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Diversity management and its effect on staffs' affective commitment with study on mediation role of Transformational leadership and perceived justice

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Abstract

The present research aims to examine the relationship between diversity management and its effect on staffs' affective commitment with study on mediation role of Transformational leadership and perceived justice in Qaen health network. In theoretical sector with integration of human resource management and performance theories and the theory of diversity and leadership, a theoretical model has been made. The main question of research is when the diversity management puts a positive effect on staffs' affective commitment and why these two variables affect each other. The statistical population consists of all the staffs at the administrative sector in Qaen health network. After collecting data, the hypotheses were tested using the structural equation technique and software Smart PLS. the results from statistical analyses indicated that diversity management puts a positive effect on staffs' affective commitment, but diversity management does not put a positive effect on perceived justice. Transformational leadership has a mediation role between diversity management and perceived justice. The perceived justice has a mediation role in effect of transformational leadership and staffs' affective commitment. Further transformational leadership and perceived justice have a mediation role between the diversity management and affective commitment.

Key words: *affective commitment, transformational leadership, organizational justice, diversity management*

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Introduction

One of the most important challenges that the organizations have always faced it is facing the individuals who are different from each other from various aspects which this results in labor force diversity. Governmental organizations have a long history in performing diversity policies with the purpose of increasing minority groups in their labor force. Through these policies, they put emphasis on improvement in legitimacy of their affairs (Groeneveld & Van de Walle, 2010). Recently, governmental organizations utilize diversity management to acquire, maintain and management the labor force to increase their performance. As known, several factors including social, political and economic factors can contribute in increasing diversity of current labor force (Joyendu et al, 2000). Managers at current organizations should prepare themselves to adjust with heterogeneity of existing labor force in organization and use the abilities and talents of all the individuals, because diversity in labor force is one of the most likely happenings that will play role in future of organization(Islami, 2006). The organizations can provide distinguished services using diverse labor force because they enable to understand the clients' needs better. Nowadays, labor force consists of various individuals who utilize various attitudes, needs, expectations, values and job behaviors. But age, education, gender issues are of greater importance in diversity of labor force in governmental organizations in Iran. The released statistics on indirect relationship with diversity of labor force makes this more tangible. With regard to the statistics released in Statistical Centre of Iran, in 2013 the economic partnership index has been calculated equal to 63% and 4.12% among men and women, respectively. Further, comparison of this case at age groups indicates that the highest partnership rate has been among the age group 30-34 years old. This is different for men and women, in such a way that the highest economic partnership rate has been given to the men at age group 35-39 years old with 4.94% and the women at the age group 25-29 years old with 1.20%. further, with regard to the latest statistics from Statistical Centre of Iran, 87632 men and 11962 women have been working at all the governmental offices in 2008(country statistical yearbook, 2008). Further statistical overview on the staffs and their education level indicates that the number of staffs at PhD, master, bachelor, associate degree, diploma and under diploma have been 3.1%, 5.2%, 41.7%, 20.3%, 20.2% and 9.5%, respectively(Mehr statistical report). According to the formal and informal statistics of country, diversity management of ethnic forces requires further discussion and study in terms of age and education. Study on this issue increases significance of attention to ethnic diversity and minority groups in formation of social culture in the society especially the organization as one of the most effective social entities. In addition to the diversity of labor force in the present research, the organizational commitment has been introduced as one of the important management issues especially organizational behavior, studied at a wide range. Organizational commitment refers to a multidimensional mental status which specified the relationship between the person and organization. According to Meyer & Allen (1987), affective commitment, continuous commitment and normative commitment are distinct components of commitment. Affective continuity of staffs with involvement in organization refers to affective commitment. Staffs stay at organization because they tend to stay, in contrast the continuous commitment refers to awareness from personal costs in case of Employee turnover in Organizations. Sense of staff's commitment to continue his job and sense of responsibility to the organization reflect normative commitment; such staff stays at organization with this feeling that he should stay at organization (Haghighi fard et al. 2010). According to what mentioned above, affective commitment of staffs is essential in the present research; in the present research, staffs'

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affective commitment in relation to diversity management has been measured considering the fact that having staffs committed to the organization is the first priority of most of organizations. Empirical studies on effectiveness of diversity management are limited, by the same studies have been conducted in this context. With overview of the sources, we witness how management can improve the ethnicity diversity (Celik, Ashikali, & Groeneveld & Van de Walle, 2010); with overview on sources, we witness that effectiveness of diversity management is under influence of direct effects with several mediators. the recent literature on human resources management and performance indicates that the mediation variables exist between performance and human resources management, because in the present research an emphasis has been put on affective commitment as the outcome of the important forecasts for attitude, behavior and performance of staff(Steijn & Leisink, 2006). Hence, affective commitment can be taken into account as an effective factor in management diversity to maintain diversity at groups of staffs. In the present research, a theoretical model has been represented with staffs' behavior and attitude as the mediator between human resources management and performance (Wright & Nishii, 2007) and the staffs' impression on how the human resources management appears in organization plays a major role in determination of their behaviors and attitudes as well as human resources management (Nishi & Lepak, & Schneider, 2008). Therefore, role of manager is of great importance in success at implementation of human resources management practices. With regard to the studies in this context, two variables of transformational leadership and perceived justice have as the mediation variables of diversity management and staffs' affective commitment which have been examined in separate, thus the researcher seeks to examine the relationship between these four variables in governmental organizations.

Theoretical background

Diversity management

Diversity in manpower includes all the differences that cause each of individuals becomes a unique person, such as culture, ethnicity, nationality, age, religion, inability, gender, education, belief and all these can be witnessed in the definition for culture diversity (Edwin, 200, Rezaeian & Ghasemi, 2010). Diversity management refers to a process of management especially human resources management which is grounded on a series of values which detect the individuals' differences as strength to the management (Kreitz, 2008). Indeed, it refers to a strong method to persuade the studies to the structured conceptualization to the challenges of collective attitude and their understanding by means of new information with personal experiences (Smith, 1998). Charles Tmoas Horngren (1926) stated that in general diversity management depends on the company's ability in the activities of employment, maintenance and facilitation of work relationships among individuals with a different background (Miller et al. 1999). Goals of diversity management include increasing the participants' awareness and increasing the Labor productivity index (Robbins, 1998). Thus creation of a culture which conducts the diversity is critical to future success of a company (Bogaert and et al, 2005). The scholars at behavioral sciences in diversity management have agreed on several major points: The centrality is with the individuals who are recognized in the community with good characters; make change in the standard procedures to meet differences in the personal principles; act in line with business progression rather than having ethical and social demands;

Classic discussion considers two approaches to diversity management: 1- liberal approach that focuses on social justice, i.e. the moral trends that treats everyone the same; 2-radical approach that focuses more on the appropriate distribution of benefits to achieve equal income (Bajawa & Woodall, 2006). When a com-

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pany tends to perform diversity management, this feeling will raise that the company has the systems which evaluates and promotes the staffs based on performance and ability fairly instead of using the criteria such as gender, nationality or age. Therefore, staffs' understanding from justice in system can have major effects through which the diversity strategies are supported (Haghighi fard et al. 2010).

Diversity management and outcomes

The first outcome can be known in significance of human resources management to other managements of organization and human differences factors. This has paved the way for the man's attention to existing human resources of organization; the gender and ethnicity which have caused threat and discrimination in the organization turn to the opportunity making factors. The second outcome can be known the sudden spread of books and creation of diverse consulting to assist for organizational behavior against the diversity which this requires numerous costs by the industrial companies. The third outcome can be known the competitive advantage of the organization in increasing the human capital return which this causes creativity, innovation, flexibility and dynamism. To prove this, it can refer to the research by Wright et al. in which the rate of return on stock in the organizations which have invested in diversity management and the organizations which have not invested in diversity management has been compared, perceived that these organizations have more considerable interest and have more success in acquisition and maintenance of intelligent labor force for survival of successful organization. Yet these advantages are followed by the processes such as increase of interpersonal conflicts, communication problems, increase of stress level, decrease of decision making speed and implementation (Bajawa & Woodall, 2006; quoted from Shah Tahmasebi, 2009).

Transformational leadership

Discussions on leadership and its effect on organizational commitment have a long history. Leadership refers to the process of influence on the followers to achieve the considered results (Gilbert et al, 2011); in recent decades, a huge attention has been paid to the followers' partnership in the leadership process, which this attention goes to the extent that the leadership is currently known as a process in which the leader and follower affect each other in mutual way. During recent decades, emergence of new leadership approaches indicates a change of paradigm from interactive methods such as Contingency model and a status to the visual, charismatic and transformational models (Mougheli, 2004). Fundamental theory of transformational leadership has been proposed by Bernard who has defined it as the process of informed influence in the individuals or groups to make change in the existing status and functions of organization as a whole(Mougheli, 2004). Literature review on transformational leadership dates back to 1978 and descriptive studies by Brones on political leaders; Brones stated that the transformational leaders have understanding and challenge others to do exceptional tasks. He has defined the transformational leadership as a process in which the leaders and followers cause their promotion to higher level of ethic and motivation. Only the transformational leaders enable to depict essential routes for new organizations because they are the origin of changes and have total dominance on the organization undergone the wave of changes (Ramezani nejad et al. 2011, Haghighi fard, 2010). These leaders enable the followers and stimulate them for a performance beyond their expectations and persuade them to follow the collective goals instead of follow up of personal interests. These leaders employ numerous personal abilities and intelligence to improve others' ideals and reach the organization and individuals to the highest level of performance (Bass, 1997). Concerning the factors contributed in transformational leadership theory and its dimensions, various researchers and authors have had the claims represented

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dimensions	theorists
ideal features, persuasion to thinking, motivation, attention to individuals	Bass (1985)
ideal influence, subjective persuasion, inspired motivation, personal considerations	Bass And Avolio (1997)
attention to outlook and view, valuing the communication, personality development, creation of trust	Bennis & Nanus (1985)
understanding the position, enabling others, creating effective communications, promoting commitment and building trust	Conger(1989)
express outlook, expand goals, expect high performance, personal support, subjective persuasion	Podsakoffetal (1990)
promote common outlook, enabling others, persuading and designing route	Kouzes & Posner(1995)
creating outlook, creating facilities, effective communication, creating spirit, enthusiasm and self-management	Kent , Etal(1996)
inspiring motivation, innovation, attention to individuals, persuading to thinking	Pounder (2001)
inspiring communications, persuading thinking, supportive leadership, recognizing staffs	Rafferety & Griffin (2001)

Table 1. Dimensions of transformational leadership from different perspectives

in table 1.

In this research, the dimensions mentioned by Avolio and et al are used to measure transformational leadership. The dimensions under study include:

1-ideal influence: this refers to absolute respect and loyalty on leadership by the followers, transferring the ideal feeling. Ideal influence causes the leaders to be the models of role and pattern of behavior for the followers (Avolio and et al, 2004).

2-inspiring motivation: the leader persuades the staffs to believe in the goal. These individuals are optimistic to future and whether they can achieve the goals.

3-subjective persuasion: the leader stimulates the staffs in a subjective way. These leaders persuade their followers to treat creatively in resolving problems and question obvious assumptions. They persuade the followers to examine the problems from various angles and implement the innovative problem resolving techniques.

4-personal considerations: leader meets the Sensory needs of followers; these leaders recognize the individuals' needs and assist them to develop the skills which require achieving a certain goal. These leaders might spend a considerable time to develop, train and instruct the followers (Spector et al, 2004). Today's managers require making decisions which have an effect beyond their considered effects. If the leader makes a decision which has unfavorable effect, staffs might feel the unfair results which this will result in unexpected results including poor spirit, high substitution and decrease of productivity (Moradi Chaleshtari et al. 2009). Emiko and Chang (2009) believe that how to treat with staffs affects their attitudes to the organization. Findings of these researchers indicated that diversity can put positive effects on staffs' commitment to the organization and positive effects of diversity management on organizational commitment appear by mediation of staffs' understanding from justice. In this regards, the hypothesis below is proposed:

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The first hypothesis: diversity management will put a positive effect on staffs' affective commitment.

Organizational justice

Justice is introduced as the requirement at any social partnership. Continuity of individuals' presence in groups depends on how is their understanding from compliance with justice. The more members of group or social system have fair understanding from behavior of system; they will have more commitment to partnership and development (Pour ezat, 2004). Understanding justice in organization refers to a major principle for effective function of organizations and individuals' satisfaction. Without creation of a background for understanding this factor in organizations, stimulating and conducting individuals are difficult to the managers (Aghaei Foroushani, 2007). Nowadays, the attention has been paid to the justice as important structure and research background in organizational behavior. Organizational justice refers to the staffs' fair behavior. Fair behavior refers to the staffs' expectation from their time and abilities invested in the organization (Eberlin, & Tatum, 2005). Fair behaviors with individuals increase their commitment and their voluntary efforts to achieve their goals. In general, justice causes cohesion in individuals and injustice refers to a factor for discrimination among individuals. With regard to the results from research, it seems that organizational justice is one of the determinants for job outcomes such as satisfaction, organizational commitment and organizational citizenship behavior (Moradi Chaleshtari et al. 2009). A variety of studies in the world and various environments have indicated that transformational leadership affects staffs' job attitude and performance including organizational satisfaction and commitment(Appelbaums et al, 2004). On the other hand, understanding of discrimination and injustice causes weakening staffs' spirit and motivation and decreasing productivity in their performance. Nowadays, the managers who seek effectiveness should treat with fair methods and procedures and ensure that their followers interpret their activities fairly. In this regards, the hypotheses below are proposed:

Second hypothesis: diversity management will have a positive effect on the perceived justice.

Third hypothesis: the transformational leadership will have the mediation role between diversity management and perceived justice.

Organizational commitment (affective commitment)

Organizational commitment has been defined to various ways. The most common method to treat with organizational commitment lies on this fact that the organizational commitment is considered as a type of affective attachment to the organization. With regard to this method, an individual who is committed severely receives his identity from organization and involves in the organizations and enjoys membership in the organization (Saroughi, 1996). Porter et al. (1974) defined organizational commitment as the acceptance of organizational values and involvement in it and knew the criteria to measure organizational commitment included of motivation, willingness to continue work and acceptance of organizational values.

Chatman and O'Reilly (1968) defined organizational commitment as emotional support with goals and values of an organization for the organization and far from the instrumental values as means to achieve other goals. Sheldon has defined the organizational commitment as follow: it refers to the attitude or orientation which depends on the person's identity to the organization. Kanter knew the organizational commitment as the willingness by social actors to their loyalty on social systems. Bukanan has known commitment with affective and biased attachment to the values and goals of organization (Araghi, 1998). In line with the proposed discussions, the hypotheses below are proposed:

The fourth hypothesis: diversity management will have a positive and indirect effect on

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staffs' affective commitment through its effect on perceived justice.

The fifth hypothesis: perceived justice will have the mediation role for the effect of transformational leadership on staffs' affective commitment.

The sixth hypothesis: transformational leadership and perceived justice with have the mediation role between the diversity management and affective commitment.

Literature review

Tanachia Ashikali and Sandra Groeneveld (2015) have examined the diversity management in the governmental organizations and its effect on staffs' affective commitment and examined role of transformational leadership and maintenance of organizational culture. Results indicated that diversity management affects staffs' affective commitment through organizational culture to a certain extent.

Muhammad Ali (2015) examined effect of gender of centralized human resources in performance by mediation of gender diversity. In this study, it is assumed that diverse gender of labor force raises competitive advantage which results in better performance of staffs. The results indicate that gender diversity management affects performance of company to a defined extent. The results from regression analysis indicate that mediation variable of gender has a high predictability in model.

Chia-Mei Lu, Shyh-Jer Chen, Pei-Chi Huang , Jui-Ching Chien (2014) examined effect of diversity on human resources management and organizational performance. In the present research, an attention has been paid to establishment of the company at large scale of service companies. With regard to the substantial economic contribution and the job opportunities provided by Taiwan fashion industry, effectiveness of organizations in this industry requires study. By using the sources through observation and study on the theoretical background at this area, this study examines the relationship between HRM system of company and its performance, and also examines mutual effect of age diversity and specialty diversity in fashion industry. Data collection and regression analysis of the results indicated that there is a positive significant relationship between age diversity and performance of members, so that it can attract various customers by diversity of age group.

Sungjoo Choi and Hal G. Rainey (2014) examined the organizational justice and diversity management in governmental organizations and addressed the justice in diversity management. The results indicate that when the members of organization have a higher understanding of organizational justice in the organization under study, they will be more prepared to accept diversity of management, as a result job satisfaction raises in that organization. While effect of diversity of management has been less in the small ethnical minorities; further the women who had higher understanding of organizational justice accepted the management diversity better.

Juan M. Madera (2013) examined the most superior diversity management practices in the customer service organizations (ten superior companies). Analysis of diversity management practices in sample companies indicated that the factors below associate to diversity management: diversity of educational programs, network staff and supervisor on the sector, meta-gender programs, cultural monitoring and support from women, which these factors cause acquisition of diverse labor force and diverse management in the organizations.

Chris T. Owens and Sharon Kukla-Acevedo (2012) examined network diversity and the managers' ability to influence for performance. This study has been conducted in more than 500 schools in Texas using the collected data. One of the variables which indicated the significant relationship between organizational diversity and students' performance has been the family's income level and students' communication network. This is in such a way that organizational diversity puts a negative effect on low-income students' performance,

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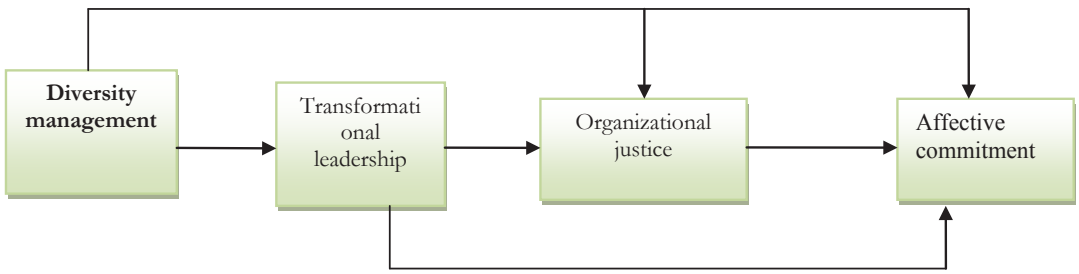


Fig 1. Conceptual model of research

but network diversity puts a positive effect on students' performance. Yang Yang and Alison M. Konrad (2012) examined understanding of diversity management practices regarding outcomes of institutional theory and basic theory of resources. In this article, after study on literature review and background of research, a model has been design which is suggested to the researchers to use it. In this article, it is suggested that theoretical background of final profit and Resource-based theory together can develop the background of diversity management. The institutional theory results in understanding social and normative factors, while Resource-based theory displays effect of making diversity practices and this assists to detect the contradictories and institutionalize the diversity management practices.

Haghighi Fard et al. (2010) designed and determined the model for effect of diversity management on organizational commitment. The aim of research is to design and determine the model for effect of diversity management on organizational commitment regarding the role of staffs' understanding from organizational justice. The statistical population consists of all the managers and staffs at Telecommunication Company of Sistan and Balouchestan. The results indicate that diversity management puts a positive significant effect on organizational commitment and staffs' organizational justice.

Abouzar Hosseini et al. (2009) examined the relationship between diversity management and organizational commitment in Gorgan-Takhte bahonar company. The statistical population (n=140) consists of all the managers and staffs at the north wood industry. The sample size was determined via Morgan table in the company under study. This research is a survey. Descriptive and inferential methods have been used to analyze data. Obtained results indicated that there is a positive significant relationship between diversity management and staffs' organizational commitment; further there is a positive significant relationship between diversity management and components of organizational commitment (affective, continuous and normative).

The conceptual model of research

With regard to the analytical model of Tanachia Ashikali and Sandra Groeneveld (2015), it is used to test the research hypotheses in the present research.

The present research is an applied study in terms of aim and a descriptive correlation study in terms of data collection, because interviewing the staffs at Qaen health network has been used to prove the research hypotheses. The diversity management was measured using a three-case scale which had been proposed by Pitez (2009). All the cases were measured using 5-point Likret scale. The above score displays management diversity. 12 items in the questionnaire have been used to measure transformational leadership that each three questions relate to one dimension of transformational leadership. To measure organizational justice, the perceived organizational justice questionnaire made by Colquitt in 2001 has been used. This questionnaire measures four components including distributive justice,

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procedural justice, information justice and interpersonal justice. 4, 7, 4 and 5 questions of this questionnaire are considered to measure distributive justice, procedural justice, interpersonal justice and information justice, respectively. To measure affective commitment, 7 questions in Alen and Meyer questionnaire have been used, but 3 questions were omitted due to less factor loading. In data analysis sector, the structural equation modeling with least partial square method and Smart PLS software has been used to examine conceptual model of research. This method is the best tool to analyze the research in which the relationship between variables is complicated and the sample size is few and the data distribution is abnormal (Talebi & Dehghani Najm abadi, 2013).

Variables and research model

To ensure about quality of collected information and recognize the general characteristics of the sample group, the demographic variables are mentioned. With regard to the obtained results, 65% of participants are women, 80% are native, 53.8% are official, 23.5% of them have diploma.

Convergent Validity

When one or several features are measured through two or several methods, correlation between these measurements provide two important indices of validity. If the correlation between scores of test which measure a unique feature be high, the questionnaire enjoys convergent validity. This correlation is required to ensure the test measures what it should be measured. For convergent validity, Average Variance Extracted (AVE) and Composite Reliability (CR) are calculated. The equations below should be true(Hair et al, 2006).

CR> 0.7

CR> AVE

AVE> 0.4

Cronbach's alpha of all the variables has been greater than 0.6, thus all the variables are valid in terms of reliability. Value of Average Variance Extracted (AVE) is greater than 0.4 and value of Composite Reliability (CR) is greater than AVE, thus convergent validity is confirmed.

CR	AVE	Cronbach's alpha	
0.848	0.651	0.733	diversity management
0.898	0.688	0.849	transformational leadership
0.875	0.638	0.809	perceived justice
0.789	0.440	0.666	affective commitment

Table 2. Convergent validity and reliability of research variables

dimensions of variables	diversity management	transformational leadership	perceived justice	affective commitment
diversity management	0.806			
transformational leadership	0.636	0.829		
perceived justice	0.472	0.694	0.798	
affective commitment	0.553	0.562	0.594	0.663

Table 3. Matrix of Average Variance Extracted (AVE) and correlation coefficients of constructs

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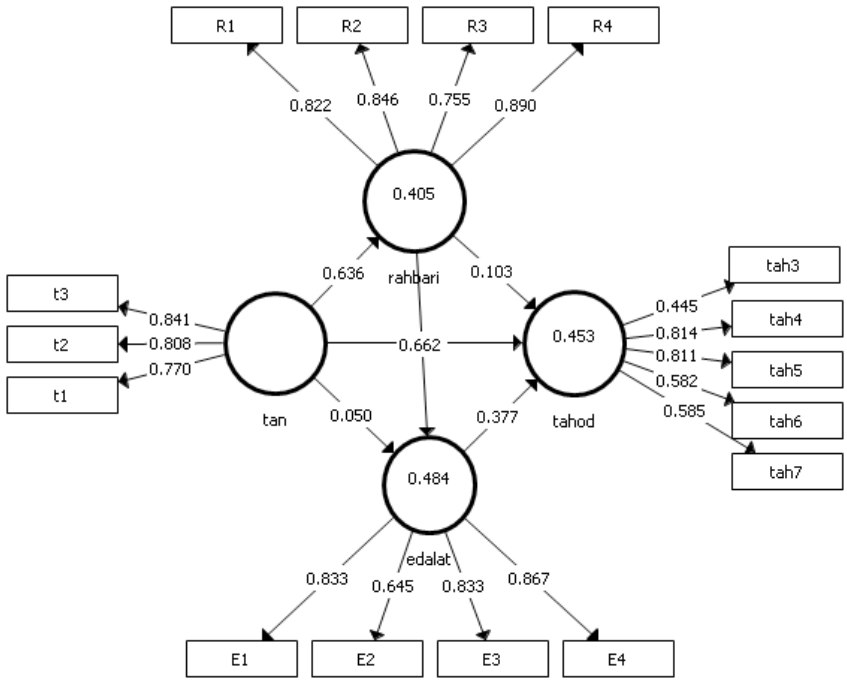


Figure 2. Partial least square technique for the general model of research

model paths	main sample	mean of sample	standard deviation	t-value	sig
affective ← perceived justice commitment	0.377	0.365	0.119	3.173	0.002
← transformational leadership perceived justice	0.662	0.664	0.077	8.545	0.000
← transformational leadership affective commitment	0.103	0.105	0.131	0.785	0.4333
←diversity management perceived justice	0.050	0.048	0.077	0.649	0.517
←diversity management transformational leadership	0.636	0.644	0.063	10.070	0.000
affective commitment diversity management	0. 310	0.319	0.092	3.380	0.001

Table 4. Output of Partial least square technique

Divergent validity (Fornell, C. & Larcker, D method)

In divergent validity part, the difference between indices of a construct and indices of other constructs is compared in the model. This is calculated through comparison of Average Variance Extracted (AVE) of each construct with values of correlation coefficients between constructs. In doing so, a matrix should be developed which is the values of main diagonal of Average Variance Extracted (AVE) for each construct and down and up values of main diagonal are the correlation coefficients between each construct with other constructs.

According to table above, square of Average Variance Extracted (AVE) for each construct is greater than correlation coefficients of that construct with other constructs, indicating divergent validity of constructs.

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Research hypotheses testing

The relationship between variables under study in each of research hypotheses has been tested based on a casual structure via partial least square technique. To measure significance of the relationships, t-value has been calculated via Bootstrapping technique. In this model which is the output of Smart PLS software, the summary of results relates to the standard factor loading of the relationship between research variables. Testing of research questions testing have been proposed based on the relationship between variables.

Research findings

Diversity management will put a positive effect on staffs' affective commitment. The power of relationship between diversity management and staffs' affective commitment has been calculated equal to 0.310 which is a positive and acceptable value. Test value has been also obtained equal to 3.380 which is greater than critical t-value at error level (5%), indicating significant observed correlation. Thus, Diversity management will put a positive effect on staffs' affective commitment and the first secondary hypothesis is confirmed. Diversity management will put a positive effect on perceived justice. The power of relationship between diversity management and perceived justice has been calculated equal to 0.050 which is a positive but poor value. Test value has been also obtained equal to 0.649 which is under critical t-value at error level (5%), indicating insignificant observed correlation. Thus, Diversity management will not put a positive effect on perceived justice and the second secondary hypothesis is rejected. Diversity management will put a positive and indirect effect on staffs' affective commitment through its effect on perceived justice. With regard to the second hypothesis, it was observed that the relationship between Diversity management and perceived justice has not been significant, as a result indirect relationship between Diversity management and staffs' affective commitment through effect on perceived justice will not be significant and the third hypothesis is rejected. Transformational leadership will have a mediation role between diversity management and perceived justice. The power of relationship between diversity management and transformational leadership has been calculated equal to 0.636 which has been greater than t-value at error level (5%), indicating the observed significant correlation. Further the power of relationship between transformational leadership and perceived justice equals to 0.662, which is an acceptable value. T-value has been obtained equal to 8.554, indicating the significant observed correlation, thus mediation role of transformational leadership is acceptable and the fourth hypothesis is confirmed.

Perceived justice will have a mediation role for effect of transformational leadership on staffs' affective commitment. The power of relationship between transformational leadership and perceived justice has been calculated equal to 0.662 which is significant. T-value has been obtained equal to 8.554 which has been greater than critical t-value at error level (5%), indicating the significant observed correlation. Further the power of relationship between perceived justice and staffs' affective commitment has been calculated equal to 0.377 which is significant. T-value has been obtained equal to 3.173 which has been greater than critical t-value at error level (5%), indicating the significant observed correlation. Thus the mediation role of perceived justice is confirmed and the fifth hypothesis is confirmed. Transformational leadership and perceived justice have the mediation roles between diversity management and affective commitment; the power of relationship between diversity management and transformational leadership has been calculated equal to 0.636 which is significant. T-value has been obtained equal to 10.070 which is greater than critical t-value at error level (5%), indicating significant observed correlation. Further power of relationship between transformational leadership and perceived justice has been calculated equal to 0.662 which is

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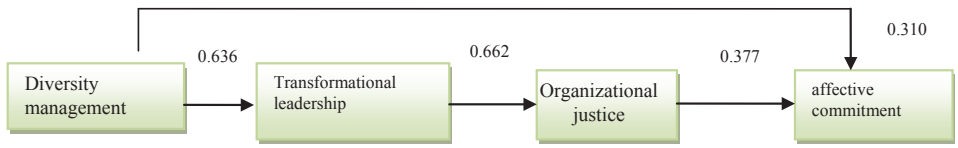


Figure 3. Path coefficients between two variables of diversity management and affective commitment

significant. T-value has been calculated equal to 8.554 which has been greater than critical t-value at error level (5%) indicating the significant observed correlation, thus mediation role of transformational leadership is acceptable. Power of relationship between perceived justice and staffs' affective commitment has been calculated equal to 0.377 which is a positive value. T-value has been obtained equal to 3.173 which is greater than critical t-value at error level (5%), indicating significant observed correlation. Therefore, mediation role of perceived justice is acceptable and the sixth hypothesis is confirmed.

With regard to figure 6, 64% of the changes in transformational leadership are determined via diversity management, 66% of changes in perceived justice are determined via transformational leadership, 38% of changes in affective commitment are determined via perceived justice and 31% of changes are determined via diversity management.

Conclusion

Nowadays, organizations are considered among the most important social entities which are assigned with major functions for social system. Diversity of these functions and outcomes of organizations' function have caused paying a particular attention to issue of diversity management at various academic areas. In the meantime, sociology has paid a particular attention to this issue regarding social outcomes of organizations' performance. The more diversity of individuals and powerful groups affecting context of organization, the autocratic behaviors will be reduced and interactive justice will be increased. Structure of power affects the process of organizational justice indirectly through affecting structure and directly through affecting social interactions between groups and individuals. The results from research hypotheses testing indicated that diversity management puts a positive effect on staffs' affective commitment, but diversity management does not put a positive effect on perceived justice. Diversity management puts a positive and indirect effect on staffs' affective commitment through affecting perceived justice. Further, transformational leadership has a mediation role between diversity management and perceived justice. Perceived justice has the mediation role for effect of transformational leadership on staffs' affective commitment. Transformational leadership and perceived justice are the mediators between diversity management and affective commitment. Without doubt, in not too distant future, the organizations will face diversity of labor force. However this can raise concerns for managers, excessive advantages from employing a diverse labor oblige them to treat effectively with this phenomenon and make actions to create a diverse labor. It should be noted that however diverse labor force makes challenges, the advantages by employing diverse labor force such as creativity and innovation, increase of productivity, use of talents, and various subjective models and outlooks oblige the managers to make effective actions in this context. Creativity, increasing ability to give response to the diverse customers, new ideas and approaches for problem resolving are the advantages that diversity of labor force brings about for an organization, but if a manager of organization fails to treat properly with this phenomenon, this can result in decrease of efficiency, increase of conflicts, improper communications, decrease of group cohesion and ultimately decrease of productivity at organization. The managers who use diversity of

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labor force properly, they will be recognized with the competent managers at sever competition area and enable to have high capabilities for their organization at today's developments.

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