

UNIVERSITI TEKNOLOGI MARA

RELATIONSHIP BETWEEN  
HUMAN RESOURCE DIVERSITY  
MANAGEMENT PRACTICES,  
DIVERSITY RECEPTIVENESS AND  
ORGANIZATIONAL CITIZENSHIP  
BEHAVIOR

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Thesis submitted in fulfillment  
of the requirements for the degree of  
Doctor of Philosophy

Faculty of Business Management

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I certify that a panel of examiners has met on 18<sup>th</sup> December 2014 to conduct the final examination of Ahmad Nizan Bin Mat Noar on his Doctor of Philosophy thesis entitled "Relationship between Human Resource Diversity Management Practices, Diversity Receptiveness and Organizational Citizenship Behavior" in accordance with Universiti Teknologi MARA Act 1976 (Akta 173). The panel of Examiners recommends that the student be awarded the relevant degree. The panel of Examiners was as follows:

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## AUTHOR'S DECLARATION

I declare that the work in this thesis was carried out in accordance with the regulations of Universiti Teknologi MARA. It is original and is the results of my own work, unless otherwise indicated or acknowledges as referenced work. This thesis has not been submitted to any academic institution or non-academic institution for any degree or qualification.

I, hereby acknowledge that I have been supplied with the Academic Rules and Regulations for Post Graduate, Universiti Teknologi MARA, regulating the conduct of my study and research.

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## ABSTRACT

Organizations today constantly have to discover new ways to be successful and respond to challenges. The employments of workforces who are motivated and willing to exhibit extra role behaviors are important for the survival of the organization. For hotel industry, operational employees must demonstrate such voluntary behaviors in delivering quality services to customers. However, it is becoming more difficult if this type of hotel employees resist exhibiting extra role behaviors or doing something that is beyond the requirement. Therefore, what motivates employees to engage in or exhibit citizenship behaviors has been one of the mainly critical issues faced by hoteliers. While potential factors that could encourage employees' positive attitudes and behaviors considered being the primary focus of interest to practitioners and academia, perceived justice from the fair treatment they have received from the organization is argued to be a strong motivational indicator for such behavior. Based on social exchange theory, cognitive consistency theory and beliefs attitudes-behavioral intentions model, this study proposed a framework connecting human resource diversity management practices, diversity receptiveness and organizational citizenship behavior. A total of 430 operational employees from large (5-star rated hotels) and medium-sized (3 and 4-star rated hotels) hotels, representing a response rate of 42.2%, participated in this study. Self-administered survey questionnaires were utilized in this study. Hierarchical multiple regression analyses were used to test the hypotheses posited in this study. The regression results indicated that: (1) HRDM practices had a significant positive relationship with OCB (OCBI and OCBO), (2) HRDM practices were significantly related to diversity receptiveness, (3) diversity receptiveness were positively related to OCB (OCBI and OCBO) and (4) diversity receptiveness were found to mediate the relationship between HRDM practices and OCB (OCBI and OCBO). Theoretical and practical implications of the study as well as suggestions for future research were discussed.

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