Can Diversity Management Pay Off? Influence of Diversity Management on Antecedents of OCB in the Lebanese Banking Sector

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Research has shown that organizational citizenship behavior (OCB) has a positive and significant impact on organizational performance, at a time when traditional monitoring and supervision practices are showing a declining influence. This has triggered numerous research undertakings exploring the antecedents of OCB, and how it can best be enhanced. Though many variables have been identified as predictors of OCB, this paper focuses on the influence of engagement and commitment (both affective and normative), as possible predictors of OCB, due to their relationship with effective diversity-management, which is a modern HR practice that is badly needed at this point in time. The study uses structural equation modeling (SEM) with AMOS (19) to empirically show that engagement, affective and normative commitment have a significant influence on OCB in the banking sector, and that diversity management can significantly raise employees’ affective commitment and engagement levels, thus enhancing their influence on OCB. This study fills a gap in the literature particularly in developing nations which are largely influenced by collectivistic values known to promote organizational citizenship behaviour.

Keywords: Diversity management, commitment, involvement, organizational citizenship behavior.