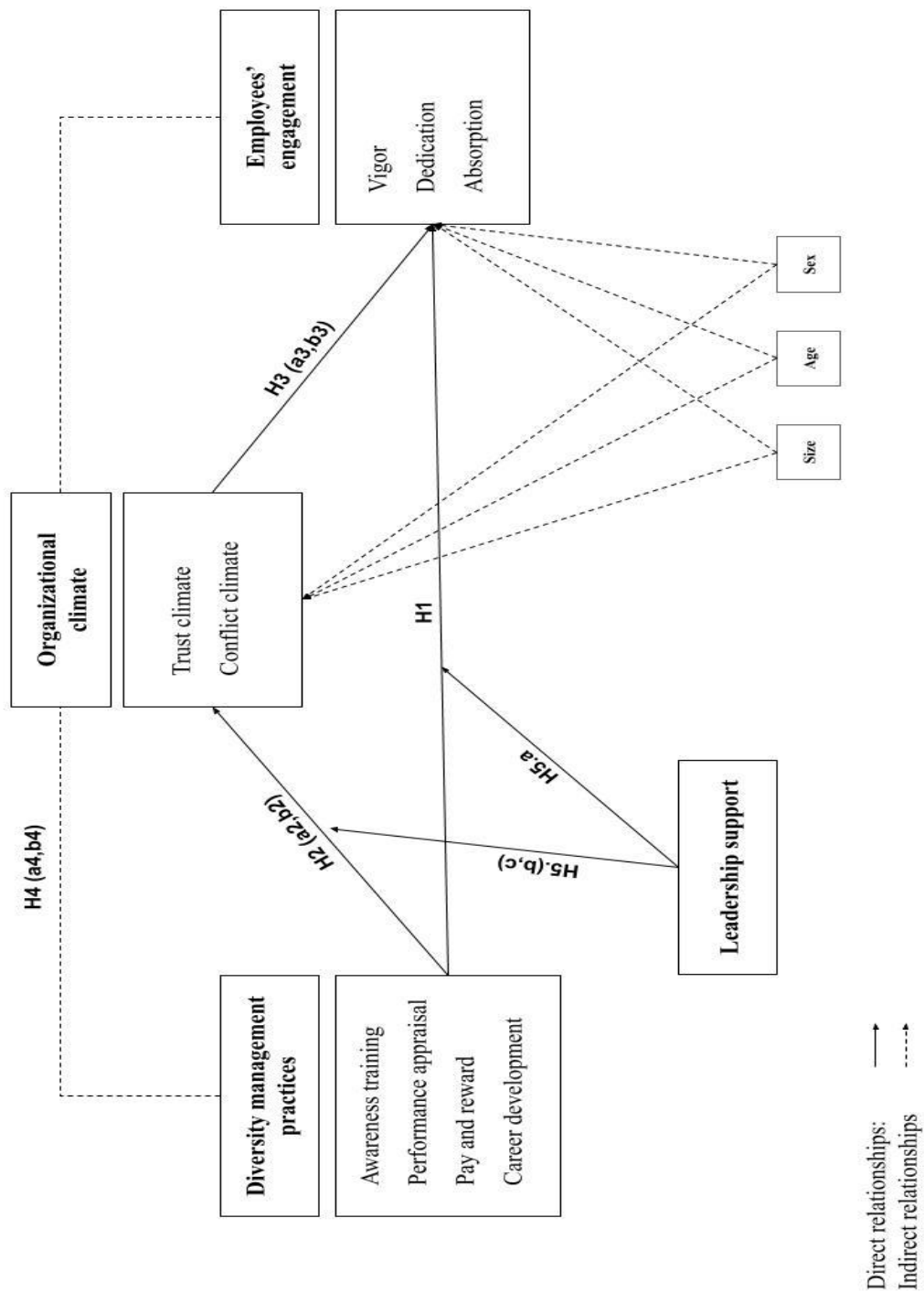


Figure 13. Conceptual model with hypotheses

To better understand the hypotheses and how they are interacting with the research objectives the researcher developed the following chart in figure (14).

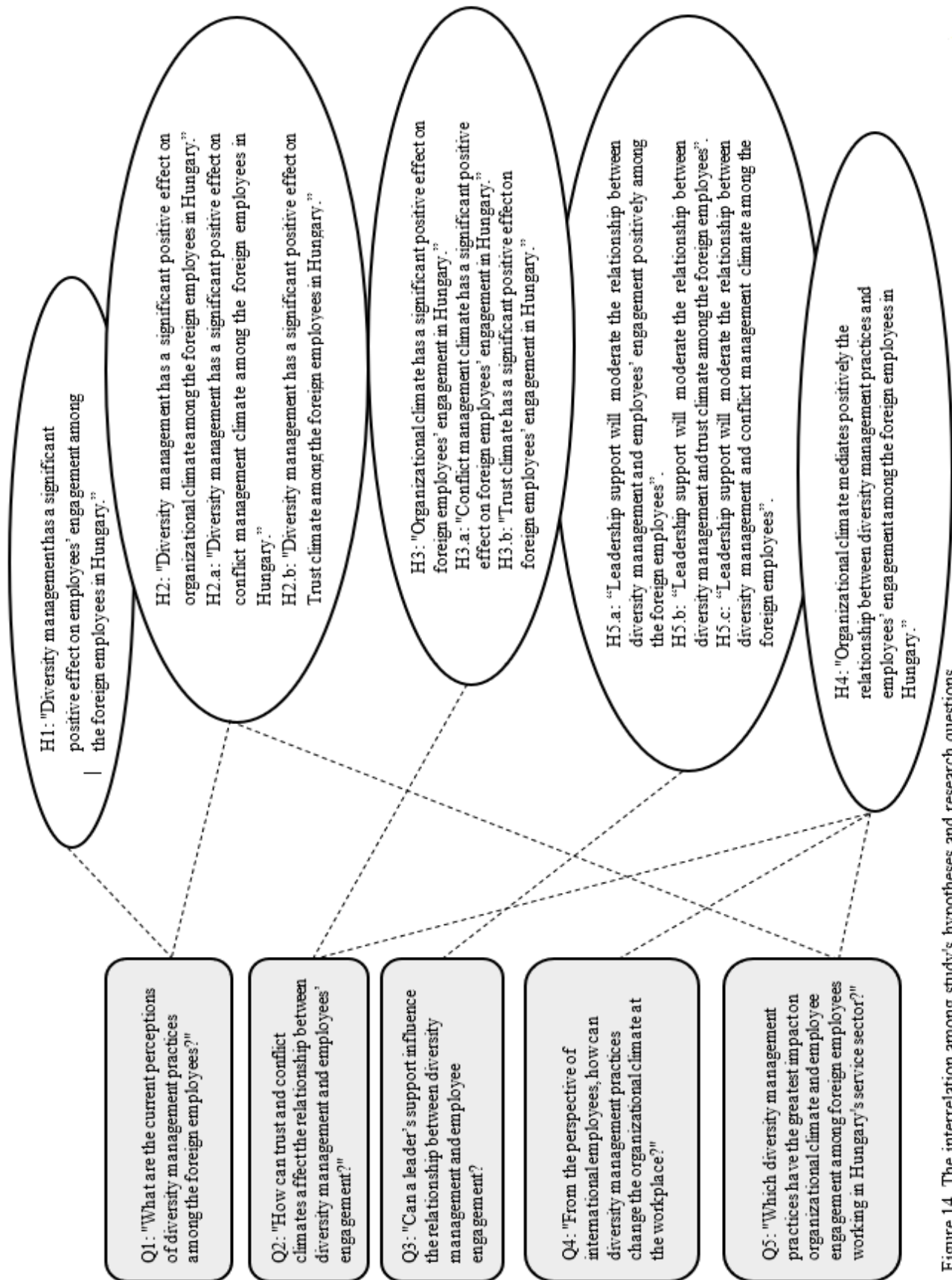


Figure 14. The interrelation among study's hypotheses and research questions

Chapter summary

The previous chapter mentioned the methods used to achieve the research objectives and the analysis tools with the suggested tests. Furthermore, the research presented the used measures and the most important previous scales related to diversity management, as they were not found to be presented in previous literature.

4. RESULTS AND DISCUSSION

4.1. The pilot study

According to HAIR et al. (2017), doing a pilot test of the questionnaire is critical since it helps in establishing and validating the research instruments and determining the scale's feasibility (validity and radiality) prior to conducting the study. Therefore, the researcher performed a pilot test for the questionnaire with 45 participants.

To do the pilot test the researcher choose a random sample of the study community (n=50) employees who worked as full time in the service sector in Hungary. Then after considering the questionnaire's items thoroughly the item was given to them in a form of paper in place in order to support them and get any immediate feedback from them. After collecting the answers, the researcher sorted and checked the questionnaire and eliminated any incomplete ones. The total number of the valid questionnaires was 45 ones which was an accepted to do continue in the analysis in this phase (HAIR et al., 2017).

The results of the pilot tests showed very good values of alpha Cronbach's (for all variables > 0.7) as recommended by (SEKARAN AND BOUGIE, 2016). Furthermore, the results of the pilot test showed good convergent validity results. According to HAIR et al. (2017), convergent validity indicates the degree of correlation between several indicators for a variable, as evaluated by the latent variable's average variance extracted AVE, the Composite reliability (CR), and the loading of associated measurable variables. the results showed that AVE values were above the cutoff 0.5 with CR value above the threshold of 0.7 as recommended by (HAIR et al., 2017), indicating the suitability of the questionnaire for further usage.

4.2. The demographic characteristics

The study will reflect the opinions of employees from different companies that operate in the service sector. The study was based on a full self-administrated questionnaire using random sampling, following the convincing methods to get the minimum required number of responses. The employees' detailed characteristics are presented in table 3.

Table 3. Personal characteristics of the employees (N=550)

Item		Count	%
Gender	Male	262	47.6
	Female	288	52.4
Age	Between 18 to 24	90	16.4
	Between 25 and 35	220	40
	Between 34 and 44	215	39.1
	Between 45 and 64	25	4.5
Educational level	Undergraduate	131	23.8
	Graduate	233	42.4
	Postgraduate	186	33.8
Organization size	≤ 50 employees	207	37.6
	50 to 500 employees	230	41.8
	≥ 500 employees	113	20.5
Job tenure	≤ One year	169	30.7
	One to three years	304	55.2
	Three to five years	40	7.3
	Above five years	37	6.8
Service sector	Agricultural services	59	10.7
	Research and education	51	9.3
	Financial and insurance sector	126	23
	Other service sectors	124	22.5
	Transportation and storage and telecoms	60	10.8
	Hospitality sector	52	9.5
	no answer	78	14.2

Source: Own Construction.

As shown in Table 3, the percentages of males and females are very close to each other. As for age categories, it could be noticed that the vast majority of the employees were in the age groups (between 25 to 44), accounting for nearly 79% of the sample, and this percentage is relatively representative since, according to (EURYDICE, 2021), the foreigners in Hungary are mostly in the age group (20 to 39), with a percentage of 50% of the total number of expats in Hungary.

For educational background, the majority of the respondents were graduates, with a percentage of (42.4%). The second educational background was post-graduate, with a percentage of 33.8%, and finally undergraduate, with 23.8%. The study's participants mainly worked in medium-sized companies (41.8%), while those who worked in small-sized organizations made up nearly 37.6%, and the employees in big organizations made up 20.5% of the sample. 304 employees had a job tenure of between 1 and 3 years, whereas 37 employees had a job tenure of more than five years. The employees were also asked to mention the workplace name or the sector that they were working in. Later, the researcher categorized the answers into suitable categories. In table 111, it can be seen that most of the employees worked in the financial and insurance services (23%), while the second percentage was for other services (22.5%), which can be like cleaning services, sports, health care services, etc., whereas the lowest percentage was for employees that work in the education and research sector (9.3%). All the percentages are illustrated in graphs in appendix 2.

4.3. Reliability of the questionnaire

To test the reliability of the questionnaire before analyzing the results, a reliability test has been conducted. The results suggest the value of Cronbach’s alpha for each construct is above 0.7, which indicates that the reliability of the factors is very high. The acceptable values for reliability level are above 0.6 for all constructs to be considered as satisfactorily reliable (SEKARAN AND BOUGIE, 2016). Table 4 presents the reliability test results.

4.4. Validity of the questionnaire

After conducting a reliability test, the validity test is necessary to examine the validity of the data. To assess the validity of the constructs, the researchers used the EFA test by using the principal component analysis with varimax rotation and eigenvalue greater than one. The KMO (Kaiser Myer Olkin) test and Bartlett’s test were used to recognize the factor analysis suitability. The value of KMO test was 77.6%, which is higher than the threshold of 60%, indicating a good sampling adequacy with a significance level of $p < 0.001$. This indicates that the data was suitable for conducting factor analysis. The factors analysis extracted 10 factors that were explaining a total variance of 79.27%, which was higher than the value 50% as was recommended by (HAIR et al., 2017) . The items loading values are shown in table 4.

Table 4. Constructs' items loadings

construct		items	loadings
Diversity management practices	Diversity training	D1	0.714
		D2	0.777
		D3	0.755
		D4	0.788
		D5	0.745
		D6	0.731
	Diversity rewards and pay	D7	0.814
		D8	0.710
		D9	0.505
		D10	0.817
		D11	0.818
		D12	0.684
	Diversity performance appraisal	D13	0.680
		D14	0.766
		D15	0.665
		D16	0.811
		D17	0.601

		D18	0.701
	Diversity career development	D19	0.699
		D20	0.752
		D21	0.657
		D22	0.659
		D23	0.702
		D24	0.770
Trust climate			T1
		T2	0.882
		T3	0.907
		T4	0.767
Conflict management climate		C1	0.872
		C2	0.808
		C3	0.859
		C4	0.694
		C5	0.794
Leadership support		L1	0.843
		L2	0.915
		L3	0.805
		L4	0.872
		L5	Deleted ^a
Employees engagement	Vigor	E1	0.834
		E2	0.913
		E3	0.856
	Dedication	E4	0.749
		E5	0.790
		E6	0.751
	Absorption	E7	0.890
		E8	0.808
		E9	0.787

^a item was deleted due to low loading < 0.500

Next a confirmatory factor analysis (CFA) was applied to test and check the variables, and a convergent validity (CV) test was used for this purpose. CV measures “the extent to which a measure correlates positively with alternative measures of the same constructs” (HAIR et al., 2017) (p. 112). It is required to check the average variance extracted (AVE) and outer loading values of the items for assessing the CV of the variables. The items with low outer loadings can be retained if other items with higher loadings explain around 50 percent (AVE = 0.50) of the variance (HAIR et al., 2017), so one item (LS5) was removed because of weak outer loadings. Then, AVE was obtained after removing these items, and it was found to be adequate for all the constructs.

Composite reliability (CR) is the second validity measurement test. According to HAIR et al. (2017), the measure of internal consistency was assessed by CR. The threshold value of CR above 0.7 for each construct is satisfactorily acceptable (BAGOZZI AND YI, 1991). Table 5 shows the internal consistency reliability and convergent validity.

Table 5. The model internal consistency and convergent validity

Variable	Items	Alpha Cronbach	AVE	CR	Result/Pas s
Diversity management	24	0.93	0.52	0.93	Yes
Diversity training awareness	6	0.83	0.56	0.81	Yes
Diversity reward	6	0.88	0.53	0.85	Yes
Diversity performance	6	0.82	0.50	0.75	Yes
Diversity career development	6	0.85	0.50	0.75	Yes
Trust climate	4	0.81	0.67	0.84	Yes
CMC	5	0.84	0.65	0.86	Yes
Leadership support	4	0.88	0.74	0.89	Yes
Employee engagement	9	0.93	0.67	0.92	Yes
Vigor	3	0.75	0.75	0.87	Yes
Dedication	3	0.90	0.58	0.71	Yes
Absorption	3	0.87	0.68	0.82	Yes

Source: Own Construction, Note: CMC: conflict management climate.

4.5. Discriminant validity

Discriminant validity was assessed by the researchers. As indicated by FORNELL AND LARCKER (1981), discriminant validity is used to test the constructs' validity and to ensure their differentiation from other constructs. We estimated the "square root of the AVE" of the constructs in accordance with (FORNELL AND LARCKER, 1981) guidelines. Following that, the researcher compared these values to the correlation coefficients between the research constructs, as shown in table 6. According to the method of FORNELL AND LARCKER (1981), in order to consider a well-established model “the square roots of AVE” should be greater than the correlation coefficients between the components, which was achieved.

Table 6 Fornell-Laccker Criterion

Variables	DMP	TC	CMC	LS	EE
DMP	0.814				
TC	0.438	0.798			
CMC	0.128	0.325	0.782		
LS	0.635	0.433	0.350	0.859	
EE	0.500	0.346	0.078	0.538	0.901

Source: Own Construction,

The second criterion for discriminant validity is the correlation coefficient's Heterotrait-Monotrait (HTMT) ratio FASSOTT et al. (2016) mentioned that using HRMT Criterion has a higher specificity and sensitivity rate compared to the cross loading method of Fornell-Lacker Criterion therefore performing the two discriminant validity tests are important to validate the study tool. Closer to the cutoff value of 1 HTMT values suggest a lack of discriminant validity. The Heterotrait-Monotrait (HTMT) discriminant validity values are presented in table 7.

Table 7. Heterotrait-Monotrait Ratio (HTMT)

Variables	DMP	TC	CMC	LS	EE
DMP	-				
TC	0.512	-			
CMC	0.255	0.386	-		
LS	0.673	0.497	0.363	-	
EE	0.502	0.398	0.133	0.582	-

Source: Own Construction,

From what was aforementioned above the researcher could conclude that the research instrument is validated.

4.6. Normality test

Because normal data (normal distribution) is a key assumption in parametric testing, Skewness and Kurtosis were employed to test for normality (SEKARAN AND BOUGIE, 2016). The researcher calculated the z-values of Skewness and Kurtosis and, to consider the normal distribution, these values should fall within the cutoff thresholds (-1.96, 1.96) as recommended by (HAIR et al., 2017).

Table 8. Skewness and Kurtosis of the data

Variable	Skewness	Std. Error of Skewness	Z-Score	Kurtosis	Std. Error of Kurtosis	Z-Score
Employees engagement	-0.135	0.096	-1.41	0.255	0.191	1.34
CMC	-0.112	0.096	-1.17	-0.159	0.191	-0.83
Diversity management	-0.174	0.096	-1.81	0.222	0.191	1.16
Leadership support	-0.152	0.096	-1.58	-0.107	0.191	-0.56
Trust climate	-0.010	0.096	-0.10	-0.288	0.191	-1.51

Source: Own Construction

Table 8 presents the values of both normality tests indicating that all values lie in the acceptable ranges for both tests which refers to that the data is approximately normally distributed in regards of skewness and kurtosis.

4.7. Common method bias

In common method bias, the variance is “attributable to the method of measurement instead of the measures that represent the constructs” (PODSAKOFF et al., 2003, p.879). The validity of the study's findings is threatened by this bias (BURTON-JONES, 2009) As a result, Herman's one-factor test was used to determine the prevalence of common method bias. To meet requirements, all variables analyzed were fed into an explanatory factor analysis (EFA) with no rotating factor solution and a single extracted factor. The Herman test indicated that one-factor solutions explained just 30.01% of explained variation, which is much less than the acknowledged maximum variance of 50% of common method variance in Herman's one-factor test (PODSAKOFF et al., 2012). This indicates the possibility of a threat to the study's common method variance.

4.8. Model fit

According to HAIR et al. (2010), analyzing the model's goodness of fit indices is necessary prior to drawing conclusions. The degree of freedom of the model (df),” the comparative fit index” (CFI), “the model's chi-square (X^2)”, “the standardized root mean residual (SRMR)”, “Normed Fit Index (NFI)”, and the root mean square error of approximation (RMSEA) are all frequently used indices for this purpose. It is required for the good model fit measure to meet the accepted limits of these indices. The suggested limits or threshold values are $RMSEA \leq .09$, $X^2/df < 5$, $SRMR \leq 0.06$, $NFI \geq 0.9$, and $CFI > 0.9$ (HU AND BENTLER, 1999; HOOPER et al., 2008). Thus, prior to doing the final analysis, the researcher assessed the model's goodness of fit. The researcher divided the model of the study into three models. The first one, includes the direct relationship between diversity management and employees’ engagement, the second model includes the mediators in this relationship, and the last one includes the study’s model including the moderation effects. The results of each model starting from the basic model (diversity management practices \rightarrow employees’ engagement) till the full model are presented in table 9 which shows good model fit values for all the models.

Table 9. Model fit indices

Fit index	X ²	df	χ ² /df	NFI	CFI	RMSEA	SRMR
Model 1	296.222	60	4.937	.92	.92	.08	.06
Model 2	248.665	54	4.605	.92	.94	.07	.05
Model 3	218.082	57	3.826	.93	.94	.08	.05

Model 1: basic two variables model; model 2: mediation model; model 3: moderated mediation model (total model).

4.9. Collinearity Test

The researcher assessed the influence of multicollinearity among the study variables using SPSS's Linear Regression test. Following the suggestions of RINGLE et al. (2020), the researcher uses the VIF cutoff of 5 and the cutoff value for tolerance is 1, which means that multicollinearity does not exist between the tested variables in the study. Multicollinearity happens when two or more variables in the study model are very closely linked, which makes it hard to figure out how the variables are related.

Table 10 Collinearity Statistics^a

Model	Tolerance	VIF
Diversity training	0.333	3.002
Diversity reward and pay	0.503	1.987
Diversity performance appraisal	0.607	1.647
Diversity career development	0.248	4.033
Trust climate	0.607	1.454
Conflict management climate	0.623	1.606
Leadership support	0.415	2.410

^a Dependent variable: employees' engagement.

As shown in table 10, all VIF values for both questionnaires were less than 5, and the tolerance values are less than 1, the researcher concluded that there is no evidence of multicollinearity among the study variables.

4.10. Descriptive analysis

The researcher has calculated the mean and standard deviation of all studied variables furthermore the researcher has estimated the correlation among them. The results of the descriptive analysis indicated that all the studied variables are correlated with each other significantly, except for some of the control ones. Furthermore, the mean of all the instruct varied between high to medium level. The results are presented in table 11, and a detailed descriptive analysis was done for each item, and it could be read in the appendices.

4.11. Hypothesis test

The researcher explained the relationships using the findings of the SEM model, first describing the direct relationships and then the indirect ones.

The direct relationships

The results of the analysis and the hypotheses numbers are presented in Table 12. It describes the direct relationship between the study constructs, and the control variables as well. The results of the SEM showed that diversity management is directly associated with employees' engagement ($\beta = 0.538, p < 0.001$) (path c), indicating that proper diversity management practices can positively influence employees' engagement in the workplace. Path analysis also revealed that diversity management is related to organizational climate ($= 0.159, p 0.05$) (path a), conflict management climate ($= 0.199, p 0.05$) (path a1), and trust climate ($= 0.458, p 0.05$) (path a2). Therefore, H1, H2, and their sub-hypotheses (H1.a, H1.b) are all supported. These results show that diversity management has an effect on trust, the CMC, and employee engagement. The results of general model (a, b, and c) paths are presented in Figure 15.

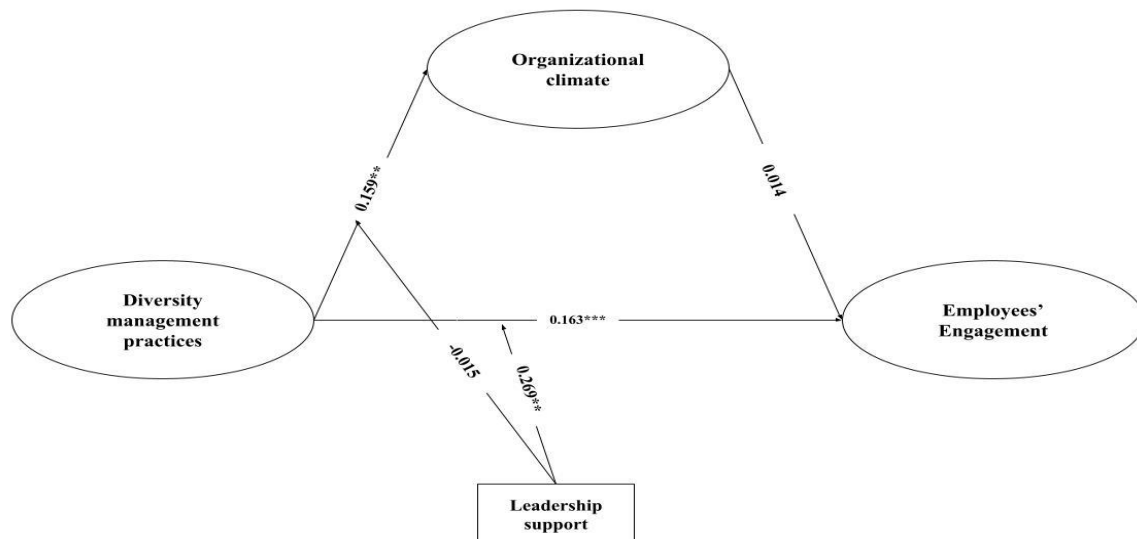


Figure 14 The study's general model

Source: "Researcher's Own Construction"

Furthermore, OC was found to not be significantly associated with employees' engagement ($\beta = 0.014, p > 0.05$) (path b), similarly CMC was not significantly impacting employees' engagement ($\beta = 0.142, p > 0.05$) (path b1) in contrast, trust climate was positively associated with employees engagement ($\beta = 0.282, p < 0.001$) (path b2), these results lead us to reject Hypotheses 3 and 3.a and accept H3.b, which indicates that only trust climate is significantly linked with employees' engagement among the foreign employees in Hungary.

To understand better which diversity management practices are impacting employee engagement, the researcher listed each dimension of diversity management practices and how they are associated with the other variables in the SEM model. The results showed that diversity training, reward and pay systems, career development, and performance appraisal were all positively associated with employees' engagement ($\beta = 0.141, p < 0.01$; $\beta = 0.147, p < 0.01$; $\beta = 0.321, p <$

0.001; $\beta = 0.523, p < 0.001$) respectively, and it is clear that performance appraisal was the highest associated with engagement whereas training and reward systems were weakly associated with employees' engagement, therefore (H1.a) was supported. The researcher then examined the relationship between these dimensions and CMC, finding that reward and pay systems, career development, and performance appraisal were all positively associated with CMC ($\beta = 0.198, p < 0.05$; $\beta = 0.257, p < 0.01$; $\beta = 0.642, p < 0.001$) respectively, but diversity training was not ($\beta = -0.107, p > 0.05$) this results led the researcher to accept (H2.a1). In the same way, the researcher found that diversity training, reward and pay systems, and performance appraisal are all related to trust climate ($\beta = 0.544, p < 0.001$; $\beta = 0.100, p < 0.05$; $\beta = 0.116, p < 0.05$) respectively, while career development is not ($\beta = 0.048, p > 0.05$) this implies that (H3.a1) could be accepted. These results showed that the most effective diversity management practice in the service companies in Hungary that can enhance the trust climate was diversity training, whereas the most effective one for achieving a positive CMC was performance appraisal. The results are illustrated in figure 16.

The results in Table 12 also showed that gender is not significantly associated with employee engagement or mediators. However, the results showed that age was negatively associated with the conflict climate ($\beta = -0.102, p < 0.05$). The older the employees, the more likely they were to feel a negative conflict climate in the workplace. Whereas the size of the organization was positively related to the CMC ($\beta = 0.124, p < 0.01$), implying that bigger organizations were able to achieve a better conflict management climate in the workplace. Size also had a significant relationship with employee engagement ($\beta = 0.156, p < 0.01$), with larger organizations having more engaged employees. Age, on the other hand, was negatively associated with employee engagement ($\beta = -0.336, p < 0.05$), with older employees being less likely to be engaged at work than younger employees. Both age and size were found to be positively associated with trust climate ($\beta = 0.064, p < 0.01$; $\beta = 0.313, p < 0.001$), indicating that the older the employees are and the larger the organization, the more likely they are to be engaged at work.

Table 11. Descriptive analysis and correlation matrix of the variables

Variables	Mean	SD	1	2	3	4	5	6	7	8	9	10	11	12	13
1. Gender	1.53	0.499	-												
2. Age	1.89	0.443	-.082*	-											
3. size	1.89	0.744	-0.044	0.275**	-										
4. DTR	3.57	0.701	-0.039	0.205**	0.387**	-									
5. DRE	3.67	0.588	0.379**	-0.126**	0.399**	0.592**	-								
6. DCD	3.47	0.626	0.084*	0.039	0.135**	0.749**	0.517**	-							
7. DPF	3.55	0.580	0.212**	-0.110**	0.196**	0.507**	0.574**	0.534**	-						
8. DMP	3.56	0.510	0.192**	-0.016	0.332**	0.877**	0.805**	0.856**	0.720**	-					
9. CMC	5.045	1.085	-0.075	0.076	-0.058	0.139**	-0.101*	0.304**	0.011	0.116**	-				
10. TC	4.87	1.033	-0.022	0.092*	0.351**	0.465**	0.344**	0.335**	0.271**	0.432**	0.348**	-			
11. OC	4.95	0.870	-0.060	0.102**	0.173**	0.363**	0.142**	0.388**	0.169**	0.329**	0.830**	0.812**	-		
12. LS	5.044	1.025	-0.186**	0.061	0.106**	0.606**	0.310**	0.735**	0.330**	0.609**	0.319**	0.425**	0.451**	-	
14. EE	4.357	1.11	-0.133**	0.307**	0.304**	0.500**	0.351**	0.502**	0.195**	0.426**	0.102**	0.338**	0.264**	.524**	-

“Correlation is significant at the 0.05 level (2-tailed).**”

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

source: own construct based on the SPSS correlation matrix.

DT: diversity training; RPS: reward and pay systems; CD: career development; PA: performance appraisal; DMP: diversity management practices; CMC: conflict management climate; TC: trust climate; OC: organizational climate; LS: leadership support; EE: employees' engagement.

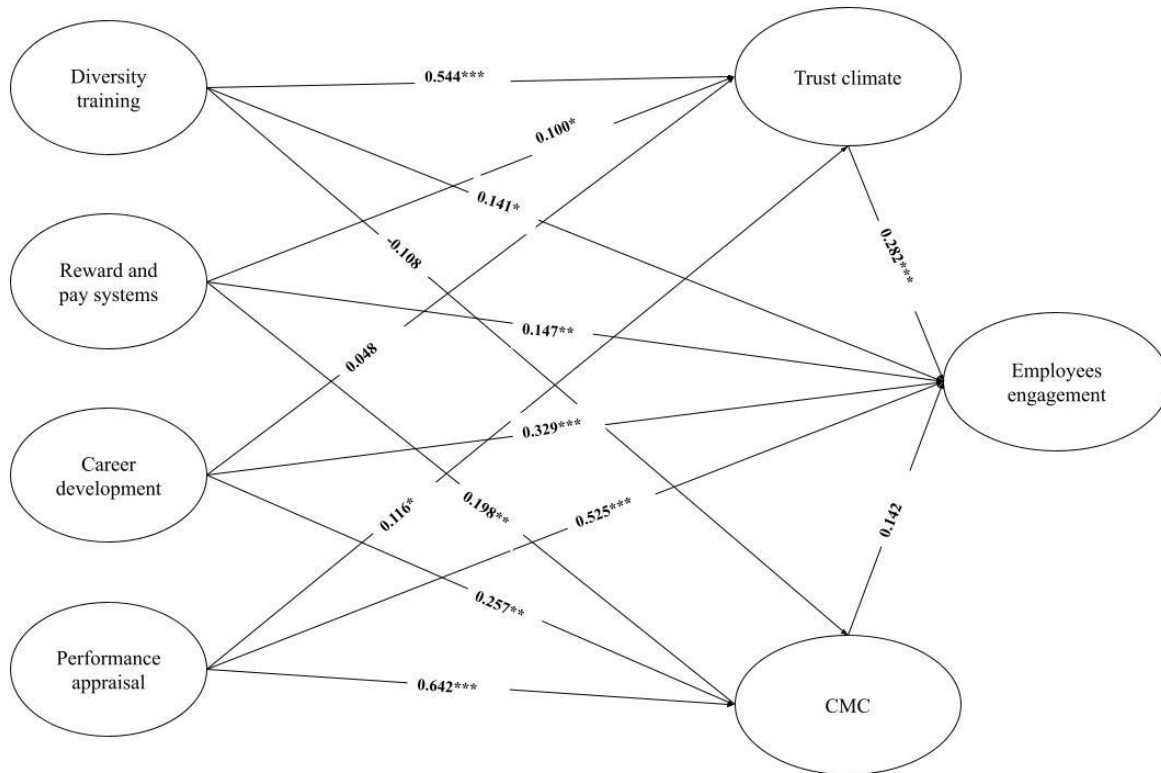


Figure 15. Detailed diversity management practices with the other constructs

Source: “Researcher’s Own Construction based on SEM results”

Mediation analysis

Following the suggestions of HAIR et al. (2010), who mentioned that “full median exists if (a) and (b) direct effects are significant but (c) is not significant,” it is evident from the results in table 12 that organizational climate does not mediate the relationship between diversity management practices and employees’ engagement. Similarly, the CMC was not significantly mediating this relationship. Trust climate, on the other hand, was positively mediating the relationship between diversity management practices and employee engagement ($\beta = 0.049$. [0.010 – 0.082]), see table 13, As suggested by HAIR et al. (2010), this mediation is a partial mediation since the coefficient value has decreased from ($\beta = 0.538$, $p < 0.001$) (path c) to ($\beta = 0.163$, $p < 0.001$) (path c’) due to the effect of the mediator (trust climate). As a result, the researcher may reject hypotheses 4 and (H4.a) while accepting hypothesis (H4.b), implying that trust climate can positively mediate the relationship between diversity management practices and employee engagement among foreign employees in Hungary. From Figure 13, it can be seen nonetheless that, on the basis of (HAIR et al., 2010) suggestions, trust climate does not mediate the relationship between career development and employee’s engagement ($\beta = -0.007$. [-0.035 – 0.008]) as the relationship between career development and trust climate was not significant. Whilst it is mediating the relationship between the diversity training, reward and pay systems, performance appraisal, and employees’

engagement ($\beta = 0.078$, [0.042 – 0.117]; $\beta = 0.015$. [0.01 – 0.037]; $\beta = 0.016$, [0.001 – 0.036]) correspondingly.

Moderation analysis

To test the role of leadership support as a moderator in the relationship between DMP and employees' engagement the researcher followed the suggestions of (HAIR et al., 2010) which recommend that there are 3 conditions for moderation: 1) the moderator should have a significant impact over the dependent variables, 2) the independent variables should have a significant effect on the dependent variables, 3) there has to be a significant interaction between the independent and moderator variables in predicting the dependent variable. Following these recommendations, as can be seen in Table 14, the researcher could conclude that leadership support is moderating positively the relationship between DMP and employees' engagement ($\beta = 0.269$, [0.334 – 0.237]) therefore the H5.a was accepted indicating that when leadership support is higher, the DMP have a stronger relation to employees' engagement. The interaction effect is plotted in Figure 15.

The researcher tests four conditions as suggested (PREACHER et al., 2007) to test the moderated mediation hypotheses:” 1) there should be a significant effect of the independent variable on the dependent variable; 2) there should be a significant interaction between the independent variable and the moderator in predicting the mediator; 3) the mediator should have a significant effect on the dependent variable; and 4) there should be different conditional indirect effects, as demonstrated when the conditional indirect effect differs in strength across low and high levels of moderation” (DU et al., 2021) (PP. 5-6). The results in Table 12 demonstrates that DMP is positively associated with employees' engagement, supported condition 1, the results of table 14 shows that the interaction between leadership support and both trust climate and CMC were not significant which implied that leadership support does not moderate the mediation relationship. therefore, the hypotheses (H5.b and H5.c) were rejected. The total model of SEM and its standardized estimates are illustrated in Figure 17.

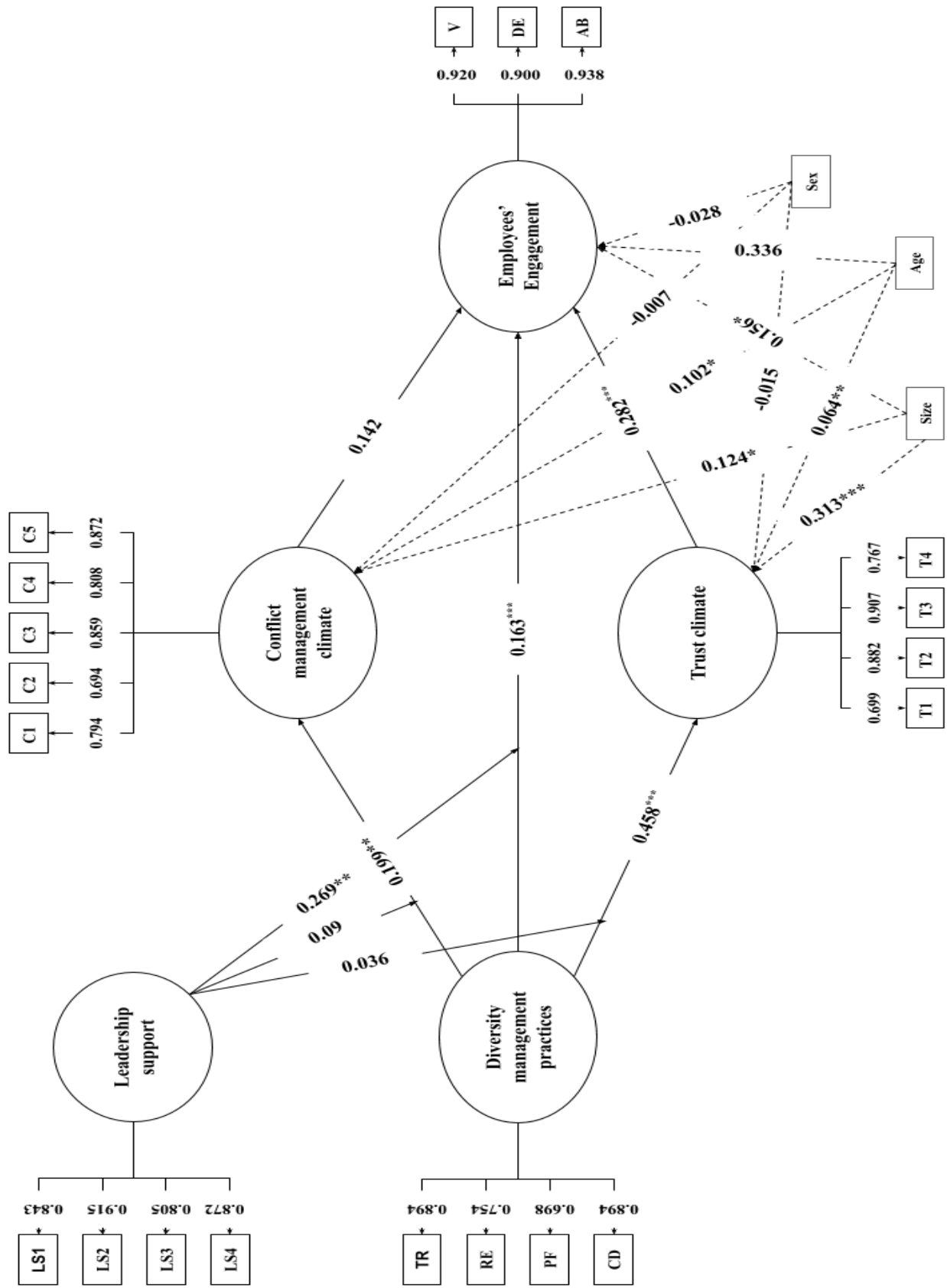


Figure 17. SEM Conceptual Model with estimations and items' loadings

Source: "Researcher's Own Construction based on the SEM outcomes". Note: *** P<0.001; **p<0.01; *p<0.05.

Table 12. Model's regression estimates

Model's paths			b	β	S.E.	T-value	Sig	
Control variables								
Gender	→	CMC	-0.011	-0.007	0.067	0.157	NS	
Age	→	CMC	0.103	0.102	0.046	2.259	*	
Size	→	CMC	0.126	0.124	0.041	3.046	**	
Gender	→	EE	-0.028	-0.028	0.031	0.907	NS	
Age	→	EE	0.330	0.336	0.032	10.614	**	
Size	→	EE	0.159	0.156	0.027	5.838	***	
Gender	→	TC	-0.024	-0.015	0.050	0.596	NS	
Age	→	TC	0.089	0.064	0.036	2.484	**	
Size	→	TC	0.319	0.313	0.042	7.693	***	
Structural variables								
DMP	→	EE	Path c'	0.161	0.163	0.078	3.538	***
DTR	→	EE		0.140	0.141	0.067	2103	**
DRE	→	EE		0.143	0.147	0.056	2550	**
DCD	→	EE		0.321	0.329	0.091	3580	***
DPF	→	EE		0.523	0.525	0.059	8845	***
CMC	→	EE	Path b1	0.136	0.142	0.048	2.988	NS
DMP	→	CMC	Path a1	0.197	0.199	0.087	2.274	**
DTR	→	CMC		-0.108	-0.107	0.110	0.983	NS
DRE	→	CMC		0.193	0.198	0.094	2150	**
DCD	→	CMC		0.249	0.257	0.092	2795	**
DPF	→	CMC		0.642	0.642	0.069	9329	***
DMP	→	TC	Path a2	0.456	0.458	0.045	10.173	***
DTR	→	TC		0.543	0.544	0.059	9168	***
DRE	→	TC		0.102	0.100	0.051	1993	*
DCD	→	TC		0.048	0.050	0.061	0.787	NS
DPF	→	TC		0.114	0.116	0.055	2.063	*
DTC	→	EE	Path b2	0.281	0.282	0.025	4.789	***
DMP		OC	Path a	0.156	0.159	0.065	2411	**
OC		EE	Path b	0.014	0.016	0.049	0.296	NS
Direct relationship (model one) IV and DV								
DMP	→	EE	Path c	0.535	0.538	0.030	17.833	***

Source: author own work based on the results of SEM results. (NS: note significant)

Table 13. Mediation test

Indirect paths	β	LLCI	ULCI	Sig
<i>DMP</i> → <i>OC</i> → <i>EE</i>	0.002	-0.005	0.002	NS
<i>DMP</i> → <i>TC</i> → <i>EE</i>	0.049	0.010	0.082	***
<i>DMP</i> → <i>CMC</i> → <i>EE</i>	0.050	-0.026	0.021	NS

Source: author's own work based on the results of SEM results. (NS: note significant)

Table 14. Moderation test

Moderator	B	β	S.E.	T-value	Sig
Leadership support → Engagement	0.410	0.411	0.043	9.586	***
Leadership support → OC	0.384	0.389	0.059	6254	***
Leadership support → trust climate	0.259	0.262	0.048	5.345	***
Leadership support → CMC	0.430	0.431	0.025	11.259	***
Interaction	β	S.E.	(LLCI -ULCI)	Sig	
DMP * LS *OC	-0.015	0.033	(-0.080- 0.051)	NS	
DMP*LS*TC	0.036	0.027	(-0.014 – 0.088)	NS	
DMP*LS*CMC	0.09	0.047	(-0.187 – 0.004)	NS	
DMP*LS*EE	0.269	0.028	(0.334- 0.237)	***	

Table 15. Squared multiple correlation.

Variable	R ²
Organizational climate	0.301
Trust climate	0.233
Conflict management climate	0.142
Employees engagement	0.472

The researcher concludes from table 15, the squared multiple correlations show that a significant relationship exists between diversity management and other variables in this model. Diversity management practices predicted a significant organizational climate, generally R²= 306 explaining 30.6 of the variances in organizational climate. It predicted trust climate R² =.233 and CMC R² = 14.2, explaining 23.3% and 14.2% of the variance in both constructs, respectively. Whereas DMP, trust climate, and conflict climate could predict R² = 47.2 of employee engagement, explaining

47.2% of the variance in employee engagement results. The interaction effect is presented in figure 18.

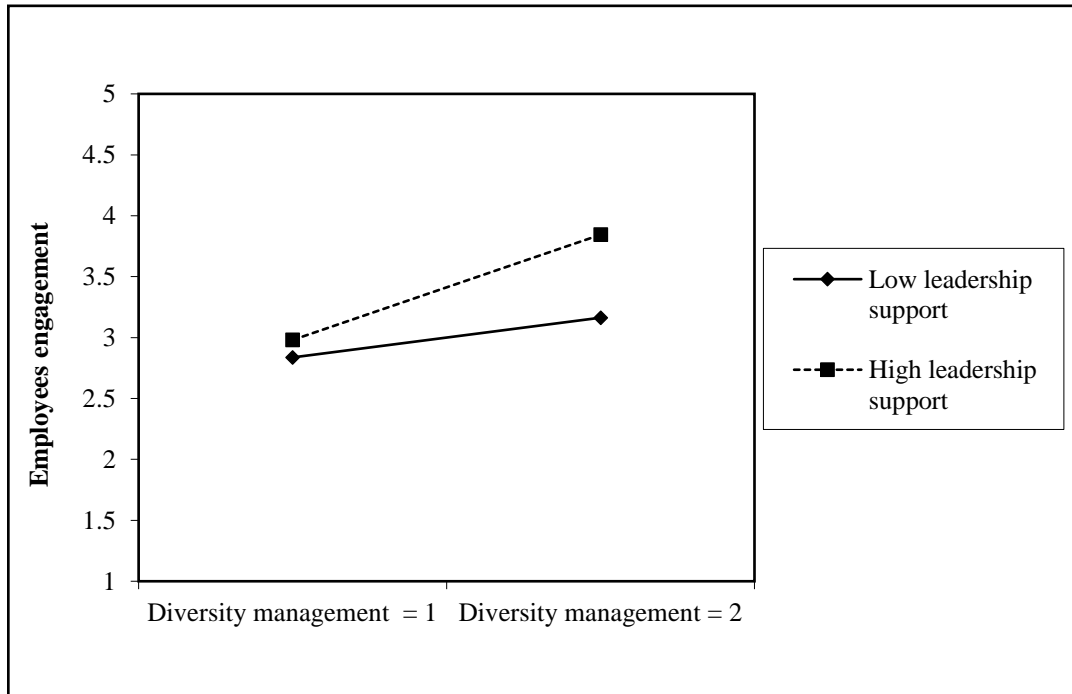


Figure 16. Interaction between leadership support and DMP on employees' engagement

Source: "Researcher's Own Construction"

4.12. Discussion

This research aimed to investigate the impact of the DMP on employees' engagement and to understand the role of the organizational climate in this relationship. And this was done by studying two organizational climates that are shared with most of the previous studies (trust climate and conflict management climate). Furthermore, this study aimed to explore how leadership support can moderate the relationship between DMP and employees' engagement and between DMP and organizational climate dimensions. The last aim of this study was to explore which diversity management practices are associated more with the study variables among the four studied practices.

DMP and employees' engagement

Based on the results, it was found that diversity management practices are positively associated with employees' engagement. The existence of a direct link between the two variables is seen as a critical work result for any organization and is consistent with social exchange theory (SET) (Li et al., 2020). This explains why, when employees perceive their organizations' diversity management practices, they exhibit a range of positive attitudes and actions, including organizational

commitment (MAGOSHI AND CHANG, 2009) and organizational citizenship (MOSHABAKI et al., 2013; ALSHAABANI et al., 2021). Additionally, SET reveals that when workers view management activities positively, they likely to be more motivated and engaged at work in return for the positively perceived practices (KAHN, 1990). Thus, our findings may be interpreted in terms of SET, in which diversity management practices are regarded as a good intention on the part of the firm toward its workers, who reciprocate with increased engagement and passion. This association in our results is strong, which indicated that diversity management practices that are applied in the Hungarian companies is effective in achieving engaged employees. This result is similar to a few previous studies that shed light on the relationship between diversity management practices and employees' engagement (ALSHAABANI et al., 2022; DOWNEY et al., 2015; SKALSKY AND MCCARTHY, 2009).

DMP and organizational climate

The results showed that DMP could predict the organizational climate generally, emphasizing the important role of DMP in creating or enhancing a positive climate within organizations in Hungary. This result suggests that the studied diversity management practices together are effective. However, this impact on the organizational climate is weak. This result is inconsistent with KÖLLEN (2016), who indicated the role of diversity management practices in building a positive organizational climate that accepts the dissimilarities in gender and sexual orientations among the employees. Furthermore, it builds positive perceptions towards the organization's psychological climate in the Dutch organizations. According to HANGES et al. (2006), organizational climate is related to DMP in the American companies, and it is critical for any organization to ensure that its organizational climate and culture are capable of perceiving the practices and policies offered by management in order to effectively reflect these DMP, and they added that organizational climate is a critical player in delivering HRM messages related to the aim of these diversity management practices to the organization's employees. Also, NOORZAD (2018) found that any action or step that is taken by the HRM related to diversity issues, discrimination, equality, and stereotyping was reflected positively on the organization climate among the Turkish employees, and this relationship was moderate. Similar results were achieved by the researcher related to this relationship. In a different context, the result of the researcher's study, which was conducted among Egyptian employees, showed that diversity management practices are positively associated with the organizational climate in Egyptian companies (ALSHAABANI AND RUDNAK, 2020). The aforementioned indicates the relationship between DMP and organizational climate, and it also indicates that this relationship can be weak or strong depending on the management's practices and context.

DMP and conflict management climate

The results of the analysis showed that DMP is positively associated with the conflict management climate. And this association is weak as well. This indicates that although DMP is effectively enhancing the levels of CMC, this effect is still not strong enough. This result is in accordance

with different researchers like (CHOI AND RAINEY, 2013) , who found that diversity management can help significantly in resolving conflicts at work and building a positive climate for managing conflict. Also, the results intersect with the results of (KIDDER et al., 2004) who found that diversity management practices that are initiated by the top management rather than as a result of employee demand or governmental request can be a very important toll in creating a positive conflict management climate.

DMP and trust climate

According to this study, DMP can predict trust climate positively, and this relationship is moderate, which means that when HRM uses diversity management practices well, the employees will show that in their trust climate and trust in other employees.

These results are in line with the few previous studies that studied the link between DMP and trust climate like (DOWNEY et al., 2015), who found that diversity management practices and policies that are used inside a large health organization in the USA are positively enhancing the trust climate there. They further found that inclusion can foster this relationship positively. The more inclusion is perceived by the employees, the more likely the employees will feel the trust climate. Previous research conducted by (ALSHAABANI AND RUDNAK, 2020) inside Egyptian companies to study the relationship between DMP and trust climate indicated that diversity management practices such as training, recruitment, and reward systems together can predict trust climate. According to WHITENER (1997), employees may foster positive attitudes such as trust as a result of having positive HRM practices. Therefore, the current results come in harmony with the previous studies, which indicate the significant role of DMP generally in predicting a positive trust climate attitude among foreign employees in Hungary.

These results are consistent with resource-based theory, which suggests that when the organization manages the diverse workplace through specific practices and policies, it can turn the diversity into a competitive advantage for this organization, which will be reflected in its internal environment such as conflict resolution, trust climate, perceived justice, risk climate, responsibility, and reward climate. According to BOWEN AND OSTROFF (2004), organizational climate is the shared perception of the employees' practices and policies. They suggested that employees try to develop perceptions related to the organizational climate based on these practices. Therefore, in accordance with this explanation and on the basis of resources-based theory, the researcher could explain the relationship between DMP and organizational climate and its two dimensions.

Control variables impact over employees' engagement, trust climate, and CMC

Using control variables was important for this study since it is focusing on diversity management practices, which are regarding the diversity in the first layer elements. It is also important as the reaction of the employees may be impacted by their gender, organizational size, and age. Many studies have shed light on the importance of these factors (DOWNEY et al., 2015; ROBERSON AND

HYEON JEONG, 2007). The results of the SEM model showed that although gender was insignificantly affecting any of the aforementioned variables, the other two controlling variables (size and gender) were as follows: Age was positively associated with employees' engagement and CMC. The more the employees were old, the more likely they would be engaged at work. This result agrees with many previous studies indicating the fact that employees of a young age are less likely to be engaged at work compared to older ones who try to develop new skills to improve their performance (BIN, 2015; DOUGLAS AND ROBERTS, 2020). The results also showed that employees with older age are more likely to perceive a higher trust climate at the workplace, and this result agrees with previous studies' results (ALSHAABANI et al., 2020; WONG, 2012). The age of the employees was, however, predicted to perceive CMC positively. Older employees were more likely to perceive the climate of managing conflict positively compared to younger ones. This result is also in line with EINARSEN et al. (2018), who indicated that older employees are more likely to perceive the CMC effectively. These results can be explained as the employees are young, filled with enthusiasm and more likely to have conflicts at work and feel that conflict is not managed properly. According to BEITLER et al. (2016), older employees in the service sector were more likely to avoid conflicts in the workplace, which means they were more likely to feel satisfied with the management.

The size was also found to be positively related to trust climate and CMC. The more structured the organization, the more likely it is that employees will develop positive attitudes toward the trust and conflict management climates. This result is associated with different previous studies indicating the role of organizations' size in the employees' attitudes toward trust and conflict climates (RAGINS et al., 2000) or organizational climate generally (JUNG AND LEE, 2016). Moreover, employees' engagement was related positively to organizational size, indicating that employees who work in bigger organizations are more likely to be engaged at work as the big organizations may be building a better environment to build engaged employees (JUNG AND LEE, 2016; ROOF, 2015).

The practices of diversity management and employees' engagement

To understand which diversity management practices are associated more with each of the variables, the researcher tried to study the impact of each of the 4 studied practices separately on each of the variables. The results showed that the four studied diversity management practices were associated positively with employee engagement. Performance appraisal and diversity career development were the most effective diversity management practices that led to employee engagement. The least effective were diversity training and reward and pay systems, which made employees less likely to be engaged. According to JAMES et al. (2011), diversity policies and reward systems are important in motivating employees to be engaged at work. Many employees can change their behaviors on the basis of the perceived pay and reward systems in their organization. They will tend to work more, develop new skills, and be enthusiastic about their work.

These results show that among the four utilized DMP performance appraisals, the strongest from the perspective of the employees, which means that the employees think that the performance appraisal is being done on the basis of equality and it highly predicts their level of engagement. This result is in accordance with GOSWAMI AND GOSWAMI (2018), who found that diversity performance appraisal practices positively predict employee engagement. They explained it as when the employees perceive this practice as a good effort from the organization, they will respond to it positively with positive attitudes or behaviors. Regarding career development, employees also thought that the chances of development as a career inside their organization were predicting their engagement at a moderate level. Finally, related to diversity training awareness and reward and pay systems, it is clear that a minor effect of these two practices has on the employees' engagement, indicating that although the organizations are providing these practices, their effectiveness is still minor as a way to increase the level of engagement. Previous studies found that when diversity training awareness is perceived as effective, it can predict different organizational attitudes among the employees, like work engagement (ALSHAABANI et al., 2022; LUU et al., 2019) and organizational commitment (YAP et al., 2010). Furthermore, previous studies found that career development is an important predictor of employees' engagement. According to CHANDANI et al. (2016), when employees believe that their career development inside their organization is high and the programs regarding it are effective, they are more likely to be engaged at work and to try to gain new skills and talents as a way to prove themselves in the workplace. The same results also suggested that when employees perceive the career development programs positively, they will tend to have higher personal development possibilities and, therefore, they will reflect this as enhanced engagement at work (ALI et al., 2019). These results can be explained on the basis of SET (CROPANZANO AND MITCHELL, 2005), which implies that when employees perceive good intentions as positive practices or policies from their management, they react to them as positive behaviors or attitudes to show their good intentions as well. However, the results showed that not all diversity practices are equally perceived positively by foreign employees in Hungary.

The practices of diversity management and trust climate and CMC

The findings revealed that, while DMP is generally associated positively with trust climate, not all practices were positively predictive of trust climate. The results showed that among the four studied practices, diversity training awareness was the most effective in predicting the positive attitudes towards trust climate among the foreign employees. Performance appraisal, reward, and pay systems, on the other hand, were only marginally predictive of the trust climate. Career development did not significantly predict the trust climate. This can be explained that as the majority of the employees are still young, therefore, they are still unable to perceive the efficacy of career development practices used in their organization, which is reflected in their attitudes toward a trusting climate.

The findings have shown that among the studied diversity practices, performance appraisal was the most effective practice that could help in achieving a positive attitude towards CMC in the

workplace. It could mean that when employees perceive their performance as being evaluated equally and fairly, they tend to develop positive attitudes towards CMC and perceive the management of conflict positively in the workplace. The results showed that reward and pay systems and career development were weakly predicting the employees' perceptions towards CMC, indicating that when the organization uses an equal and fair system for reward and a clear career development practice, it will reflect positively on their perceptions towards CMC since they will feel more justice and their tendency to develop conflicts in the workplace would be less. On the other hand, the results showed that diversity training awareness was not significantly related to the attitudes of the foreign employees related to CMC, which implies that the diversity training awareness was not effective enough in developing positive attitudes related to CMC.

CMC and employees' engagement.

The research findings revealed that, unlike what was expected, CMC was not predicting employees' engagement significantly, indicating that the attitudes that the foreign employees develop related to CMC at the workplace are not effectively enhancing their levels of engagement at work. This result means that employees do not see the conflict management climate as a potential resource for them on the basis of the job demands-resources (JD-R) theory (BAKKER AND DEMEROUTI, 2017) , indicating that among foreign employees, CMC is not considered an organizational resource. This result disagrees with EINARSEN et al. (2018), who found that CMC was positively associated with employees' engagement at a moderate level and indicated that CMC was a potential organizational resource for the Norwegian employees. The results further differ from the results of ALSHAABANI AND RUDNÁK (2022) , who found that CMC was positively predicting employee engagement among the employees in Hungary.

Trust climate and employees' engagement

The results confirmed that the trust climate is a crucial determinant of employees' engagement. This means that the more trust climate is perceived by the employees, the more engaged they are going to be at work. In light of JD-R theory, it could be implied that expat employees consider the trust climate at the workplace a potential organizational resource for them, which motivates them to be more engaged at work and to be more enthusiastic about their tasks at the workplace. This result is in accordance with the few available studies that tried to assess the impact of a trust climate on employees' engagement (ALSHAABANI et al., 2022; DOWNEY et al., 2015; TATE et al., 2021).

Organizational climate as mediator between diversity management practices and employees' engagement.

Contrary to what was expected, organizational climate generally did not mediate the relationships between diversity management practices and employee engagement, as organizational climate was not associated positively with employee engagement, which in light of the suggestions made by HAIR et al. (2010), led the researcher to reject the hypothesis regarding the mediation. This result indicates that the organizational climate as a whole is not able to be seen as a resource for the

employees. Therefore, this indicates a potential problem regarding the perceived organizational climate among the foreign employees in the service sector in Hungary.

Similarly, the results regarding CMC showed that CMC did not mediate the relationship between diversity management practices and employee engagement. This result implies that the employees' attitudes towards CMC are not affecting the relationship between the two mentioned variables. This also indicates that, in light of JD-R, CMC is not considered an adequate organizational resource for the employees to develop more skills and be more engaged in their daily tasks. However, in the light of resources-based theory, diversity management practices were able to develop a positive attitude towards the CMC, indicating the effectiveness of DMP in getting such positive attitudes. However, these positive attitudes are not enough to be considered as resources for more engagement at work. On the other hand, trust climate was found to be a significant mediator in the relationship between diversity management practices and employees' engagement. This result is in line with both JD-R and resources-based theories, indicating that when employees perceive DMP, they tend to consider it a resource for trust. Therefore, they develop positive attitudes towards trust climate in the workplace, which in turn, they see it as an efficient resource for them to be more engaged at work and more dedicated to it.

Leadership support as moderator.

According to the researcher knowledge this study was the first attempt to investigate the role of leadership support as moderator in the relationship between DMP and organizational climate with its two studied dimensions and between DMP and employees' engagement.

The results showed that leadership support was not moderating significantly the relationship between DMP and organizational climate with its two dimensions which meant that leadership support was not considered as resources for the employees to develop positive attitudes related to the organizational climate.

On the other hand, the results showed that leadership support was strongly moderating the relationship between diversity management practices and employees' engagement. The more leadership support is perceived, the more the effect of DMP on employee engagement will be stronger. This result is very important, especially for managers since the impact of leaders was found to be significant in enhancing this relationship. To summarize the findings, the researcher made a table that includes the hypothesis, associated objectives, and the most key findings (see table 17)

Some potentially notable relationships that were not hypothesized in the study's model include the significant direct relationship that exists between the leadership support and the other studied variables. since the results showed that leadership support is positively associated with employee engagement, trust climate, and CMC. These relationships further varied from weak to moderate positive associations. These results imply that leadership support is a very important predictor of many positive attitudes and behaviors among the foreign employees in Hungary.

5. New Scientific results

This study presented novel advances in the field based on the findings and discussion of the research. Based on the statistical methods and novel model components, these results may serve as a foundation for future investigations and research.

- **My study introduces a novel model for determining employees' engagement and the direct and indirect impact of diversity management practices.**

The key theoretical contribution of this work is constructing a validated research model which extends three theories and fits them into one complicated model. By adding different components and dimensions into the research, the final model was generated from various analytical approaches utilized in this research. Hence, this research offered a significant addition to the previously mentioned theories of diversity management practices and employee engagement. In this study I could also combine and link three different theories (SET and resources-based theory, and JD-R theory).

- **The first study to focus on the international employees specifically and the role of Hungarian HR management.**

This research is the first attempt to put a focus on diversity management practices and how they impact employees' attitudes and behaviour. It emphasizes on the significance of the leader's support among foreign employees in the Hungarian service sector, given that they account for a substantial share of the Hungarian market and their relevance to the Hungarian GDP is expanding.

- **This pioneering research on foreign employees in Hungary did not go without understanding the organizational climate and highlighting its current situation in Hungarian companies.**

By considering organization climate and its two studied dimensions, namely "trust climate" and "CMC," this study is considered, according to the available literature, the first attempt to consider the two dimensions together as mediators in explaining the relationship between diversity management practices and employee engagement, especially when taking their mediating role between each diversity practice separately and employee engagement.

Through this study, I could prove that employees' engagement can be assessed and improved by focusing on diversity management practices and trust climate, by taking into consideration the role of leaders' support, while CMC was not playing a significant role in enhancing employees' engagement, which is considered a significant addition to the literature.

This study was the first one, up to the researchers' knowledge, to take the role of leadership support as a moderator in the relationship between DMP and employee engagement and DMP and organizational climate. It is revealed that the role of supportive leadership is crucial for achieving more engaged employees in the workplace, while it is not significant in building a positive organizational climate among foreign employees in the service sector. Therefore, this

result is completely a novel result indicating the importance of leaders' support in achieving positive outcomes of diversity management practices for foreign employees in Hungary. Through this study, I could prove that employees' engagement can be assessed and improved by focusing on diversity management practices and trust climate, by taking into consideration the role of leaders' support, while CMC was not playing a significant role in enhancing employees' engagement, which is considered a significant addition to the literature.

- Furthermore, I could reveal in this study that **not all diversity management practices had an equal impact on employees' engagement and the organizational climate. This suggests a gap in the effectiveness of diversity management practices in Hungarian organizations.**

The results showed that the applied practices were not mutually effective which shows a relative lack of effectiveness in the organizations in Hungary regarding managing diversity at the workplace and this study shed attention to the places of weaknesses.

Specifically, not all of them were effective in fostering a positive trust climate or CMC. Moreover, while DMPs were all significantly impacting and building more engaged employees, their effectiveness in this regard was not equally influencing employees' engagement. These findings are particularly important for managers in the service sector who need to understand their employees' behavior and attitudes and the effectiveness of their current diversity management practices.

- **I could deepen the understanding and build a clearer model for explaining the role of DMPs in enhancing employees' engagement by connecting two theories.**

Drawing upon the resource-based theory, managers perceive diversity as a valuable resource for their organization. As such, they adopt strategies to effectively manage diversity and leverage it to their advantage and try to convey this message to the employees so that they consider it as a resource. On the other hand, considering JD-R theory, when employees perceive diversity as a resource rather than a demand, they respond positively and channel it into motivation to work more efficiently and enthusiastically. This results in greater employee engagement. Furthermore, this engagement becomes greater when there is a positive organizational climate such as a climate of trust at work. Additionally, this study, under this theoretical point of view, emphasized the pivotal role of supportive leaders who can effectively communicate the organization's diversity management objectives, thereby fostering greater employee engagement. In Table 16 the researcher summarized the hypotheses, the objectives, and novel results that could be reached during this research with the status of the hypotheses.

Table 16. results summarize.

No.	Hypotheses	Objective	Status	Results
H1	"Diversity management has a significant positive effect on employees' engagement among the foreign employees in Hungary."	Investigate the impact of diversity management practices that are employed in the Hungarian companies on employees engagement of the foreign employees.	Accepted	Employee engagement is strongly related to diversity management practices. The more effective diversity management practices are, the more likely employees will be engaged at work.
H1.a1	"At least one of the studied diversity management practices will be associated more than others with employees' engagement."	Find out which diversity management practices are associated with employees engagement more.	Accepted	The most effective diversity management practices from the perspective of current employees in Hungary were for performance appraisal, whereas the least related to employee engagement was diversity training, indicating the lack of effectiveness of diversity training in Hungarian companies, despite the fact that the performance appraisal is perceived as fair.
H2	"Diversity management has a significant positive effect on organizational climate among the foreign employees in Hungary."	Examine the impact of diversity management practices on organizational climate in general among foreign employees.	Accepted	Diversity management practices generally enhanced the organizational climate, but this effect was weak.
H2.a	"Diversity management has a significant positive effect on conflict management climate among the foreign employees in Hungary."	Investigate the role of diversity management practices in the CMC.	Accepted	Diversity management practices together could potentially predict CMC. The better the DMP, the more positive CMC. However, it was weakly related to DMP.
H2.a1	"At least one of the studied diversity management practices will be associated more than others with conflict management climate."	Find out which diversity management practices are more associated with CMC.	Accepted	Performance appraisal was found to be the most effective practice when compared to others, and diversity training did not significantly predict CMC.

H2.b	"Diversity management has a significant positive effect on trust climate among the foreign employees in Hungary."	Investigate the impact of diversity management practices on the trust climate.	Accepted	There is a statistically significant positive relationship regarding the impact of DMP on the trust climate.
H2.b1	"At least one of the studied diversity management practices will be associated more than others with trust climate."	Find out which diversity management practices are associated with employee engagement more.	Accepted	The most effective diversity management practices from the perspective of foreign employees in Hungary were for diversity training, whereas the least related to trust climate was for career development, indicating that career development strategies related to diversity do not effectively affect expat employees and do not enhance their trust. In spite of the effectiveness of diversity training,
H3	"Organizational climate has a significant positive effect on foreign employees' engagement in Hungary."	Assess the role of organizational climate on employees' engagement among foreign employees.	Rejected	The current perceived organizational climate is not associated with employee engagement.
H3. a	"Conflict management climate has a significant positive effect on foreign employees' engagement in Hungary."	Assess the effect of CMC on employees' engagement among the foreign employees.	Rejected	CMC is not significantly affecting employees' engagement.
H3. b	"Trust climate has a significant positive effect on foreign employees' engagement in Hungary."	Assess the effect of the trust climate on employee engagement.	Accepted	Employee engagement is strongly related to the trust climate.
H4	"Organizational climate mediates positively the relationship between diversity management practices and employees' engagement among the foreign employees in Hungary."	To investigate the role of organizational climate in the relationship between DMP and employee engagement.	Rejected	Organizational climate generally does not significantly mediate the relationship between the two variables.

H4. a	"Conflict management climate mediates positively the relationship between diversity management practices and employees' engagement among the foreign employees in Hungary."	To investigate the role of CMC in the relationship between DMP and employee engagement.	Rejected	CMC is not acting as a mediator in this relationship due to its insignificance in terms of employee engagement.
H4. b	"Trust climate mediates positively the relationship between diversity management practices and employees' engagement among the foreign employees in Hungary."	To investigate the role of trust climate in the relationship between DMP and employees' engagement.	Accepted	The trust climate positively and partially mediates the relationship between the two variables.
H5.b / H5.c	"Leadership support will moderate the relationship between diversity management and conflict management climate among the foreign employees". "Leadership support will moderate the relationship between diversity management and trust climate among the foreign employees"	Explore the role of leadership support as a moderator in the relationship between DMP and trust climate and CMC.	Rejected	Leadership support has no significant moderating effect on the relationship between diversity management practices, trust climate, and CMC.
H5.a	"Leadership support will moderate the relationship between diversity management and employees' engagement positively among the foreign employees".	Explore the role of leadership support as a moderator in the relationship between DMP and employee engagement.	Accepted	Leadership strongly could moderate the relationship between DMP and employees' engagement positively.

6. CONCLUSION AND RECOMMENDATIONS

6.1. Conclusions

As a conclusion, the researcher will summarize the key results of the study. These findings are regarded as the most important inputs for the HRM department, particularly for service companies. The results demonstrate the efficacy of the implemented diversity management practice in fostering a positive organizational climate and enhancing employee engagement. The findings also suggest which diversity management practices are more successful in fostering the variables under study. Lastly, it looks at how leaders can improve the DMP's effectiveness in terms of the organization's climate and how engaged employees are.

The aim of this study has been to investigate the effect of DMP on employees' engagement among the foreign employees in Hungary. Moreover, to explore its effect on organizational climate through its studied dimensions (trust climate and CMC). The study also aimed to assess the role of organizational climate (trust climate and CMC) in the relationship between DMP and employee engagement. Furthermore, it aimed to investigate which diversity management practices are more associated with the aforementioned variables. Finally, it aimed to figure out the moderating role of leadership support on the relationship between DMP and the other variables.

The results showed that diversity management practices were able to predict employee engagement in a big way. This shows that diversity management is a good way to make employees more engaged, and this was tested using a single model (IDV → DV).

The second model was exploring the mediational role of organizational climate (trust climate and CMC) in the relationship between DMP and employee engagement. The results revealed that organizational climate as a whole was not associated with employee engagement; therefore, it could not mediate the relationship between DMP and employee engagement. The trust climate significantly and partially mediates the relationship between DMP and employee engagement significantly. On the other hand, CMC couldn't act as a link between DMP and employee engagement because CMC couldn't predict employee engagement very well.

The findings regarding leadership support indicated that leadership support was not moderating the relationship between DMP and trust climate or CMC, showing that the leader's role is ambiguous and not effective in impacting this relationship. However, leadership support moderated the relationship between DMP and employee engagement significantly and strongly, indicating that the more leadership support is perceived, the higher the levels of engagement among foreign employees in Hungary's service sector.

The study also explained which diversity management practices were more significantly impacting employees' engagement. The results showed that among the four studied, the DMP performance appraisal was the most significantly predicting employee engagement in the service sector. The

study also explains that diversity training was the most significant DMP that impacted trust climate, while career development did not have a significant impact on it. The study also found that performance appraisal was the best DMP for predicting CMC, while diversity training was the only DMP that didn't matter in this case.

Finally, the study could prove that leadership support is significantly moderating the relationship between DMP and employee engagement, emphasizing the role of leaders in this regard. whereas the study showed leadership support could not moderate the relationship between DMP and the mediators.

6.2. Recommendations

The results that this study provides can be practical for both researchers and practitioners. The current study developed a new model to understand employee engagement and its antecedents, which can be beneficial for both businesses and academia. The researcher provides academicians with new perspectives in literature in the contexts of DMP, organizational climate, and employee engagement by presenting a thorough examination of the relationship among these variables.

The researcher could find that DMP can effectively predict employees' engagement, which means that in the context of SET, DMP is perceived by the foreign employees in the service Hungarian sector as positive intentions from the management, so they respond to it positively as more engagement at work. These results lead the researcher to advise the managers in the service companies generally and in Hungary in particular to give a lot of attention towards implementing DMP in their HRM systems. since it will significantly lead their employees who come from immigrant backgrounds to be more engaged at work.

The researcher would recommend companies focus on performance appraisal as the results showed that they are the most effective diversity practices that could impact employees' engagement significantly. Moreover, the researcher suggests giving extra attention to diversity training and diversity pay and reward systems as they were the least effective practices in predicting employees' engagement. That shows that there are some problems with how they are being used, so employees don't see them as good ways to get them to be more engaged at work.

The research also showed that DMP could enhance the employees' perceptions toward organizational climate positively and this result was in accordance with the resources-based theory. Therefore, on the basis of this theory, the researcher can recommend that diversity for the Hungarian companies in the service sector is seen as a source for achieving competitive advantage for the organizations as managing this diversity at the workplace will lead to better homogenous at the workplace, which, according to our results, can lead to a better organizational climate at the workplace, which plays, according to many previous studies, a key role in different positive behaviors of the employees

It is recommended that HRM in the service sector focus on diversity training as a way to achieve a positive trust climate in the workplace, as it is strongly associated with trust climate. Furthermore,

it would be useful to give attention to performance appraisal and diversity reward systems as they were weakly associated with trust climate, indicating that they need more improvement and more serious work from the management to be more effective. According to the researcher, HRM in service companies suffers from a diversity-related career development gap because employees do not see it as a positive effector to increase trust climate.

In the same way, the researcher recommends that diversity management practices are important for achieving a positive climate for managed conflict at the workplace, and the most fundamental practice that managers in service companies depend on is performance appraisal as it can predict positively the levels of CMC at their organizations. However, the researcher recommends emphasizing diversity training as it is not seen as a source for solving conflicts at work. Thus, modifications to the practices and the way they are performed in the studied organizations would be very important to make sure that the provided practices are working properly and able to build a better CMC.

The research suggests that the current organizational climate is not reflecting better engaged employees, which implies that the employees in the current time are not feeling positively towards the organizational climate at their companies. which reflects problems in the current situation, especially in the time of pos COVID 19. It is strongly advised that organizations' managements reconsider their organizational climate in general so that they can see it as a resource for employees, which will reflect on their engagement in light of JD-R theory.

To get better insight into organizational climate, the researcher studied two main dimensions of it separately, and based on these results, the researcher recommended that CMC is not effectively perceived among the foreign employees. This means that the employees are not considering the conflict management climate fair, and they see it as a weak and insignificant resource for engagement, as was suggested by the JD-R theory. On the other hand, the researcher recommends that organizations currently be able to get a trust climate so that it predicts more engaged employees at work. Therefore, maintaining this trust climate is very important for these organizations, which can be done according to previous research through providing adequate support from management and leaders, different HRM practices including diversity management ones, and providing organizational justice.

Organizations are highly recommended to depend on building a trust climate as its appearance can be a way to increase the effectiveness of DMP used in organizations in the service sector over the employee's engagement as having a trust climate strongly mediates the relationship between DMP and employee's engagement.

Leadership support is highly important to increase the effectiveness of diversity management practices over employee engagement, as the more leadership support is provided, the more engagement at work will happen. Hence, leaders' roles are fundamental for achieving highly engaged employees at work. So, the managers should make sure that they are providing adequate support to their subordinates, especially when they are working during a pandemic crisis.

Lastly, the researcher would suggest that organizations pay attention to the age of their employees. The research showed that the older the employees are, the more likely they are to have a positive view of the trust climate, CMC, and employees' engagement. This means that older employees are more likely to try to learn skills that help them be engaged at work. Previous research has shown, older employees tend to avoid conflicts at work, so they perceive the CMC more positively and they also tend to have higher levels of trust in the workplace. Moreover, the researchers recommend that the size of the organization is affecting the employees' behaviors and attitudes directly. Therefore, when the organization is small, the managers should expect that this will be reflected negatively on the employees' perceptions and engagement. Therefore, they should try to mitigate this negative effect by applying proper diversity management practices and maintaining a positive organizational climate.

7. THESIS SUMMARY

Diversity management is one of the fundamental prerequisites for seeking equal treatment of employees regardless of their gender, color, or ethnicity. Different objectives are pursued by diversity management: understanding cultural differences; appreciating the value of diversity in the workplace; eliminating prejudice against minorities; encouraging cultural relationships across gender and race; and improving leadership practices. Previous studies indicated the importance of organizational climate on employees' behaviors. This study has focused on exploring this effect in the Hungarian context, as well as in some of the local companies that work in the service sector. Human resources management practices are considered a significant source for organizations to sustain effectiveness.

HRMPs are essential for affecting an organization's employees' attitudes and behaviors, like the intention to leave, job satisfaction, organizational commitment, and employee engagement. Leadership support is seen as an important predictor of employee engagement and organizational climate. Therefore, it can be an important impactor over the effectiveness of diversity management practices. One of the best ways to keep the highest competitiveness is to admit that today's liveware is progressively mixed and diverse. That is why huge efforts in promoting policies and practices are needed to ensure individuals' inclusion from all backgrounds. Examining the impact of the COVID-19 pandemic on the organizational behavior of foreign or migrant workers is a critical area for future research.

These employees are more likely to perceive inequalities and are more susceptible to the pandemic's health and economic effects in the host country. When employees perceive weak support from their organization or get feelings of discrimination at work, they tend to become disengaged at work. Hungary has witnessed a rapid increase in foreign employees in the last few years. At the end of 2020, foreign employees in full-time employment will account for roughly 14% of overall employment in the Hungarian service industry. Also, there are a lot of international students who work part-time in service jobs in Hungary. Therefore, focusing on this segment of the labor market is very important for the organization and literature alike.

This research aimed to investigate the impact of diversity management practices (DMP) on employees' engagement and to understand the role of the organizational climate in this relationship. The existence of a direct link between the two variables is seen as a critical work result for any organization and is consistent with social exchange theory (SET). Li et al. (2020). SET shows that employees are more engaged and motivated at work when they see practices that they like.

The results showed that diversity management practices (DMP) are effective in creating a positive climate within organizations in Hungary, but their impact on the organizational climate is weak. The results showed that diversity performance appraisal was the only practice that was strongly

associated with employees' engagement, indicating the role of fair performance appraisal among the foreign employees in Hungary in achieving highly engaged ones in the service sector.

The results showed that diversity management practices are positively impacting both the trust climate and the CMC. They also showed that among the four studied diversity management practices, diversity training was the most effective in enhancing trust climate, while performance appraisal was the same regarding CMC.

Gender, organizational size, and age were the only variables that did not affect engagement or CMC. The results of the SEM model showed that although gender was insignificantly affecting any of the aforementioned variables, the other two controlling variables (size and gender) were as follows: The more the employees were old, the more likely they were to be engaged at work. Age was positively associated with employees' engagement and CMC. When it came to managing conflict, older employees were more likely than younger ones to think it was going well.

This indicates a potential problem regarding the perceived organizational climate among the foreign employees in the service sector in Hungary. Employees' attitudes towards CMC did not mediate the relationship between diversity management practices and employee engagement. This result indicates that, in light of JD-R, CMC is not considered an adequate resource for employees to develop more skills and be more engaged in their daily tasks. However, these positive attitudes are not enough to be considered as resources for more engagement at work. On the other hand, trust climate was found to be a significant mediator in the relationship between DMP and employees' engagement.

Leadership support is positively associated with employee engagement, trust climate, and CMC. The more leadership support is perceived, the greater the effect of diversity management practices (DMP) on employee engagement will be. This result is very important, especially for managers, since the impact of leaders was found to be significant in enhancing this relationship.

The study recommended applying some enhancements in the utilized diversity management practices to increase their effectiveness over the employees' engagement and organizational climate. The research also suggested that leadership support is very important for foreign employees. The better the leader, the more likely they will perceive positively the diversity management practices and develop positive engagement at work.

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Appendix 2: Descriptive analysis of items

Detailed descriptive Statistics (N=550)

Diversity management practices	Minimum	Maximum	Mean	Std. Deviation
Diversity training awareness				
“Diversity training in the firm focuses on equal opportunities for training and development”	2	5	3.55	0.86
“This company has done a good job providing training programs that promote multicultural understanding”	1	5	3.17	1.13
“Diversity training sessions are conducted to enhance awareness about gender equality and to remove gender bias issues”	1	5	3.41	0.97
“Mentoring coaching and counseling sessions are there for career development and in taking responsibility to female employees”	1	5	3.30	1.07
“Education about diversity will enhance the company’s profitability”	2	5	4.11	0.92
“Diversity training programs sensitize employees to the impact of stereotypes on their own and others’ behaviors”	2	5	3.89	0.70
Reward and pay systems				
“Internal equity in remuneration”	2	5	3.55	0.74
“Equity In benefits and reward systems”	2	5	3.73	0.77
“Equity in advancement opportunities”	2	5	3.60	0.76
“Equal job security”	2	5	3.66	0.79
“Equity In status recognition”	2	5	3.64	0.72
“Good social interaction”	2	5	3.86	0.66
Performance appraisal				
“Appraisal ratings focus on performance not personality”	1	5	3.77	0.70
“Effective feedback and ongoing support are provided for ethnic employees”	1	5	3.73	0.66
“Appraiser's cultural background dose not influence ratings”	1	5	3.64	0.59
“Multicultural employees are part of appraisal panels”	1	5	3.40	0.97
“Appraisal methods in the organizations are objective and job relevant.”	2	5	3.62	0.58
“Several multicultural employees in senior positions”	1	5	3.13	1.05
Career development				
“Employees of different backgrounds are encouraged to apply for higher positions”	2	5	3.65	0.72

"There is a career development path for all employees at this company"	1	5	3.55	0.81
"Career management programs for multicultural employees"	1	5	3.24	0.92
"Development opportunities for ethnic employees"	1	5	3.31	0.81
"No discrimination in selection of employees for development programs"	2	5	3.51	0.75
"Minority groups and women receive opportunities for growth"	1	5	3.53	0.92
Conflict management climate				
"Conflicts are constructively / positively resolved in this company"	2	7	5.29	1.43
"We are generally encouraged to resolve our conflicts quickly rather than let them simmer."	2	7	5.57	0.96
"There are helpful ways of preventing conflicts from getting out of hand in the company."	1	7	4.47	1.78
"There are little conflicts between departments"	2	7	5.14	1.36
"In general, conflict is managed well here."	1	7	4.73	1.47
Employees' engagement				
"At my work, I feel bursting with energy (V)"	2.00	7	4.47	0.96
"At my job, I feel strong and vigorous (V)"	1	7	4.32	1.38
"I am enthusiastic about my job (D)"	1	7	4.41	1.36
"My job inspires me (D)"	1	7	4.36	1.57
"When I get up in the morning, I feel like going to work (V)"	1	7	4.06	1.43
"I feel happy when I am working intensely (A)"	1	7	4.09	1.41
"I am proud of the work that I do (D)"	1	7	4.52	1.41
"I am immersed in my work (A)"	1	7	4.49	1.39
"I get carried away when I'm working (A)"	1	7	4.50	1.44
Trust climate				
"There is a very high level of trust throughout this organization."	1	7	4.80	1.36
"In this organization, subordinates have a great deal of trust for managers."	2	7	4.68	1.43
"If someone in this organization makes a promise, others within the organization will almost always trust that the person will do his or her best to keep the promise."	2	7	4.84	1.30

"Managers in this company trust their subordinates to make good decisions."	2	7	5.14	1.07
Leadership support				
"My supervisor asks employees for their suggestions on what assignments should be made"	2	7	5.16	1.28
"My supervisor gives advance notice of changes"	1	7	4.85	1.37
"My supervisor treats all the employees s/he supervises as his/her equally"	2	7	5.16	1.11
"My supervisor is friendly and approachable"	3	7	5.00	0.98
"My supervisor asks employees for their suggestions concerning how to carry out assignments"	1	7	3.24	0.92

Appendix 3: Used analyses to test the hypotheses.

Summary of the used analyses for each hypothesis.

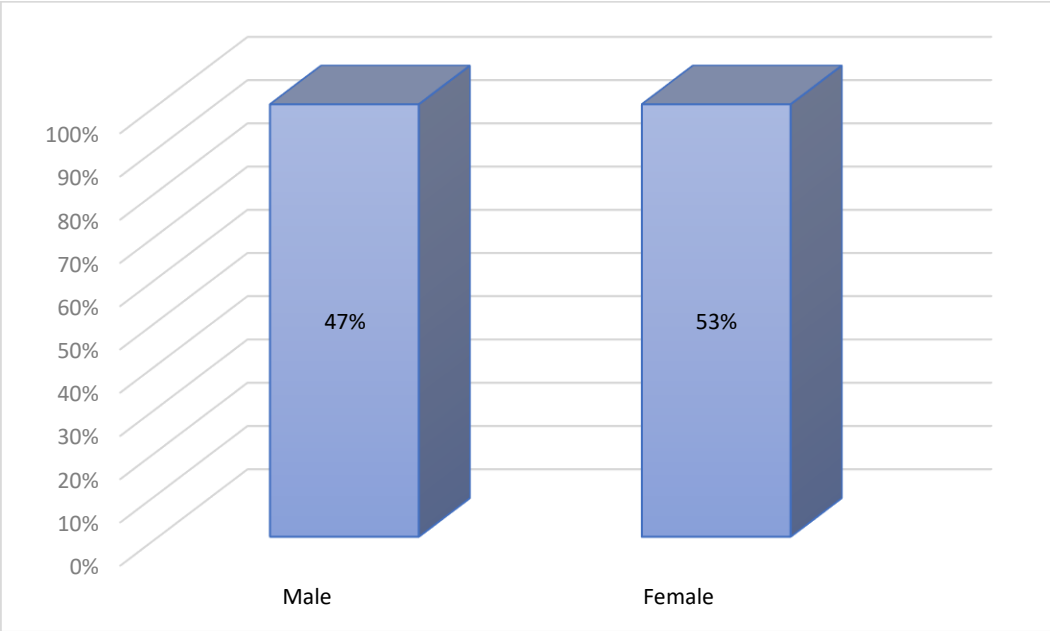
Hypothesis	Statistical test
Diversity management has a significant positive effect on employees' engagement among the foreign employees in Hungary	<ul style="list-style-type: none"> • Regression analysis, through doing SEM test. (Model 1) <ul style="list-style-type: none"> ○ DMP in total was regressed on employees' engagement as a block. • CFA test was performed. • Model fit for model 1 was performed.
H1.a: "At least one of the studied diversity management practices will be associated more than others with employees' engagement."	<ul style="list-style-type: none"> • Multiple regression by using SEM (Model 1): <ul style="list-style-type: none"> ○ Diversity training. ○ Diversity reward. ○ Diversity development. ○ Diversity performance appraisal; and Were regressed on employees' engagement.
H2: "Diversity management has a significant positive effect on organizational climate among the foreign employees in Hungary."	<ul style="list-style-type: none"> • Regression analysis and correlation, through doing SEM test. (Model 2) DMP in total was regressed on organizational climate as a block. • CFA test was performed. Model fit for model 2 was performed.
H2.a: "Diversity management has a significant positive effect on conflict management climate among the foreign employees in Hungary."	<ul style="list-style-type: none"> • Regression analysis, through doing SEM test. (Model 1) <ul style="list-style-type: none"> ○ DMP in total was regressed on CMC.
H2.a1: "At least one of the studied diversity management practices will be associated more than others with conflict management climate."	<ul style="list-style-type: none"> • Multiple regression by using SEM (Model 1): <ul style="list-style-type: none"> ○ Diversity training. ○ Diversity reward. ○ Diversity development. ○ Diversity performance appraisal; were regressed on: CMC. • Path analysis and correlations were performed.

<p>H2.b: "Diversity management has a significant positive effect on trust climate among the foreign employees in Hungary."</p>	<ul style="list-style-type: none"> • Regression analysis, through doing SEM test. (Model 1) <ul style="list-style-type: none"> ○ DMP in total was regressed on trust climate.
<p>H2.b1: "At least one of the studied diversity management practices will be associated more than others with the trust climate."</p>	<ul style="list-style-type: none"> • Multiple regression by using SEM (Model 1): <ul style="list-style-type: none"> ○ Diversity training. ○ Diversity reward. ○ Diversity development. ○ Diversity performance appraisal; were regressed on: <p>Trust climate.</p> <ul style="list-style-type: none"> • Path analysis and correlations were performed.
<p>H3: "Organizational climate has a significant positive effect on foreign employees' engagement in Hungary."</p>	<ul style="list-style-type: none"> • Regression analysis, through doing SEM test. (Model 2) <ul style="list-style-type: none"> ○ Organizational climate in total was regressed on employees' engagement as a block.
<p>H3.a: "Conflict management climate has a significant positive effect on foreign employees' engagement in Hungary."</p>	<ul style="list-style-type: none"> • Regression analysis, through doing SEM test. (Model 2) <p>CMC was regressed on employees' engagement as a block.</p>
<p>H3.b: "Trust climate has a significant positive effect on foreign employees' engagement in Hungary."</p>	<ul style="list-style-type: none"> • Regression analysis, through doing SEM test. (Model 2) <p>Trust climate was regressed on employees' engagement as a block.</p>
<p>"Organizational climate mediates positively the relationship between diversity management practices and employees' engagement among the foreign employees in Hungary."</p>	<ul style="list-style-type: none"> • SEM Analysis. • CFA. • Path analysis. • Multiple regression analysis. • Correlations.
<p>"Conflict management climate mediates positively the relationship between diversity management practices and employees' engagement among the foreign employees in Hungary."</p>	

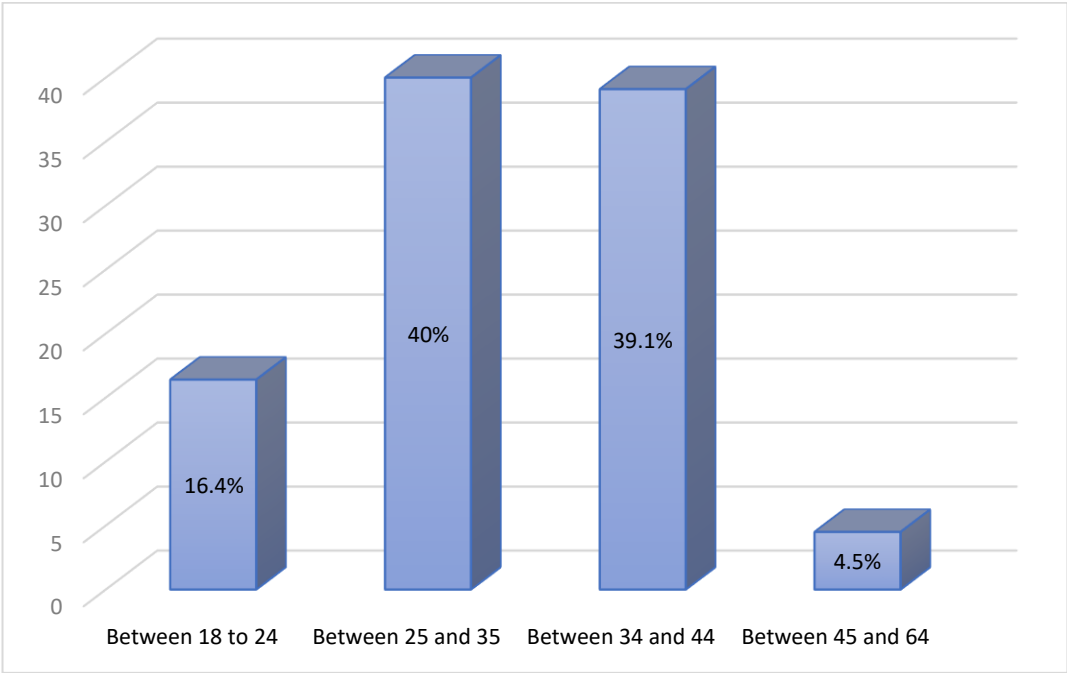
<p>"Trust climate mediates positively the relationship between diversity management practices and employees' engagement among the foreign employees in Hungary."</p>	
<p>"Leadership support will moderate the relationship between diversity management and conflict management climate among the foreign employees".</p> <p>"Leadership support will moderate the relationship between diversity management and trust climate among the foreign employees."</p> <p>"Leadership support will moderate the relationship between diversity management and employees' engagement positively among the foreign employees".</p>	<ul style="list-style-type: none"> • Model fit test. (Model 3) • CFA. • Multiple regression analysis. • Correlations. • Use model-8 PROCESS Macro test.

- Normality tests and descriptive analysis were performed prior to the analysis.

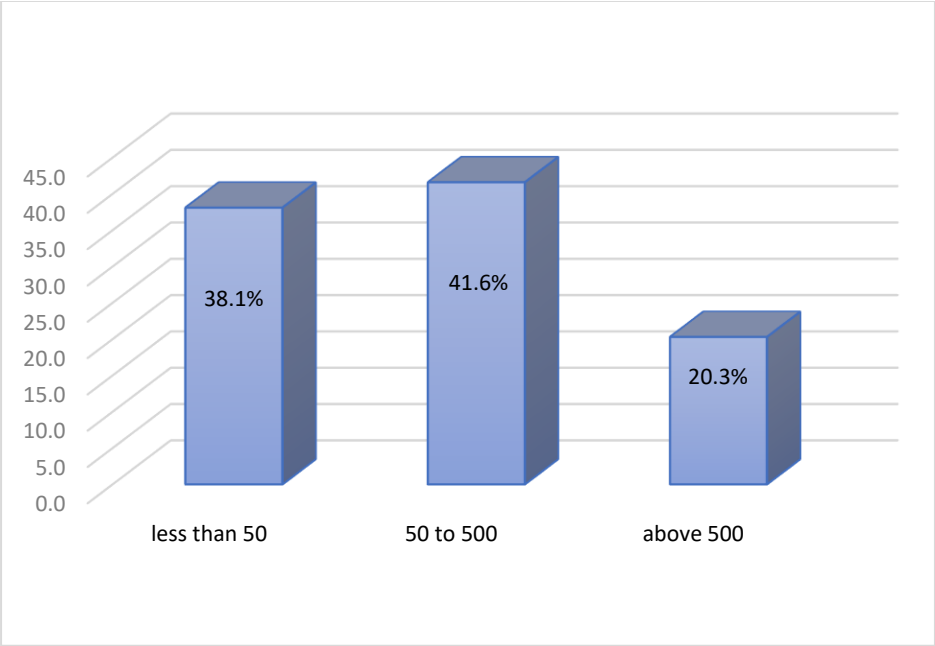
Appendix 4: Figures of the sample's profile



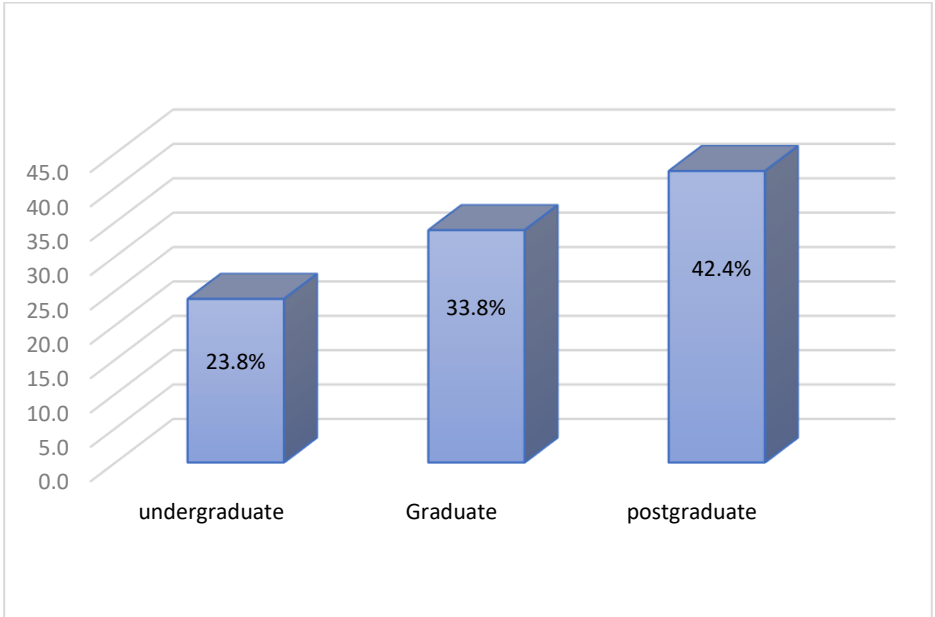
Gender distribution



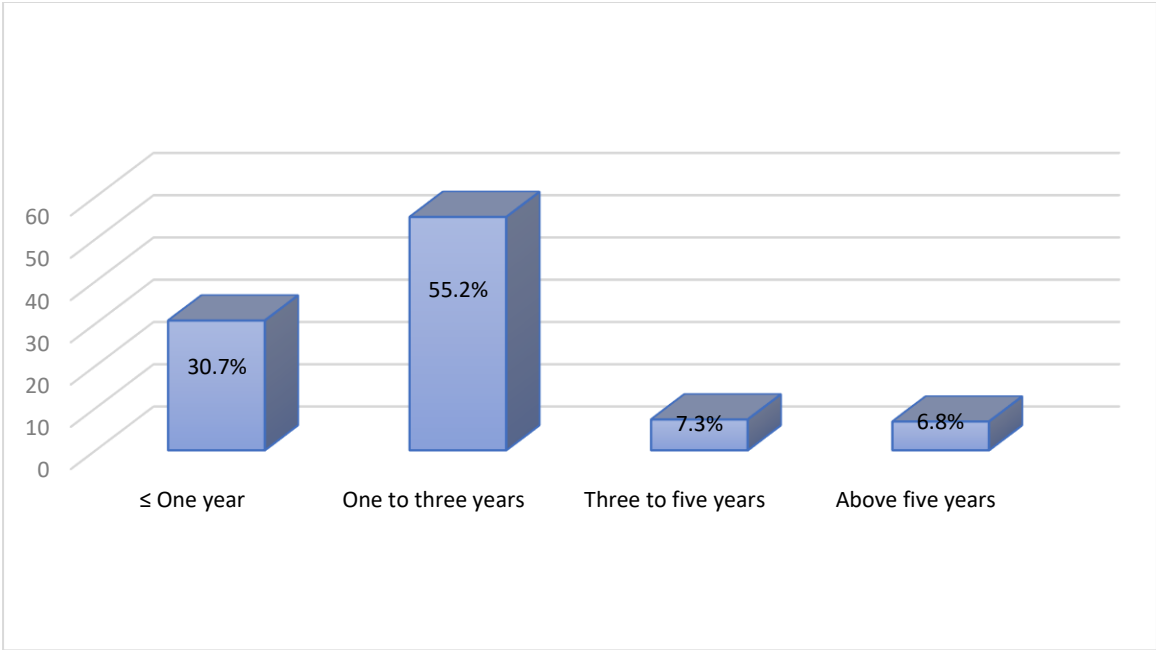
Age distribution



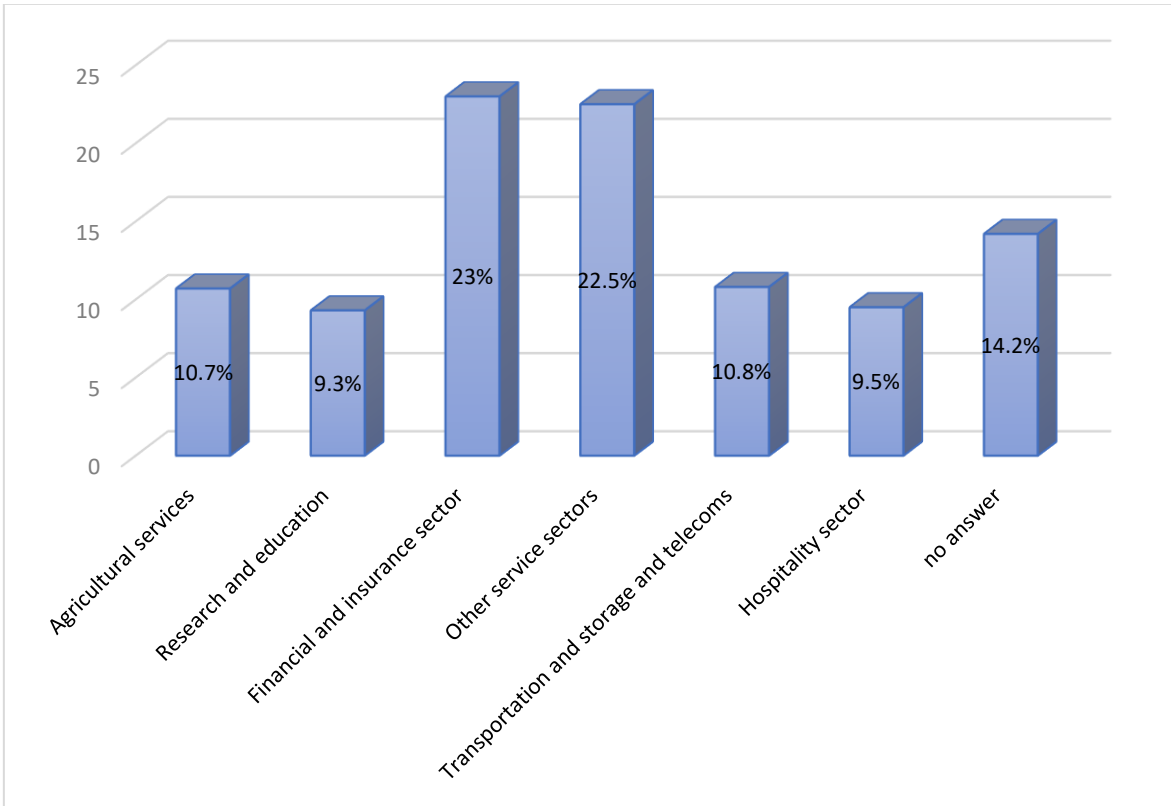
Organization's size distribution



Educational background of the sample



Years of experience



Company's sector

Appendix 5: The study's questionnaire

[The Mediating Role of Organizational Climate on The Relationship Between Diversity Management and Employees' Engagement "Among the Foreign Employees in Hungary"]

Informed Consent

Researchers' names: Ayman Alshaabani under the supervision of Dr. Ildikó Rudnák. At the Hungarian University of Agriculture and Life Sciences Faculty of Food Science

Purpose of the study

You are being invited to take part in a research study as a part of the PhD dissertation of Ayman Alshaabani. Before you decide to participate in this study, it is important that you understand why the research is being done and what your participation will involve. Please read the following information carefully and feel free to ask the researcher if there is anything that is not clear or if you need more information.

The purpose of the study is to assess the role of diversity management practices that are applied in companies operating in Hungary in promoting employees' engagement directly or indirectly through having a positive organizational climate. Besides this study will try to figure out how the levels of organizational justice can affect these relationships.

Study procedures

The questions are developed based on previously published studies combined in a new research model.

The questionnaire is divided into 6 sections. First it will ask for some general info, then the sections are related to different dimensions related to the work and the management. All the questions have multiple-choice options ranging from strongly disagree to strongly agree.

The study will follow the quantitative methods to process the data. And based on the data analysis conclusions will be made.

Duration

The questionnaire will take not more than 15 minutes to fill in, and the period of collecting data will continue for two months.

Voluntary participation

You would be a suitable participant if you are working in Hungary at any work level (intern, part-time, full-time, and contract). Participating in this questionnaire is voluntary. It is up to you whether or not you decide to participate. If you decide to participate, you are giving your consent by pressing submit. You are still free to withdraw at any time and without giving a reason. Withdrawing from this study will not affect the relationship you have, if any, with the researcher. If you withdraw from the study before data collection is completed, your data will be destroyed. There is no risk related to participating in this study.

Benefits

There will be no direct benefit to your participation in the study. However, we hope that the information from this study may be important for society by highlighting the importance of diversity in the workplace and for the business sector by assessing the relationships among different variables.

Confidentiality

This study doesn't require any names or phone numbers, your responses in this research will be anonymous. Every effort will be made by the researcher to preserve your confidentiality. The data that is provided will be used only for research purposes.

Contact information

If you have any questions, please contact the author:

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MATE university, Pater Karoly Street 1, 2100, Godollo, Hungary.

1. Personal data

Gender	Male	Please mention your years of experience
	Female	Please mention how long have you been working in your current position
	Other		Under 50 employees
	Prefer not to say	Size of your company	50 to 250 employees
Please write your age		More than 250
	Undergraduate	Your current position
Educational level	Graduate	Companies sector
	Postgraduate	Nationality

2. Independent variable: “Diversity Management Practices”

To which degree do you agree or disagree with the following statements related to the Diversity management practices that are applied at your workplace.

Diversity Management Practices	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1. Diversity training in the firm focuses on equal opportunities for training and development					
2. This company has done a good job providing training programs that promote multicultural understanding					
3. Diversity training sessions are conducted to enhance awareness about gender equality and to remove gender bias issues					

Diversity Management Practices	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
4. Mentoring coaching and counseling sessions are there for career development and in taking responsibility to female employees					
5. Education about diversity will enhance the company's profitability					
6. Diversity training programs sensitize employees to the impact of stereotypes on their own and others' behaviors					
7. Internal equity in remuneration					
8. Equity In Benefits and Reward Systems					
9. Equity in advancement opportunities					
10. Equal job security					
11. Equity In Status Recognition					
12. Good social interaction					
13. Appraisal ratings focus on performance not personality					
14. Effective feedback and ongoing support are provided for ethnic employees					
15. Appraiser's cultural background dose not influence ratings					
16. Multicultural employees are part of appraisal panels					
17. Several multicultural employees in senior positions					
18. Employees of different backgrounds are encouraged to apply for higher positions					

Diversity Management Practices	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
19. There is a career development path for all employees at this company					
20. Career management programs for multicultural employees					
21. Development opportunities for ethnic employees					
22. No discrimination in selection of employees for development programs					
23. Appraisal methods in the organizations are objective and job relevant.					
24. minority groups and women receive opportunities for growth					

3, Mediator variable: “Organizational climate”

To which extent do you agree with the following statements related to the climate at workplace.

Organizational Climate	Strongly disagree	Disagree	Slightly Disagree	Neutral	Slightly agree	Agree	Strongly agree
Conflict management climate							
1. Conflicts are constructively / positively resolved in this company							
2. We are generally encouraged to resolve our conflicts quickly rather than let them simmer.							

Organizational Climate	Strongly disagree	Disagree	Slightly Disagree	Neutral	Slightly agree	Agree	Strongly agree
3. There are helpful ways of preventing conflicts from getting out of hand in the company.							
4. There is little conflicts between departments							
5. In general, conflict is managed well here.							
Trust climate							
1. There is a very high level of trust throughout this organization.							
2. In this organization, subordinates have a great deal of trust for managers.							
3. If someone in this organization makes a promise, others within the organization will almost always trust that the person will do his or her best to keep the promise.							
4. Managers in this company trust their subordinates to make good decisions.							

4. Moderator variable: “Leadership support”

Kindly choose the most suitable answer from your experiences related to justice at workplace.

Leadership support	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1. My supervisor asks employees for their suggestions on what assignments should be made.					

Leadership support	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
2. My supervisor gives advance notice of changes					
3. My supervisor treats all the employees s/he supervises as his/her equal.					
4. My supervisor is friendly and approachable					
5. My supervisor asks employees for their suggestions concerning how to carry out assignments					

5. Dependent variable: Employees' engagement ¹

The following 9 statements are about how you feel at work. Please read each statement carefully and decide if you ever feel this way about your job. If you have never had this feeling, choose Never in the space after the statement. If you have had this feeling, indicate how often you feel it by choosing the answers that best describes how frequently you feel that way.

Employees Engagement	Never	Almost	Rarely	Sometimes	Often	Very often	Always
1. At my work, I feel bursting with energy							
2. At my job, I feel strong and vigorous							
3. I am enthusiastic about my job							
4. My job inspires me							
5. When I get up in the morning, I feel like going to work							
6. I feel happy when I am working intensely							
7. I am proud of the work that I do							

¹ © Schaufeli & Bakker (2003). The Utrecht Work Engagement Scale is free for use for non-commercial scientific research. Commercial and/or non-scientific use is prohibited, unless previous written permission is granted by the authors

8. I am immersed in my work							
9. I get carried away when I'm working							

For the electronic form of this questionnaire please [click here](#).

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