



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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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 GIBELLY, 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, 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. 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?

1.3. 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.

1.4. 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.

1.5. 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?"

LITERATURE REVIEW

2.1. 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."

2.2. 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 distrust. 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 1.

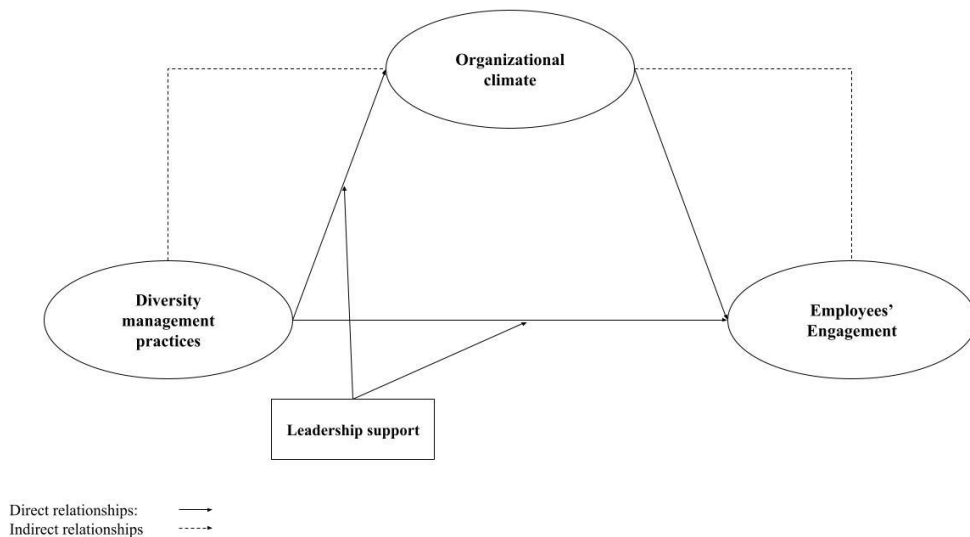


Figure 1 Research general model

2.3. 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 (ZAIRY 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."

2.4. 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."

2.5. 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.

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".

MATERIALS AND METHODS

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. 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.

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.

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).

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 country'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. The researcher used a questionnaire to get the answers out of 744 questionnaires sent only 550 responses were valid and suitable to be used in the analysis.

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 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.

RESULTS AND DISCUSSION

4.1. 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 1.

Table 1. 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 1, 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%).

4.2. 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.

4.3. 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 2.

Table 2. 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	0.699
		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 3 shows the internal consistency reliability and convergent validity.

Table 3. The model internal consistency and convergent validity

Variable	Items	Alpha Cronbach	AVE	CR	Result/Pass
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.

4.4.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 4. 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 4 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 5.

Table 5. 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.

4.5. 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 6. 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 6 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.

4.6. 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.

4.7. 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

≥ 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 fitness. 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 7 which shows good model fit values for all the models.

Table 7. 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).

4.8. 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 8 Collinearity Statistics

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 8, 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.

4.9.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

4.10. 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 9. 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 2.

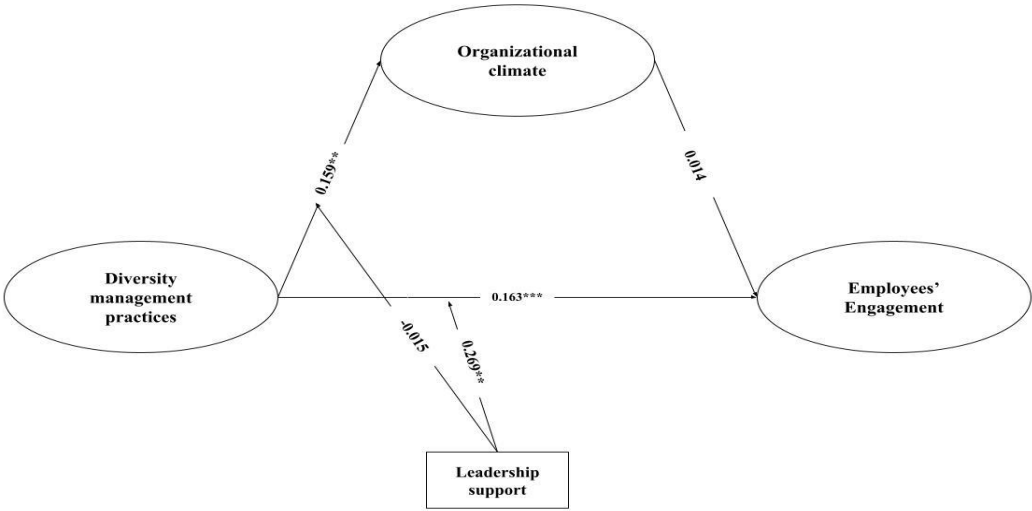


Figure 2 The study's general model

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 3.

The results in Table 9 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.

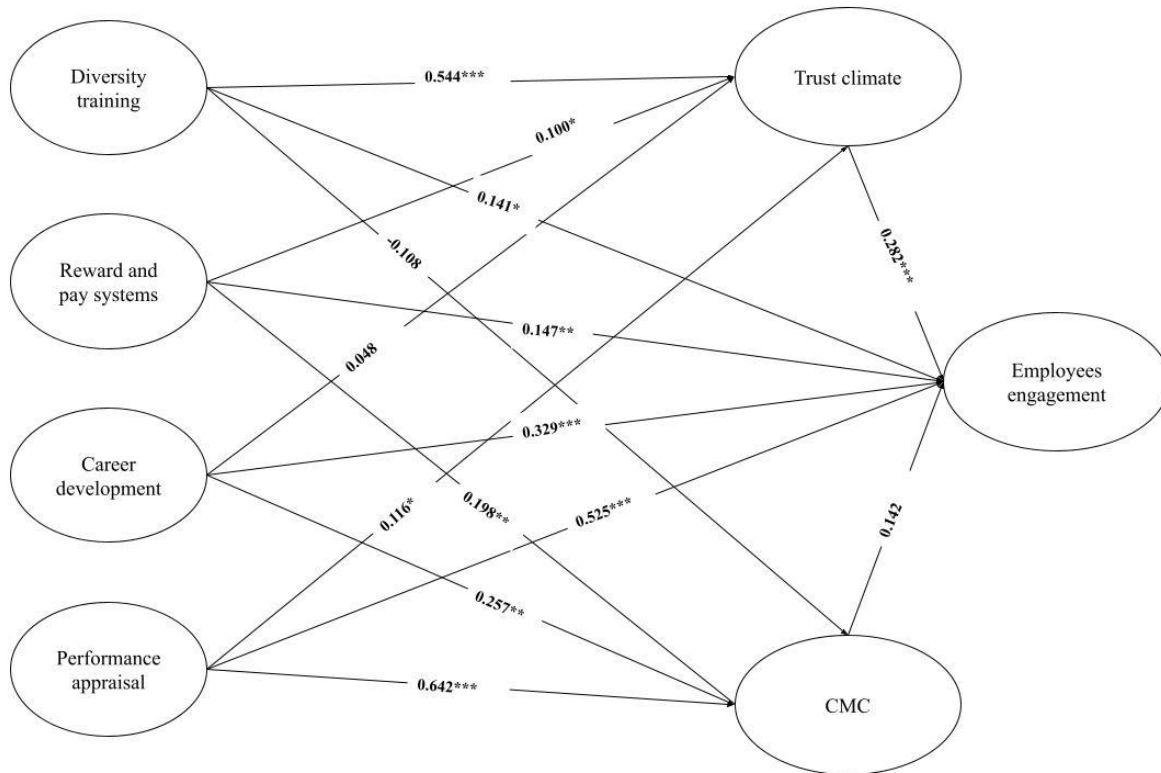


Figure 3. Detailed diversity management practices with the other constructs

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 9 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 10, 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 3, 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 11, 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 5.

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 10 demonstrates that DMP is positively associated with employees' engagement, supported condition 1, the results of table 11 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 4.

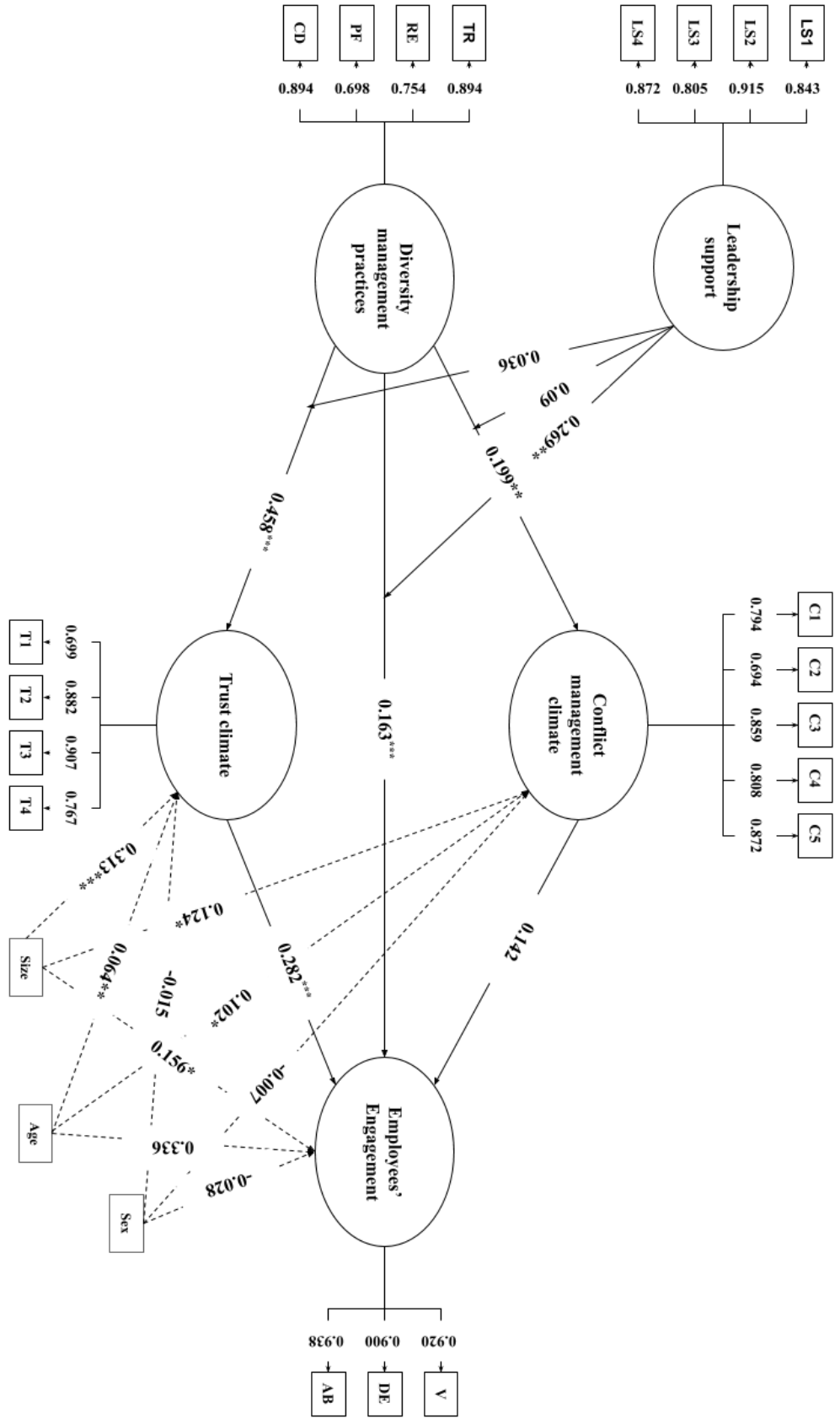


Figure 4. SEM Conceptual Model with estimations and items' loadings

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

Table 9. 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 10. 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 11. 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 12. 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 12, 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 $R^2 = 306$ explaining 30.6 of the variances in organizational climate. It predicted trust climate $R^2 = .233$ and CMC $R^2 = 14.2$, explaining 23.3% and 14.2% of the variance in both constructs, respectively. Whereas DMP, trust climate, and conflict climate could predict $R^2 = 47.2$ of employee engagement, explaining 47.2% of the variance in employee engagement results. The interaction effect is presented in figure 5.

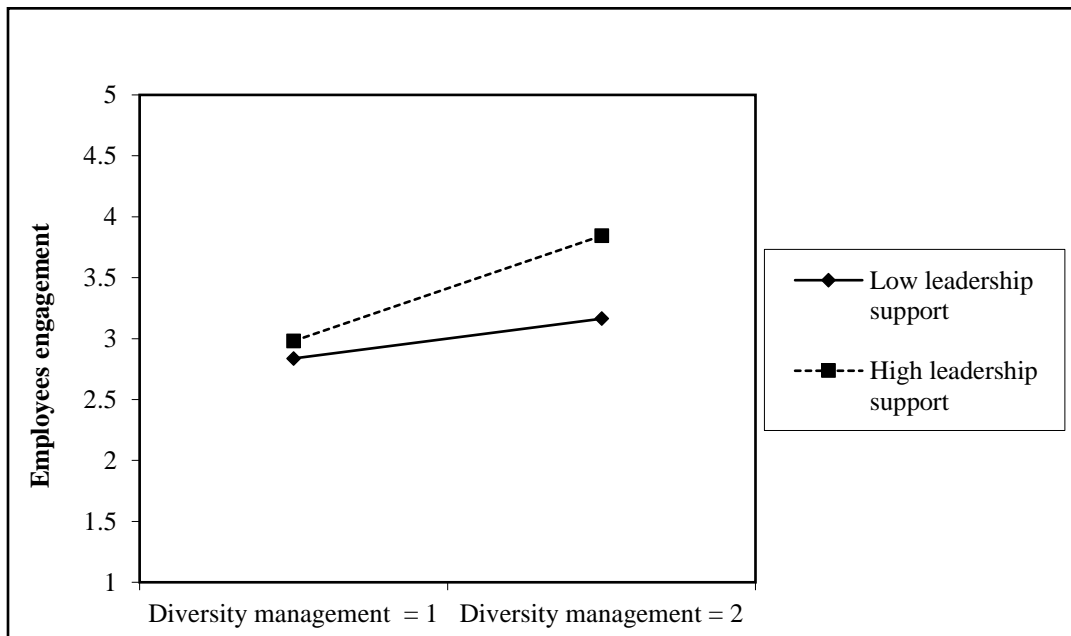


Figure 5. Interaction between leadership support and DMP on employees' engagement

Source: "Researcher's Own Construction"

4.11. 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.

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.

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' behaviour 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 on 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.

Conclusions 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.

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.

List of Publications

Journals:

1. ALSHAABANI, A., HAMZA, K. A. & RUDNÁK, I. 2022. Impact of Diversity Management on Employees' Engagement: The Role of Organizational Trust and Job Insecurity. 14, 420.
2. ALSHAABANI, A., NAZ, F., MAGDA, R. & RUDNÁK, I. 2021a. Impact of Perceived Organizational Support on OCB in the Time of COVID-19 Pandemic in Hungary: Employee Engagement and Affective Commitment as Mediators. 13, 7800.
3. ALSHAABANI, A., NAZ, F. & RUDNÁK, I. 2021b. Impact of green human resources practices on green work engagement in the renewable energy departments. *Int. Bus. Res.*, 14, 44-58.
4. ALSHAABANI, A., OLÁH, J., POPP, J. & ZAIEN, S. 2020. Impact of Distributive Justice on The Trust Climate Among Middle Eastern Employees. *Polish Journal of Management Studies*, 21, 34-47.
5. ALSHAABANI, A. & RUDNAK, I. 2020. Impact of diversity Management Practices on Organizational Climate- An Egyptian Study. *Vadyba Journal of Management* 1, 7-17.
6. ALSHAABANI, A. & RUDNÁK, I. 2022. Impact of Trust on Employees' Engagement: The Mediating Role of Conflict Management Climate. *Periodica Polytechnica Social and Management Sciences*.
7. HAMZA, K. A., ALSHAABANI, A., SALAMEH, N. & RUDNAK, I. 2022. Impact of transformational leadership on employees' reactions to change and mediating role of organizational trust: Evidence from service companies in Hungary. *Problems and Perspectives in Management*, 20, 522-535.
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10. WU, J., ALSHAABANI, A. & RUDNÁK, I. 2022. Testing the Influence of Self-Efficacy and Demographic Characteristics among International Students on Entrepreneurial Intention in the Context of Hungary. 14, 1069.

Conference proceedings

1. ALSHAABANI, A. Impact of Personal Characteristics of Human Resources Managers on Implementation of Diversity Management Practices in Egypt. Innovation Management, Entrepreneurship and Sustainability (IMES 2019). Proceedings of the 7th International Conference Innovation Management, Entrepreneurship and Sustainability (IMES 2019), 2019 Prague. Vysoká škola ekonomická v Praze, 17-30.
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3. ALSHAABANI, A. & ANDREA, B. Organizational Distributive Justice Prevailing Between Employees and Its Relationship With Trust Climate From Employees' Point Of View. Conference of 16th International Scientific Days. 2018, Gyöngyös, pp. 12-13
4. ALSHAABANI, A., BAHNA, M. & RUDNAK I. The Relationship Between Green Human Resources Management and Employees' Engagement: In Circular Economy Context . VI. Winter Conference of Economics PhD Students and Researchers : Book of Abstracts, 2020, Gödöllő: Szent István University, DOSZ,. pp. 15-16.
5. ALSHAABANI, A., ZAIEN, S. The relationship between trust climate and organizational distributive justice at workplace from employees' point of view. "Smart developments and sustainability" 5th VUA YOUTH Scientific Session. Proceedings, 2018, Gödöllő, Hungary. pp. 255-264.

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