

## Unlocking the Power of Diversity Climate: How Does it Drive Employee Loyalty and Fuel Job Passion in Human Resource Management?

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### ABSTRACT

**Purpose-** The study, rooted in Social Exchange theory, aims to examine the relationship between diversity climate and loyal behavior within the context of human resources management. Furthermore, it seeks to analyze the mediating role of job passion in this relationship. The primary objective of this research is to understand the connection between diversity climate and loyal behavior while shedding light on the role of job passion as a mediator in this relationship. By employing two distinct methods, this study aims to comprehensively explore the interplay of these factors in the organizational context.

**Design/Methodology/Approach-** The research was meticulously designed and conducted through two primary approaches. In the first phase, quantitative data was gathered using a comprehensive questionnaire, amassing responses from a total of 312 participants in the industrial field. For the second phase, a qualitative methodology was employed, involving face-to-face interviews conducted with 91 selected participants. This mixed-method approach enables a robust exploration of the dynamics between diversity climate, job passion, and loyal behavior.

**Results-** The outcomes of both quantitative and qualitative investigations concur, revealing a notable impact of diversity climate on loyal behavior among employees. This impact manifests itself consistently and significantly across both studies, underlining the significance of diversity climate as a predictor of employee loyalty. Additionally, the research uncovers the moderating role of job passion in this equation, indicating that the degree of passion for a job can influence the strength of the relationship between diversity climate and loyal behavior.

**Discussion-** The findings of this study not only confirm the previously hypothesized relationship between diversity climate and loyal behavior but also provide deeper insights into the underlying mechanisms. The observed interaction of job passion as a moderating factor adds an extra layer of complexity to the understanding of this relationship. Notably, the nuanced analysis of different sub-dimensions of job passion reveals contrasting impacts; while harmonious passion mitigates the relationship between diversity climate and loyal behavior, obsessive passion exacerbates this relationship. These findings underscore the intricate nature of employee engagement and loyalty within the context of diverse workplaces, emphasizing the need for a holistic approach to managing workforce diversity in human resources management.

## 1. Introduction

Organizations assess members' shared perceptions of formal and informal Organizational policies, practices and procedures and the types of behaviors that are rewarded, supported and expected in a work environment. Therefore, Organizations are seen as a multidimensional structure with different focuses or goals. In this framework, the focus of this study is on the diversity climate of Organizations. Diversity climate indicates that managers need to understand and improve the demographic diversity of employees in order to be successful in multicultural Organizations (Avery and Thomas, 2004: 382; James et al., 2008: 6; Reinwald et al., 2019: 473; Turner and Merriman, 2019:323). In this context, although diversity climate is widely accepted that individuals and work units have important results, managing this climate level in Organizations remains a difficult goal. Therefore, diversity climate can be managed by human resources management that cares about all processes of employees and is committed to managing these processes (Cachat-Rosset et al., 2022:3; Jiang et al., 2022:459-460). Because human resource management approaches the scope of diversity management systematically. In this framework, human resource management includes activities that include diversity management because it can encourage the inclusion of all groups in the workplace for competitive or ethical reasons Hajro et al.,

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2017:346; James and Wooten, 2006:1105).

Although Organizational research on diversity climate has been intensified in recent years, it is not at a sufficient level. In addition, it has been observed in the literature that changing demographic balances in the workforce in diversity climate Organizations are insufficient in managing this climate (Dobusch, 2016:489; Janssens and Steyaert, 2019:519; Luring, 2012:213; Olsen and Martins, 2012:1168). In this framework, a diversity climate is seen as a major concern for employees and Organizations as it shows the degree to which an Organization treats and includes employees from all social groups fairly (Gonzalez and DeNisi, 2009:24; Herdman and McMillan-Capehart, 2010:40). This source of concern may decrease employees' perception of being loyal to the Organizations they work for. In this case, diversity climate can be seen as one of the important antecedent variables affecting loyal behavior within the Organization. However, it has been observed that diversity climate as an antecedent variable is insufficient in studies on loyal behavior (Bell et al., 2011:713; Chung et al., 2015:1496; Horwitz and Horwitz, 2007:988). In order to fill this gap in the literature, the role of human resource management in the effect of diversity climate on loyal behavior, which takes into account the policies regarding the extent to which employees communicate implicitly or explicitly within the Organization on the basis of equal employment opportunity, is examined. In addition, this study indicates that employees' internalization of their jobs may have different results in the effect of diversity climate on loyal behavior. In this context, this study was conducted on blue-collar employees in production/manufacturing companies in Turkey in order to examine the role of job passion in the effect of diversity climate on loyal behavior. Because blue-collar employees are the group of employees who are pointed out in the Organization due to their demographic diversity compared to other-collar employees. Moreover, due to their diversity such as gender and age, these employees experience more pressure in the work process than other collar employees and their level of commitment to the Organization may decrease with this pressure. In addition to these, the level of internalization of blue-collar employees can change the strength and direction of the effect between the level of diversity climate and loyal behaviors. The results of the study provide a roadmap for human resource management by pointing out the value of considering the diverse climate to create loyal behaviors in the workforce and the role of job passion in this effect.

## 2. LITERATURE REVIEW

### 2.1. Loyal Behavior with Diversity Climate

Diversity climate illustrates the perception of employees' reactions to demographic variations from other employees within the Organization (Kulik, 2014:131). A common element of this concept is that an attitude towards diversity emerges among collectives and potentially shapes behavior among workers within Organizations (Hajro et al., 2017:348). Diversity climate essentially refers to various forms of demographic diversity. However, it refers to employees' combined perceptions of the extent to which company practices and social context are affected by diversity such as race, ethnicity, gender, and age (McKay et al., 2007:65). In this context, it shows that diversity climate can be explained by the Social Exchange Theory.

According to Social Exchange Theory, employees who positively value diversity management practices are expected to reciprocate by showing attitudes and behaviors valued by the Organization. More precisely, the Social Exchange Theory is that employees respond at the same level to the behaviors and attitudes they are exposed to in relation to a social relationship within the Organization. This response has revealed the positive or negative effects of creating a climate of diversity. For example, an increase in the level of diversity climate in employees may decrease turnover intention as well as increase Organizational commitment, job satisfaction, and job performance (Ashikali and Groeneveld, 2014:758; Kemikiran and Kızrak, 2022:175; McKay et al., 2007:36; McKay et al., 2011:789; Tosun and Özkan, 2023:63). In addition, a decrease in the diversity climate level of employees may decrease the level of loyal behavior of employees. Therefore, diversity climate is shown as an intangible component that is a general perception of the importance of employers' efforts to promote diversity. Because employers strive to increase the level of loyal behavior by increasing the diversity climate level of employees (Kossek and Zonia, 1993:62). This situation ensures that employees who feel included and valued in the Organization, regardless of their demographic characteristics, are more committed to the Organization they work for.

Diversity climate refers to an environment that values and supports the diverse cultural, demographic, and social characteristics of employees in an Organization (Hicks-Clarke and Iles, 2000:325). This climate can make employees feel accepted and valued and increase their commitment to the Organization. When the diversity climate is positive, employees do not hesitate to express their differences and can express themselves comfortably. This can lead to employees feeling happier and more satisfied at work and exhibiting loyal behaviors (Ward-Bartlett et al., 2023). The impact of diversity climate on loyal behavior can involve many factors. For example, a diversity climate is closely related to an Organization's leadership approach, policies, training, and development opportunities. If an Organization actively promotes a climate of diversity and provides a fair environment among diverse employees, employees' commitment to work will increase and the desire to leave will decrease. Thus, employees tend to increase their commitment and loyal behavior to the Organization and develop a long-term and sustainable working relationship. More specifically, a climate of diversity creates an environment where employees feel accepted and valued, can express their differences, and are treated fairly at work (McKay et al., 2007:61; Schwarzenthal et al., 2020:326). This positive climate increases employee commitment to work and encourages loyal behavior. By actively promoting a climate of diversity, Organizations can provide a satisfying work experience for their employees and increase the chances of long-term success (Podsakoff et al., 2000:515; Podsakoff et al., 2009:124). Thus, it is shown that all employees have equal opportunities to be successful. In this case, the fact that employees from different social groups have equal opportunities within the Organization strengthens the relationships between employees and ensures the loyalty of the employees to the Organization. In this context, it alleviates the inequality between employees from different social groups and increases the degree of loyal behavior of employees. Based on this information, the first hypothesis and research question of the study were formed:

*H<sub>1</sub>: Diversity climate has a negative and significant effect on loyal behavior.*

*Question 1: How does the climate of diversity influence loyal behavior?*

## **2.2. Job Passion's Moderating Effect**

Job passion is defined as an individual's deep and lasting passion for a particular activity. More specifically, it is defined as the degree to which individuals internalize their work (Vallerand et al., 2003:757; Vallerand and Houliort, 2019:5). Job passion can be formed in two different ways as individuals internalize their work, sometimes at an optimum level and sometimes excessively. With this understanding, it is seen that job passion takes a dual form of adaptive form (harmonious) and excessive passion (obsessive) which occurs when the optimum level of passion is exceeded. In this framework, while job passion, on the one hand, encourages healthy obsessive in the work, on the other hand, it can reveal negative affect and deviant mood (Vallerand, 2015; Vallerand and Houliort, 2019:6). Harmoniously job passion individuals are more flexible and attentive to their work, more moderate and less defensive in performing their work. This type of passion constitutes an autonomous internalization that leads individuals to choose their jobs while doing their jobs. In this context, it can be said that harmonious passion can have positive outcomes (Vallerand, 2017:150).

On the other hand, obsessive passion for work may cause negative outcomes due to excessive control since it is based on obsessive and deviant behavioral structures (Donahue et al., 2009:527). In this framework, in this study, job passion is analysed by taking into account that these two sub-dimensions provide different outputs. In this context, when the studies in the literature are examined, the moderator effects of job passion are detailed. One of these studies is Liao et al. (2022:24). This study examined the effect of entrepreneurship education, entrepreneurial mindset, and cognitive mediators on entrepreneurial intention and entrepreneurial competencies. According to the results of this study, it was revealed that passion is a moderator that crafts self-efficacy and attitudes toward entrepreneurship. However, in this study, the concept of passion was considered as a single dimension. In this case, the difference in effect between harmonious passion and obsessive passion was ignored. Another study in the literature is the study of Moreno-Jiménez et al. (2020:907). In this study, harmonious passion was a negative moderator of both compassion fatigue and fragmented assumptions and also showed a buffer effect between daily work stressors and daily fragmented assumptions. Obsessive passion, on the other hand, showed positive relationships with both fragmented assumptions and symptomatology and also presented an enhancing effect between daily work stressors and daily symptomatology. According to these results of the study, while different effect results of harmonious passion

and obsessive passion were observed, only the moderator effect of harmonious passion was observed. The findings of these studies observed in the literature indicate that job passion can change the strength and direction of the effect between variables. Therefore, in this study, it is thought that the concept of job passion can be a moderator between diversity climate and loyal behavior.

The moderating effect of job passion on the effect of diversity climate on loyal behavior can play an important role in determining the level of commitment and behavior of employees. Job passion can be defined as a high level of interest, enthusiasm, and commitment of employees towards their jobs. Passionate employees see their work not only as a task but also as a purpose and show emotional commitment and dedication to their work (Zigarmi et al., 2009:301). Diversity climate can regulate employees' passion for work because diversity acceptance and a supportive environment can increase employees' interest and commitment to their work. If an Organization develops a positive diversity climate and provides a fair environment among diverse employees, employees feel accepted and valued. This in turn increases interest and passion for work. At the same time, passion for work can lead employees to make high levels of dedication and effort for their work. If employees care about their work because of their passion for their work and are oriented towards a goal they value, they may be more willing to increase their commitment and loyal behavior. Therefore, the moderating effect of work passion may reinforce the role of diversity climate in enhancing employees' commitment to work. More precisely, job passion is an important factor moderating the effect of diversity climate on loyal behavior. Employees who are passionate about their jobs tend to increase their commitment to their jobs and loyal behavior, creating long-lasting and sustainable business relationships for Organizations. By positively promoting diversity climate and supporting job passion, Organizations can provide a satisfying work experience for their employees and increase job passion and loyal behaviors. Diversity climate may affect employees' loyal behaviors in the same direction, but the direction and strength of the effect may change when the dimensions of job passion are added to this effect. In other words, the concept of job passion, which refers to the level of commitment to feelings and values, may have a moderator effect between diversity climate and loyal behavior, which can affect the collective behavior of individuals within the Organization. In other words, while harmonious job passion may reduce or eliminate the effect between diversity climate and loyal behavior, obsessive job passion may change the direction of this relationship. Based on this idea, the second main hypothesis, sub-hypotheses, and the second question of the study were formed.

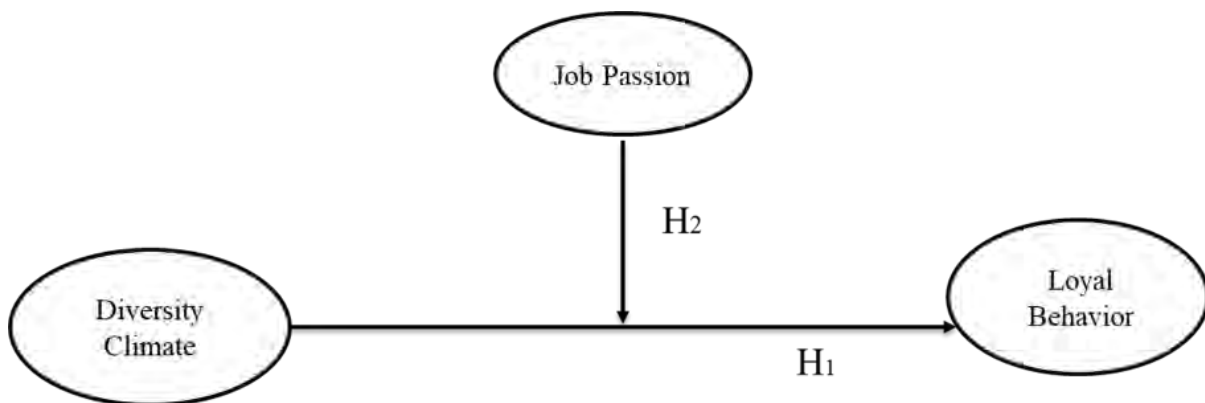
*H<sub>2</sub>: Job passion has a moderating role in the effect of diversity climate on loyal behavior.*

*H<sub>2a</sub>: Harmonious passion has a moderating role in the effect of diversity climate on loyal behavior.*

*H<sub>2b</sub>: Obsessive passion has a moderating role in the effect of diversity climate on loyal behavior.*

*Question 2: How does job passion modify the effect of diversity climate on loyal behavior?*

The model of the research was formed within the framework of the hypotheses formed in the study (Figure 1).



**Figure 1.** Research Model

### 3. METHOD

This study was conducted with two-stage data obtained from participants working as blue-collar employees in two manufacturing companies' fields of industry in Turkey. Ethical approval for this study was obtained by the Bařkent University Academic Assessment coordinators on 13.12.2022 date with E-62310886-605.99-186534 number. In this framework, the quantitative method was used in the first stage, and the qualitative method was used in the second stage. For the two studies in question, a total of 409 data were obtained and sampling adequacy was ensured (Özdamar, 2003).

#### 3.1. Participants

##### 3.1.1. Study 1. Participants

In the first stage, data were collected from the employees by questionnaire method and a convenience sampling design was utilized. In this first stage, 322 data were obtained. Due to the incomplete filling of some of these data, the first stage of the study was carried out with 318 data. Considering the demographic distribution coefficients of the data collected in the first stage of the study, 42% of the participants were female and 58% were male. 32% of the participants graduated from primary/secondary school, 43% from high school, 15% from vocational high school, and 10% from undergraduate school. It was also observed that the majority of the participants were between the ages of 25-40, married, and experienced between 2-8 years.

##### 3.1.2. Study 2. Participants

In the second stage of the study, 40–60-minute interviews were conducted with the employees face-to-face and electronically. At this stage, 91 interviews were conducted. When the coefficients of the demographic distribution of the participants within the scope of the second stage of the study are examined: 39% of the participants are female and 61% are male. 28% of the participants graduated from primary/secondary school, 47% from high school, 15% from vocational high school and 10% from bachelor's degree. It was also observed that the majority of the participants were between the ages of 23-43, married, and experienced between 4-10 years.

#### 3.2. Measurement

In this study, three scales were used: Diversity Management, Loyal Behavior and Job Passion:

**Diversity Climate Scale:** A four-item, diversity Climate scale developed by McKay et al. (2008:356) and adapted into Turkish by Güner Kibaroglu (2023:52) was used to measure the diversity climate of employees. For the first stage of the study, the scale in question was handled as a 5-point Likert scale (1: strongly disagree, 2: disagree, 3: neither agree nor disagree, 4: agree, 5: strongly agree). For the second stage of the study, the items in the scale were turned into open-ended questions.

**Loyal Behavior Scale:** This scale, which covers the theoretical field of loyal behavior, was developed by Van der Vegt et al. (2003:720) and consists of three items and one dimension. For the scale in question, translation, and back-translation studies were carried out in order to adapt a scale developed in a different culture to Turkish. In this framework, for cultural appropriateness, the questions developed in the original language were translated into the closest version to their meanings and equivalent validity was sought. In this process, the steps of first translation into Turkish, evaluation of the first translation, then back translation into the original language, re-evaluation of the back-translation, and discussion of the evaluations by applying expert opinions were consulted (Brislin et al., 1973). These steps were (1) the original form of the scale was sent to two experts with English language proficiency, (2) after the scale was translated into Turkish, the translations were analysed by two field expert academicians for their sufficient with the literature, (3) the Turkish scale obtained as a result of this analysis was sent to two experts with English language proficiency to be translated back to the original language, (4) the linguistic validity of the scale was analysed by comparing the English version received back from the experts with the original version and (5) in the last stage of the translation process, the comprehensibility of the scale was reviewed by an expert who has proficiency in the field. Thus, it was evaluated that there was no problem with the translation of the scale into Turkish, and the scale was used.

Job Passion Scale: *In* order to measure job passion, the scale consisting of two sub-dimensions harmonious job passion and obsessive job passion developed by Vallerand et al. (2003) and translated into Turkish by Güner Kibaroglu et al. (2023:66) was used. The scale consists of 12 items with two factors and 5-point Likert (1=strongly disagree, 5=strongly agree) type.

#### 4. FINDINGS

##### 4.1. Study 1

The validity and reliability analysis results of the diversity climate, loyal behavior, and job passion scales used in the study were conducted (Table 1). In this analysis, firstly, when the results of the internal consistency of the study are interpreted (Fornell and Larcker, 1981:46), Cronbach Alpha (70% and above), factor loads (40% and above), average variance extracted (AVE; 50% and above), Composite Reliability (CR: 70% and above) (Hair et al., 2017: 137) and data\_A reliability Coefficient (rho-A; 70% and above) (Henseler et al., 2015:116). As for the validity of the study scales, it was observed that the Variance Inflation Factor (VIF; less than 5), Standardized Root Mean Square Residual (SRMR; less than 0.08; Chen, 2007:467), good fit model and empirical correlation coefficients (d\_ ULS and d\_ G; insignificant,  $p>0.05$ ), normed fit index (NFI; 90% and above) values were at acceptable levels (Dijkstra and Henseler, 2015:36; Hair et al., 2017: 36; Ringle et al., 2015; Yıldız, 2020).

**Table 1.** Validity and Reliability Analysis Results of the Scales

| Variables         | Items | Cronbach Alpha | CR   | AVE  | rho-A | VIF   | SRMR | d_ ULS | d_ G | NFI  |
|-------------------|-------|----------------|------|------|-------|-------|------|--------|------|------|
| Diversity Climate | DC1   | .768           | .800 | .518 | .844  | 1.136 |      |        |      |      |
|                   | DC2   |                |      |      |       | 2.415 |      |        |      |      |
|                   | DC3   |                |      |      |       | 2.326 |      |        |      |      |
|                   | DC4   |                |      |      |       | 2.183 |      |        |      |      |
| Loyal Behavior    | LB1   | .751           | .758 | .516 | .779  | 1.371 |      |        |      |      |
|                   | LB2   |                |      |      |       | 1.826 |      |        |      |      |
|                   | LB3   |                |      |      |       | 1.595 |      |        |      |      |
| Job Passion       | HP1   | .917           | .918 | .651 | .920  | 1.768 | .072 | .982   | .418 | .936 |
|                   | HP2   |                |      |      |       | 2.301 |      |        |      |      |
|                   | HP3   |                |      |      |       | 3.844 |      |        |      |      |
|                   | HP4   |                |      |      |       | 3.718 |      |        |      |      |
|                   | HP5   |                |      |      |       | 3.062 |      |        |      |      |
|                   | HP6   |                |      |      |       | 1.441 |      |        |      |      |
|                   | OP1   |                |      |      |       | 2.445 |      |        |      |      |
|                   | OP2   |                |      |      |       | 2.534 |      |        |      |      |
|                   | OP3   |                |      |      |       | 3.506 |      |        |      |      |
|                   | OP4   |                |      |      |       | 1.913 |      |        |      |      |
|                   | OP5   |                |      |      |       | 3.871 |      |        |      |      |
|                   | OP6   |                |      |      |       | 4.252 |      |        |      |      |

Within the scope of the study, it was examined whether the variables of diversity climate, loyal behavior, and passion for a job are well separated from other variables. As seen in Table 2, when the correlation coefficients and AVE square root coefficients of diversity climate, loyal behavior, and job passion are compared, it is seen that these variables are well separated from other variables (Fornell and Larcker, 1981). According to this comparison, the condition that the square roots of AVE values are greater than the correlation values between factors is met. More specifically, when the relationship between the variables of the climate of diversity, loyal behavior, and passion for a job is examined, it is seen that the square root of AVE is much higher than the other factor values and it is well separated from the other factors. In the same table, it is seen that these three variables are related to each other. While analyzing this relationship, analyzes were performed by taking the geometric mean of the variables. To put it more clearly, the most important contribution of this study in the relationship analysis is the geometric mean of the variables. Because geometric mean gives more accurate results than arithmetic mean. More precisely, the geometric mean does not take the arithmetic mean of 1 Likert scoring and 5 Likert scoring that the participants gave to the items in the questionnaire. The evaluation

between the load of 5 points and the load of 1 point is made. According to the results of the analyzes, diversity climate has a positive relationship with loyal behavior and harmonious job passion and a negative relationship with obsessive job passion.

**Table 2.** Correlation and Discriminant Validity Results

| Variables         | 1          | 2      | 3      | 4       |
|-------------------|------------|--------|--------|---------|
| Diversity Climate | (.719)     | .138*  | .745** | -.602** |
| Loyal Behavior    |            | (.718) | .153** | -.145** |
| Job Passion       | Harmonious |        | (.806) | -.558** |
|                   | Obsessive  |        |        | (.770)  |

\*\* Correlation is significant  $p < 0,05$ ; Values in parentheses are AVE square root coefficients.

For the analyzes of the hypotheses formed within the scope of the study, firstly, explanation ratios ( $R^2$ ), effect values ( $f^2$ ), and prediction effect values ( $Q^2$ ) were analyzed (Table 3). According to these analyzes, diversity climate explains loyal behavior 43%, harmonious passion 62.3% and obsessive passion 68.5%. When the effect coefficients are analyzed, it is seen that harmonious and obsessive passion have a high effect (Chen, 2007:79). In addition, it is seen that diversity climate and loyal behavior, harmonious passion and obsessive passion have predictive power.

**Table 3.** Research Model Coefficients

| Variable          | $R^2$      | $f^2$          | $Q^2$                |
|-------------------|------------|----------------|----------------------|
|                   |            | Loyal Behavior | Harmonious Obsessive |
| Diversity Climate |            | .003           | 1.655 2.171          |
| Loyal Behavior    | .430       |                | .013                 |
| Job Passion       | Harmonious | .623 .011      | .338                 |
|                   | Obsessive  | .685 .009      | .339                 |

The analyzes of the hypotheses formed within the scope of the first study were carried out in Smart PLS program 3 (Table 4). As a result of these analyzes, it was seen that the level of diversity climate affected loyal behavior in the same direction and significantly ( $\beta = .789$ ;  $p < 0.05$ ). In addition, for the analysis of the moderating hypothesis formed within the scope of the study, moderating effect modules were created (Moderation effect 1: Harmonious job passion and Moderation effect 2: Obsessive job passion). When the results of the said moderator analysis are examined, it is seen that passion for work has a moderating effect between diversity climate and loyal behavior ( $\beta = .825$ ;  $p < 0.05$ ;  $\beta = -.983$ ;  $p < 0.05$ ).

**Table 4.** First Study Hypothesis Analysis Results

| Model  | $\beta$ | Standard Deviation | T Statistics | P Values |
|--|---------|--------------------|--------------|----------|
| Diversity Climate-> Loyal Behavior                           | .789    | .030               | 26.657       | .000     |
| Moderating Effect 1 Harmonious Job Passion -> Loyal Behavior | .825    | .028               | 29.438       | .000     |
| Moderating Effect 2 Obsessive Job Passion -> Loyal Behavior  | -.983   | .036               | 31.331       | .001     |

Within the scope of these findings,  $H_1$  and  $H_2$  hypotheses of the study were supported. In other words, as the level of diversity climate increases, loyal behavior increases. In addition, job passion has a moderating role in the effect of diversity climate on loyal behavior. This effect varies among the subdimensions of job passion.

This effect showed that harmonious passion can reduce the effect between diversity climate and loyal behavior, while obsessive passion can remove the effect between these two variables. In this framework, the findings obtained as a result of the analyzes of the first study are shown in Figure 2.

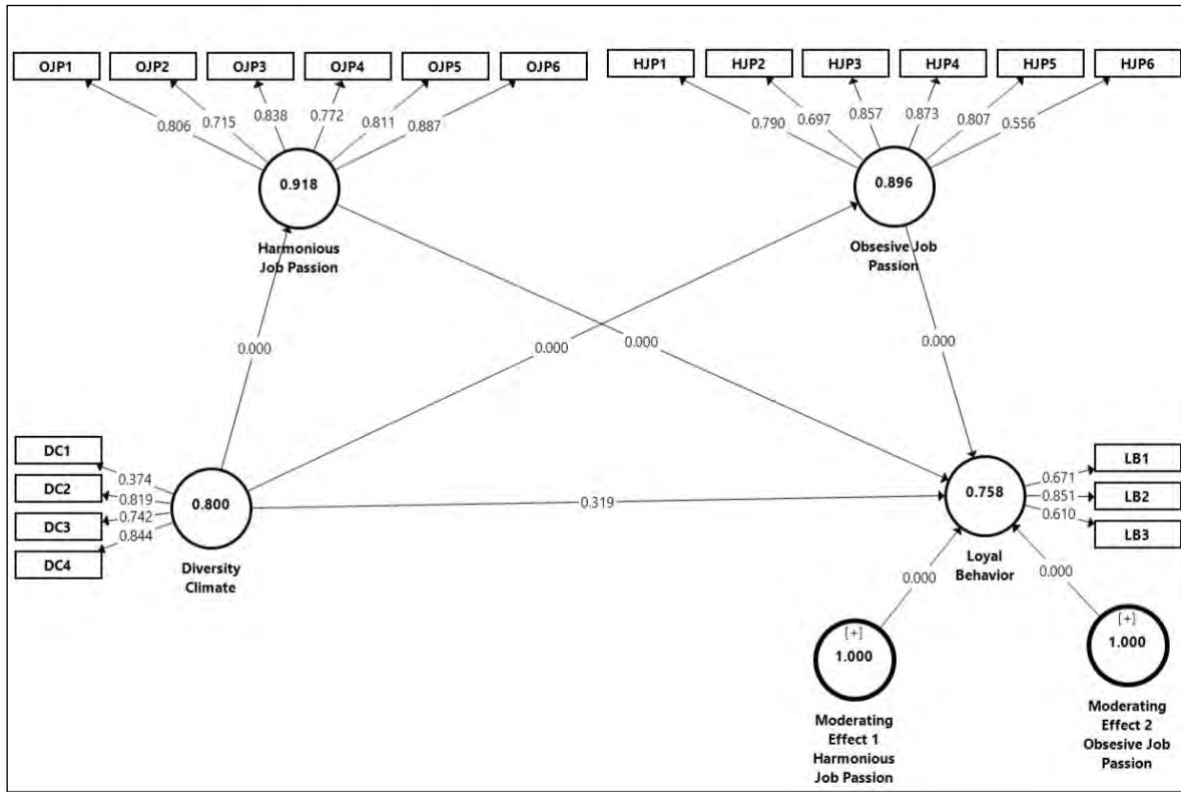


Figure 2. Results of 1 Study

#### 4.2. Study 2

Within the scope of the second study, firstly, codes were created with the data collected from 91 participants. For diversity climate, the codes "Trust, Diversity-friendly work environment, Respect for diversity, and Visible commitment to diversity (gender, language, religion, race...)"; for Loyal Behavior, the codes are "Doing more than expected, Working on things that can help the company, and Always volunteering in projects"; for Harmonious Job passion, the codes "Work-life, experience qualification compatibility, and Self-appreciation"; and for Obsessive Job passion, the codes "Obsession with work, All my time is about this job, and Thinking only about work" were created. The codes were then analysed using frequency analysis (Table 5).

Table 5. Code and Frequency Analysis Results

| Under Category         | Word Count | % Codes |
|------------------------|------------|---------|
| Diversity Climate      | 997        | 31.3%   |
| Loyal Behavior         | 487        | 25%     |
| Harmonious Job Passion | 780        | 25%     |
| Obsessive Job Passion  | 704        | 18%     |

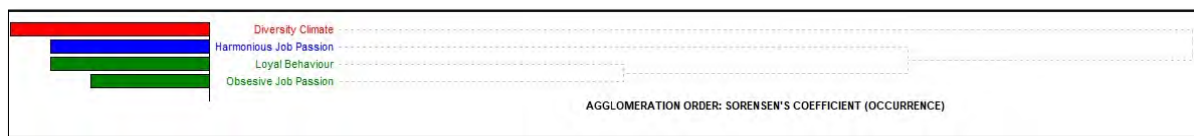
As seen in Table 5, it is seen that the distributions of these codes are close to equal to each other. After this stage, the values between the codes were analysed (Table 6).



**Table 6.** Code Sequence Analysis Results

|                        | Diversity Climate | Loyal Behaviour | Harmonious Job Passion | Obsessive Job Passion |
|------------------------|-------------------|-----------------|------------------------|-----------------------|
| A = Diversity Climate  |                   |                 |                        |                       |
| B = Loyal Behavior     |                   |                 |                        |                       |
| Freq of A = 5          |                   |                 |                        |                       |
| Freq of B = 4          |                   |                 |                        |                       |
| Expected Freq = 3      |                   |                 |                        |                       |
| B follows A = 2 (40%)  |                   |                 |                        |                       |
| A precedes B = 3 (75%) |                   |                 |                        |                       |
| % of sequences = 20%   |                   |                 |                        |                       |
| Z value = 0.00         |                   |                 |                        |                       |
| P = .648               |                   |                 |                        |                       |
| Diversity Climate      | .539              | .648            | .539                   | .515                  |
| Loyal Behavior         | .445              | .577            | .555                   | .353                  |
| Harmonious Job Passion | .521              | .552            | .521                   | .161                  |
| Obsessive Job Passion  | .521              | .552            | .479                   | .584                  |

As seen in Table 5, it is seen that diversity climate positively affects loyal behavior. This result answers question 1 of the study. In addition to these, according to the code relationships, the effect between the codes in question and the similarity matrix was observed more clearly (Figure 3).

**Figure 3.** Similarity Analysis Results

As seen in Figure 3, there is a high relationship between loyal behavior and obsessive behavior. While harmonious passion indirectly accompanies this relationship, diversity climate covers all relationships. Within the framework of these results, job passion has the power to predict loyal behavior in diversity climate. In light of this information, when the answers of the participants were analysed, it was seen that job passion was strong enough to eliminate the effect of diversity climate on loyal behavior.

## 5. CONCLUSION AND RECOMMENDATIONS

### Key Findings

This study was conducted to reveal the effect of diversity climate on loyal behavior and the role of job passion in this effect. In this context, firstly, the effect of diversity climate on loyal behavior was examined. Then, the role of job passion in the effect of diversity climate on loyal behavior was analysed. According to the results of the two empirical studies applied in this context, it has been observed that diversity climate affects loyal behavior in the same direction. This finding reveals that respecting employees' diversity, being friendly, showing a sense of trust and increasing the level of commitment to diversity will increase loyal behavior. Likewise, this study revealed that a decrease in the diversity climate levels of employees will cause them to exhibit disloyal behaviors such as wanting to do less than expected in their jobs, avoiding working on things that can help the company, and always wanting to volunteer in projects. In addition, this study showed that job passion reduces and eliminates the effect between diversity climate and loyal behavior. In other words, while the level of loyal behavior of employees is expected to decrease as the diversity climate decreases, it has been shown that having a passion for job can eliminate this effect.

### Theoretical and Implications Findings

The results of this study, which is analysed within the scope of Social Exchange Theory, are supported by some studies in the literature: Chung et al. (2015:1507-1508) examined the joint effects of diversity climate on loyal behavior. Using data collected from a sample of 1,652 managerial employees in a total of 76 business

units, the cross-level effects of diversity climate on the loyal behavior of managerial employees were evaluated. According to the results of this study, there is a positive relationship between diversity climate and loyal behavior. This result directly supports the results of this study. Another finding of this study is that job passion has a predictive power between diversity climate and loyal behavior. There are no studies in the literature that directly support this study. However, Liao et al., (2022) and Moreno-Jiménez et al., (2020) showed that job passion may have predictive power between variables. In this context, the results of this study also revealed the predictive power of indirect job passion and showed its power between diversity climate and loyal behavior. In line with the results obtained in the study, this study offers various contributions to the management literature, academicians and practitioners. First of all, the statistically significant effect of diversity levels on loyal behavior of blue-collar employees, which is very important in the manufacturing sector and is known to be directly related to performance, is a phenomenon that should be taken into consideration. The second contribution is that employees' level of passion for work should not be ignored as it plays an effective role in diversity climate and loyal behavior levels. The third contribution is that the moderator effect of job passion, which forms the basis of the study, obtained different results with harmonious job passion and obsessive job passion. According to these results, it has been shown that the effect between diversity climate levels and loyal behavior levels will decrease as a result of the increase in the level of harmonious job passion of blue-collar employees. However, the high levels of obsessive job passion of these employees should not be ignored as it reveals that it plays an important role in eliminating the effect between diversity climate and loyal behavior. All these results emphasise the impact of diversity climate on the levels of loyal behavior by simultaneously considering job passion in understanding and managing workforce diversity in human resource management.

#### *Limitations and Suggestions for Future Research*

Although this study is expected to provide various contributions to the management literature, academics and practitioners, some limitations should inevitably be taken into account. In this context, it is assumed that the participants answered the questionnaire items sincerely and honestly in the first application. In the second application, it is thought that the information obtained due to the limited time allocated to the employees will be limited. In addition, the coding and category limitations of the QDA miner system, which was used as the analysis programme in the second study, can be considered within the limits of the study. This study also includes several suggestions for future research. The first of these is to apply the study to participants in different cultures and to compare the findings obtained from this study with provinces. Because this study includes blue-collar participants working in the manufacturing sector in Turkey, which is located in the Middle East. In this context, it is thought that the levels of job passion of individuals in the production sector in this culture, where power distance is thought to be high, may be different compared to Western and Asian countries. In addition, it should be taken into consideration in future studies that cultural differences will vary in diversity climate levels.

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