

EFFECT OF DIVERSITY MANAGEMENT ON EMPLOYEES' INTENTION TO QUIT: MEDIATING ROLE OF EMPLOYEE MOTIVATION

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Abstract *The purpose of the present paper is to examine the relationship between diversity management and employees' intention to quit. This study also accounts for the mediating role of motivation in the above-mentioned relationship. Primary data based on 547 respondents including both males and females from 234 organisations operating in India has been analysed to test the stated hypotheses. Using multiple regression analysis, the study highlighted a significant and negative relationship between diversity management and employees' intention to quit. Further, the results revealed that employee motivation partially mediates this relationship. Managerial implications and guidelines for forthcoming studies have also been discussed in this paper.*

Keywords: *Diversity Management, Intention to Quit, Motivation, India*

INTRODUCTION

With increasing evidences of effects of diversity on organisational as well as employees' performance (Jauhari & Singh, 2013), diversity management (DM) has progressively gained much attention in both the academic and practitioner literature (Gilbert, Stead, & Ivancevich, 1999; Lorbiecki & Jack, 2000). Kundu (2003) has accentuated that sustainability of a diverse workforce not only offers massive opportunities to the firms but also provides potential challenges to the individuals for their possible contributions in achieving organisations' agenda (Adler & Gundersen, 2007).

Employee personal development, self-esteem, morale, involvement toward organisation is enhanced by diversity management and these are some factors that contribute in positive employee attitudes and behaviours (Manning, Curtis, & McMillan, 1996). Further, when employees get socio-emotional benefits from their organisations, they feel obliged to respond in ways favourable for organisations (Magoshi & Chang, 2009).

Numerous studies have highlighted that diversity management helps in yielding the benefits from diversity (Foldy, 2004; Ely & Thomas, 2001). With the growing evidences of the

positive relationship between diversity management and employee performance (Pelled, Eisenhardt, & Xin, 1999; Jehn, Northcraft, & Neale, 1999), majority of research have focused on this specific subject. However, most of the studies on diversity management have been conducted in the western nations (Peretz, Levi, & Fried, 2015) and they may not reflect the exact status of Asian economies that significantly differ on the basis of culture (Magoshi & Chang, 2009). Moreover, Van Der Zee, Atsma, and Brodbeck (2004) pointed out that most of the existing studies on diversity issues have oriented on diversity among team members and its impact on team performance. However, the impact of diversity management on employee attitudes has been extensively disregarded especially in Indian settings. The present study thus, aims to study the impact of diversity management on employee motivation in the Indian context.

Studying employee motivation, as an employee outcome, is of interest to us as it refers to that underlying behaviour that is regarded as willingness and volition (Guay, Chanal, Ratelle, Marsh, Larose, & Boivin, 2010) that eventually triggers their tendency to continue. Additionally, motivation has been found to be a critical determinant in employee behaviour (Weiner, 1985). Thus, the impact of diversity management on motivation will validate its utility as a

significant HR initiative to intensify employee performance. Further, in this competitive world, retaining potential employees is a key problem encountered by majority of organisations. Researches have proved that an appropriately designed HR programme will help in maintaining and retaining employees (Kundu & Gahlawat, 2016). In this context, advocates of diversity management have suggested that diversity initiatives may be helpful in holding employees with them (Choi, 2009; McKay, Avery, Tonidandel, Morris, Hernandez, & Hebl, 2007).

Further, we chose India as a spot for this research as India is best known for its extremely diversified society in many ways i.e. caste, creed, culture, religion, languages (Kundu, 2003; Shenoy, 2013) and less attention has been paid here on this subject (Cooke & Saini, 2010; Venkata Ratnam & Chandra, 1996). Secondly, viewing the increasing attrition

trends in Indian organisations, a systematic investigation is required at this time to identify the key factors behind high employees' turnover intentions. This makes 'diversity management' an imperative HR subject that offers a rich ground for finding its effects on employees' behaviours. In light of the above-mentioned section, this study aims to fill this research gap by facilitating a more systematic investigation by examining the effect of diversity management on employee motivation and intention to quit, as no such study has been empirically conducted in the Indian settings. In light of preceding discussion, the study also seeks to find the mediating role of motivation in the relationship between diversity management and employees' intention to quit. A conceptual framework (Fig. 1) is proposed here to signify the hypothesized relationships among the chosen variables in this study.

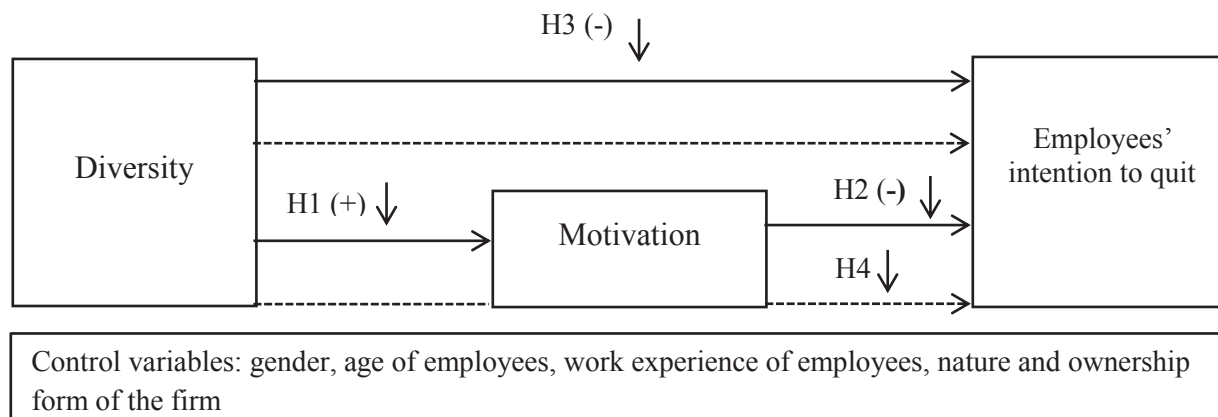


Fig. 1: Proposed Conceptual Model

Notes: — line represents the direct relationship between independent and dependent variables.

+ and - signs depict the direction of the relation between independent and dependent variables.

- - - - line shows the mediating effect of motivation.

LITERATURE REVIEW

In this study, the relationship between diversity management and employees' outcomes is observed with the help of social exchange theory (Blau, 1964). The underlying principle behind this theory is the 'norm of reciprocity', which states that an employee's behaviour is directly affected by the values and benefits, s/he has received from the organisation (Collier & Esteban, 2007). Further, viewing the social exchange relationship, Hicks-Clarke and Iles (2000) highlighted that diversity management acts as a critical determinant in employee outcomes. In the same manner, Farren and Nelson (1999) underlined that employees feel associated with those organisations which carry out diversity programmes compared to those who do not. Researchers have long maintained that diversity management has positive

effects on employees' attitudes (Simons, Friedman, Liu, & McLean Parks, 2007; Buttner, Lowe, & Billings-Harris, 2010; Milliken & Martins, 1996).

According to Wright, Gardner, & Moynihan (2003), HR management may be viewed as a reflection of organisation's strategy that intends to boost employee attitudes. Therefore, similar to other HR practices diversity management practices may trigger similar effects on employee attitudes. Based on this, Lount and Phillips (2009) confirmed that effective implementation of diversity management triggers the employee motivation. Through a study of Japanese and Korean employees, Magoshi and Chang (2009) confirmed that diversity management practices trigger positive employees' attitudes. Analogously, Carr, Hodgson, Vent, and Purcell (2005) have stressed that pay-diversity is a factor

in influencing an employee's motivation level. Empirical research done in Lithuania showed that employee oriented practices have a significant and positive relation with motivation (Skudiene & Auruskeviciene, 2002). Therefore, on the basis of above discussion, we frame the hypothesis as follows:

Hypothesis 1: Diversity management is significantly and positively related to motivation.

Motivation is directly related to various employee's attributes i.e. satisfaction level (Ololube, 2006), positive recognition and appreciation, feeling personal accomplishment and receiving positive feedback (Mullins, 2006; Greenberg & Baron, 2008), that leads to positive performance (Ryan & Deci, 2000). Supporting this, Kummer (2008) propounded that through motivation an organisation can retain its employees. Based on the synthesis of employee's motivation theories i.e. need theories, equity theory, expectancy theory, and job design, Ramlall (2004) explored that employees' motivation significantly affects their turnover intention. In the same way, numerous researchers have highlighted that there exists a negative and significant relationship between employees' intrinsic motivation and their turnover intentions (Houkes, Janssen, de Jonge, & Nijhuis, 2001; Richer, Blanchard, & Vallerand, 2002). Elangovan (2001) adduce that high motivation among employees shows high degree of organisational commitment, which thereby decreases their intent to quit the organisation. On this basis, following hypothesis can be raised:

Hypothesis 2: Motivation is negatively related to employees' intention to quit.

Previous research shows that employee's intention to quit is significantly related to their perceived organisational diversity climate (Baruch, 2016; Groeneveld & Verbeek, 2012). In a longitudinal study of 34,962 employees, Groeneveld (2011) has explored that if employees perceive diversity policy positively then they would be less inclined to quit the firm. In the same manner, Moynihan and Landuyt (2008) opine that presence of diversity policies in organisational agenda obliges employees to respond with positive attitudes. Furthermore, in a meta-analysis Wise and Tschirhart (2000) have confirmed that diversity is likely to facilitate in retaining personnel. After discussing this, the following hypothesis is posited:

Hypothesis 3: Diversity management is negatively related to employees' intention to quit.

Past researches have investigated a positive relationship between diversity management and employees outcomes (Moshabaki, Madani, & Ghorbani, 2013; Delaney & Huselid,

1996). According to Gonzalez and Denisi (2009), diversity management significantly affects employees' turnover intentions. Likewise, Siong, Mellor, Moore, and Firth (2006) highlighted that diversity management is helpful in enhancing employees' retention in the organisation. Further, studies have reported that employees are positively motivated with the diversity management efforts by organisation (Ferner, Almond, & Colling, 2005; Hertel, Kerr, & Messé, 1999). In this regard, Lount and Phillips (2007) pointed that employee motivation is enhanced by diversity management. Further, researches explained the significance of the mediating role of work motivation in the predictor-dependent relationship (Wang, 2016; Lin & Liu, 2012). Based on a cross-sectional survey of 593 employees from 64 Norwegian savings banks, Kuvaas (2006) has claimed that motivation acts as a mediator between performance appraisal satisfaction and turnover intentions. Similarly, based on a sample of 563 respondents from 204 firms operating in India, Kundu and Gahlawat (2016) have found that motivation serve as a mediator between high performance work system and employee's intention to quit. Hence, on the basis of above literature, following hypothesis is advanced:

Hypothesis 4: The relationship between diversity management and intention to quit is mediated by motivation.

RESEARCH METHODOLOGY

Sample

The data were collected from 547 respondents belonging to 234 organisations. In terms of demographic characteristics of the respondents (Table 1), the sample depicts that there were 27.8% females and 72.2% males. Age of the respondents was measured in groups that showed 24.30% employees under the age of 25 years, 51.20% in the age group of 26-30 years, 20.50% in the age group of 31-40 years, 2.90% in the age group of 41-50 years, 1.10% above 50 years and the mean age of the respondents was found to be 29.75 years. Work experience of the respondents was measured in groups, which show that 71.30% of them had less than 5 years of work experience, 23.03% had 6-10 years, 2.38% had 11-15 years, 1.46% had 16-20 years, 0.18% had 21-25 years, 1.65% had more than 25 years' experience in the organisations, and average tenure was 4.79 years for the respondents. According to the nature of the organisations, 26.90% of the respondents were working in the manufacturing sector and 73.10% in the service sector. Further, the percentage of respondents in Indian and foreign firms were 65.10 and 34.90, respectively.

Table 1: Demographics Characteristics of the Sample

Variables	Categories	Number	Percentage	Average
Age of employees	Under 25 Years	133	23.4	
	26-30	280	53.1	
	31-40	112	19.7	
	41-50	16	2.7	
	Above 50 Years	6	1.1	
	Total	547	100	29.75
Gender	Male	395	72.2	
	Female	152	27.8	
	Total	547	100	
Work experience of the employees	0-5 Years	390	71.30	
	6-10 years	126	23.03	
	11-15 years	13	2.38	
	16-20 years	8	1.46	
	21-25 years	1	0.18	
	Above 25 Years	9	1.65	
	Total	547	100	4.79
Nature of the firm	Manufacturing	147	26.90	
	Service	400	73.10	
	Total	547	100	
Ownership form of the firm	Indian	356	65.10	
	Foreign	191	34.90	
	Total	547	100.00	

Measures

Diversity (Independent Variable)

The scale was adopted from the studies of Langford (2009), Green, López, Wysocki, and Kepner (2002), and Galbreath (2010). The responses were measured on five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Items mentioned in this scale were 'Sexual harassment is prevented and discouraged', 'Discrimination is prevented and discouraged', 'My organisation has programmes that encouraged diversity of employees (in terms of age, race, gender, religion, disability etc.)', and 'Internal policies prevent discrimination in employees' compensation and promotion'. The calculated Cronbach's alpha value of this scale was 0.812 higher than permissible value of 0.7 (Hair, Black, Babin, Anderson, & Tatham, 1998).

Intention to Quit (Dependent Variable)

The scale for intention to quit was taken from Boshoff and Allen (2000) study. This scale has been consistently and reliably used by various researchers to measure employees'

turnover intentions (Kundu & Gahlawat, 2016). A five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree) was used for the measurement. The items were 'I often think about resigning', 'It would not take much to make me resign from this organisation' and 'I will probably be looking for another job soon'. The Cronbach's alpha value of this scale was 0.884 greater than the acceptable value (Hair *et al.*, 1998).

Motivation (Mediating Variable)

Five-point Likert scale statements ranging from 1 (strongly disagree) to 5 (strongly agree) was used to measure employee' motivation, adapted from Skudiene and Auruskeviciene (2010). This five items scale included 'The more difficult the problem, the more I enjoy trying to solve it', 'No matter what the outcome of a project, I am satisfied if my company provides truthful information to the society', 'I want my work to provide me with opportunities to develop my career', 'I am more comfortable when I am involved in decision-making process', and 'I prefer to work for the organisation which is involved in community's development'. The alpha coefficient for this scale was 0.863 meeting the condition of reliability (Hair, Black, Babin, Anderson, & Tatham, 1998).

Control Variables

The analyses used a total of five control variables i.e. gender, age of employees, ownership form of the firm, nature of the firm and work experience of employees. Males and females were classified under gender category. Based on the ownership form, firms were classified as Indian and foreign. Considering nature of the firm, classification is done as manufacturing and service. Age of the employees was categorised into under 25 years, 26-30 years, 31-40 years, 41-50 years, and above 50 years. Work experience was classified into six categories: 0-5 years, 6-10 years, 11-15 years, 16-20 years, 21-25 years and above 25 years.

RESULTS

Factor Analysis

For verifying the factor structure of the set of observed variables, both exploratory factor analysis (EFA) and confirmatory factor analysis (CFA) were employed. Initially, all the 12 variables regarding diversity, motivation, and intention to quit were subjected to principal component factor analysis with varimax rotation. Factors with eigen value more than 1.00 and factor loadings above 0.700 were adopted as a selection criterion. The results indicated a solution of 3 factors with eigen values greater than one. Communalities values ranged from 0.582 to 0.819. Eigen values of all the three factors extracted were 5.480, 1.453, and 1.318, explaining 68.766 percent of the variance. Cronbach's alpha values for

these three constructs ranged from 0.812 to 0.884, thereby providing a support for good internal reliability (Hair, Black, Babin, Anderson, & Tatham, 1998). For further validation of the constructs, CFA was employed. The 12-items loaded on their expected latent constructs while allowing the constructs to correlate. The test results of CFA highlighted that all the standardised factor loadings were found to be significant ($p \leq 0.001$) and more than 0.691 (Table 2). Composite reliability (CR) values for these constructs fluctuated between 0.813 and 0.884, higher than the suggested value of 0.70 (Hair, Black, Babin, & Anderson, 2010). The calculated average variance extracted (AVE) for each construct ranged between 0.521 and 0.717, which is greater than the acceptable value of 0.50 (Hair, Black, Babin, & Anderson, 2010). Overall, these values described a satisfactory convergent validity for our latent variables (Zhao & Cavusgil, 2006). To assess the discriminant validity, we calculated maximum shared variance (MSV) and average squared shared variance (ASV) for every construct. The computed values of MSV and ASV were found lower than AVE for all the constructs, thus, establishing the discriminant validity of the study variables (Alumran, Hou, Sun, Yousef, & Hurst, 2014). Further, all model fit indices were in the acceptable range, depicting a good model fit. The calculated value of χ^2/df is 2.456 which is lower than standard value of 5 (Harrison & Rainer, 1996), comparative fit index (CFI) is 0.976 which is higher than the acceptable value of 0.90 (Hu & Bentler, 1998), Tucker-Lewis index (TLI) is 0.970 which is greater than the permissible value of 0.90 (Hu & Bentler, 1998), and root mean square error of approximation (RMSEA) is 0.052 which is quite lower than the maximum value of 0.08 (Garver & Mentzer, 1999). Table 2 shows the results regarding EFA and CFA.

Table 2: Measurement Variables with EFA and CFA Loadings, Validity, and Reliability Values

Factors and measurement items	Factor Loading (EFA)	Factor Loading (CFA)	Cronbach alpha	Composite reliability (CR)	Average variance extracted (AVE)	Maximum shared variance (MSV)	Average shared variance (ASV)
Diversity			0.812	0.813	0.521	0.410	0.346
Sexual harassment is prevented and discouraged.	0.774	0.709					
Discrimination is prevented and discouraged.	0.788	0.752					
My organisation has programs that encouraged diversity of employees (in terms of age, race, gender, religion, disability etc.).	0.747	0.726					
Internal policies prevent discrimination in employees' compensation and promotion.	0.701	0.699					
Motivation			0.863	0.863	0.558	0.410	0.351
The more difficult the problem, the more I enjoy trying to solve it.	0.779	0.744					
No matter what the outcome of a project, I am satisfied if my company provides truthful information to the society.	0.703	0.691					

I want my work to provide me with opportunities to develop my career.	0.777	0.773					
I am more comfortable when I am involved in decision-making process.	0.741	0.749					
I prefer to work for the organisation which is involved in community's development.	0.781	0.776					
Intention to quit			0.884	0.884	0.717	0.293	0.287
I often think about resigning.	0.837	0.844					
It would not take much to make me resign from this organisation.	0.866	0.825					
I will probably be looking for another job soon.	0.856	0.871					

Notes: a) These three latent variables accounted for 68.766% of the variance as a result of exploratory factor analysis.
b) All the loadings related to CFA were significant at 0.001 level.
c) Model fit statistics: $\chi^2/df = 2.456$; CFI = 0.976; TLI = 0.970; RMSEA = 0.052.

Descriptive Statistics

Table 3 shows means, standard deviations, and bivariate correlations values. These correlations supported the hypothesized relationships between diversity, motivation, and employees' intention to quit. For testing the probabilities of multicollinearity among predictor variables, collinearity

diagnosis was computed. Calculated value of variation inflation factor (VIF) ranged from 1.051 to 2.468, which is significantly lesser than 10 and therefore falls within the acceptable interval (Bowerman & O'Connell 1990). The lowest tolerance value was 0.20, evidently distant from the value of 0.40 (Allison, 1999). Thus, multi-collinearity was not found to be an issue.

Table 3: Descriptive Statistics and Cronbach α Values

Variables	No. of items	Mean	SD	1	2	3	4	5	6	7	8	Cronbach Alpha
Age of employees	-	2.050	0.814	-								
Gender	-	0.280	0.448	-0.091*	-							
Work experience of the employees	-	4.790	4.881	0.766***	-0.134**	-						
Ownership form of the firm	-	0.350	0.477	-0.043	-0.026	-0.053	-					
Nature of the firm	-	0.730	0.444	-0.006	0.210***	-0.025	-0.019***	-				
Diversity	4	4.352	0.529	0.150***	-0.132**	0.162***	0.070	-0.009	-			0.812
Motivation	5	4.387	0.538	0.126**	-0.082	0.098*	0.043	-0.005	0.537***	-		0.863
Intention to quit	3	1.783	0.857	-0.093*	0.157***	-0.019*	0.062	-0.001	-0.452***	-0.477***	-	0.884

Note: *** $p \leq .001$, ** $p \leq .01$, * $p \leq .05$.

Regression Analysis

To test four respective hypotheses, mediated regression analysis was used while fulfilling all the three conditions of Baron and Kenny (1986). First, the predictor variable (diversity management) must have a significant relationship with mediating variable (motivation). Second, the relationship between the mediating variable and dependent

variable (intention to quit) must be significant. Third, the relationship between the predictor variable and the dependent variable must be significant in the absence of mediating variable. For partial mediation, the relationship between the predictor variable and the dependent variable must be weaker when the mediator is added in regression equation; and for full mediation, the relationship between the predictor variable and the dependent variable must

be insignificant in the presence of the mediating variable. Table 4 validates that all the conditions of mediation were fulfilled. Calculated F- statistics of the regression model was found to be significant (Table 4). Model 1 depicts the base model that included the control variables only (i.e. age of employees, gender, work experience of the employees, nature of the firm, and ownership form of the firm) and was found significant according to F-statistics ($p \leq 0.001$). Further, the results indicated that the coefficient of diversity management is significantly and positively associated with motivation ($\beta = 0.531, p \leq 0.001$) in model 2, thus providing a support to hypothesis H1. In model 3, the coefficient of motivation is found to be significantly and negatively related to employees' intention to quit ($\beta = -0.468, p \leq 0.001$), thereby supporting hypothesis H2. Model 4 indicated

that there is a significant and negative effect of diversity management on employees' intention to quit ($\beta = -0.443, p \leq 0.001$), therefore the results support hypothesis H3. In model 5, when diversity management and motivation were taken altogether into the regression model as independent variables, effect of diversity management substantially reduced (from $\beta = -0.443, p \leq 0.001$ to $\beta = -0.268, p \leq 0.001$) but still found to be significant, whereas the effect of motivation still has significant and negative impact on employees' intention to quit. Thus, the results illustrated that motivation played a partial mediating role between diversity management and employees' intention to quit. Henceforth, supporting hypothesis H4 (Table 4). The outcomes of regression analysis can be evidently seen through the model shown in Fig. 2.

Table 4: Results of Multiple Regression Analysis Testing the Mediating Effects of Motivation

Independent Variables	Dependent Variables				
	Intention to quit	Motivation	Intention to quit		
	Model 1	Model 2	Model 3	Model 4	Model 5
Constant	1.828***	1.943***	4.967***	4.836***	5.856***
Age of employees	-0.042	0.090	0.016	-0.013	0.016
Gender	0.153***	-0.012	0.119**	0.102**	0.098**
Work experience of the employees	-0.045	-0.058	-0.047	0.001	-0.019
Nature of the firm	-0.024	0.003	-0.014	-0.008	-0.008
Ownership form of the firm	0.057	0.007	0.080*	0.093*	0.095**
Diversity	-	0.531***	-	-0.443***	-0.268***
Motivation	-	-	-0.468***	-	-0.330***
R2	0.036	0.292	0.250	0.223	0.300
Adjusted R2	0.027	0.284	0.242	0.214	0.291
F statistic	4.047***	37.155***	30.035***	25.823***	32.968***
N	547	547	547	547	547

Note: *** $p \leq .001$, ** $p \leq .01$, * $p \leq .05$.

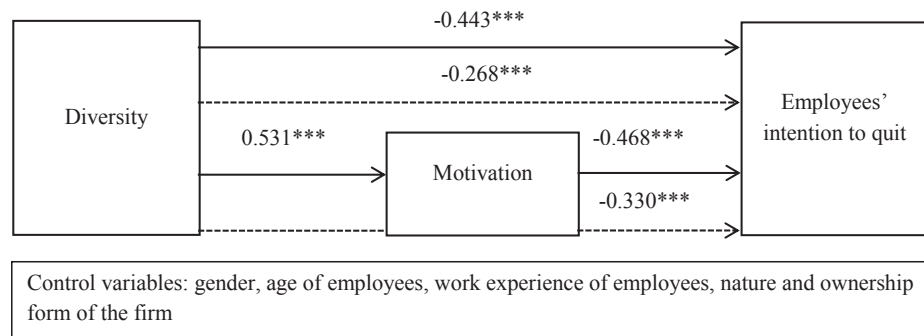


Fig. 2: Results of Regression Analysis for Derived Model

Note: The standardized β coefficients are presented in Fig. 2.

*** $p \leq .001$, ** $p \leq .01$, * $p \leq .05$.

DISCUSSION

With the emergence of global markets, diversity has become a business necessity. With the implementation of diversity management, an organisation can add variety of skills in its reservoir of human resource and harness a pool of persons with distinct qualities (Harrison & Klein, 2007). This amalgamation of diverse entities enhances employees' performance (Kundu & Mor, 2015). By using multiple regression analysis on a sample of 547 respondents from 234 firms operating in India, the present study has emphasized on the importance of diversity management in Indian organisations. Further, the empirical findings of the study indicate the positive effect of diversity management on motivation and simultaneously shows negative effect on employees intent to quit the organisation. This may be due to the fact that employees from various backgrounds feel more encouraged and confident in their capability (Kim & Lee, 2014) which make them feel motivated. Further, employees are more likely to work for that organisation that prioritises inclusivity in diversity, which consequently results in decreased intention to quit (Groeneveld, 2011). This finding also confirms recommendations from Cooke and Saini (2010) that organisations need to pay more attention to diversity issue to hold key talent with them. The study also highlighted that motivation has a noteworthy negative relationship with employees' turnover intentions implying that low level of motivation among employees leads to increase in their intention to leave the organisations. The logic behind this finding is that employees having fascinating and enjoyable duties are less likely interested in extrinsic rewards proposed by other organisations and are not interested in leaving their current job.

The current study also found that motivation partially mediates the relationship between diversity and intention to quit. The possible explanation for this unique diversity–motivation–intention to quit relationship is that employees' belief that an organisation intends to support them via diversity management can enhance their motivation level, which thereby reduces their turnover intentions. These results make sense in the light of Dysvik and Kuvaas (2006) study according to which motivation partially mediates the relationship between perceived equal training opportunities and turnover intentions. Gagne and Deci (2005) also confirmed that perceived job autonomy and work performance relationship is mediated by motivation.

The findings of this study suggest several practical implications for HR professionals/ diversity specialists in MNCs as well as Indian organisations. After observing the significant impact of diversity management on employee's outcomes, it has been recommended that organisations should cultivate a positive diversity climate at workplace.

Moreover, just implementation of these practices is not sufficient; HR managers need to work hard to ensure that the efforts of the organisations are properly communicated to the employees. Further, as proclaimed by the advocates of diversity, top management's support is a significant factor in framing and executing diversity management initiatives (Guillaume, Dawson, Priola, Sacramento, Woods, Higson, Budhwar, & West, 2014); therefore, HR policy makers need to be committed to the successful application of diversity management in the organisation.

CONCLUSIONS

The regression model undertaken in this study progressed our understanding of how diversity management in organisations can affect employee outcomes. The results highlight that adoption of diversity management programmes can help in enhancing employees' motivation level and simultaneously in reducing their turnover intentions in organisations operating in India. Admittedly, the present study has several limitations that should be addressed by forthcoming researches. The first limitation of our study is that it was limited to those organisations that are operating in India only; therefore a caution is warranted when generalising the current findings. Second, both motivation and intention to quit are temporary attitudes of individual and vary from sector to sector. Thus, future researches are recommended to account for the sectoral differences. Finally, the present study examined the mediating effect of single variable i.e. motivation. It would be interesting to examine other variables that might mediate or moderate the relationship between diversity management and employees' intention to quit.

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