

# Influence of Workforce Diversity and Inclusion on Organizational Citizenship Behaviors

De Mar M. Bangeles, PhD<sup>a</sup>, Leodil P. Micabalo, MEd<sup>b</sup>, Nelly Z. Limbadan, PhD<sup>c</sup>

<sup>a</sup>dembangeles@su.edu.ph

<sup>a</sup>Silliman University, Dumaguete City, 6267, Philippines

<sup>a</sup>Holy Cross of Davao College, Davao City, 8000, Philippines

<sup>b</sup>Thongsook College, Bangkok, 10170, Thailand

<sup>c</sup>Ateneo de Davao University, Davao City, 8000 Philippines

---

## Abstract

Business Process Outsourcing (BPO) companies often experience high turnover rates, but employees tend to stay longer if there is strong organizational commitment. Organizational citizenship behaviors are believed to foster organizational commitment, and this behavior is enhanced by workforce diversity and inclusion. To investigate this relationship, this study gathered 273 BPO professionals through an online call for respondents to answer the adopted instruments. The researchers used statistical tools such as mean and standard deviation to measure workforce diversity and inclusion and organizational citizenship behavior. Pearson correlation coefficient and Multiple Linear Regression were used to measure relationship and influence among the variables. The findings revealed that there were slightly-high-to-high levels of workforce diversity and inclusion, as well as its indicators, and a moderate level of organizational citizenship behaviors. The study found a significant relationship between workforce diversity and inclusion, and organizational citizenship behaviors. Further analysis suggests that workforce diversity and inclusion significantly influence organizational citizenship behaviors. Thus, BPO companies are encouraged to foster workforce diversity and inclusion to increase organizational citizenship behaviors, leading to higher organizational commitment and employee retention.

Keywords: Workforce diversity; workforce inclusion; organizational citizenship behaviors; business process outsourcing

---

## 1. Introduction

Recognizing and respecting employees' perspectives and valuing their individuality may increase their trust and genuine commitment to their workplace. These differences may stem from age, gender, race, religion or disability and promoting these differences is an essential aspect of effective people management. A healthy balance of a diverse workforce will lead to more valuable ideas and innovations, which could help the company or organization outperform its competitors. When original ideas are exchanged in a diverse atmosphere, employees will feel more comfortable sharing them with others. Through this, a company may stand out from those that still speak with only one voice.

In a study conducted by Whitfield (2022), diverse organizations see a 2.5 times greater cash flow per employee. Diverse management has also been found to produce a 19% increase in revenue. Three out of four job seekers and workers favor diversified organizations, and they are 15% more likely to outperform the sector's median financial results. In addition, Wright (2021) stated that individuals' potential to innovate increases by 83% when they feel valued and involved in organizations that value diversity. Some Asian nations appear to be still struggling with the issue or to have only just started talking about workplace prejudice and discrimination. The causes of the hurdles to workplace equality are historically, politically, and culturally based. For instance, it is still debated whether women are underrepresented in upper management and gender disparity in Japan. In South Korea, giving "seniors" who are older or have more experience more control than others is still a standard practice. Ethnic conflicts are still very prevalent in Malaysia (Wang, 2020). On the other hand, according to Hunt et al. (2020), businesses that already viewed diversity and inclusion as strengths before the COVID-19 pandemic are likely to benefit from it and use this time to look for new opportunities to increase representation and inclusion in order to improve performance and organizational health.

A recent survey conducted by JobStreet, as mentioned by Bernales (2022), revealed that more than 50 percent of Filipinos would decline work opportunities if their employers' beliefs did not align with theirs. The findings of JobStreet's Global Talent Survey also indicate that, in addition to competitive wage packages, job searchers prioritize inclusive and diverse work environments, emphasizing the significance of these two essential aspects. Moreover, only 17% of corporations have SOGIE-inclusive policies, according to The Philippine LGBT Chamber of Commerce's Corporate SOGIE Diversity & Inclusiveness (CSDI) Index, which was created in 2018. The local enterprises and businesses, however, are still at 0% when it comes to offering an inclusive and diverse environment for all employees, notably the LGBT population, as this number only includes businesses with foreign headquarters (Guillermo, 2022).

Because of better opportunities, there is a high influx of local migration, especially in urbanized cities such as Davao. However, discrimination pushes some to consider leaving for a job overseas. As a result, the Red Flag project, in collaboration with the Mindanao Business Council (MinBC), provides practical guidelines against employees' discrimination based on their ethnic and religious background (Passion, 2017). Additionally, as India continues to struggle with a rise in cases brought on by the more contagious Delta variant of the coronavirus disease, more international Business Process Outsourcing (BPO) companies operating in India are preparing to move their operations to Davao City. BPO firms in Davao City have reported increased demand for additional workers (Carolina, 2021). However, little to no research on the Davao region's BPO workers regarding workplace inclusion and diversity. For the longest time, BPO companies have struggled with high employee turnover rates. This is brought about by several factors, such as the job's difficulty, erratic shifts, mainly in the graveyard, and discontent with the compensation and benefits. However, with the promise brought about by organizational citizenship behaviors, fostering diversity and inclusion will increase positive and constructive employee actions and behaviors, contributing to job satisfaction. This mitigates the high turnover rates in BPO companies locally and internationally. Hence, this is seen as the urgency and novelty of this study.

### 1.1. Statement of the Problem

This study aims to determine the level of workforce diversity and inclusion and their influence to organizational citizenship behaviors among Business Process Outsourcing Professionals in Davao City. Particularly, the study aims to address the following:

1. What is the level of workforce diversity among the among BPO professionals in Davao City in terms of:
  - 1.1. Organizational Fairness
  - 1.2. Organizational Inclusion
  - 1.3. Personal Diversity Value
  - 1.4. Personal Comfort with Diversity
2. What is the level of workforce inclusion among the among BPO professionals in Davao City in terms of:
  - 2.1. Decision-Making Process
  - 2.2. Information Networks
  - 2.3. Participation/Involvement
3. What is the level of organizational citizenship behavior among the BPO professionals in Davao City as measured through the Organizational Citizenship Behavior Checklist?
4. Is there a significant relationship between the indicators of the predictors of workplace diversity and inclusion, and the outcome variable organizational citizenship behavior among BPO professionals in Davao City?
5. Is there a combined significant influence between workforce diversity and inclusion, and organizational citizenship behavior among BPO professionals in Davao City?

### 1.2. Hypotheses

The following were tested at 0.05 level of significance:

- H<sub>01</sub>: There is no significant relationship between the indicators of the predictors of workplace diversity and inclusion, and the outcome variable organizational citizenship behavior among BPO professionals in Davao City.
- H<sub>02</sub>: There is no combined significant influence between workforce diversity and

inclusion, and organizational citizenship behaviors among BPO professionals in Davao City.

### 1.3. Theoretical Framework

Organizational citizenship behavior (OCB) refers to positive and constructive actions of employees that are not part of their formal job description and are not rewarded by the formal reward system. The theory of planned behavior (TPB) can better explain OCB, which includes three types of beliefs: behavioral beliefs, normative beliefs, and control beliefs. These beliefs guide an individual's attitude and behavior. Behavioral beliefs bridge the behavior of interest to expected outcomes and experiences, normative beliefs account for perceived behavioral expectations of important referent individuals or groups, and control beliefs refer to perceived factors that may influence a performance towards the target behavior. TPB has been found to predict an individual's behavioral intentions and behavior itself. Furthermore, attitudes towards diversity and inclusion cover salient points in determining factors that facilitate planned behavior towards OCB. (Armitage et al., 2001; Hammer et al., 2018; Ajzen, 2019).

### 1.4. Conceptual Framework

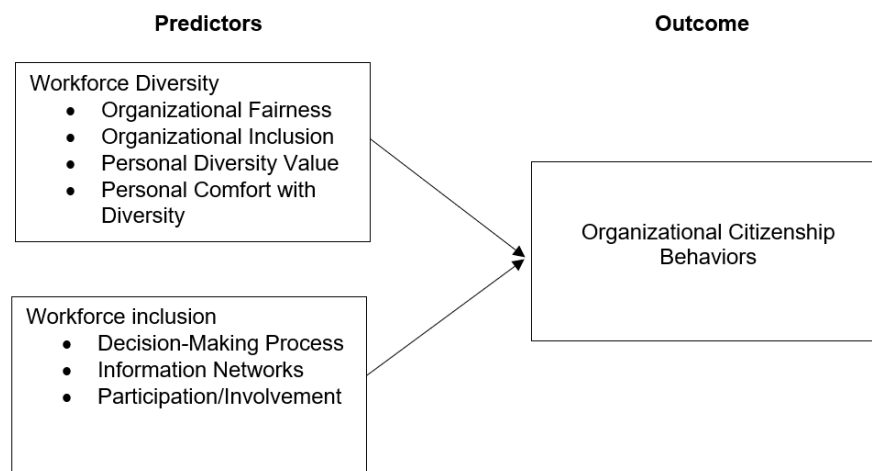


Fig 1. Conceptual Framework of the Study

The figure shows the predicted relationship between the predictor variables and the outcome variable in the study. It is theorized that workforce diversity, with its indicators: organizational fairness, organizational inclusion, personal diversity value, personal comfort with diversity; and workforce inclusion and its indicators: workgroup, organization, supervisor, higher management, and social/informational would significantly influence organizational citizenship behaviors among BPO Professionals.

## 2. Review of Related Literature

**Organizational Fairness.** Organizational justice and its impact on job satisfaction have been the focus of various studies in organizational psychology. Several studies have explored the relationship between diversity management, perceived organizational fairness, and workers' job satisfaction. Others have investigated the connections between job satisfaction and employees' perceptions of organizational justice, which consists of distributive, procedural, and interactional justice. The studies have shown that justice within the workplace is a prerequisite for occupational happiness, and organizational fairness has a significant positive relationship with job satisfaction. However, the impact of different components of organizational justice on job satisfaction varies. Procedural justice and interactional justice exhibit a positive link with job satisfaction, while distributive justice does not. The studies also suggest that organizational structure and design should be considered when assessing organizational fairness. Additionally, a principal's experience plays a crucial role in delivering better performance and upholding peace in schools, and organizational justice and psychological contract influence organizational commitment among employees. (Choi & Rainey, 2013; Fujishiro, 2005; Al-Zu'bi, 2010; Nojani et al., 2012; Schminke et al., 2000; Sia & Tan, 2016; Tepace, 2021; Guevarra, 2020; Pateno, 2016).

**Organizational Inclusion.** Workplace inclusion is a crucial factor in creating a productive and positive work environment. Inclusion refers to removing barriers to employee involvement and contribution, and creating a supportive leadership style that encourages workers to voice their opinions and takes their input into consideration. Employers are recognizing the importance of creating inclusive organizational environments, as evidenced by a CNBC/SurveyMonkey Workforce Survey in which nearly 80% of workers desired to work for an organization that valued diversity, equity, and inclusion. Studies have found that workplace inclusion can be improved by leaders who enhance sentiments of inclusion through positive exchanges with members and by cultivating a culture of responsible leadership that fosters an atmosphere of respect, equality, and sameness in the workplace. Workplace fun and meaningful employment are also positively impacted by organizational inclusiveness. Additionally, structural equation modeling has shown that organizational inclusiveness, human resource policies, and trust in leadership positively impact organizational commitment. While workplace inclusion is gaining recognition, some countries still have a long way to go, such as the Philippines where only 17% of companies have SOGIE-inclusive policies and only 57% of persons with disabilities are employed (Shore et al., 2011; Miller, 1998; Roberson, 2006; Basu Mallick, 2020; Caminiti, 2021; Sabharwal et al., 2014; Perales et al., 2021; Brimhall et al., 2013; Mousa & Puhakka, 2019; Mousa et al., 2021; Ligans et al., 2019; Bush, 2021; Philippine Business Coalition for Women Empowerment, 2020); Bernad, 2020).

**Personal Diversity Value.** A diverse workplace can have its difficulties, but its advantages outweigh them. Having a diverse workforce can lead to higher performance in creative jobs, wider pool of applicants, and a variety of perspectives that can result in better decision-making and improve workplace etiquette. Employees who value self-transcendence and openness to change have more positive perceptions about diversity. However, a study showed that age diversity, gender diversity, and ethnic diversity had a negative impact on employees' performance. The management of conflict, cultural diversity, and employees' perceptions of marginalization, as well as teamwork and employee work attitude, can influence diversity management, which, in turn, can improve organizational efficiency. Successfully managing diversity can lead to more committed, better satisfied, and better-performing employees and better financial performance. Effective diversity training can raise organizational awareness about inclusion and diversity and develop inclusive thinking and actions. The Philippines is a nation with tremendous national diversity (Cabrera, 2019; Dike, 2013; Dyson, 2022; Inegbedion et al., 2020; Morris, 2021; Neale, 1999; Patrick & Kumar, 2012; Sawyer & Strauss, 2005; Singson, 2021; Stahl, 2021)

**Personal Comfort with Diversity.** Workplace diversity refers to the employment of individuals from different backgrounds, such as gender, race, ethnicity, sexual orientation, and religion, and their comfort in the workplace is critical to employee performance. Comfort increases employees' well-being, which leads to increased productivity. Organizations that are committed to diversity and inclusion are likely to have employees who feel more comfortable, while discriminatory practices predict less cultural comfort among employees of color. Employee comfort can be increased by providing effective diversity training, and leaders can encourage employees to speak up by creating an environment in which employees feel comfortable expressing their opinions. Cultural diversity promotes a broader range of skills, and employees who are part of minority groups should feel welcome and valued in the company. Moreover, millennials are more tolerant of people from different backgrounds than any other generation (Stanley et al., 2014; Jain & Silva, 2017; Roberts-Clarke, 2004; Singson, 2021; Slepian, 2020; Kakkar & Tangirala, 2018; Ainomugisha, 2022; Caruthers, 2022; Zeigler & Rauh, 2020; Bondoc, 2020).

**Workforce Inclusion.** The promotion of inclusiveness has developed as a way for organizations to acknowledge and benefit from the wide range of demographic and other differences that exist within the workforce. However, as a relatively new concept there are still different meanings and definitions of inclusiveness. Because inclusiveness is still a relatively new term in the literature, it is important to look at potentially related constructs of diversity climate, fairness, belongingness, uniqueness, and discrimination.

**Diversity climate.** Theoretical and practical overlap between diversity climate and workplace inclusiveness has been noted in research. Although diversity climate has a longer history, more recent research on inclusiveness has been built on the foundation provided by diversity climate. Early research on diversity climate focused on the impact of relative numbers of minority employees, which led to the development of Kanter's "token theory" where a "token" is defined as someone from a minority subgroup that makes up 15% or less of the group. Recent research supports the idea that relative representation is important and related to how employees perceive their organization. Tokenism intersects with social context, and token status is a negative experience for lower-status tokens, generally women and racial or ethnic minorities. Perceptions of an organization's psychological climate may help to explain the relationship

between token status and job-related outcomes. The Interactional Model of Cultural Diversity (IMCD) has emphasized the importance of perceptions of diversity climate over the mere existence of diversity. Ely and Thomas (2001) have identified three organizational diversity perspectives based on employee perceptions of racial climate, level of value and respect, and significance of racial identity at work. Integration-and-learning perspective, characterized by high value of cultural identities and differences, has shown the most success. (George & Matusik, 2010; Mor Barak, 2011; Roberson, 2006; Yoder, 2002; King et al., 2010; Ely, 1994; Kanter, 1977; Cox, 1993; Cox & Beale, 1997; Ely & Thomas, 2001).

**Fairness and justice.** Organizational fairness and justice have been studied as interchangeable concepts related to important organizational outcomes. While distributive justice relates to perceptions of fairness regarding resource allocation, procedural justice concerns the fairness of decision-making processes (Cohen-Charash & Spector, 2001). Mixed evidence exists regarding demographic differences in perceptions of justice, with some studies finding lower perceptions of fairness among women and minorities, and others finding no relationship between group membership and perceptions of justice (Mor Barak et al., 1998). However, it is important to ensure fair business practices for underrepresented groups due to past and current experiences of injustice (Shore et al., 2011). Organizational practices and perceptions of fairness are directly linked to inclusiveness, but formal policies and statements may not necessarily correspond to informal practices and employee perceptions (Ely & Thomas, 2001; Triana et al., 2010). Perceptions of justice and fairness are related to employee satisfaction, commitment, and intention to quit.

**Belongingness.** Belongingness is a fundamental human need that is critical to how individuals experience social interactions, including being part of a work group or organization. Lack of belongingness leads to negative effects, including depression, anxiety, increased stress, and poorer health. Employee perceptions of belongingness to an organization and workgroup attachment are related to outcomes such as job satisfaction and commitment. The quality of relationships among workers is critical to employee satisfaction and may be more important than other job experiences, such as receiving incentives. Effective diversity management can promote belongingness, which can lead to greater perceptions of attachment and commitment in all groups (Gilbert & Ivancevich, 2001; Carr et al., 2003; Shore et al., 2011).

**Uniqueness.** Valuing an individual's uniqueness is an important concept in the workplace, distinct from diversity climate perception, which is often overlooked in literature (Shore et al., 2011). While social identity theory suggests that group membership can contribute to self-concept, honoring differences beyond social categorization is also important (Gilbert et al., 1999). Perceptions of valuing uniqueness can be distinct from perceptions of organizational-level support for diversity, and may affect employee well-being (Triana & Garcia, 2009). However, emphasizing uniqueness can also lead to negative outcomes for minorities, such as increased stress and pressure to conform or assimilate (Gustafson, 2008). While diverse organizations may benefit from unique perspectives, valuing uniqueness solely for business purposes can be problematic (Ely & Thomas, 2001). Further research is needed to determine how valuing uniqueness connects to climate perception and outcomes in the workplace

**Discrimination.** Discrimination at work, which refers to biased behavior towards a person based on their group identity, can occur at individual, organizational, and institutional levels and can negatively impact employee perceptions and outcomes. Even though overt discrimination is now illegal, it still occurs, and covert or subtle discrimination, such as homosocial reproduction or limited access to informal social networks, can also be problematic. Both overt and covert discrimination can lead to negative outcomes such as low commitment, decreased motivation, and decreased job satisfaction. Perceptions of co-worker, supervisor, and organizational discrimination are negatively related to job satisfaction, organizational commitment, and organizational citizenship behavior, and may have negative effects for all employees, regardless of social identity. Formal complaints may not necessarily be the best indicator for understanding the diversity climate at an organization. Therefore, measuring perceptions of climate in addition to objective measures can help organizations to understand their inclusiveness better (Ensher et al., 2001).

**Organizational Citizenship Behaviors.** Organizational citizenship behavior (OCB) refers to behavior that goes beyond the sense of duty and the scope of applicable laws, rules, and regulations. Recent research has shown that satisfaction is closely related to OCB, and there have been efforts to understand its relationship to culture, attitudes, personality, mood state, stress, and organizational performance. Studies have also examined differences in OCB between full-time and part-time employees and antecedents of OCB in various work environments, such as leadership support, professional development, and job attitudes. Additionally, research has found that there is a lack of clarity on



the distinction between in-role and extra-role behavior and that OCB is a function of how widely people define their job responsibilities (Organ, 2018; Podsakoff et al., 2000; Smith et al., 1983; Stamper & Dyne, 2001; Tambe & Shanker, 2014).

### 3. Research Design and Methodology

#### 3.1. Research Design

The researchers curtailed this study through quantitative research by means of correlational-predictive design to predict the factors of BPO Employees' Organizational Citizenship Behaviors. A quantitative research design tests the generated hypotheses and enables a deeper understanding and explanation through observing a sample population (Morgan, 2015). There are different types of quantitative research. In this study, the researchers utilized a predictive quantitative research design. Forecasting the perceived predictive relationship between the variables accounting for a prediction to what extent an individual will perform the behavior when surrounded by these variables is the key concept in predictive quantitative research design (Wollman, 2018).

The study aims to know the variables that would predict the Organizational Citizenship Behaviors of BPO Professionals. By utilizing the predictive quantitative research design, it guided the researchers to find out what predictors had influence to OCB. To do this, the relationship between the variables were established first before predicting the relationship between the predictor variables to the outcome variable. The unit of analysis came from BPO Professionals in Davao City. With this, the alternative hypothesis of the study was non directional. It asserts that there was a relationship between the predictor variables to the outcome variable. The alpha value that was used in this study was 0.05. Then proceeded with multiple linear regression.

#### 3.2. Respondents of the Study

The respondents of this study were 273 BPO Professionals in Davao City regardless of age, sexual orientation, gender identity, gender expression, sex characteristics, nature of work (customer service representative, technical support representative, back office, etc.), length of tenure. Everyone was encouraged to take part in this study so long as they are employed in the BPO industry.

#### 3.3. Research Instruments

The researchers utilized the following scales: the Mor Barak and Colleagues' Diversity Climate Scale, the Mor Barak Inclusion-Exclusion Scale, and the Organizational Citizenship Behavior Checklist (20-item Version).

*Mor Barak and Colleagues' Diversity Climate Scale.* The diversity climate scale examines employees' views about the diversity climate in the organization (Mor Barak et al., 1998). It includes 16 items with two dimensions: the organizational and the personal, each containing two factors. The organizational dimension refers to the perception of management's policies and procedures that affect members of minority groups and women—such as discrimination or preferential treatment in hiring and promotion procedures (factor a). It also refers to management actions that affect inclusion or exclusion of women and members of minority groups—such as mentorship programs or the preservation of the “old boys' network” factor b). The personal dimension refers to individuals' views of the importance of diversity to work groups and to the organization (factor c) and their level of comfort in interactions with members of other groups (factor d). The 16 scale items are summed to create composite diversity perceptions score with four reverse-scored questions (items 1, 9, 15, and 16, noted by the letter R) to prevent response sets in answering the questions. Higher scores on the scale reflect a positive perception of diversity climate. The dimensions and factors can be separately summed and analyzed to gain insight into the composition of employees' views of the diversity climate.

*Mor Barak Inclusion-Exclusion Scale.* The Mor Barak inclusion-exclusion scale (MBIE) (2005) 1 builds on an earlier measure of inclusion offered by Mor Barak and Cherin (1998), with additional items and a more structured conceptual framework. It measures the degree to which individuals feel a part of critical organizational processes such as access to information, involvement and participation with the organization, and influence in the decision-making process. It uses a matrix system of five work-organization system levels (work group, organization, supervisor, higher

management, and social/informal) intersected by three inclusion dimensions (decision making, information networks, and participation/involvement). The measure thus includes 15 items that evaluate a worker's sense of inclusion.

Organizational Citizenship Behavior Checklist (20-item Version). The original Organizational Citizenship Behavior Checklist (OCB-C) was a 42-item instrument designed to assess the frequency of organizational citizenship behaviors performed by employees. It has since been refined and shortened first to 36 items and then to the final 20 item scale that the authors recommend (Fox, Spector, Goh, Bruursema, & Kessler, 2012). The OCB-C was specifically designed to minimize overlap with scale of counterproductive work behavior, a limitation noted in prior scales (Dalal, 2005; Spector, Bauer, & Fox, 2010). Included were items that reflected acts directed toward the organization as well as people in the organization, such as coworkers. Some items asked about altruistic acts that helped coworkers with personal as opposed to workplace issues. Separate subscale scores can be computed that reflect acts directed toward the organization that benefit the organization (OCBO) and acts directed toward coworkers that help with work-related issues (OCBP).

### 3.4. Ethical Considerations

The researchers adhered to the ethical guidelines established by the Philippine Health Research Ethics Board (PHREB, 2017). The measures that the researchers took, the nine ethical considerations of social value, informed consent, risk, benefits, and safety, privacy and confidentiality of information, justice, transparency, qualification of the researchers, adequacy of facilities, and community involvement, are in line with the PHREB's goals. The researchers protected and respect the respondents' rights and roles and ensure a balance between the two parties.

### 3.5. Data Gathering Procedure

Prior to gathering the data, the researchers sent a concept paper for approval to the professor of the course. Upon approval, the researchers adapted the Mor Barak and Colleagues' Diversity Climate Scale, the Mor Barak Inclusion-Exclusion Scale, and the Organizational Citizenship Behavior Checklist (20-item Version) in an online version for wide dissemination, with the consent form and data privacy notice as preliminary parts of the said form. Once the online form is set, the researchers then posted a "call for respondents" post in his social media platforms. The said form was rolled out last 30 October 2022 and ceased accepting responses last 07 November 2022. By then, the researchers were able to gather 273 total responses.

### 3.6. Data Analysis

In determining the levels of workforce diversity, inclusion, and organizational citizenship behavior, standard deviation and mean were used.

Prior to the computation of the inferential statistics, the data were tested to normal distribution through the Shapiro Wilk's test. To establish the relationship between the predictor variables to the outcome variables, the researchers used Pearson product moment correlation. Then, multiple linear regression was utilized to determine the factors that predicted the organizational citizenship behavior among BPO Professionals.

## 4. Results and Discussion

### 4.1. Level of Workforce Diversity among Business Process Outsourcing Professionals

Shown in Table 1 is the level of workforce diversity among business process outsourcing professionals in Davao City as measured through the Mor Barak and Colleagues' Diversity Climate Scale. The instrument has 16 items with four indicators namely Organizational Factors, Organizational Inclusion, Personal Diversity Value Factors, and Personal Comfort with Diversity.

**Table 1. Level of Workforce Diversity among Business Process Outsourcing Professionals**

Indicator	Mean	SD	Description
Organizational Factors	4.09	0.92	Slightly High
Organizational Inclusion	3.83	1.20	Slightly High
Personal Diversity Value Factors	4.67	1.16	High

Personal Comfort with Diversity	3.79	0.89	Slightly High
<b>Overall</b>	<b>4.08</b>	<b>0.83</b>	<b>Slightly High</b>

1– 1.82 = Very Low; 1.83 – 2.66 = Low; 2.67 – 3.50 = Slightly Low; 3.49 – 4.32 = Slightly High; 4.33 – 5.16 = High; 5.17 – 6 = Very High

As seen in the table above, organizational factors, organizational inclusion, and personal comfort with diversity all yielded a slightly high level with a mean of 4.09, 3.83, and 3.79 respectively, with the subsequent standard deviation of 0.92, 1.20, and 0.89. Personal diversity value factors stood out which yielded a high level with a mean of 4.67 and a standard deviation of 1.16. Overall, the level of workforce diversity among BPO professionals was described as slightly high with a mean of 4.08 and a standard deviation of 0.83.

The study's respondents rated their perception of workforce diversity in their respective companies as slightly high to high on the dimensions above. They do not feel they are treated differently because of their race, gender, sexual orientation, religion, or age. They strongly sense that managers have a track record of hiring and promoting employees objectively, regardless of race, gender, sexual orientation, religion, or age. They feel like their superiors give feedback, evaluate employees fairly, and reasonably make "possible" layoff decisions. People in management positions are perceived as fair in implementing policies and providing assignments based on the skills and abilities of their employees and not by other factors. The management encourages the formation of support groups, as well as mentoring, highlighting females and all minority groups. The "old boys' network" is unacceptable, and the company spends enough resources on diversity training and awareness. Further, the respondents believe that knowing more about the norms of diverse groups would help them become more effective and add value to their jobs. These findings support the study of Al-Zu'bi (2010), Nojani et al. (2012), Zainalipour et al. (2010), Tepace (2021), Sia and Tan (2016), and Guevarra (2020) on organizational justice and fairness. In the same manner, the results presented in Table 1 further affirm the literature provided by Shore (2011), Sabharwal et al. (2014), Mousa & Puhakka (2019), Mousa et al. (2021), and Bush (2021) on organizational inclusion. On personal diversity value, the results support the study of Stahl (2021), Ahmad and Rahman (2019), and Inegbedion et al. (2020). Lastly, personal comfort with diversity results furthers the study of Stanley et al. (2014), Singson (2021), and Ainomugisha (2022).

#### 4.2. Level of Workforce Inclusion among Business Process Outsourcing Professionals

Shown in Table 2 is the level of workforce inclusion among business process outsourcing professionals in Davao City as measured through the Mor Barak Inclusion-Exclusion Scale. The instrument has 15 items with three indicators namely Decision-Making Process, Information Networks, and Participation/Involvement.

**Table 2. Level of Workforce Inclusion among Business Process Outsourcing Professionals**

Indicator	Mean	SD	Description
Decision-Making Process	4.09	1.02	Slightly High
Information Networks	4.55	0.84	High
Participation/Involvement.	4.37	1.01	High
<b>Overall</b>	<b>4.34</b>	<b>0.83</b>	<b>High</b>

1– 1.82 = Very Low; 1.83 – 2.66 = Low; 2.67 – 3.50 = Slightly Low; 3.49 – 4.32 = Slightly High; 4.33 – 5.16 = High; 5.17 – 6 = Very High

As seen in the table above, decision-making process generated a slightly high level with a mean of 4.09 and a standard deviation of 1.02. this is the only nonconformity among the inclusion indicators as the other two yielded a high level with average of 4.55 and 4.37 and standard deviation of 0.84 and 1.01 respectively. The overall level of workforce inclusion among the respondents yielded a high level with a mean of 4.34 and a standard deviation of 0.83.

The study's respondents rated their perception of workforce inclusion in their respective companies as slightly high to high on the dimensions above. In the spirit of inclusion, they feel they have influence in decisions taken by their work group regarding their tasks, and that they are able to influence decisions that affects their company. A sense of community feeling at work is fostered as they can openly share with their co-workers. This is further felt by the respondents because they are involved and invited to actively participate in work related activities in their work group (Mor Barak, 2017).



#### 4.3. Level of Organizational Citizenship Behaviors among Business Process Outsourcing Professionals

Shown in Table 3 is the level of organizational citizenship behaviors among business process outsourcing professionals as measured through the Organizational Citizenship Behavior Checklist (20-item Version).

**Table 3. Level of Organizational Citizenship Behaviors among Business Process Outsourcing Professionals**

Indicator	Mean	SD	Description
<b>Organizational Citizenship Behavior</b>	<b>3.14</b>	<b>0.79</b>	<b>Moderate</b>
1– 1.80 = Very Low; 1.81 – 2.60 = Low; 2.61 – 3.40 = Moderate; 3.41 – 4.20 = High; 4.21 – 5.00 = Very High			

As seen in the table above, the organizational citizenship behaviors among business process outsourcing professionals in Davao City yielded a mean of 3.14 and a standard deviation of 0.79. This is tantamount to a description of moderate.

Organizational citizenship behavior is often referred to as "extra-role behavior." It is behavior that goes above and beyond the sense of duty and the scope of applicable laws, rules, and regulations (Tambe & Shanker, 2014). Respondents feel a moderate sense of positive and constructive employee actions and behaviors in their respective companies.

#### 4.4. Test of Relationship between Workforce Diversity, Inclusion, and Organizational Citizenship Behaviors

Shown in Table 4 is the statistic on the correlation between the indicators of workforce diversity and inclusion, and their relationship to organizational citizenship behaviors among business process outsourcing professionals in Davao City.

**Table 4. Test of Relationship between Workforce Diversity, Inclusion, and Organizational Citizenship Behaviors**

Predictors	Pearson Correlation	Strength of the Relationship	Sig (2-tailed)	Interpretation	Decision
<b>Workforce Diversity</b>					
Personal Fairness	.443**	Moderate	.000	Significant	Reject H <sub>0</sub> 1
Organizational Inclusion	.317**	Weak	.000	Significant	Reject H <sub>0</sub> 1
Personal Diversity Value	.323**	Weak	.000	Significant	Reject H <sub>0</sub> 1
Personal Comfort in Diversity	.216**	Weak	.000	Significant	Reject H <sub>0</sub> 1
Diversity_total	.427**	Moderate	.000	Significant	Reject H <sub>0</sub> 1
<b>Workforce Inclusion</b>					
Decision-making Process	.407**	Moderate	.000	Significant	Reject H <sub>0</sub> 1
Information Networks	.371**	Weak	.000	Significant	Reject H <sub>0</sub> 1
Participation	.300**	Weak	.000	Significant	Reject H <sub>0</sub> 1
Inclusion_total	.405**	Moderate	.000	Significant	Reject H <sub>0</sub> 1

Outcome Variable: Organizational Citizenship Behaviors; \*\*. Correlation is Significant at 0.01 level (2-tailed); N = 273

Pearson product moment correlation coefficient was computed to assess the relationship between workforce diversity and organizational citizenship behaviors, and workforce inclusion and organizational citizenship behaviors.

It was found out that there is a significant relationship between workforce diversity and its indicators, and organizational citizenship behaviors (Personal Fairness [ $r = .443^{**}$ ,  $n = 273$ ,  $p = .000 < 0.05$ ], Organizational inclusion [ $r = .317^{**}$ ,  $n = 273$ ,  $p = .000 < 0.05$ ], Personal Diversity Value [ $r = .323^{**}$ ,  $n = 273$ ,  $p = .000 < 0.05$ ], Personal Comfort in Diversity [ $r = .216^{**}$ ,  $n = 273$ ,  $p = .000 < 0.05$ ], and overall Workforce Diversity [ $r = .427^{**}$ ,  $n = 273$ ,  $p = .000 < 0.05$ ]).

Additionally, it was also found out that there is a significant relationship between workforce inclusion and its indicators, and organizational citizenship behaviors (Decision-making Process [ $r = .407^{**}$ ,  $n = 273$ ,  $p = .000 < 0.05$ ], Information Networks [ $r = .371^{**}$ ,  $n = 273$ ,  $p = .000 < 0.05$ ], Participation [ $r = .300^{**}$ ,  $n = 273$ ,  $p = .000 < 0.05$ ], and overall Workforce Inclusion [ $r = .405^{**}$ ,  $n = 273$ ,  $p = .000 < 0.05$ ]).

0.05], Information Networks [ $r = .371^{**}$ ,  $n = 273$ ,  $p = .000 < 0.05$ ], Participation [ $r = .300^{**}$ ,  $n = 273$ ,  $p = .000 < 0.05$ ], and overall Workforce Inclusion [ $r = .405^{**}$ ,  $n = 273$ ,  $p = .000 < 0.05$ ]).

These results suggest that greater workforce diversity is associated with higher levels of personal fairness, organizational inclusion, personal diversity value, personal comfort in diversity, and overall workforce diversity, which in turn positively predict organizational citizenship behaviors. These findings suggest that higher levels of workforce inclusion are associated with better decision-making processes, information networks, participation, and overall workforce inclusion, which positively predict organizational citizenship behaviors. The results shown above leads us to reject the null hypothesis and say that there is a significant relationship between workforce diversity and organizational citizenship behaviors and workforce inclusion and organizational citizenship behaviors. Even though there is a weak correlation between the variables presented above, the correlation is statistically significant and the correlation cannot be ignored (Panicker et al, 2018).

#### 4.5. Factors Influencing Organizational Citizenship Behaviors among Business Process Outsourcing Professionals

Shown in Table 5 is the statistic on factors influencing organizational citizenship behaviors among business process outsourcing professionals in Davao City.

**Table 5. Factors Influencing Organizational Citizenship Behaviors among Business Process Outsourcing Professionals**

Model Summary					
Model	R		R <sup>2</sup>	Adjusted R <sup>2</sup>	SEE
1	.466		.217	.211	.69807
Coefficients					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
1	B	SE B	β		
(Constant)	1.096	.241		4.551	.000
<b>Workforce Diversity</b>	.258	.066	.273	3.907	.000
<b>Workforce Inclusion</b>	.228	.066	.241	3.438	.001

As shown in the table above, the results of the regression indicated that the predictors explained 21.7% of the variance [ $R^2 = .217$ ,  $F(2,270) = 37.368$ ,  $p = .000^b$ ]. It was found out that workforce diversity ( $\beta = .258$ ,  $p = .000 < .05$ ) and workforce inclusion ( $\beta = .228$ ,  $p = .001 < .05$ ) significantly predicted organizational citizenship behaviors among BPO professionals in Davao City.

The results show that the predictors (workforce diversity and workforce inclusion) explained 21.7% of the variance in organizational citizenship behaviors among BPO professionals in Davao City. The variance is a measure of how much variability there is in the outcome variable (organizational citizenship behaviors) and is explained by the predictor variables.

The value of  $R^2$  (coefficient of determination) is .217, which means that 21.7% of the variability in organizational citizenship behaviors can be explained by the predictor variables. The F-statistic ( $F(2,270) = 37.368$ ,  $p = .000^b$ ) indicates that the model is statistically significant, which means that the predictors are collectively related to the outcome variable.

The statement further notes that both predictors, workforce diversity ( $\beta = .258$ ,  $p = .000 < .05$ ) and workforce inclusion ( $\beta = .228$ ,  $p = .001 < .05$ ), had a significant positive effect on organizational citizenship behaviors among BPO professionals in Davao City. The  $\beta$  value represents the strength and direction of the relationship between each predictor and the outcome variable, while the p-value indicates the level of statistical significance.

Results of the multiple regression analysis reflected direct and significant influence between workforce diversity and inclusion, and OCB. It has been observed that organizations with a conducive climate of diversity and inclusion, a well formulated inclusive and diverse practices and strong leaders' commitment will result into high level

of OCB which is apparent among employees working in BPO Companies. The findings suggest that promoting diversity and inclusion in the workplace can enhance employees' citizenship behaviors, which are actions that benefit the organization beyond the formal job requirements (Panicker et al, 2018).

## 5. Conclusions and Recommendations

This section presents the summary of findings, conclusions drawn, and recommendations provided to the beneficiaries of this study.

### 5.1. Conclusions

The aim of this study was to discover the influence of workforce diversity and inclusion to organizational citizenship behaviors. The focus was to determine the level of workforce diversity and its indicators, workforce inclusion and its indicators, level of organizational citizenship behaviors, the relationship among these variables, as well as to determine if diversity and inclusion significantly influence organizational citizenship behaviors among business process outsourcing employees in Davao City.

Organizational factors, organizational inclusion, and personal comfort with diversity all yielded a slightly high level. Personal diversity value factors stood out which yielded a high level. Overall, the level of workforce diversity among BPO professionals was described as slightly high.

Decision-making process generated a slightly high level. This is the only nonconformity among the inclusion indicators as the other two yielded a high level. The overall level of workforce inclusion among the respondents yielded a high level.

Organizational citizenship behaviors among business process outsourcing professionals in Davao City yielded a moderate level.

It was found out that there is a significant relationship between workforce diversity and its indicators, and organizational citizenship behaviors. Additionally, it was found out that there is a significant relationship between workforce diversity and its indicators, and organizational citizenship behaviors.

The results of the regression indicated that workforce diversity and workforce inclusion significantly predicted organizational citizenship behaviors among BPO professionals in Davao City.

### 5.2. Recommendations

The researchers advocate the results of this study to the following beneficiaries:

BPO Leaders may use the results of this study to come up and promote programs aimed to understand different contexts behind workforce diversity and inclusion. Top Managers, Directors, and other leaders may be informed of the factors that influence organizational citizenship behaviors, such as inclusion and diversity, hence, promoting programs that will foster them.

Human Resource Managers and Industrial Psychologists may use this study as a benchmark for intervention of formal psychological resources in terms of inclusion and diversity. Moreover, HR Managers and I/O Psychologists may tailor-fit their programs to address the practical needs of the intended population of this study and will also help them expand the implementation of their services.

This paper may benefit BPO Professionals in that, as it is proven to have influence, diversity and inclusion fostered, this increases positive and constructive employee actions and behaviors, contributing to job satisfaction in the process.

Given the knowledge that this study provides, Faculty will be better equipped and updated on the current trends and issues in inclusion and diversity in the workplace which will enable them to present updated information to their students.

The results of this study may be a stepping stone for future researchers to elaborate further these topics to a broader population.

## References

- Ahmad, N. H., & Rahman, A. A. (2019). Does diversity management enhance job satisfaction among employees? Evidence from the Malaysian public sector. *Journal of Business and Retail Management Research*, 13(3), 97-106.
- Ainomugisha, A. (2022). The relationship between cultural diversity and job satisfaction among employees of multinational corporations in Uganda. *International Journal of Business and Management*, 17(1), 132-142.
- Ajzen, I. (2019). The theory of planned behavior: A brief history. In A. W. Kruglanski & E. T. Higgins (Eds.), *Social psychology: Handbook of basic principles* (3rd ed., pp. 97-121). Guilford Press.
- Al-Zu'bi, H. A. (2010). The impact of perceived organizational justice on job satisfaction and organizational commitment in a multicultural environment. *International Journal of Business and Management*, 5(12), 122-133. <https://doi.org/10.5539/ijbm.v5n12p122>
- Armitage, C. J., & Conner, M. (2001). Efficacy of the theory of planned behaviour: A meta-analytic review. *British Journal of Social Psychology*, 40(4), 471-499.
- Basu Mallick, D. (2020). The impact of diversity and inclusion on organizational performance. *IUP Journal of Organizational Behavior*, 19(3), 7-19.
- Bernales, G. (2022). More than 50% of Filipinos would decline job offers if employer beliefs do not match theirs, survey shows. *CNN Philippines*.
- Bondoc, J. R. (2020). Millennials' attitudes towards diversity and inclusion in the workplace. *Asia Pacific Journal of Multidisciplinary Research*, 8(3), 27-32.
- Brimhall, K. C., Horner, M. T., & Murray, K. B. (2013). The importance of inclusive leadership in creating psychological safety for diverse employees. *Journal of Leadership, Accountability and Ethics*, 10(5), 68-77.
- Bush, H. (2021). The relationship between perceptions of workplace inclusion and employee well-being. *Journal of Applied Social Science*, 15(2), 166-179.
- Bush, K. (2021). Disability inclusion in the workplace. *Business Horizons*, 64(1), 73-81.
- Cabrera, S. A. (2019). Diversity management and work culture in the Philippines. *Journal of Workplace Behavioral Health*, 34(4), 265-277. <https://doi.org/10.1080/15555240.2019.1689379>
- Caminiti, S. (2021). An inclusive leadership model for global organizations. *Journal of Global Business Issues*, 15(1), 1-14.
- Carolina, E. (2021). More BPO firms moving to Davao amid India's COVID-19 surge. *ABS-CBN News*.
- Carr, J. C., Pearson, A. W., & Mujtaba, B. G. (2003). An overview of multicultural organizational development. *Journal of Applied Management and Entrepreneurship*, 8(4), 57-69. <https://doi.org/10.1016/j.jbusres.2003.09.007>
- Caruthers, C. K. (2022). The role of diversity training in creating a more inclusive workplace. *Journal of Leadership, Accountability and Ethics*, 19(2), 84-90.
- Choi, S., & Rainey, H. G. (2013). Managing diversity in US federal agencies: Effects of diversity and diversity

- management on employee perceptions of organizational performance. *Public Administration Review*, 73(3), 490-503. <https://doi.org/10.1111/puar.12038>
- Cohen-Charash, Y., & Spector, P. E. (2001). The role of justice in organizations: A meta-analysis. *Organizational Behavior and Human Decision Processes*, 86(2), 278-321. <https://doi.org/10.1006/obhd.2001.2958>
- Cox, T. (1993). *Cultural diversity in organizations: Theory, research and practice*. Berrett-Koehler.
- Cox, T., & Beale, R. L. (1997). *Developing competency to manage diversity: Readings, cases, and activities*. Berrett-Koehler.
- Dalal, R. S. (2005). A meta-analysis of the relationship between organizational citizenship behavior and counterproductive work behavior. *Journal of Applied Psychology*, 90(6), 1241-1255. doi: 10.1037/0021-9010.90.6.1241
- Dike, P. N. (2013). Workforce diversity and management: An empirical study of the relationship between workforce diversity and employee performance in the Nigerian banking industry. *International Journal of Human Resource Studies*, 3(4), 104-115. <https://doi.org/10.5296/ijhrs.v3i4.4214>
- Dyson, R. (2022). *Managing workplace diversity: Practical solutions for business success*. Routledge.
- Ely, R. J. (1994). The effects of organizational demographics and social identity on relationships among professional women. *Administrative Science Quarterly*, 39(2), 203-238.
- Ely, R. J., & Thomas, D. A. (2001). Cultural diversity at work: The effects of diversity perspectives on work group processes and outcomes. *Administrative Science Quarterly*, 46(2), 229-273.
- Ensher, E. A., Thomas, C., & Murphy, S. E. (2001). Comparison of traditional, step-ahead, and peer mentoring on protégés' support, satisfaction, and perceptions of career success: A social exchange perspective. *Journal of Business and Psychology*, 15(3), 419-437.
- Fox, S., Spector, P. E., Goh, A., Bruursema, K., & Kessler, S. R. (2012). The deviant citizen: Measuring potential positive relations between counterproductive work behavior and organizational citizenship behavior. *Journal of Occupational and Organizational Psychology*, 85(1), 199-220. doi: 10.1111/j.2044-8325.2011.02044.x
- Fujishiro, K. (2005). Justice and job satisfaction: The mediation of occupational culture and identity. *Sociological Perspectives*, 48(4), 371-399. <https://doi.org/10.1525/sop.2005.48.4.371>
- George, J. M., & Matusik, J. G. (2010). Understanding diversity climate and workgroup creativity. *Group & Organization Management*, 35(3), 333-360.
- Gilbert, J. A., & Ivancevich, J. M. (2001). Valuing diversity: A tale of two organizations. *Academy of Management Executive*, 15(1), 66-77. <https://doi.org/10.5465/AME.2001.4251397>
- Guevarra, L. A. (2020). Organizational justice, psychological contract, and turnover intention among hotel employees in the Philippines. *Asia Pacific Journal of Tourism Research*, 25(4), 376-389. <https://doi.org/10.1080/10941665.2019.1706037>
- Guillermo, R. (2022). 0% of local firms offering inclusive and diverse environment for LGBT employees. *BusinessWorld*.
- Gustafson, K. L. (2008). Unique but invisible: The experiences of Asian American women in the workplace. *Journal of Career Development*, 35(2), 127-151.
- Hammer, L. B., Kossek, E. E., Yragui, N. L., Bodner, T. E., & Hanson, G. C. (2018). Development and validation of



- a multi-dimensional measure of family supportive supervisor behaviors (FSSB). *Journal of Management*, 44(4), 1278-1302.
- Hunt, V., Prince, S., Dixon-Fyle, S., & Yee, L. (2020). *Diversity wins: How inclusion matters*. McKinsey & Company.
- Inegbedion, H., D'netto, B., & Burgess, J. (2020). Impact of diversity management on employee performance in Australia: The mediating role of organizational commitment. *International Journal of Human Resource Management*, 31(2), 269-290. <https://doi.org/10.1080/09585192.2018.1470578>
- Jain, A. K., & Silva, E. (2017). The impact of diversity on innovation: A review of the literature. *Journal of Innovation and Entrepreneurship*, 6(1), 1-19.
- Kakkar, H., & Tangirala, S. (2018). Managing diversity in the workplace: A social identity perspective. *Academy of Management Annals*, 12(1), 365-398.
- Kanter, R. M. (1977). *Men and women of the corporation*. Basic Books.
- King, E. B., Shapiro, J. R., Hebl, M. R., Singletary, S. L., & Turner, S. (2010). The stigma of obesity in customer service: A mechanism for remediation and bottom-line consequences of interpersonal discrimination. *Journal of Applied Psychology*, 95(3), 484-495.
- Ligans, J. L., Liao, H., & Toh, S. M. (2019). The role of leaders in promoting inclusion: An overview of current research and future directions. *Human Resource Management Review*, 29(2), 131-141.
- Miller, N. (1998). *Organizational communication: Approaches and processes*. Nelson Education.
- Morgan, G. A. (2015). *Understanding and designing research in the social sciences*. Routledge.
- Mor Barak, M. E. (2005). Inclusion is a complex construct: Divergent conceptualizations and measurement approaches. *Journal of Organizational Behavior*, 26(2), 135-151. <https://doi.org/10.1002/job.297>
- Mor Barak, M. E. (2011). *Managing diversity: Toward a globally inclusive workplace*. Sage Publications.
- Mor Barak, M. E. (2017). Inclusion is the key to diversity management. *Human Resource Management Review*, 27(1), 54-63. doi: 10.1016/j.hrmr.2016.02.002
- Mor Barak, M. E., & Cherin, D. A. (1998). A tool for assessing the degree of inclusiveness in organizations. *Journal of Applied Behavioral Science*, 34(1), 87-104. <https://doi.org/10.1177/0021886398341005>
- Mor Barak, M. E., Cherin, D. A., & Berkman, S. (1998). Organizational and personal dimensions in diversity climate: Ethnic and gender differences in employee perceptions. *Journal of Applied Behavioral Science*, 34(1), 82-104. <https://doi.org/10.1177/0021886398341005>
- Morris, J. A. (2021). Diversity management and organizational effectiveness: An overview. In *Handbook of Research on Global Business Opportunities* (pp. 1-20). IGI Global. <https://doi.org/10.4018/978-1-7998-8549-8.ch001>
- Mousa, F. T., & Puhakka, V. (2019). Workforce diversity management and organizational performance: A moderated mediation model of organizational culture and inclusive leadership. *Journal of Business Research*, 99, 405-413.
- Mousa, F. T., Puhakka, V., & Kumar, V. (2021). Inclusive leadership and employee creativity: The roles of psychological safety and team learning behavior. *Journal of Business Research*, 131, 738-748.
- Neale, W. S. (1999). The cultural diversity of teams. *Journal of Organizational Behavior*, 20(2), 233-240. [https://doi.org/10.1002/\(SICI\)1099-1379\(199903\)20:2<233::AID-JOB874>3.0.CO;2-L](https://doi.org/10.1002/(SICI)1099-1379(199903)20:2<233::AID-JOB874>3.0.CO;2-L)

- Nojani, S., Sheikhzakaryae, A. H., Gholipour, A., & Asgari, M. (2012). The impact of perceived organizational justice on job satisfaction and organizational commitment in the Islamic Azad University of Mazandaran employees. *International Journal of Business and Behavioral Sciences*, 2(7), 16-22.
- Organ, D. W. (2018). Organizational citizenship behavior: Recent trends and developments. *Annual Review of Organizational Psychology and Organizational Behavior*, 5, 295-306.
- Panicker, V., Subramanian, K., & Krishnan, V. R. (2018). Diversity, inclusion, and organizational citizenship behavior: An empirical study in the United Arab Emirates. *Journal of Management Development*, 37(3), 235-249.
- Passion, M. (2017). Red Flag project launched to combat workplace discrimination in Davao. *Davao Today*.
- Pateno, L. T. (2016). The relationship between organizational justice and job satisfaction among nurses in tertiary hospitals in Mindanao. *Journal of Economics, Business and Management*, 4(2), 108-111. <https://doi.org/10.7763/JOEBM.2016.V4.267>.
- Patrick, H. A., & Kumar, V. R. (2012). Managing workplace diversity: Issues and challenges. *Sage Open*, 2(2), 2158244012444615. <https://doi.org/10.1177/2158244012444615>
- Perales, M. A., de la Cruz, A. J., & Moguel, A. S. (2021). Diversity and inclusion management in organizations: A systematic literature review. *Journal of Business Research*, 129, 160-171.
- Philippine Business Coalition for Women Empowerment. (2020). 2020 Philippine Business and Gender Equality: A Decade of Progress Report. Retrieved from <https://pbcwe.org/wp-content/uploads/2020/12/PBCWE-2020-Philippine-Business-and-Gender-Equality-A-Decade-of-Progress-Report.pdf>
- Philippine Health Research Ethics Board. (2017). National ethical guidelines for health research. Retrieved from <https://www.ethics.healthresearch.ph/index.php/phoca-downloads/category/4-national-ethical-guidelines-for-health-research-2017>
- Podsakoff, P. M., Ahearne, M., & MacKenzie, S. B. (2000). Organizational citizenship behavior and the quantity and quality of work group performance. *Journal of Applied Psychology*, 85(2), 211-218.
- Roberts-Clarke, D. (2004). Creating cultural comfort for African American employees: A strategy for inclusion. *Journal of Leadership & Organizational Studies*, 10(3), 105-114.
- Roberson, Q. M. (2006). Disentangling the meanings of diversity and inclusion in organizations. *Group & Organization Management*, 31(2), 212-236.
- Sabharwal, M., Corley, E. A., & Sabharwal, S. (2014). Exploring the relationship between workplace flexibility and diversity management practices. *Journal of Diversity Management*, 9(1), 21-34.
- Sawyer, J. E., & Strauss, K. J. (2005). *Managing diversity: A complete desk reference and planning guide* (2nd ed.). McGraw-Hill.
- Schminke, M., Ambrose, M. L., & Cropanzano, R. (2000). The effect of organizational structure on perceptions of procedural fairness. *Journal of Applied Psychology*, 85(2), 294-304. <https://doi.org/10.1037/0021-9010.85.2.294>
- Shore, L. M. (2011). The role of employee and organizational identification in attachment to the organization: Implications for job attitudes and employee well-being. *Research in Organizational Behavior*, 31, 43-70.
- Shore, L. M., Chung-Herrera, B. G., Dean, M. A., Ehrhart, K. H., Jungert, T., Randel, A. E., & Singh, G. (2011). Diversity in organizations: Where are we now and where are we going? *Human Resource Management Review*, 21(2), 93-99.

- Sia, S. K., & Tan, H. H. (2016). Organizational justice and job satisfaction: A study of university academics in Malaysia. *Journal of Applied Structural Equation Modeling*, 1(1), 1-14.
- Singson, M. G. (2021). Organizational diversity climate and job satisfaction: The role of social support. *Journal of Hospitality and Tourism Research*, 45(3), 485-504. <https://doi.org/10.1177/1096348020907683>
- Slepian, M. L. (2020). The paradox of diversity management: Threat or opportunity in creating positive work environments?. *Journal of Business and Psychology*, 35(3), 325-342
- Smith, C. A., Organ, D. W., & Near, J. P. (1983). Organizational citizenship behavior: Its nature and antecedents. *Journal of Applied Psychology*, 68(4), 653-663.
- Spector, P. E., Bauer, J. A., & Fox, S. (2010). Measurement artifacts in the assessment of counterproductive work behavior and organizational citizenship behavior: Do we know what we think we know? *Journal of Applied Psychology*, 95(4), 781-790. doi: 10.1037/a0019731
- Stahl, G. K. (2021). A diversity perspective on expatriation. In *The Routledge Companion to Global Mobility* (pp. 212-226). Routledge. <https://doi.org/10.4324/9781315628727-14>
- Stamper, C. L., & Dyne, L. V. (2001). Work status and organizational citizenship behavior: A field study of restaurant employees. *Journal of Organizational Behavior*, 22(5), 517-535.
- Stanley, L. J., Richardson, B. K., & McLeod, P. L. (2014). Workplace diversity: A social–ecological framework and policy implications. *Social Issues and Policy Review*, 8(1), 167-201.
- Tambe, P., & Shanker, M. (2014). Effects of attitudes, personality, and emotions on organizational citizenship behavior: A review of the literature. *Journal of Applied Social Psychology*, 44(11), 695-703.
- Tepace, T. B. (2021). Organizational justice and its impact on organizational commitment. *Journal of Organizational Psychology*, 21(2), 105-113. <https://doi.org/10.5958/2249-7196.2021.00018.5>
- The Philippine LGBT Chamber of Commerce. (2018). Corporate SOGIE Diversity & Inclusiveness (CSDI) Index.
- Triana, M. D. C., & Garcia, P. R. J. M. (2009). When do high commitment human resource practices matter? The moderating role of collective bargaining. *Journal of Management*, 35(2), 463-482.
- Triana, M. D. C., Garcia, P. R. J. M., & Colella, A. (2010). Managing diversity: A review of the research and practical considerations. In J. C. Quick & L. E. Tetrick (Eds.), *Handbook of occupational health psychology* (2nd ed., pp. 189-206). American Psychological Association. <https://doi.org/10.1037/12077-009>
- Wang, C. (2020). Ethnic conflicts are still prevalent in Malaysia.
- Whitfield, D. (2022). Diverse organizations see a 2.5 times greater cash flow per employee. Diverse management produces a 19% increase in revenue. Three out of four job seekers and workers favor diversified organizations, and they are 15% more likely to outperform the sector's median financial results.
- Wollman, H. (2018). *Research design and methods*. Routledge.
- Wright, K. (2021). Individuals' potential to innovate increases by 83% when they feel valued and involved in organizations that value diversity.
- Yoder, J. D. (2002). *The token woman: A guide to thriving as a female leader in a male-dominated workplace*. Crown Business.
- Zainalipour, H., Daghfous, A., & Jaradat, M. (2010). The effect of organizational justice and job satisfaction on

organizational commitment in Iran. *International Journal of Business and Management*, 5(7), 123-133.

Zeigler, L. M., & Rauh, C. (2020). The impact of diversity on organizational performance: A review of the literature. *Journal of Diversity Management*, 15(4), 1-15.