DIVERSITY TRAINING AND ITS IMPACT ON THE EMPLOYEES' ORGANIZATIONAL COMMITMENT: JOB SATISFACTION AS A MODERATING VARIABLE IN THE CLASSIC FASHION APPAREL INDUSTRY COMPANY.

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Abstract - The purpose of this study is to examine the impact of diversity training on the organizational commitment and also identify the role of job satisfaction on improving the impact of the diversity training on the organizational commitment of the employees. For this purpose, the data gathered from (110) individuals operating in Classic Fashion Apparel Industry Company in Jordan have been analyzed, applying statistical techniques and methods. The analysis of the research data has revealed that the diversity training had a positive impact on the organizational commitment of employees. The research data has also indicated that the job satisfaction, as a Moderating Variable, had a positive impact on improving the relationship between diversity training and organizational commitment.

Index Terms - Classic Fashion Apparel Industry Company in Jordan, Diversity training, Job Satisfaction, Organizational Commitment,

I. INTRODUCTION

Commitment is considered one of the most important human phenomena since the beginning of the creation since it was the focus of all religions; Quran, in many verses, focused on the content of commitment where God describes those who fulfilled the promises with honesty as is it in this verse: "…[those who] fulfill their promise when they promise; and [those who] are patient in adversity and hardship and during battle. Those are the ones who have been true, and it is those who are the righteous" [1]. Our Arab and Islamic history presents various incidents showing the importance of commitment and the consequences of its weakness or loss. It can be said that one of the main reasons for the defeat of Muslims in Uhud battle is the weak commitment of some Muslims who were entrusted to protect the army with the instructions of the Prophet (peace and blessings of Allah be upon him).The attention towards the organizational commitment started, as reference [2] shows, from the beginning of the second half of the twentieth century until the present. The importance of the organizational commitment comes from being a vital element in achieving the organizational objectives and enhancing creativity, reliability and trust between the management and its employees. The organizational commitment contributes to the development of the organization's abilities for sustainability and growth [3]. Due to the fact that having a committed workforce has become an urgent necessity for every organization operating in today's highly complicated environment and the fact that most organizations are spending a large amount of financial resources to get and maintain the committed workforce, it became imperative for organizations to work on identifying the most important factors which can affect the employees' organizational commitment; one of such factors is the job satisfaction. This means that organizations must work on taking all the necessary procedures enabling them to satisfy the needs of employees in a way that increases their job satisfaction level which leading to more organizational commitment [4].Diversity training is one of the most important practices used by the human resources departments to reduce the negative impacts of the workforce diversity. Due to the fact that such type of training makes employees more effective and aware of issues related to diversity since it helps improve the interaction between the managers and employees, among employees themselves and between employees and customers, and due to the fact that such type of training makes employees own more skills that enable them to deal with different cultures and different performance modes [4].

II. LITERATURE REVIEW

A. Diversity Training

Diversity training is one of the methods enabling the international companies to survive and achieving their goals; many of these companies have paid a part of their annual budget to spend on training in general, and the diversity training in particular. This type of training is no longer considered limited to expenses and costs but it is a huge investment in the human capital, an investment that will later be accomplished by achieving their organizational goals and increasing their competitiveness. It can be said that the diversity training is different from the rest of the kinds of training because it includes a kind of challenge for the employee's perspective towards the world around him,

and addresses issues that can be described as emotional and personal. Since the employees' attitudes about diversity form before the implementation of this type of training, therefore, we find that the diversity training tends to focus on the emotional and cultural aspects [5]. diversity training defined as a set of methods used by the human resources management departments to train the employees to manage the differences among the members of the organization by identifying these differences and adapting them to the benefits of the organization [6]. reference [7] mentioned that the diversity training represents the processes of the effective training for the local and expatriate employees to achieve the full perfection of the performance of the assigned duties. reference [8] also stated that the diversity training is a set of programs designed to facilitate the positive interaction, reduce the discrimination and intolerance at the work groups, increase the level of the skills and knowledge of the employees, and increase their motivation to deal with the diversity of others. The companies need this type of training for the following reasons[8]- [9]:

1. the expatriate employees need training to deal with the culture of the host country.
2. The local employees at the multinational companies need training for the new cultural patterns, whether they were related to the company or coming from the mother country.
3. In general, the employees in the multinational companies generally need training for working in a multinational environment, which will lead to more diverse job values and attitudes, employees' aspirations, social experiences, and the elements of the culture that influences the organizational performance.
4. Both managers and employees at the multinational companies need training for some aspects of culture in the host country and the company, which are related to work such as: customs laws, labor laws, customs of media or languages, or the codes of conduct within the work environment.

The programs offered in the diversity training divided into pre-expatriate programs which includes language training programs, host country education, host country information, multicultural team management programs, family preparation programs for the expatriate experience, developing the employees' attitudes towards travel and dealing in the host countries and the programs of developing the skills of active communication and the respect for the other [10]. The second type represented the post- expatriate programs, which are offered to employees after entering the job in the host countries; this type of programs aims to provide the employees with basic knowledge and skills, which they need to improve their performance levels, or support the process of adopting with the new environment. Such programs include: cultural adjustment skills program, the skills of conflict and stress management, change management and transformation skills, negotiation skills, and supervisory and leadership skills [10].

B. Job Satisfaction

Some experiments and studies asserted that the success of many successful organizations is attributed to the presence of a developed management that cares about the interests and problems of employees and uses the latest techniques and methods to improve the employees' satisfaction and performance. It is well known that the success of any organization is measured by the qualification of the potential energy of employees to be embodied in high levels of giving [11]. Therefore, writers and researchers work hard to understand the job satisfaction and the factors that influence it due to its great role in maintaining the employees of the organization, especially those who have creative skills and abilities that enable the organization to achieve the required competitive advantage. The job satisfaction expresses the viewpoints of employees regarding their job, which depends on many factors, some of which are related to the core of the job design (Intrinsic), and some are related to the external job environment (Extrinsic)[12]. Some researchers defined the Job satisfaction as "an effective variable that results from the individual's assessment of his or her experiences or attitudes"[13]. Reference [14] also indicated that the job satisfaction is the attitude carried by individuals towards their job which created a perception for the level of achieving the job as well as the level of correlation between the individual and the organization in which he works. Reference [15] also stated that the job satisfaction represents the case resulting from an individual's assessment of the extent of meeting his psychological needs by the job environment. Some researchers divided job satisfaction into: the internal satisfaction, which is achieved through performing the job, sense of accomplishment and self-achievement, and the pleasure gained from performing the job. External satisfaction, which refers to the satisfaction achieved through the support and rewards given to the person by the organization or supervisor financially or psychologically, and general satisfaction, which includes both the internal and external satisfaction [16]. The importance of the job satisfaction at organizations increased because of its role in increasing the ability of individuals to adapt to the job environment, increasing their willingness to innovate, increasing their level of ambition and development, raising the morale of employees and increasing their loyalty to the organization, which contributes in

decreasing the work accidents they might face. Furthermore, there is a strong relationship between the job satisfaction and the production at work; the higher the degree of satisfaction, the higher the production, and the more distinguished performance of the organization in achieving a distinct, competitive position in the market[17]- [20].

C. Organizational Commitment

The organizational commitment is one of the topics that have received more attention in the recent decades due to its clear impact on the organization's effectiveness and its direct role in increasing the employees' loyalty to the organization and getting more cohesive and participatory work teams in knowledge, experience, which can achieving an outstanding performance[21]. In addition, the organizational commitment enables organizations to avoid many economic, social and psychological costs at the individual and group levels. For example, the economic growth of both Germany and Japan is contributed to a committed workforce. The organizational commitment reflects the individual's acceptance of the institution in which he works as well as his desire to remain in it as a member[22]-[23]. Reference[24] stated that the organizational commitment represents the degree of correlation between the individual and the organization and that it represents a strong acceptance of the organization's goals and values by the employees as well as the desire to continue the membership of this organization. A group of levels were set for the organizational commitment as mentioned in the model of (Meyer & Allen, 1993).

1. the affective commitment which expresses the emotional aspect stemming from the employee towards his organization, who is influenced by the employee's understanding of the distinctive characteristics of his work such as his natural relationship with supervisors and the acquired skills [23].
2. continuous commitment this type of commitment reflects the employee's desire in insisting to work within the organization and his inability to sacrifice it because of the increased costs involved [25].
3. normative commitment which expresses the moral and personal commitment shown by the employee by adhering to the values and goals of the organization and it is resulted from being affected by the social, cultural and religious values[26].

III. STUDY PROBLEM

If the human being is the engine of any human activity, the success of business organizations, as indicated by some studies, depends primarily on the attitudes and behaviors of their human resource; most organizations today have focused on the methods the employees are able to be a unique source of competition, which cannot be imitated by competing organizations [27]. Because the organizational commitment is considered one of the most significant organizational behavioral variables, it received the attention of many researchers and scholars in the management science. It is an intangible behavior stemming from the individual's self, which can be touched by his behavior represented in his loyalty and belonging to the organization in which he works and working hard on spending the time and effort required for success; the recent history asserted that the economic growth achieved by the developed countries, especially Germany and Japan, goes to a committed workforce that 90% of the success of the Japanese organizations is due to the organizational commitment[28]. Despite the importance of the organizational commitment in the organization's achievement of objectives, there are some factors which, if not taken into consideration, will negatively affect the employees' organizational commitment, most important of which is the job satisfaction. Chester Bernard, one of the first thinkers of management, in his theory of the balance between contribution and satisfaction, stated that the higher the returns the employee expected or received from his job, the higher the incentive towards work and the higher his job satisfaction. Accordingly, the organizational commitment increases since it is one of the behavioral outputs that result from the employee's job satisfaction [29]. Among the factors that may have a negative impact on the organizational commitment may also be the issue of the workforce diversity, which has emerged largely as a result of the emergence of globalization and the multinational companies. References[4], [30] indicated that the diversity workforce suffer more from the low level of the job satisfaction and the organizational commitment than the homogeneous working groups, which is attributed to the fact that the diversity among employees leads to an increase in the personal conflicts among them, expatriates and minorities usually have bad relations with their managers like not getting the promotion opportunities they deserve, or they are assigned in jobs that are unsuitable with their abilities and potential. Although some organizations have resorted to certain practices to eliminate the negative impact of the workforce diversity on both the job satisfaction and the organizational commitment of employees, most important of which is the so-called diversity training; however, this type of training, despite its wide expansion at various organizations, its effectiveness is still the subject of debate and uncertainty in terms of its ability to help organizations to benefit from the advantages of the workforce diversity and minimize the negative impacts that might be resulted from this diversity on the behavioral outcomes and performance

of employees. The problem of the study revolves around trying to answer the following two questions:
- What is the impact of the training diversity on the organizational commitment at the Classic Fashion Apparel Industry Company?.
What is the role of the job satisfaction in improving the impact of training diversity on the organizational commitment in the Classic Fashion Apparel Industry Company?

IV. STUDY OBJECTIVES

The current study seeks to achieve some objectives, represented in:
1. Identifying the level of practicing the diversity training in the Classic Fashion Apparel Industry Co.
2. Identifying the level of job satisfaction of the employees at the Classic Fashion Apparel Industry Co.
3. Identifying the level of the organizational commitment of the employees at the Classic Fashion Apparel Industry Co.
4. identifying the impact of the diversity training on the organizational commitment of the employees at the Classic Fashion Apparel Industry Co.
5. Identifying the role of the job satisfaction on improving the impact of training diversity in the organizational commitment of the employees at the Classic Fashion Apparel Industry Co.
6. providing recommendations to the directors of the Classic Fashion Apparel Industry Co. which might contribute to raising the efficiency and effectiveness of the training diversity in the company, which in turn leads to increasing the job satisfaction and organizational commitment of the employees.

V. STUDY HYPOTHESES

The impact of the human resource management practices, especially the diversity training on the behavioral outcomes of employees, such as the job satisfaction and the organizational commitment, attracted many researchers such as [31]; [30]; [4]; [32]; [27]; [33]; [34]; [35]; [36]. Reference [37] stated that many companies moved towards globalization and these companies, especially multinational ones, have become owning about half of the world's assets, which in turn increased the workforce diversity in such companies in terms of race, religion, gender and knowledge as well as increasing the proportion of employees under the age of thirty years, and those over the age of fifty-five years old. Despite the fact that the workforce diversity might lead to more creative capacity and organizational performance at the organizations, if such diversity was not managed through practices that help the organization create a common identity, this will lead that the employees feel inequality leading to a higher level of organizational conflict, which will negatively affect their behavioral outputs, most important of which are the employees job satisfaction, and the organizational commitment they would show towards their organizations[38]. In spite of many studies that have concluded the presence of a relationship between the organizational commitment and the job satisfaction such as [38]; [40]; [35], and the studies concluding the presence of an impact for the diversity training on the job satisfaction and the organizational commitment, including [30], which showed that individuals who were examined in the organizations adopting the diversity training effectively were more commitment and satisfied in their jobs than their peers who worked in organizations practicing ineffective diversity training; [4], which found out that there was a positive impact for the diversity training on the organizational commitment, job satisfaction, and creativity; [34], which concluded the presence of insignificant relationship between the practices of developing the human resource and the organizational commitment and [36], which concluded that there was a positive impact for the human resources management practices on the organizational commitment of employees. However, all the previous studies being referred to did not try to examine the role of the job satisfaction as a moderator for the relationship between the diversity training and the organizational commitment. Accordingly, the present study assumes the following hypotheses:

H01:There is an impact for the diversity training on the organizational commitment of the employees at the Classic Fashion Apparel Industry Co.

H02:There is an impact for the job satisfaction on improving the relationship between the diversity training and the organizational commitment of the employees at the Classic Fashion Apparel Industry Co.

VI. MATERIALS AND METHODS

A. Population and Sample

The study population consisted of all employees in the three top managerial levels: high, middle and low at Classic Fashion Apparel Industry Co in Jordan ; the comprehensive survey method was used making the study population is as the same as the study sample; which included all the managers and their deputies, heads of departments, and the stewards amounting to (110) individuals.

B. Sources of Data

The study adopted two types of data, which were represented in the secondary data obtained from books, articles, theses, and Websites and the primary data which was obtained through a questionnaire

related to the subject of study. In measuring the level of the approval of the respondents on the dimensions of the study, the researchers adopted Likert quintet scale that gave each item of the questionnaire five degrees of approval (1-5), respectively, where (5) indicated strongly agree, (4) agree by a high degree, (3) agree by a moderate degree, (2) agree by a low degree and (1) agree by a very low degree. The following gradation was the criterion adopted by the researchers to judge the arithmetic mean for the answer of the respondents on the items of the questionnaire:

- The arithmetic mean between 1- 2.33 reflects a low approval degree.
- The arithmetic mean between 2.34 - 3.66 reflects a moderate approval degree.
- The arithmetic mean between 3.67-5 reflects a high approval degree.

To check the validity of the study tool, it has been subjected to the virtual validity test where it was presented to a group of arbitrators with experience in the subject of the study amounting to (10); As for the reliability of the measurement tool, the researchers calculated the Cronbach Alpha coefficient for the internal consistency for all the study measures as is indicated in Table (1). The values of the reliability coefficient of Cronbach Alpha for the field of study represented in the diversity training was (0.93), job satisfaction (0.77), and the organizational commitment (0.84), which are considered high and acceptable for the study purposes; most studies indicated that the rate of approving the reliability coefficient was (0.70) [41]- [42].

Variables		values of reliability coefficients	
		Pearson	Cronbach Alpha
diversity training		0.80	.093
Job Satisfaction		0.82	0.77
Organizational Commitment	Affective commitment	0.85	0.89
	Continuous commitment	0.85	0.83
	Normative Commitment	0.81	0.82
	The field as a whole	0.83	0.84

Table 1. Reliability coefficient (Cronbach's alpha) and Pearson correlation coefficient for the study tool.

C. Analysis of Data

The arithmetic means and standard deviations were extracted to identify the level of practicing the diversity training in the Classic Fashion Apparel Industry Co, the level of the employees' job satisfaction and the organizational commitment; the results of the analysis, as shown in Table (2), showed that the arithmetic mean for the approval of individuals at practicing of the diversity training in the company was (3.38) by a moderate approval degree and a standard deviation of (0.69). The arithmetic mean for the approval of individuals at the job satisfaction of the employees was (3.13) by a moderate approval degree and a standard deviation of (0.60). As for the level of the organizational commitment for the employees, the arithmetic mean was (3.49) by a moderate approval degree and the standard deviation was (0.66).

Variable	mean	Standard Deviation	Rating
diversity training	3.38	0.69	Moderate
job satisfaction	3.13	0.60	Moderate
Organizational Commitment	3.49	0.66	Moderate

Table 2. Arithmetic means and standard deviations for the level of practicing the diversity training, level of job satisfaction and organizational commitment of employees

To study the impact of the diversity training on the organizational commitment of the employees at the Classic Fashion Apparel Industry Co, the researchers used the single linear regression to test the validity of the first hypothesis. The results of the regression test as shown in Table (3) indicated the presence of a moderate relationship between the diversity training and the organizational commitment which was (0.43). Through calculating the (R square), the researchers found that the diversity training accounted for (19%) of the variance in the organizational commitment. Due to the fact that the (F) value was 22.67 and its statistical significance was (0.000), this meant that the regression was significant at ($\alpha \leq 0.05$). Accordingly, we can state that there was an impact for the diversity training on the organizational commitment.

independent variable	(β) value	(T) value	Sig	R	R^2	(F) value	Sig
Diversity Training	0.43	4.76	0.00	0.43	0.19	22.67	0.00

Table 3. Results of the simple regression test of the impact of the diversity training on the organizational commitment of the employees at the Classic Fashion Apparel Industry Co.

To test the second hypothesis, the researchers used the hierarchical regression. As shown in Table 4, the correlation coefficient between the diversity training and the organizational commitment increased from (0.43) to (0.64) after adding the job satisfaction as a moderator variable for the regression model. Table (4) also indicated that the value of the (R-square) for the diversity training was (0.18), the Change in the (R-square change) of the job satisfaction was (0.22) and that the value of the (F Change) was (34.29) at the level of (0.000), which confirms the significance of the regression at the level ($\alpha \leq 0.05$) meaning that the job satisfaction has contributed to improving the impact of diversity training on the organizational commitment; it added (0.22) for explaining the variance in the organizational commitment.

Step	First Step		Second Step		
Independent variable	Constant	Diversity Training	Constant	Diversity Training	Job Satisfaction
β)	2.08	0.43	0.82	0.09	0.59
(T) value		4.76		0.88	6.12
Sig		0.00		0.38	0.00
R		0.43		0.64	
R^2		0.19		0.41	
R^2 Change		0.18		0.22	
(F) value		22.66		37.47	
(F) value Change		22.66		34.29	
Sig		0.00		0.00	

Table 4. Results of the hierarchical multiple regression test for the impact of the job satisfaction on improving the relationship between the diversity training and the organizational commitment of the employees at the Classic Fashion Apparel Industry Co.

DISCUSSION

The results of this study showed that the practicing of diversity training at the examined company was moderate, which means that the level of practicing was not at the level required for helping the company to take advantage of the diversity among its employees and direct this diversity towards increasing the creative abilities of its employees and increasing the employees' understanding of the others' culture, which reduces the likelihood of the conflicts, and raises the cooperation between them; the reason might be, as indicated in the individuals' answers to the items in the questionnaire, the lack of the managers' sufficient interest to this type of training and the lack of trainers who present the skills and knowledge necessary to implement this type of training programs. The current study also found that the job satisfaction of the individuals who were subject to the study was moderate, which means that the feeling of the job satisfaction by the individuals in the examined company was not at the level required to increase the positive behaviors among employees, among which the organizational commitment is considered the most important. This might be attributed to , as it is evident in the answers of the respondents, the lack of the sufficient opportunity for employees to participate in the decision-making process regarding their jobs, lack of sense of justice required in terms of salaries and incentives compared to their efforts at the job, lack of feeling of equality in distributing the additional job tasks and providing the required appreciation by the management for their efforts. This was consistent with [39]and [43] which stated that the employees' job satisfaction was moderate. The results of the present study also concluded that the employees' organizational commitment was moderate; this might be due to the fact that the employees' job satisfaction in the company, as shown by the results regarding the aspects of practicing the tasks, were not at the required level. Furthermore, the company management was not interested sufficiently in applying the training programs enabling them to benefit from such diversity, cancel the cultural barriers leading to a

common understanding among them, increase cooperation between them, share the knowledge that raises the level of their performance as work teams, and increase their organizational commitment. The result was consistent with [44], which stated that the employees' organizational commitment was moderate; however, it was inconsistent with [3], [39] and [43] who stated that the level of the organizational commitment of the employees was high. As for the impact of the diversity training on the organizational commitment, the current study showed that there was an impact for the diversity training on the organizational commitment; it was consistent with [4], [30], [36] and [34], which showed that there was an impact for the practices of the human resources management, especially the diversity training on the organizational commitment of employees. The present study also concluded that the job satisfaction played a role in improving the impact of the diversity training on the organizational commitment of employees.

CONCLUSIONS

The current study achieved its objectives in examining the impact of the diversity training on the organizational commitment and the role of the job satisfaction in improving the impact of this type of training on the organizational commitment of the employees. The findings indicated the following:

1. The diversity training practicing at the Classic Fashion Apparel Industry Co was moderate.
2. The job satisfaction and the employees' organizational commitment was moderate.
3. There is an impact for the training diversity on the organizational commitment of the employees in its dimensions:affective commitment, normative commitment, and continuous commitment.
4. There is an impact for the job satisfaction on improving the relationship between the diversity training and the organizational commitment of the employees.

RECOMMENDATIONS

Based on the findings of the current study, the researchers recommended the following:

1. Increasing the attention and interests of the management at the company in the training programs related to the workforce diversity through selecting designers of diversity training programs with wide experience in workforce diversity, providing such programs with sufficient information on the values, customs and traditions of the Jordanian community, changing the content of the diversity training programs in light of the training needs of their employees, explaining the objectives and requirements of the training program for trainees, and following up the complaints submitted by trainees to the trainers on their diversity training programs.
2. The need to raise the employees' job satisfaction by providing them with the opportunity to participate in making the decisions related to their job tasks, taking into account the principle of equal opportunity in the promotion process, and distribution of rewards and incentives fairly according , reconsidering the salaries paid in a way that is commensurate with the living costs and with the individuals' qualifications, abilities, and skills.
3. working on developing the employees' organizational commitment through providing an organizational environment that allows for innovation and creativity which is characterized by respect and appreciation relations among the employees. Also, it recommends linking the concept of the organizational commitment with well-designed standards and practices that are integrated with the incentive system with the criteria of quality, efficiency and active performance of work tasks.
4. conducting future studies on the variables studied at the companies in other sectors, such as the commercial or service sector, attempting to study the impact of diversity training on other behavioral outcomes like the employees' engagement, organizational citizenship behavior, turnover, conflict management, or teams' cohesion or attempting to take another moderator such as the leadership style, or the administrative empowerment.

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