



Relationship Between Perceived Workplace Diversity Climate And Psychological Capital Amongst Employees In Indian Private Sector

¹Shruti Adaval, ²Dr. Siddharth Soni

¹M.A. Counselling Psychology, ²Assistant Professor - I

Amity Institute of Psychology and Allied Sciences

Amity University, Uttar Pradesh, Noida, India

Abstract: In the past decade, interconnectedness, collaboration and dependency of nations, states and the corporate world has increased significantly. Consequently, organizations are now focusing on the imperative value of prioritizing diversity and inclusion strategies to gain competitive advantage. It is important to investigate diversity perceptions from the positive psychology lens. Thus, the aim of this study is to examine the relationship between perceived workplace diversity climate and psychological capital amongst employees working in the Indian private sector. Participants were selected from a purposive sample of 160 full-time employees (81 males; 79 females) between the ages of 22-44 years. The scales used for the study included Psychological Capital Questionnaire (PCQ-24) by Luthans (2007) and Diversity Perception Scale by Mor Barak (1998). Multiple parametric statistical tests revealed that there is a strong positive relationship between perceived workplace diversity and psychological capital amongst employees. There is also a significant difference in these perceptions on the basis of gender. The practical implications: to improve diversity perceptions, organizations must focus on investing more in diversity and inclusion and enhancing their diversity management policies and practices through regular diversity training, awareness and sensitivity training, responsible recruitment, more nuanced diversity policies. This will result in better work performance, organizational effectiveness and a sustainable future through higher levels of psychological capital.

Keywords - employee perceptions, workplace diversity, psychological capital, diversity management practices and policies, inclusion, fairness, resilience, optimism, hope, self-efficacy.

I. INTRODUCTION

Over the recent decade, our workplaces have gone through a substantial transformation as a result of the processes of globalization, socioeconomic development, technological advancements, international instability and the current political turmoil. As a result of these advancements, the interconnectedness, collaboration and dependency of nations, states and the corporate world has risen. Consequently, firms and corporations are now concentrating on investigating and creating cutting-edge diversity and inclusion policies in order to obtain a competitive advantage. (Mahmood et. al., 2018)

Diversity, particularly in the workplace, encompasses diverse sociological, political, psychological, and financial structures and their associated attributes such as gender, sexual orientation, caste, class, religion, ethnicity, and impairment, are among these disparities. (Cletus, et.al 2018)

Diversity Climate

Diversity climate can be defined as the shared, collective perceptions that employees hold regarding the human resource policies and practices aimed at acknowledging and appreciating individual differences, inclusivity and fairness (Moon & Christensen, 2020).

The term “diversity climate” originates from the larger concept of organizational climate. Organizational climate refers to shared employee perceptions about the workplace environment which dictate employees’ attitudes, behaviour and performance in the organisation (Schneider and Reichers, 1983; Kosek & Zonia, 1993).

Four distinct aspects of diversity climate were identified by Barak, Cherin and Berkman in 1998. These dimensions are: perceived organizational fairness or the extent to which employees view managerial policies of the organization to be equitable and just to all; perceived organizational inclusiveness or employee perceptions of organization’s commitment to integrate, accommodate and assimilate workers from diverse demographic backgrounds; perceived comfort or individual comfort and tolerance of diversity; and personal diversity value or an individual’s attitude towards the importance of diversity in workplace. (Barak, Cherin and Berkman, 1998; Peri & Li, 2019).

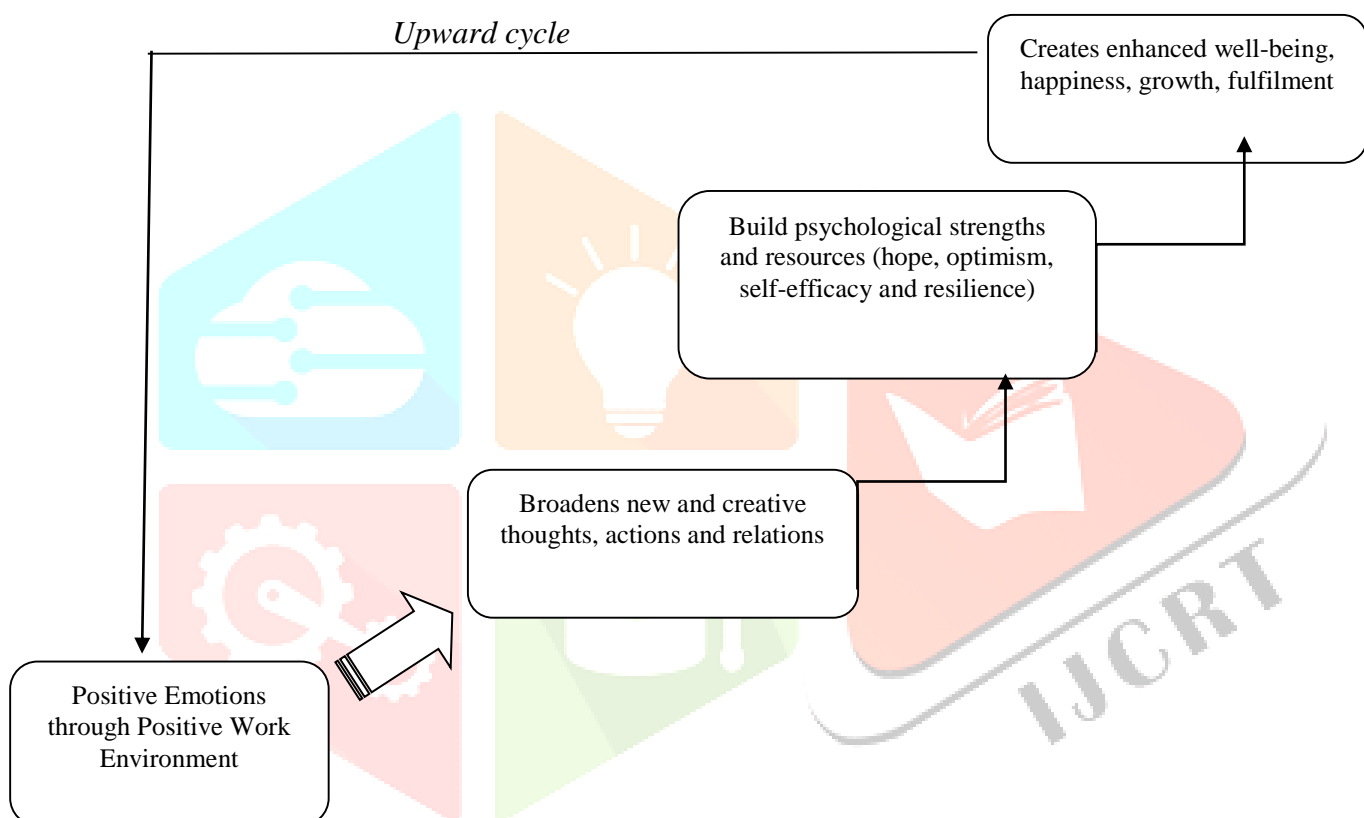
Information-elaboration Paradigm

This paradigm talks about the positive effects of workplace diversity and its perceptions. According to it, diverse work teams have access to a greater variety of information, experience and knowledge which they can pool together, leading to more effective workgroup performance. (Brodbeck and Greitemeyer 2000). The availability of diverse viewpoints, ideas and experiences also reduces the chances of the workgroup falling prey to groupthink, thereby, enhancing the decision-making of the group. Thus, increased knowledge sharing, adaptability, innovation, and improved team performance are all benefits of diversity. (Joep Hofhuis et al., 2016)

Psychological Capital

Luthans argued that, “psychological capital can be differentiated from human capital (what you know), social capital (who you are) and financial capital (what we have).” In contrast, psychological capital rests on the notions of “who you are” and “what you become” (Avolio & Luthans, 2006; Luthans & Morgan 2017). The concept of psychological capital consists of four psychological resources including self-efficacy, optimism, resilience and hope which all unify into a higher-order fundamental construct. This integration makes PsyCap a stronger and more effective resource in comparison to a summation of the individual psychological resources. This concept draws from Fredrickson’s Broaden and Built theory, which states that the experience of positive emotions and psychological states broadens individuals’ “thought-action repertoires” which leads to an enhancement in their long-term personal resources. (Fredrickson, 2001)

Figure 1.



Hope, one of the four psychological resource constructs, is defined as a positive motivational state based on an interactively derived sense of successful (a) agency or the will to attain goals and objectives and (b) pathways or ability to develop various alternative approaches to achieve the goal when faced with challenges in the path (Schornick et al, 2023; Snyder et al. 1991, p. 287). Snyder originally defined hope as agency and willpower but later added “waypower” which refers to generating alternate paths (Snyder, 2000; TenHouten, 2022). Hope creates successful work environments by allowing employees to set goals, create pathways and achieve them. (Reichard, et.al, 2013)

Based on the “learnt helplessness” theory, Seligman postulated that optimism is a kind of causal attribution that individuals make with regard to the positive and negative events they experience (Luthans and Youssef-Morgan, 2015). Schneider utilized Martin Seligman’s theory of optimism to explain the functioning of individuals in the workplace through the application of optimism, which involves three aspects- forgiveness and letting go of the past, gratefulness for the present and hopefulness and opportunity seeking for the future.

An optimistic person is one who has a positive attribution style and attributes positive experiences to internal, holistic and permanent factors whereas negative events are attributed as being caused by external, specific and temporary factors.

Resilience can be defined as “the capacity to rebound or bounce back from adversity, conflict, failure or even positive events, progress and increased responsibility” (Luthans 2002). It refers to the ability of an individual to experience adversities, setbacks and negative events, face them, overcome them and adapt to the situation effectively through the use of personal strengths, resources and assets. (Wang, et.al, 2019) Particularly in the workplace, having resilient employees is a beneficial factor for the organization since resilience allows for both – “reactive recovery” and “proactive learning” along with self and occupational growth of the employees. (Solomon, 2014)

Self-efficacy refers to the belief that an individual holds about their capabilities, abilities, strengths, skills and knowledge and their utilization to be able to carry out a series of actions and reach a desired goal. This also insinuates that individuals who possess a high sense of self-efficacy willingly take up challenges, feel motivated to take action to achieve their set objectives and bounce back from adversities and setbacks because they believe in themselves (Darvishmotevali & Ali, 2020)

There can be developed a differentiation between “personal resources” and “contextual resources”. Contextual resources are environment related resources whereas personal resources are those which the individual possesses on an internal level and these resources seem to influence each other. (Brummelhuis & Bakker, 2012). Based on this, there seems to be a connection between perceptions of diversity in the workplace and employees’ psychological capital. A positive perception of diversity at work can be considered as the contextual resource which can lead to the development of personal resources within employees – resilience, hope, optimism and self-efficacy as such a work climate will possess components of acceptance, support, inclusion, fairness which will give employees a space to grow and develop themselves on a personal and occupational level. (Moon and Christensen, 2019)

REVIEW OF LITERATURE

Chrispen Chipunza and Lestoanelo P. (2020) conducted a study to explore “Employee perceptions of diversity management as predictors of psychological capital”. It was a quantitative cross-sectional research design in which the sample consisted of 144 employees working in BnB hospitality. Statistical analysis revealed a significant positive relationship between employee perceptions of diversity policies, particularly specific HR policies and strategies, and their psychological capital- efficacy, hope, resilience and optimism. The study recommended that the management of BnB hotels carry out fair, equitable and just diversity management practices to enhance the psychological capital of their employees. (Chrispen Chipunza & Lestoanelo P, 2020)

Alexander Newman et al., (2018) conducted a research to study how perceptions of diversity climate have an impact on the work attitudes of employees in Australia, particularly refugee groups, along with how this relationship is mediated by the cognitive construct of Psychological Capital. To conduct the study, data was collected from a sample of 135 refugee participants working in Australian organizations and living in Melbourne. The results indicated that there is a strong impact of diversity climate on organizational

commitment and reduced turnover intentions, which is facilitated by the presence of psychological capital amongst employees. (Newman, et.al, 2018)

Joep Hofhuis et al., (2016) conducted a study to understand the association between diversity climate and various workgroup outcomes through communication characterized by trust and openness. Data collection was done through a digital survey consisting of a sample of 246 workers. A statistical analysis of the quantitative data showed that there is a strong correlation of diversity climate with workgroup identification and information sharing among the group, mediated through trust and open-mindedness. (Joep Hofhuis, et.al, 2016)

Sule, et.al (2016) conducted a study that was aimed at understanding the relationship between employee perceptions of workplace democracy, which has related dimensions as workplace climate, and their levels of psychological capital. This was a quantitative, cross-sectional design of research wherein the sample consisted of 363 nurses and physicians working in hospitals of Turkey. The findings revealed that there is a significant association between workplace democracy perceptions and the PsyCap of employees.

Chawla, S., & Sharma, R. R. (2019) conducted a research study aimed at analyzing the “role of perceived gender equity and psychological capital on women employees’ well-being”. The sample consisted of 433 employees working at the position of manager in the Indian private sector. The data revealed that there is a positive relationship between perceived gender equity and the psychological capital of employees which enhances their well-being, more so in the case of female employees, implicating further that promoting better diversity and inclusion practices can enhance perceptions of gender equity which can improve the well-being of employees through the mediating role of psychological capital. (Chawla & Sharma, 2019)

Kim Youngsang, et.al (2021) conducted a study to understand the “resilience effect of workforce diversity”. Resilience is one of the four psychological resources that make up the core construct of Psychological Capital. This was a large-scale study which utilized a sample consisting of 409 corporate firms in Korea between 2010-2015. Through statistical analysis of the obtained data, it was revealed that organizations that possessed a greater workforce diversity happened to have a higher resilience towards organizational challenges.

RATIONALE

In the current work scenario, with constant and fast-paced changes due to globalization, socio-political unrest, growing interconnectedness and dependence, it becomes imperative to understand how employees interact with and relate to others in the workspace (Kundu & mor, 2017). Given the current sociopolitical scenario and polarization, it becomes pertinent to recognize the benefits of demographic diversity. Individuals are socially, politically and psychologically conscious enough to form perceptions regarding their workplaces on the basis of diversity, inclusivity, fairness and these perceptions impact their performance and work outcomes. The organizational benefits of each variable have been studied independently, however, there has been limited research on the connection between these two variables: diversity climate and psychological capital. This study is based on the assumption that when employees perceive their work environment as accepting of diversity they feel valued, respected and acknowledged. This, in turn, fosters a sense of belongingness and confidence leading to greater self-efficacy, hope, optimism and resilience, positively shaping their work

outcomes. Additionally, understanding the positive implications of diversity climate on the employees can help organizations to pay more emphasis on creating strategies for diversity and inclusivity.

METHODOLOGY

Aim

To study the relationship between Perceived Workplace Diversity Climate and Psychological Capital amongst Employees in Indian Private Sector

Objectives

- To examine the relationship between perceived workplace diversity climate and psychological capital amongst employees in the Indian private sector.
- To examine the difference in perceptions of workplace diversity climate between males and females.
- To examine the difference in the levels of psychological capital between males and females.
- To examine the difference in perceptions of diversity climate between less experienced (1-10 years) and highly experienced employees (10-20 years).
- To examine the difference in the levels of psychological capital between less experienced (1-10 years) and highly experienced employees (10-20 years).

Hypothesis

H1: There is a significant positive correlation between perceived workplace diversity climate and psychological capital amongst employees in the Indian private sector

H2: There is a significant difference in the perceptions of workplace diversity climate between males and females

H3: There is a significant difference in the levels of psychological capital between males and females.

H4: There is a significant difference in perceptions of diversity climate between less experienced (1-10 years) and highly experienced employees (10-20 years).

H5: There is a significant difference in the levels of psychological capital between less experienced (1-10 years) and highly experienced employees (10-20 years).

Sample Design

For this study, the sample consisted of 160 employees working in private firms in the Delhi NCR region between the age range of 22-44 years, out of which 81 were males and 79 were females, 80 less experienced employees and 80 highly experienced employees belonging to various fields of work. Sample was collected through purposive sampling was deployed as corporate companies were contacted on the basis of specific characteristics for data collection in their workplace.

Operational Definitions

The operational definition of workplace diversity climate is “an employee’s cognitive judgment of his/her work environment as being fair, inclusive, equitable to all that leads to a perception about his or her organization that is significant to the individual.” (James, James & Ashe, 1990; Barak, 1998)

The operational definition of Psychological capital is “An individual’s positive psychological state of development characterized by: (i) having confidence (efficacy) to take on and put in the necessary effort to succeed at challenging tasks; (ii) making a positive attribution (optimism) about succeeding now and in the future; (iii) persevering toward goals and, when necessary, redirecting paths to goals (hope) in order to succeed; and (iv) when beset by problems and adversity, sustaining and bouncing back, and even beyond (resilience) to attain success.” (Chawla & Sharma, 2019)

Research Design

The present study is a quantitative study which employs the correlation method to understand the relationship between perceived workplace diversity climate and psychological capital amongst employees.

Measures/tools

The present study utilized two standardized scales for assessing the relationship between perceived workplace diversity climate and psychological capital – The Diversity Perception Scale developed by Mor Barak et al., (1998) and Psychological Capital Questionnaire PCQ 24 developed by Luthans et al., (2007), respectively.

Diversity Perception Scale. The diversity perception scale was developed by Mor Barak et al., in 1998. It is aimed at assessing the personal and organization elements of diversity climate. The scale consists of 16 items in total which are divided into 4 factors that it measures. These include: organizational fairness, organizational inclusiveness, personal diversity value and personal comfort factor. The Cronbach alpha for the overall scale ($\alpha = 0.83$) is very strong, indicating a high internal consistency. The reliability for organizational fairness subscale ($\alpha = 0.92$) and organizational inclusiveness subscale ($\alpha = 0.64$) are also strong. The scale consists of a 6-point Likert scale ranging from strongly agree to strongly disagree with some reverse items as well. (Barak, 1998)

Psychological Capital Questionnaire. The Psychological Capital Questionnaire (PCQ 24) was developed by Luthans et al., (2007) which is used to measure psychological capital and its four dimensions: hope, optimism, self-efficacy and resilience. It contains 24 items which are divided into 6 items each for the four dimensions. PCQ 24 utilizes a 6-point Likert scale ranging from “strongly agree” to “strongly disagree”. The reliability of the scale is also good, with a Cronbach alpha ranging from 0.66 ($\alpha = 0.66$) to 0.89 ($\alpha = 0.89$) for the four dimensions. (Luthans et al., 2007; Cid et al., 2020)

Procedure

The study’s aim was to examine the relationship between perceived workplace diversity climate and psychological capital amongst employees in Indian private sector working in Delhi NCR, between the age range of 22-44. Survey method was utilized and the questionnaire was circulated through the digital medium. Informed consent of the participants was taken and every participant filled out 2 standardized scales – PCQ 24 and Diversity perception Scale. Data was collected from 160 individuals which was then coded and scored, removing preliminary private information to maintain the privacy of participants. The data was then analyzed using SPSS software to determine if there was a significant relationship between the variables of the study. Descriptive statistics, Pearson correlation, regression and independent sample t-test were run and interpreted and analyzed.

RESULTS

According to the data obtained, the total number of responses garnered from participants was 160 responses.

The mean age of the participants was 33.94 in which the youngest was 22 and the oldest was 44 years old (minimum = 22; maximum = 44). On the basis of gender, 49% (n = 79) were female and 51% (n = 81) were male participants. On the basis of work experience, participants with an experience of 1-10 years made up 50% (n = 80) of the data and participants with work experience of 10-20 years made up the other 50% (n = 80).

Table 1.1 Sociodemographic Characteristics of Participants

Demographic Characteristic	N	%	M	SD
Gender				
Male	81	51	–	–
Female	79	49	–	–
Experience				
1-10 years	80	50	–	–
10-20 years	80	50	–	–

Figure 2. Sociodemographic Characteristics of Participants

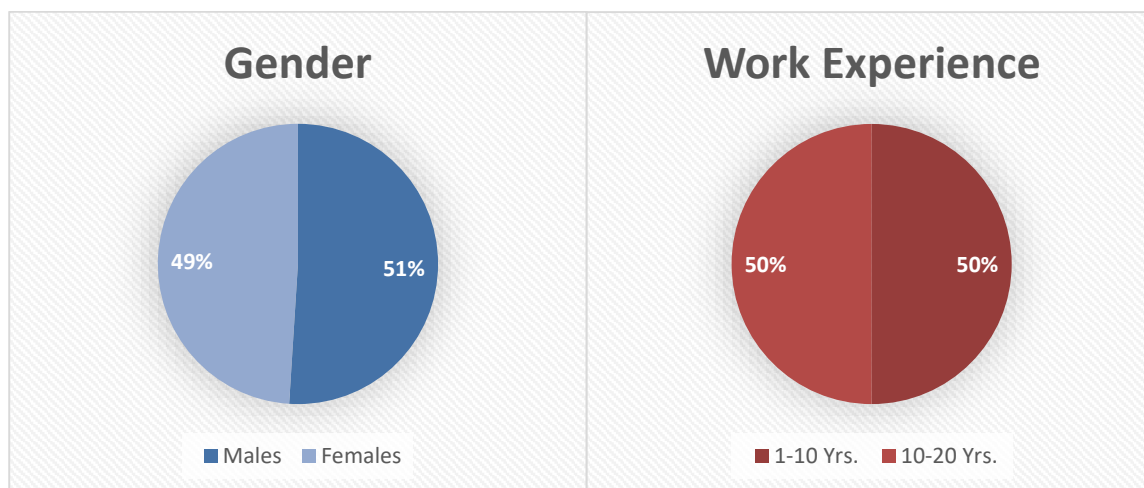


Table 1.2 Descriptive Statistics

Variables	N	M	SD
Diversity Perception	160	69.3438	13.18568
Psychological Capital	160	104.4438	16.61883
Resilience	160	27.3000	4.27925
Optimism	160	24.6438	6.30299
Self-efficacy	160	27.8938	7.19853
Hope	160	25.7438	5.92749

Where M is the mean, Sd is the Standard Deviation and N is the number of variables

Table 1.2 represents the mean scores of Diversity Perception Scale by Mor Barak et al., (1998) and Psychological Capital Scale by Luthans et al., (2007). The mean score for the “Diversity Perception Scale” was 69 (M = 69; SD = 13) indicating an above average perception of diversity in the Indian private sector. The maximum possible score for the scale is Max = 96 and the lowest possible score is Min = 16. In this study, the scores ranged from 36 at the lowest indicate low perceptions of diversity and 92 maximum, indicating a high perception of diversity. (Max = 92; Min = 36)

For the “Psychological Capital Questionnaire”, mean score of PCQ 24 in this study was 104 (M = 104; SD = 16.6) which is higher than the average score, indicating a high psychological capital amongst employees working in the private sector in India. The maximum possible score for this scale is 144 and the minimum score possible is 24 (Max = 144; Min = 24). Participants in this study have scored a range of maximum 137 and a minimum score of 62 (Max = 137; Min = 62).

Table 2. Correlation between Perceived Diversity Climate and Psychological Capital

		Perceived Diversity C.	Psychological capital
Perceived Diversity C.	Pearson Correlation	1	.780**
	Sig. (2-tailed)		.000
	N	160	160
Psychological capital	Pearson Correlation	.780**	1
	Sig. (2-tailed)	.000	
	N	160	160

** correlation significant at 0.01 level

Figure 3. Graphical Representation of the correlation

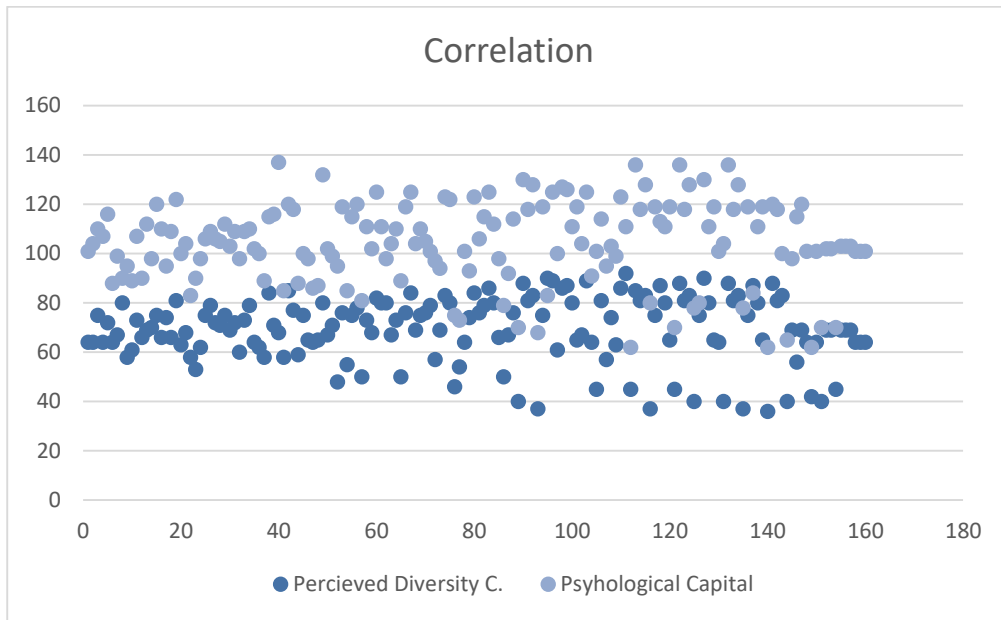


Table 2 represents the level of correlation between Psychological Capital and Perceived Workplace Diversity Climate of employees in the Indian private sector calculated through Pearson correlation. The results indicate that there is a significant positive correlation between Workplace Diversity and Psychological Capital ($r = 0.78$). This implies that higher the levels of workplace diversity perception, higher the psychological capital of employees. ($r = .78$; $N = 160$; $p < 0.01$). This result accepts H1: There is a significant positive correlation between perceived workplace diversity climate and psychological capital amongst employees in the Indian private sector.

Table 3. Regression Analysis of Perceived Diversity Climate and Psychological Capital

Regression					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Sig.
1	.780 ^a	.608	.606	10.43257	.000 ^b

a. Predictors: (Constant), Perceived Diversity C.

Table 3 represents the regression analysis which indicates that perceived workplace diversity climate has a strong impact in predicting the psychological capital of employees working in the private sector in India. The R square indicates the level to which variation in the predictor variable, i.e., Perceived Diversity Climate explains changes in the outcome variable, i.e., Psychological Capital. Thus, the R square value of 0.60 reveals that the predictor variable explains 60% of the variance in the outcome variable, which is considerably large. It also indicates the value of significance of the regression analysis which came out to be 0.00 ($p < 0.05$), meaning that the possibility of R square to be 60% is not by chance.

Table 4.1 Independent Sample t-test for Gender difference

Variable	N	M	SD	t	Sig.	Sig. (2-tailed)
Perceived Diversity C.	81	76.7901	9.04118	8.803	.011	.000
	79	61.7089	12.40776	8.769		.000
Psychological Capital	81	112.1111	13.87624	6.668	.567	.000
	79	96.5823	15.55190	6.659		.000
Efficacy	81	30.0864	6.44437	4.090	.391	.000
	79	25.6456	7.27489	4.084		.000
Hope	81	27.7901	4.73211	4.707	.019	.000
	79	23.6456	6.31246	4.690		.000
Resilience	81	27.6296	4.95339	.987	.000	.325
	79	26.9620	3.45463	.991		.323
Optimism	81	27.1481	4.89671	5.545	.013	.000
	79	22.0759	6.57262	5.525		.000

*p value < 0.05

Table 4.1 represents the independent sample t-test for gender difference; results indicate that there is a significant difference between males and females in their perceptions of workplace diversity climate [$p < 0.05$]. This result accepts the second hypothesis, H2: There is a significant difference in the perceptions of workplace diversity climate between males and females. The results also revealed that there is a significant difference between males and females in their levels of psychological capital [$p < 0.05$]. This leads to the acceptance of the third hypothesis, H3: There is a significant difference in the levels of psychological capital between males and females.

Table 4.2 Independent sample t-test for Work experience difference

Variable	N	M	SD	t	Sig.	Sig. (2-tailed)
Perceived	80	69.8875	10.63431	.520	.003	.603
Diversity C.	80	68.8000	15.37003	.520		.604
Psychological	80	103.6875	13.01469	-.574	.001	.567
Capital	80	105.2000	19.62974	-.574		.567
Efficacy	80	28.0875	6.28479	.340	.021	.735
	80	27.7000	8.04481	.340		.735
Hope	80	27.1125	5.30582	2.993	.138	.003
	80	24.3750	6.22647	2.993		.003
Resilience	80	26.3125	4.19341	-2.991	.960	.003
	80	28.2875	4.15885	-2.991		.003
Optimism	80	24.7750	4.36028	.263	.000	.793
	80	24.5125	7.80456	.263		.793

*p value < 0.05

Table 4.2 represents the independent t-test on the basis of work experience, wherein the two mean groups are based on employees with less years of work experience (1-10 years) and employees with more years of work experience (10-20 years). The results revealed that there is no statistically significant difference between the two work groups (N = 80; N = 80) on the basis of experience in their perceptions of workplace diversity climate ($p > 0.05$). This leads to the rejection of the fourth hypothesis, H4: There is a significant difference in perceptions of diversity climate between less experienced (1-10 years) and highly experienced employees (10-20 years). The results also indicated that there is no statistically significant difference between the groups in their levels of total psychological capital ($p > 0.05$). This leads to the rejection of the fifth hypothesis, H5: There is a significant difference in the levels of psychological capital between less experienced (1-10 years) and highly experienced employees (10-20 years).

DISCUSSION AND CONCLUSION

The aim of the study was to examine the relationship between Perceived Workplace Diversity Climate and Psychological Capital amongst employees working in the Indian private sector.

According to the results, there is a significant positive correlation between Perceived Workplace Diversity Climate and Psychological Capital amongst employees working in the Indian private sector. This implies that increment or decrement in perceptions of workplace diversity will also indicate an increase or decrease in levels of psychological capital amongst employees. This result is consistent with the few studies that have explored this relationship. For instance, a study conducted on employees working in the hospitality industry in South Africa revealed that there is a significant positive association between perceptions of diversity

management and the employees' psychological capital (Sealome & Chipunza, 2020). Another study, conducted on the refugee population in Australia, found that perceptions of employees regarding the workplace diversity influences their psychological capital which, in turn, enhances organizational commitment. (Newman et al., 2018)

Employees who perceive their workplace as being tolerant, accepting and appreciative of diversity and treating all employees fairly, will also have a sense of safety, sense of belongingness and commitment towards their organization (Mamman et al., 2012). Positive perceptions of workplace diversity have previously been linked to a sense of inclusion (Joep Hofhuis, 2016). Facilitation of an inclusive environment leads to the creation of trust which further facilitates the development of personal psychological resources of hope, optimism, resilience and self-efficacy. An inclusive, trustworthy organizational environment provides a safe, secure and non-judgmental platform for employees to explore, grow and adapt to change without the fear of failure. (Ujoatuonu, 2019)

When the employees have a positive perception of diversity management, they view the organization as a culturally-sensitive and impartial environment which respects, values and cares for all employees regardless of their demographic variations, capable of providing social support. A study has shown that having a strong sense of social support in an organization leads to enhanced psychological capital amongst workers (Li et al., 2014). Previous research on diversity has shown that workplace diversity can enhance organizational resilience amongst employees through the processes of support, belongingness, problem solving and enhanced coping capabilities. (Duchek et al., 2020)

Furthermore, it has been seen through previous studies that workplace diversity enhances knowledge and information sharing amongst workgroups through the mediating effects of interpersonal trust, communication and openness. (Joep Hofhuis, 2016) Knowledge sharing amongst a diverse group allows for the enhancement of awareness, competence, belongingness, support and confidence which can all lead to higher levels of psychological capital. This has been confirmed by a recent study which revealed that knowledge sharing does lead to higher levels of psychological capital amongst employees. (Usman et al., 2021)

The current study also revealed that there is a significant difference in perceptions of diversity management between males and females. In the Indian scenario, men view diversity management more favorably than women. This discrepancy can be due to the fact that women are subjected to higher levels of discrimination, prejudice and workplace barriers in comparison to men. (Chakraborty & Chatterjee, 2020) Women might feel that the environment is not inclusive, fair or that despite rigorous diversity management efforts there is still a disparity in the treatment of men and women in the workplace. (Barak, 1998)

The current study also revealed a significant gender difference in Psychological Capital amongst employees which can be explained by the cultural socialization based on gender. Men and women are raised with different expectations and experiences; men are brought up to be competitive and individually achievement-oriented whereas women are socialized to be collaborative, less power-oriented and more oriented towards community growth (Gino et al., 2015). This is consistent with research conducted in Hungary on working employees which revealed that males have a higher total psychological capital in comparison to females (Heitler, 2013). Another study conducted on the population of young adults in China showed that males scored higher on psychological capital than females (Ren et al., 2022).

According to the results of the current study, there are no significant differences in the perceptions of workplace diversity climate amongst employees on the basis of work experience, implying that all employees view diversity management in a similar manner regardless of the number of years of work experience and diversity policies and practices impact all employees in the same manner.

Also, there is no significant difference in the psychological capital of employees on the basis of work experience. This result is consistent with a study conducted by Sanderson, Theresa M. (2021) which revealed that there was no significant difference in PsyCap and team cohesion related to years of work experience. One possible explanation for this result is that regardless of their work experience, employees will interpret the workplace to be a safe, fair and supportive place and inclusive in an analogous manner. Consequently, since there is a correlation between perceptions of diversity and psychological capital, employees' PsyCap will also increase or decrease synchronously to these perceptions regardless of the number of years of experience.

In conclusion, the present study was an attempt to understand the relationship between Perceived Workplace Diversity Climate and Psychological Capital amongst Employees in Indian Private Sector, including differentiation on the basis of gender and work experience. The findings revealed that there is a significant positive correlation between perceptions of workplace diversity climate and the levels of psychological well-being amongst employees. It was also found that there is a significant difference in perceptions of diversity climate and psychological capital between males and females. Men appeared to have a more favorable perception of workplace diversity as compared to female employees. Male employees also possessed higher levels of psychological capital in comparison to their female counterparts. The study also revealed that there is no significant difference in perceptions of workplace diversity and psychological capital amongst employees on the basis of years of work experience, i.e., between employees with less experience (1-10 years) and employees with more experience (10-20 years).

Furthermore, the practical implications of the study conveyed that organizations should commit to enhancing their diversity management practices and policies to create a more positive diversity climate, which will in turn improve the psychological capital of employees. This can be achieved through more extensive diversity training, awareness and sensitivity training, responsible recruitment, anti-bias and discrimination training, more nuanced diversity policies, mentorship and development of appropriate support groups. Also, diversity

efforts should be reflected at the leadership, decision-making and managerial level to ultimately enhance the psychological capital of employees.

IMPLICATIONS

The current study provides significant practical implications for diversity management practices in the Indian corporate sector. Since there has been a limited exploration of the relationship between these two variables, this is one of the first researches within the context of Indian private sector investigating this relationship. There are several real-world implications of this result that can be utilized from the findings of the current study.

Firstly, employees' psychological capital can be enhanced through the creation of a more positive, healthier diversity climate in the organization and effective management of a diverse workforce, wherein employees must perceive the organization as a just, fair and equitable space.

Secondly, to make the workplace more cohesive, organizations must show real commitment towards enhancing their diversity management policies and practices by investing more in diversity and inclusion. This can include regular diversity training, awareness and sensitivity training, responsible recruitment, more nuanced diversity policies and programs so that employees perceive the work climate optimistically.

Thirdly, in order to enhance employees' psychological capital, the organization's management should focus on provisions of appropriate resources and the development of support groups for minority communities in the organization. Along with this, organizations should actively take steps to reduce biases, stereotyping and discrimination in the workplace to avoid a negative effect on employees' diversity climate.

Fourthly, since diversity perceptions lead to an increment in psychological capital, organizations should focus on advocating for diversity in leadership and decision-making. There should be a strong role of diversity promotion at the leadership level, diversity goals should be set at the managerial level, the decision-making should inculcate diverse groups and perspectives and there should be provisions of mentoring, assistance and growth opportunities for the less represented groups.

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APPENDIX A

Organizational dimension

1. Organizational Fairness factor

- i. I feel that I have been treated differently here because of my race, sex, religion or age.
- ii. Managers here have a track record of hiring and promoting employees objectively, regardless of their race, sex, religion or age.
- iii. Managers here give feedback and evaluate employees fairly, regardless of the employee's ethnicity, gender, age or social background.
- iv. Managers here make layoff decisions fairly, regardless of factors such as employees' race, sex, age, or social background.
- v. Managers interpret human resource policies (such as sick leave) fairly for all employees.
- vi. Managers here give assignments based on the skills and abilities of employees

2. Organizational Inclusion factor

- i. Management here encourages the formation of employee network support groups.
- ii. There is a mentoring program in use here that identifies and prepares all minority and female employees for promotion.
- iii. The "old boys network" is alive and well here. (R)
- iv. The company spends enough money and time on diversity awareness and related training
- v. Personal dimension

3. Personal Diversity Value factor

- i. Knowing more about cultural norms of diverse groups would help me to be more effective in my job.
- ii. I think that diverse viewpoints add value.
- iii. I believe diversity is a strategic business issue.

4. Personal Comfort factor

- i. I feel at ease with people from background other than my own.
- ii. I am afraid to disagree with member of other groups t fear of being called prejudiced. (R)
- iii. Diversity issues keep some work teams here from performing to their maximum effectiveness. (R)

APPENDIX B

Strongly Disagree	Disagree	Somewhat Disagree	Somewhat Agree	Agree	Strongly Agree
1	2	3	4	5	6

1.	I feel confident analyzing a long-term problem to find a solution.	1	2	3	4	5	6
2.	I feel confident in representing my work area in meetings with management.	1	2	3	4	5	6
3.	I feel confident contributing to discussions about the organization's strategy.	1	2	3	4	5	6
4.	I feel confident helping to set targets/goals in my work area.	1	2	3	4	5	6
5.	I feel confident contacting people outside the organization (e.g., suppliers, customers) to discuss problems.	1	2	3	4	5	6
6.	I feel confident presenting information to a group of colleagues.	1	2	3	4	5	6
7.	If I should find myself in a jam at work, I could think of many ways to get out of it.	1	2	3	4	5	6
8.	At the present time, I am energetically pursuing my work goals.	1	2	3	4	5	6

9.	There are lots of ways around any problem.	1	2	3	4	5	6
10.	Right now I see myself as being pretty successful at work.	1	2	3	4	5	6
11.	I can think of many ways to reach my current work goals.	1	2	3	4	5	6
12.	At this time, I am meeting the work goals that I have set for myself.	1	2	3	4	5	6
13.	When I have a setback at work, I have trouble recovering from it, moving on.	1	2	3	4	5	6
14.	I usually manage difficulties one way or another at work.	1	2	3	4	5	6
15.	I can be “on my own,” so to speak, at work if I have to.	1	2	3	4	5	6
16.	I usually take stressful things at work in stride.	1	2	3	4	5	6
17.	I can get through difficult times at work because I’ve experienced difficulty before.	1	2	3	4	5	6

18.	I feel I can handle many things at a time at this job.	1	2	3	4	5	6
19.	When things are uncertain for me at work, I usually expect the best.	1	2	3	4	5	6
20.	If something can go wrong for me work-wise, it will.	1	2	3	4	5	6
21.	I always look on the bright side of things regarding my job.	1	2	3	4	5	6
22.	I’m optimistic about what will happen to me in the future as it pertains to work.	1	2	3	4	5	6
23.	In this job, things never work out the way I want them to.	1	2	3	4	5	6
24.	I approach this job as if “every cloud has a silver lining.”	1	2	3	4	5	6