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**Fostering Person-Organization Fit with High Performance Work Systems and Diversity Climate: Praxis talks louder than affirmation**

Aysenur Sümeyye Yil Karabacak

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Supervisor:
Doutor Nelson Ramalho, Assistant Professor
ISCTE – Instituto Universitário de Lisboa

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FOSTERING PERSON-ORGANIZATION FIT WITH HIGH PERFORMANCE WORK SYSTEMS AND

DIVERSITY CLIMATE: PRAXIS TALKS LOUDER THAN AFFIRMATION

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# Acknowledgements

# Abstract

**Purpose:** High Performance Work System (HPWS) is a relatively newer conception of strategic HRM that has been developed and consolidated in an organizational setting that is featured by stronger internationalization interdependencies, not only at business level but also as regards work teams. This setting has also witnessed the growing concerns with diversity management and inclusive approaches to individual differences to foster higher person-organization fit (P-O fit). However, albeit concomitant, these two constructs are not explicitly addressed in research as HPWS does not include any specific practice targeting diversity management and Diversity Management literature does not focus on HPWS. One can deduce there is a missing link, and this is the research gap that motivated this study: to understand in which extend HPWS is related to P-O fit via heightened diversity climate.

**Methodology:** For such purpose, departing from a sample of 168 working individuals, a mediation model is tested with Hayes (2018) macro PROCESS.

**Findings**: As hypothesized, HPWS and P-O fit linkage is strong, showing both a direct effect as well as an indirect effect but only via diversity climate praxis. The results suggest asserting diversity is not effective in leveraging the effect of HPWS in P-O fit while rewarding diversity is. Results are discussed aiming to integrate HPWS and diversity management literatures.

**Originality/value:** This research study explores how diversity climate can help bridging HPWS and P-O fit.

**Keywords:** HPWS, SHRM, diversity climate, person-organization fit
**JEL Classification System codes:** M12, M14

# Resumo

**Objetivo:** Os Sistemas de Trabalho de Elevado Desempenho (HPWS) são uma conceção relativamente nova na gestão estratégia de recursos humanos que tem sido desenvolvida e consolidada em contextos organizacionais caracterizados por forte internacionalização, não apenas ao nível dos negócios, mas também em relação a equipas de trabalho. Estes contextos também têm vindo a testemunhar as preocupações crescentes com a gestão da diversidade e as abordagens inclusivas às diferenças individuais para aumentar o ajustamento pessoa-organização (P-O fit). Contudo, apesar de coocorrerem, estes construtos não são explicitamente referidos na investigação dado que a HPWS não inclui qualquer prática específica que vise a gestão da diversidade e a literatura centrada nesta não foca a HPWS. Infere-se assim uma lacuna na literatura que constitui o motivador deste estudo: compreender em que medida a HPWS está relacionada com a P-O fit via através de um maior clima de diversidade.

**Método:** Para este propósito, partindo de uma amostra de 168 indivíduos a trabalhar, testou-se um modelo de mediação com base na macro PROCESS de Hayes (2018).

**Resultados**: Como hipotetizado, HPWS e P-O fit estão fortemente associadas, mostrando quer um efeito direto quer um indireto, mas apenas através do clima de diversidade - prática. Os resultados sugerem que afirmar a diversidade não é eficaz para promover o efeito da HPWS na P-O fit enquanto que recompensar a diversidade já o é. Os resultados são discutidos procurando integrar as literaturas de HPWS e gestão da diversidade.

**Originalidade/valor:** Este estudo explora como o clima de diversidade ajuda a ligar HPWS com P-O fit.

**Palavras-chave:** HPWS, SHRM, clima de diversidade, ajustamento pessoa-organização

**Código JEL:** M12, M14

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## I.   LIST OF ABBREVIATIONS

AVE          Average Variance Extracted

CFA          Confirmatory Factor Analysis

CMIN/DF      Chi- Square/Degree of Freedom Ratio

CR           Composite Reliability

DEMS         Diversity Equality Management System

DC           Diversity Climate

DV           Dependent Variable

EFA          Exploratory Factor Analysis

HPWP         High Performance Work Practices

HPWS         High Performance Work System

HRM          Human Resources Management

IV           Independent Variable

KMO          Kaiser-Meyer-Olkin

MSA          Measure of Sample Adequacy

MV           Mediator Variable

NFI          Normed Fit Index

P-O fit      Person-Organization Fit

RMSEA        Root Mean Square Error of Approximation

SHRM         Strategic Human Resource Management

SRMR         Standardized Root Mean Square Residual

e.g.,        for example
et al.,      and colleagues
i.e.,        that i

## II.     INTRODUCTION

### 1.  Context and Motivation

In the century we are living, it is important to be open minded towards changing and innovation in the requirement of human capital. There are several studies which show that with human resources management practices towards inclusion for diversity climate is extremely advantageous for businesses to reach the maximum. It is time to be aware of the potential that lies in diversification and start to implement it. A robust diversity climate will surely pay off.

However, we thought it might be advantageous to deploy a study that is a set to understand a) to which extend HR practices match those known to be highly performant, b) to which extend they exert the same positive effects in employees taking into consideration their own work values.

Considering the growing diversity in workplaces, respecting individual features as well as promoting a diversity climate are plausible context variables, the HPWS models may want to account for. In empirical terms, we want to analyse this specific interaction effects between HPWS person- organization fit and have a deeper look on how diversity climate does affect the overall HPWS relationship with P-O fit.

Considering future research points by Boon, Den Hartog and Lepak (2019) which underlines, that specific theory and evidence is important, on how practices interact within HR systems, which are essential, and which are not, and how HR system separate at different levels. This study is set to fill in this research gap and explore the phenomenon of how diversity climate influences the workforce in terms of performance and P-O fit.

Therefore, this research is structured as followed: Chapter I focuses on presenting the literature review regarding Strategic Human Resources Management, High Performance Work Systems, Person-Organization Fit and Diversity Climate. The research questions are also stated as hypotheses. Chapter II presents the method chosen for this research, the procedure, research sample, strategy and measures used. Chapter III offers the results obtained through the research and finally Chapter IV leads to an open discussion related to the results and limitations found in the research.

## I.      LITERATURE REVIEW

The purpose of this study is to cover the main concepts and theoretical developments in order to understand in which extend HPWS is related to P-O fit via heightened diversity climate. First, Strategic Human Resources Management will be explained to get a clear vision of High-Performance Work Systems. HR practices and definitions of P-O Fit and versions and insights into Diversity climate will be discussed in detail. A final double mediation model with the hypothesized relationships is presented at the end of this section.

### 1.1. Strategic Human Resources Management

It is important for an organization to maintain a stable and clear structure in order to keep up with the constant changing economy. It is clear that, every organization wants to maximize its organizational performance and for that, it needs a well-functioning Human Resources Management (HRM). Due to the fact that, HRM targets on employee's reaching the full potential and Strategic Human Resources Management's (SHRM) aim is to set clear goals in vision, needs and strategy to implement those, it is crucial to align the implementation of HRM with SHRM. The impact of strategic human resources management on organizational performance with HR strategies is of real importance (Boxall, 2007).

At the end of the 1970s, strategic human resources management started to obtain definite treatment from researchers (Martin-Alcazar, Romero-Fernandez, & Sanchez-Gardey, 2005). There are different approaches of SHRM such as the universalistic perspective, the contingent point of view, the configurational approach and the contextual outlook (Jackson & Schuler, 1995; Brewster, 1995, 1999; Delery & Doty, 1996), still each of them bear the same research question but a distinct reality of SHRM (Martin-Alcazar, Romero-Fernandez & Sanchez-Gardey, 2005). This is, because the contingency perspective offers a model which is based on interactivity (Woodward, 1965). The emphasis lies in searching for better explanatory mechanisms that clarify the process of HPWS positive outcomes. We are searching for knowledge on how HPWS links to diversity management philosophy and its compatibility and consequences. We will research and work with the set of best practices.

Of course, to implement a SHRM into a functioning organization it needs a theory of the firm strategy, as well as the interaction of the HR practices' interaction with the organization because it is a participatory process- in order to fulfil organizational performance (Delery &

Doty, 1996). In order to achieve organizational high performance, employees need to be managed in the best way, this main thought is also believed by SHRM (Pfeffer, 1998; 2005). This leads us to the next section High Performance Work Systems (HPWS) where the best practices (Huselid, 1995) are explained in detail.

## 1.2. High Performance Work Systems

Nowadays, we can see how important human resources policies, procedures and practices – which are known as HPWS (Becker & Gerhart, 1996) – are, in order to create an inclusive and welcoming working environment.  Employee well-being is highly important for an organization and in order to maintain the attitude of employees such as organizational commitment and job satisfaction healthy, the so called HPWS is a tool for organizations which can lead to favourable outcomes (Georgiou et al. 2018; Christianson et al. 2007). What HPWS makes so special, is the fact that it not only enhances well-being [but] also improve[s] performance through the enhancement of well-being (Guest, 2017; Huang et al., 2016). This is crucial for the work environment. We can state that, in HPWS the employees are a primary source of competitive advantages (Huang et al., 2016). If workers are treated well by the organization, the performance will always go higher and will reflect on the overall performance though, HR professionals are aiming to strengthen the organizational value of HRM system in order to achieve goals in the organization (Pfeffer, 1998; Ulrich, 1997; Bozionelos et al., 2020). This is established by reassuring practices such as sharing information, providing high-quality training and participatory decision-making (Huang et al., 2016).

HPWS has received a lot of attention in literature and is crucial in order to improve employees' commitment through the overall work mentality. We can say that, it is designed to "improve the knowledge, skills and abilities of a firm's current and potential employees, increases their motivation, reduce shirking, and enhance retention of quality employees while encouraging non-performers to leave the firm (Huselid, 1995; 635)".
Further, HPWS not only leads to the perception of personal interest, it causes change in the perception of capacities of the individual for the better. This can be seen as a benefit towards their employer and job (Bozionelos et al., 2020), as the social exchange theory (Blau, 1964) also suggests, when individuals receive a favour, they are more likely to return the giver in exchange and is characterized by mutual trust and commitment (Colquitt et al. 2014).

We can observe, that there is not only HPWS (Huselid, 1995) in an HR system, there are many variations such as high involvement HR (Lawler, 1992), human capital enhancing HR systems (Youndt et al., 1996), commitment oriented HR systems (Lepak & Snell, 2002) and sophisticated HR practices (Koch & McGrath, 1996). The reason for so many conceptualizations and differences in HR systems lies in the measurement and how HR systems are being studied (Lepak et al., 2006). Overall, in contrast to organizations that fail to provide their employees opportunities to maximize their potential, organizations which do so and foster their motivation in providing necessary skill levels to perform successful, will always be ahead in terms of effort and outperforming (Lepak et al., 2006). HPWS can be seen as the degree of organizational interest and investment in HR practices those cover valued rewards, selective recruitment, results- oriented performance appraisal, employee participation, systematic training and development and open communication (Huselid, 1995; Posthuma et al., 2013; Subramony, 2009; Sun, Aryee & Law, 2007). The alignment of HR practices with the business' objectives is important (Conner & Ulrich, 1996). Lepak et al. (2006) states that, it would serve a high alignment of HR system with specialized types of organizational climate and specific organizational objectives, when a strategically centralized and directional approach is conceptualized. The organizational culture of a company may be impacted through HPWSs (Huang et al., 2016).

The concept of HPWS used in this research is based on Pfeffer (1998), and includes these practices: employment security, recruitment and selective hiring, extensive training, compensation contingent to performance, self-managed teams, reduced status and open knowledge. The practices (HPWP) by Pfeffer were labelled later as the "best practices" and was/is being used to supervise people. In the beginning it was sixteen practices but he later (1998) put those into seven in which he focused the most. The most frequent ones which is being used by many authors are listed above. We used indeed 9 practices and added performance management and career management because the doctoral thesis by Pedro (2015) showed, that it has a better alignment. The way HPWS leads to positive outcomes are being fostered by contextual (Peccei et al., 2013) and cultural (Fu et al., 2019) factors. One of the possible explanations of the effectiveness of HPWS may be higher P-O fit although it has not been strongly considered (Huang et al., 2016).

## 1.3. Person-Organization Fit

P-O fit is correlated with various behaviours and attitudes, it is more related with attitudinal outcomes rather than with job performance (Arthur, Bell, Doverspike & Villado, 2006). Attitudinal outcomes can be seen as values, those might act as a guide to manage behaviour in any setting (Chatman, 1991). We can state, that it addresses "the compatibility between people and the entire organization" (Kristof-Brown et al., 2005; 285). A meta-analysis by Kristof-Brown et al. (2005) allows an insight to outcomes such as work performance (Bretz & Judge, 1994), individual work attitudes (Vancouver & Schmitt, 1991), intentions to quit (O'Reilly et al., 1991), pro-social behaviour (Posner et al., 1985), and organizational tenure (Bretz & Judge, 1994). Further, that P-O fit is related to organizational commitment, the intent to quit and job satisfaction, is also stated in a review paper by Verquer, Beehr and Wagner (2003).

Organizations attempt to create workforce adaptability and commitment by favoring a P-O fit, which alludes to the compatibility among employees and the organization in which they work (Schneider, 1987; Bowen, Ledford & Nathan, 1991; Kristof, 1996). It very much depends on the employees' behaviour and work attitudes, namely their alignment with the ones of the organization (Edwards & Shipp, 2007). Most of the studies about P-O fit argue that it leads to positive outcomes (Kristof, 1996). P-O fit is profoundly connected with organizational culture (Werbel & Demarie, 2005) as it "creates an organizational identity by establishing consistent values that permeate an organizational culture (Huang et al., 2016: 131)".

An organizational culture needs to be strong in order to maintain healthy employees' behaviour and get good performance. What makes an organization successful very much depends on its clearly articulated and shared norms and values (Deal & Kennedy, 1982). According to Hobfoll (1989), we can state that high levels of P-O fit tend to show extra role behaviours (Kelley, 1992). Deci and Ryan (2000) argued that employees are motivated by their very nature to enrol in behaviours to suit their belongingness towards their organization and guard their fit (Bae & Yu, 2005). There are four types of fit which have been defined related to main components of employees' work environment, those consist of: person-supervisor (PS-fit), person-group (PG fit), person-organization (PO fit), and person-job (PJ fit) (Kristof-Brown & Guay, 2011). There are again two types of fit we can find in literature, the first one is the supplementary fit which shows both parties pursue the same goals and values, the other one is complementary fit, where only one party affords the other needs (Jin, McDonald & Park, 2018). Therefore, our focus in this study will lie on the supplementary fit, as we seek to achieve

desirable outcomes between employee and organization (e.g. Mostafa, Gould-Williams & Bottomley, 2015). P-O misfit may lead to physiological, psychological, and behavioural strains such as burnout (Edwards & Shipp, 2007; Kristof-Brown et al., 2005). An empirical testing by Siegall and McDonals (2004) discovered that "P-O fit was significantly negatively associated with burnout (Jin, McDonald & Park, 2018; 171)". Future research stated by Huang and colleagues (2012) suggests that, HPWS affect P-O fit positively and provides crucial grounds. The relationship between HPWS and P-O fit has been scarcely researched but the relationship per se can be related to HRM (Boon, Den Hartog, Boselie & Paauwe, 2009; Huang et al., 2016).

Overall, HPWS practices aim to establish a long-term relationship with employees and this will only be possible, and sustainable, with P-O fit as a target, therefore we state that:

*H1: HPWS positively relates with P-O fit.*

HR practices can be effective in changing behaviours and, therefore, impact on organizational KPIs (Bauer et al., 2007; Saks et al. 2007) and HPWS have been credited to do so in a positive way (Posthuma et al., 2013). Although P-O fit would be an advantage, there is room to question how practices produce working climates that are favourable to such sense of fit with the organization. Amongst these climates, as an emerging issue in an increasing internationalization trend, diversity climate stands out. However, this has not been, to our knowledge, researched in connection to HPWS and P-O fit.

## 1.4. Diversity Climate

The perception of members in an organization of formal and informal organizational policies, procedures and policies has been defined as climate (Reichers & Schneider, 1990). Diversity is "a characteristic of social grouping that reflects the degree to which objective or subjective differences exist between group members" (Van Knippenberg & Schippers, 2007: 516). Managing differences is not always easy among employees, it is, as Benschop (2001; 1166) said, "one of the main challenges for HRM in modern organizations". According to Harrison and Klein (2007), we can classify diversity into disparity, separation and variety and those vary in their patterns, substance, consequences and operationalization (Bell, Villado, Lukasik, Belau, & Briggs, 2011). Important to mention in the first beginning, diversity encircles acceptance, respect, recognition of others', inclusion and individual differences (Henderson,

1994). In order to achieve a diversity climate, a diversity management should be stable and present (Rainey, 2014) because a diversity management fosters a creative work environment and respects differences in all terms. Diversity management initiatives should be regarded as components of integrated HRM systems (Yang & Konrad, 2011).

What needs consideration when talking about diversity management models is, that the perception can vary from country to country. To this variation we can add affection through institutional (Goodstein, 1994; Ingram and Simons, 1995), political (Greene et al., 2005; Greene & Kirton, 2011) and cultural influences (Fiona, 2011).

It is being said that, organizational climate is crucial for work outcomes (Lepak et al., 2006). As Ostroff and Bowen (2000; 214) stated, "for any given domain of effectiveness, the establishment of an organizational climate for that particular outcome will be the key factor that establishes whether people in the organization will enable the organization to achieve a competitive advantage". In line with this, precise "types of organizational climate may have more predictive power to than generically defined organizational climate (Lepak et al., 2006; 225)". Therefore, diversity climate can be a better predictor of psychological states related to identity than general organizational climate. Herdman and McMillan-Capehart (2010) have featured the need to consider certain organizational characteristics that moderate the connection among diversity and execution. At this point, an interesting concept by Armstrong et al., 2010 may be interesting to bundle about the so-called diversity and equality management system (DEMS) in which they consider training, pay practices, recruitment and promotion, besides equality and diversity. There are still diversity variables which are less visible such as cognitive processes and values, and therefore difficult to manage, this aspect needs more research on the measurement style (Harrison & Klein, 2007; Shore et al., 2009). We can try to see diversity in a different perspective with a proposal by Tatli and Özbilgin (2011) which demonstrates a new direction for the theoretical conceptualization of diversity. They recommend to "empirically identify the emergent attributes in each case, according to their role in generating power, privilege or inequality at work" (Alcázar et al., 2012; 44). Building a positive diversity climate (McKay, Avery, & Morris, 2008; McKay et al., 2007), diversity training (Kalinoski et al., 2013), and the need to recruit diversity, plays an important role- and in SHRM debates, diversity should be a significant part (Curtis & Dreachslin, 2008). Yet, there are many variations in literature what the diversity climate exactly is and we can say that it is the "perception of fairness and inclusion within organizational settings" (McKay & Avery, 2015: 224). We follow the conceptualization by McKay and Avery's and will focus on fairness and inclusion. Also, we adopt research points by Harrison, Boekhorst and Yu (2018) and state, that diverse

workforces should be valued because it leads to a synergistic work environment. The spotlight should be on employee integration and inclusion (e.g. Dwertmann & Boehm, 2016; Gotsis & Grimani, 2016) rather than on topics related to discrimination.

In this case, we may consider diversity climate, as many authors already shown, as a key facilitator of the relationship in diversity performance (Cox & Blake, 1991; Kossek & Zonia, 1993; Cox, 1993; Mor Barak et al., 1998). That means, when there is a 'pro-diversity' climate in an organization, the benefits of diversity will appear (Cox, 1993). Richard and Johnson's (2004: 183) work about diversity is remarkably good in a way they define the elements of HR that "a multiplicative relationship exists so that configured training and development, work design, staffing and compensation interventions will have a meaningful diversity orientation". As Benschop (2001) affirmed, that SHRM models are mainly homogeneous and do not examine cultural differences among employees. Therefore, one of the main challenges is to incorporate diversity in SHRM (Shen et al., 2009). We can also consider the view by Benschop (2001: 1167) where he urges to "rethink HRM" and expresses that employees are heterogeneous.

HPWS spirit reflect modernity, and modern times are features by an increasingly diverse workforce alongside with closer international interdependencies (Posthuma et al., 2013). HPWS is very much in line with inclusive climates and inclusive leadership to cope with HR diversity as Randel et al. (2018) underpins, HR and diversity climate may be significant to inclusive climates. Through formal orientation and training the organizational culture and climate can get strong and therefore it may affect P-O fit (Huang et al., 2016). Investigations show that, employees prefer and pick organizations where they feel an inclusive diversity climate (Ng & Burke, 2005). Therefore, we hypothesize that:

*H2: Diversity climate mediates the positive relationship between HPWS and P-O fit.*

We need to bear in mind that, researchers about diversity climate could not agree on a specific construct and is still lacking in its operationalization (Cachat-Rosset, Carillo & Klarsfeld, 2017). Among all the definitions proposed in literature concerning the construct of "diversity climate" we think Cachat-Rosset, Carillo and Klarsfeld (2017: 12) out forwards the most comprehensive one, which states diversity climate as "the shared perception by employees of intent, programs, attitudes and behaviours in favour of visible or invisible forms of diversity relevant to the organization's social context". The three-faceted definition allows us insight to aspects and components as a) behavioural (praxis), b) assertive (intention), and c) normative

(programming). The overall aim is to reconstruct the concept because there is a huge measurement problem in the field- so the paper conducts an introspective investigation of the diversity climate and distinguishes between individual- level and aggregate- level. The paper adopted the construct by Cox from 1993 about the model of cultural diversity (IMCD) which tested on attitudes and beliefs. The definition also targets on perceptions, not on objective measures. Considering this, we split the hypothesis into three sub-hypotheses as follows:

*H2a: Commitment to diversity (climate) mediates the positive relationship between HPWS and P-O fit.*

*H2b: Praxis of diversity (climate) mediates the positive relationship between HPWS and P-O fit.*

*H2c: Programming of diversity (climate) mediates the positive relationship between HPWS and P-O fit.*

## II. RESEARCH HYPOTHESES AND CONCEPTUAL MODEL

**H1:** *HPWS positively relates with P-O fit.*

**H2:** *Diversity climate mediates the positive relationship between HPWS and P-O fit*

    **H2a:** *Commitment to diversity (climate) mediates the positive relationship between HPWS and P-O fit*

    **H2b:** *Praxis of diversity (climate) mediates the positive relationship between HPWS and P-O fit*

    **H2c**: *Programming of diversity (climate) mediates the positive relationship between HPWS and P-O fit*



**Figure 1: Integrated Conceptual Model (Source: Author)**
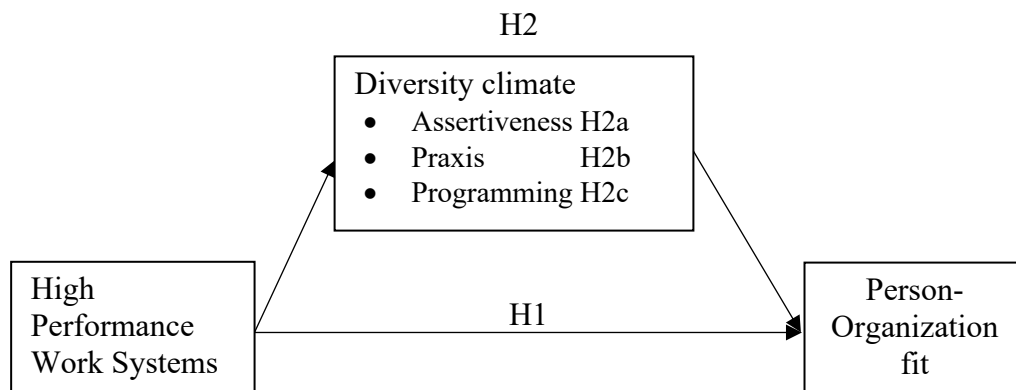
# III.    METHOD

In this chapter we will analyse the methodological alternatives to empirically test hypotheses. Therefore, we will illustrate the procedure, characterize sample, the strategy expanded to organize data analysis and name the measures.

## 3.1. Procedure

To assure the study has solid conclusion, the sample had to require some criteria. We needed full-time employees to answer an online questionnaire via Qualtrics- as the major goal is to interpret in which extend HPWS is related to P-O fit via heightened diversity climate. To participate, we addressed an invitation via E-Mail and LinkedIn. The nature of the research was stated in the beginning of the invitation and regulated within the Master's Program of Human Resources Management and Organizational Consultancy at ISCTE-IUL under supervision. All answers were rigorously confidential and anonymous. We offered two e-mail addresses to contact in case of any doubts or questions. Each applicant replied to the questions added and submitted the online survey.

## 3.2. Sample

The empirical research's objective was a working population, independently of the industry. In total 168 individuals accessed the online questionnaire but only 124 filled the questionnaire from which 121 were valid, as those with missing values and null variance responses of the questionnaire were excluded. The excluded entries have equal gender frequencies ($X^2(1)=0.026$, p=.872), equivalent age (t(164)=-0.228, p=.820), and education (t(163)=0.972, p=.332). The sample mostly comprises females (58.7%) and is mostly young (82.7% are aged up to 35 years old), aged between 18 and 65 years old. The sample is also highly educated (42.1% with a BSc, and 83.5% with BSc or higher degree). Tables 1 and 2 show the detailed distribution for age and education.

**Table 1: Age Distribution**

|  | Frequency | % | Cumulative % |
|---|---|---|---|
| 18 to 25 years old | 63 | 52.1 | 52.1 |
| 26 to 35 | 37 | 30.6 | 82.6 |
| 36 to 45 | 15 | 12.4 | 95.0 |
| 46 to 55 | 4 | 3.3 | 98.3 |
| 56 to 65 | 2 | 1.7 | 100.0 |
| Total | 121 | 100.0 |  |

**Table 2: Education Distribution**

|  | Frequency | % | Cumulative % |
|---|---|---|---|
| Up to 9th grade | 1 | .8 | .8 |
| 9th grade completed | 1 | .8 | 1.7 |
| 12th grade completed | 18 | 14.9 | 16.5 |
| BSc degree or equivalent | 51 | 42.1 | 58.7 |
| Master's degree | 42 | 34.7 | 93.4 |
| PhD degree | 8 | 6.6 | 100.0 |
| Total | 121 | 100.0 |  |

### 3.3. Data analysis strategy

We will use Hayes (2017) macro PROCESS that integrates into SPSS and provides for the simultaneous test of direct and indirect effects. Hypotheses concern both a direct association of HPWS on P-O fit (H1) and an indirect effect through both diversity climate dimensions (H2a, and H2b) as were tested controlling for gender, age, and education. Data analysis started by screening for missing values as well as null variance variables after which psychometric quality analysis were run to check both validity and reliability. Validity concerns the measures being able to measure the construct they are supposed to. Construct validity is tested with exploratory factorial analysis. An exploratory factor analysis is considered valid if the KMO and MSA values are higher than 0.500, and Bartlett's sphericity has a significant p-value. Additionally, all items must have commonalities above 0.500. The extraction of factors uses Kaiser criterion

where factors with eigenvalues above 1 are retained, and principal components. Rotation can assume or not orthogonality between factors. In cases where factors are theoretically expected to co-vary Oblimin rotation is the most suitable, otherwise, Varimax rotation can offer a clearer solution and is adopted. In this case crossloadings above .30 are removed. Factor solutions must explain at least 60% of total variance after rotation. Convergent validity is tested via AVE that should attain .500 (Fornell & Larcker, 1981) and when a given solution includes two or more factors, test for divergent validity is required, which is given by the interfactor correlations not outweighing the intrafactor correlation (tested by comparing the squared AVE with all the correlations for each pair of latent factor variables as shown in the following formula).

$$\sqrt{\text{AVE}\xi_j} > \max |r_{ij}| \qquad \forall i \neq j.$$

Lastly, reliability is tested with Cronbach's alpha (Nunnaly, 1994) and Composite reliability (Jöreskog, 1971), and both should attain .700. Items will be removed if they fail to comply with minimum thresholds concerning commonality (<.500), MSA (<.500), crossloadings (>.300) or if they harm reliability indices making those below acceptance level (<.700). In the special case of formative constructs (Coltman, Devinney, Midgley, & Venaik, 2008) validity is based on theory and scholar consensus, such as in the case of HPWS, where an index of the overall measure and/or its components will be used.

### 3.4. Measures

We conducted variables in this study such as high-performance work systems, diversity climate and person- organization fit. Also, we are following the suggestion by Fisher and To (2012), that it is significant to create psychometrically sound short measures.

### 3.4.1. High Performance Work Systems

HPWS is measured with an adaptation from Pfeffer (1998) list of high-performance work practices. We approach this construct as a formative one (Coltman, Devinney, Midgley, & Venaik, 2008) and selected two items for each of the nine practices as follows: 1) my company usually offers steady work contract to new employees (job security), 2) for this company job security is part of its culture (job security), 1) my company hires new employees based on intensive recruiting efforts resulting in many qualified applicants (selective hiring), 2) new employees are selected based on rigorous tests (selective hiring), 1) in my company there are many self- directed/ autonomous work teams (autonomous teams), 2) employees are

involved in programs designed to encourage participation (autonomous teams), 1) in my company, employees receive above average compensation and benefits (generous contingent compensation), 2) in my company, employees are paid primarily based on their competency and also their group performance (generous contingent compensation), 1) my company is committed to the training and development of its employees (extensive training), 2) my company offers intensive/extensive training in technical and soft skills (extensive training), 1) my company supervisors keep open communication with employees (low status distinction), 2) in my company there is a culture of equal treatment between everybody (low status distinction), 1) my company provides relevant operating performance information to all employees (extensive sharing of financial/performance situation), 2) my company provides relevant financial performance information to all employees (extensive sharing of financial/performance situation), 1) my company provides formal performance appraisals or evaluations on a routine basis (performance management), 2) in my company performance comes from more than one source (performance management), 1) my company provides many opportunities for career development (career management), 2) in my company the opportunities to have a promotion in the career are based upon merit or performance (career management). Participants only needed to indicate their opinion on a 6-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The overall scale is reliable (Cronbach alpha= .859) and we compute both an overall average HPWS index.

### 3.4.2. Person- Organization Fit

This was measured with O'Reilly and Chatman (1986) 4 item scale where participants are expected to signal on a 5-point Likert scale (ranging from 1=Strongly disagree to 5=Strongly agree) to which extend feelings towards their organization matched those indicated. The items were: 1) my values and goals are very similar to the values and goals of my organization. 2) I am not very comfortable within the culture of my organization. 3) I feel a strong sense of belonging to my organization. 4) What this organization stands for is important to me. By applying the same procedure in conducting factor analysis as stated in the data analysis strategy section, we removed one item due to low commonality and the result was a single factor valid solution (KMO=.669; .625<MSAs<.748; Bartlett's test=98.192, 3 df, p<.001), with all commonalities above the threshold and explaining 69.5% variance. This single factor solution (Table 3) is also reliable (Cronbach alpha=.780, CR=.872) and has acceptable convergent validity (AVE=.694).

**Table 3: Component Matrix**

|  | PO-fit Loading |
| --- | --- |
| I feel a strong sense of belonging to my organization. | .881 |
| What this organization stands for is important to me. | .835 |
| My values and goals are very similar to the values and goals of my organization. | .781 |

Extraction method: Principal Component Analysis

a. 1 extracted component.

### 3.4.3. Diversity Climate

Diversity climate was measured with the 12-item scale by Cashat-Rosset, Carillo & Klarfeld (2017) elected as those that have a better fit to existing scale on diversity climate. The proposed scale structure comprehends three aspects concerning behaviours, norms, and assertiveness namely Praxis, Programming, and Intention. Praxis comprises four items: 1) in my team, members make an extra effort to listen to people of different ethnicity, gender, and/or age, 2) I feel that my immediate manager/supervisor does a good job of managing people with diverse backgrounds, 3) My work unit is valued for the different perspectives that we bring to the organization, and 4) Leaders hold themselves and others accountable for progress in diversity. Programming comprises also four items: 1) The company maintains a diversity friendly work environment, 2) The company makes it easy for people from diverse backgrounds to fit in and be accepted, 3) We have a formal diversity policy program in this company, and 4) Support/ understanding of unique issues is provided for employees of minority groups. Assertiveness also comprises four items: 1) The head of my company is committed to diversity at my workplace, 2) Upper management is committed to promoting diversity, 3) My organization puts a lot of effort into diversity management, and 4) This company's actions demonstrate complete commitment to diversity with inclusion. Participants were asked to indicate how frequently they engage in the behaviours over the previous month on the scale ranging from 1 (Never) to 5 (Always). By applying the procedure stated in the data analysis strategy section, we removed one item from Praxis and all the items from Programming due to either low commonality or crossloadings. This solution converges with two cases reviewed by Cashat-Rosset, Carillo & Klarsfeld (2017) where diversity climate measure does not include Programming. The result was a two-factor valid solution (KMO=.848; .777<MSAs<.884; Bartlett's test=422.585, 21 df, $p<.001$), with all commonalities above the threshold and

explaining 74.3% variance. This two-factor solution (Table 4) is also reliable (Praxis Cronbach alpha=.808, CR=.853; Assertiveness Cronbach alpha=.888, CR=.898) and has acceptable convergent validity ($AVE_{praxis}$=.660 and $AVE_{assertiveness}$=.688). Divergent validity as the square root of each factor AVE [Praxis=.812, Assertiveness=.829 is above the interfactor correlation (.563)].

**Table 4: Diversity Climate Factor Matrix**

|  | Components | |
|---|---|---|
|  | Assertiveness | Praxis |
| Upper management is committed to promoting diversity. | **.873** | .278 |
| My organization puts a lot of effort into diversity management | **.827** | .231 |
| This company's actions demonstrate complete commitment to diversity with inclusion. | **.812** | .284 |
| The head of my company is committed to diversity at my workplace. | **.803** | .210 |
| Leaders hold themselves and others accountable for progress in diversity. | .142 | **.870** |
| My work unit is valued for the different perspectives that we bring to the organization. | .332 | **.830** |
| I feel that my immediate manager/supervisor does a good job of managing people with diverse backgrounds. | .300 | **.730** |

Extraction method: Principal Component Analysis.

Rotation method: Varimax with Kaiser normalization.

Rotation converged in 3 iterations.

### 3.1. Common Method Variance

Common method bias may occur whenever a research design collects all data simultaneously and measures have a self-report nature (Podsakoff et al., 2003). To prevent this, a multi-wave data collection is advisable but it is not always possible considering the time frame to execute a master thesis. Therefore, and acknowledging that this option is not without risks, we have opted to conduct a cross-sectional data collection although care was taken to prevent favourable conditions to this sort of bias. Namely, we stated upfront in the survey that the answers were anonymous and confidential and that there were no right or wrong answer. We have also intercalated a long measure between HPWS and the other variables to block memory effects. This procedure seemed to be successful because Harman's test suggests there is no common method. Namely, the exploratory factor analysis with all items in the conceptual model

ran simultaneously, indicate that the first factor accounted for 31.3% of variance before rotation while the factor analysis accounted for 64.6%, thus falling below half explained variance and, most importantly, it comprises only P-O fit items. Therefore, we believe this encourages ruling out common method bias.

## IV.   RESULTS

The aim of this chapter is to present the results and findings from the statistical test charged to verify the formulated hypotheses in Chapter I. This research is not only to figure out the relationship between HPWS and P-O fit, but also to understand which effect diversity climate may have to the overall organizational climate in this relation.

### 4.1. Descriptive and bivariate analysis

Table 5 shows the means, the standard deviation, and correlations for the sociodemographic variables as well as those that comprise the conceptual model.

**Table 5: Descriptive and Bivariate Statistics**

|   | Scale range | Median | SD | 1 | 2 | 3 | 4 | 5 | 6 |
|---|---|---|---|---|---|---|---|---|---|
| 1.  Gender | 1-2 | 59% F | .51 | 1 | | | | | |
| 2.  Age | 1-5 | 1.72 | .92 | .311** | 1 | | | | |
| 3.  Education | 1-6 | 4.29 | .88 | .187* | .313** | 1 | | | |
| 4.  HPWS | 1.22-4.94 | 3.55 | .49 | -.022 | -.078 | -.052 | 1 | | |
| 5.  POfit | 1-5 | 3.55 | .88 | .083 | .067 | .087 | .611** | 1 | |
| 6.  DC_assert | 1-5 | 3.17 | 1.04 | -.067 | -.099 | -.008 | .539** | .387** | 1 |
| 7.  DC_prax | 1-5 | 3.33 | 1.05 | .031 | -.171 | -.007 | .477** | .517** | .563** |

*** $p < 0.01$, * $p < 0.05$*

The sample has a modest report on the variables comprised in the conceptual model, with most participants opting to signal values close to the scale midpoint. This implies that they tend to perceive a presence of diversity climate but only modestly as demonstrated by the means (DC_assertiveness mean = 3.17, SD=1.04; DC_praxis mean = 3.33, SD=1.05) although the standard deviation do indicate organizations differ considerably as regards diversity climate. However, the means are not significantly distant from the scale midpoint for DC_assertiveness ($t(111)=1.740$, p=.085) although it is for DC_praxis ($t(111)=3.384$, p>.001). For both variables there is at least one report of maximum diversity climate as well as minimum in all accounts. On the other hand, both HPWS and P-O fit seem to be more strongly perceived by participants with the mean value falling between the neutral point of the scale and the immediate point

towards the "strongly agree" pole which are both significantly distant from the neutral point (P-O fit t(112)=6.659, p<.001; HPWS t(120)=12.403, p<.001).

**Table 6:One-Sample T test**

| | | | | Number of test = 3 | | |
|---|---|---|---|---|---|---|
| | | | | Mean | 95% Confidence Interval | |
| | t | df | Sig. (bilateral) | difference | Lower bound | Upper bound |
| DC_assert | 1.740 | 111 | .085 | .17188 | -.0238 | .3676 |
| DC_prax | 3.384 | 111 | .001 | .33631 | .1394 | .5332 |
| PO fit | 6.659 | 112 | .000 | .55162 | .3875 | .7157 |
| HPWS | 12.403 | 120 | .000 | .55923 | .4700 | .6485 |

As regards bivariate analysis, no sociodemographic variable showed any significant correlation with any variable in the conceptual model, which indicates the model is not subjected to boundary conditions concerning gender, age or education. Correlations within the conceptual model variables are all significant and positive. Their magnitude is substantial concerning HPWS and P-O fit, in line with expectation. Likewise, HPWS has also strong correlations with both diversity climate dimensions. Lastly, P-O fit is also correlated with diversity climate dimensions but there is a striking magnitude difference where P-O fit is seemingly most strongly related to diversity climate praxis (r=-517, p<.01) than with diversity climate assertiveness (r=.387, p<.01).

## 4.2. Hypotheses testing

Results showed a significant prediction model (F(6, 105)=15.5278, p<.001) accounting for 37.2% of P-O fit variance directly by HPWS. The direct effect is .85 (se=.15, standardized=.49) and it is a meaningful effect judging from the bootstrapped intervals CI95 [.555; 1.153]. This finding supports H1. As regards the mediation, the analyses showed an indirect significant effect of HPWS in P-O fit through diversity climate praxis (.26, BootSE=.09 CI95 [.101; .479]) but no significant effect through diversity climate assertiveness (-.05, BootSE=.09 CI95 [-.232; .148]). A Sobel test on the HPWS-DCpraxis-POfit also showed a statistic of 3.09 (se=.087) which has a significant p-value of .002 (so, p<.01). This supports H2b but does not support H2a. The integrated findings are depicted in the empirical model (Figure 2).
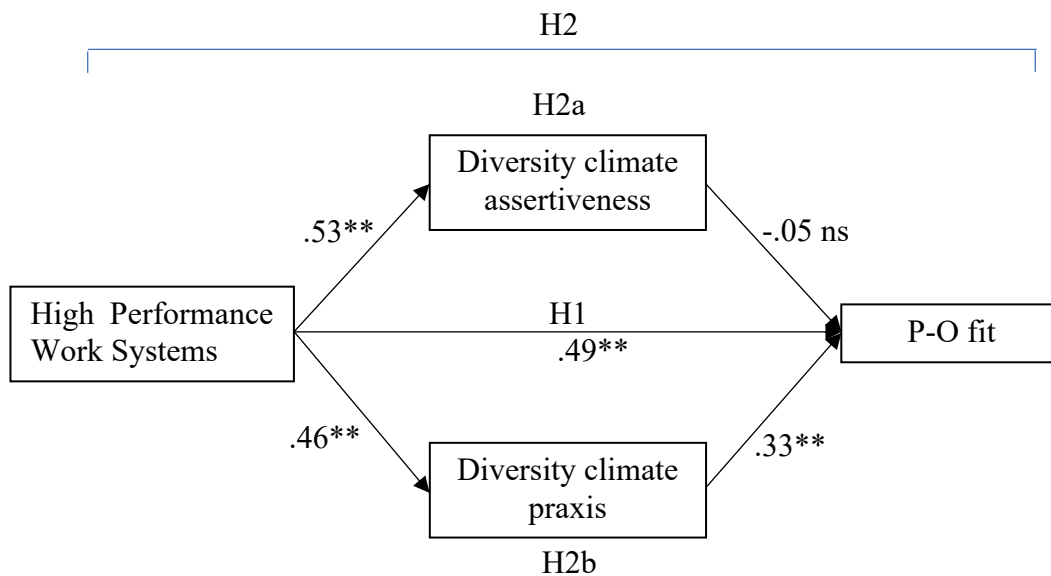


**Figure 2:Empirical Model. Model 4 for Conditional Process Analysis (Hayes, 2017)**

## V.    DISCUSSION AND CONCLUSION

Although there are inconsistencies, both at conceptual and measurement levels, diversity climate research has been gaining momentum in literature as the main idea of a diversity climate lies in maximizing the positive effects of a diverse workforce. The focus, as in all types of climate constructs, lies on the perceptions and to be more specific, shared perceptions, rather than on objective measures such as objective work composition. As the main purpose of this study was to gain a deeper look on how diversity climate can facilitate, as a mediator, the positive effect that HPWS is expected to have on P-O fit, it was crucial to comprehend the role of HPWS and its practices, diversity climate, its dimensions and varieties and lastly, P-O fit and its advantages.

As stated, and hypothesised in earlier studies, the positive results of HPWS cannot be denied. Our research findings fit in line with the proposals HPWS has a direct positive effect on P-O fit (Saks & Gruman, 2014). However, there is a lack of knowledge when it comes to the linkage of HPWS and diversity management philosophy.

The first set of results pertain to the lack of significant associations between gender, age, and education with HPWS, P-O fit or both dimensions of diversity climate. This means there is no specific boundary condition that makes HPWS more or less likely to be perceived as stronger or weaker, and the same inference is valid for P-O fit and diversity climate as regards age, gender, or education. This is of special importance in HPWS literature as it may indicate that the universalistic approach (Martin-Alcazar et al., 2005) is suitable as regards this topic and for these demographic variables.

It was also informative to find that perceived levels of constructs showed that only diversity climate assertiveness was closer to the midpoint of the scale, suggesting that this climate is not so strongly perceived. It is possible that this little presence might be due to the fact that when companies already reward pro-diversity behaviours, they no longer need to have people asserting it.

In the specific case of diversity climate assertiveness, it is relevant that this variable has not behaved as a mediator. Diversity climate assertiveness is all about commitment to promote diversity but, apparently, such commitment is not facilitating the effect of HPWS on P-O fit. This can be due to a couple reasons. Firstly, as stated, practicing something is tacitly a way of asserting it. Therefore, diversity climate assertiveness is somehow embedded in the diversity climate praxis, which could have removed its variance out of the equation. The correlation between these dimensions is supporting this explanation. A second reason focus on the idea

that asserting one's commitment to something (an idea or a policy) is less effective than rewarding the acts that are aligned with that idea or policy. Judging on motivation theory (e.g. Deci & Ryan, 2000) we can state that rewarding people is the most effective way to motivate them. As the social exchange theory (Blau, 1964) states, beneficial treatment leads to engagement with behavioural outcomes that is important to (in this case) the organization.

Therefore, in the way "praxis" was operationally defined, it entails a sense of judgement by others on how much diversity has progressed and fostered it is more about being accountable and judged by others based on actions. This dimension has a higher professional and personal burden as it pertains to being rewarded or not by how much commitment translated into practice into results e.g.: "I feel that my immediate manager/supervisor does a good job of managing people with diverse backgrounds", "My work unit is valued for the different perspectives that we bring to the organization".

All constructs in the conceptual model had significant positive associations, which rightfully anticipated the positive effects found at the hypotheses testing phase. Although diversity climate assertiveness and diversity climate praxis positively related to HPWS, only diversity climate praxis bridges to higher P-O fit. In both cases the direct effect is always observed, and therefore, previous findings of positive direct effect of diversity climate on P-O fit (Cable, Mulvey & Edwards, 2000) are stable. The mediation effect is of special meaning as it suggests that a climate of practicing / rewarding diversity adds even more power to HPWS into promoting P-O fit.

Through this finding we can state that, it is not only important to talk the walk, it is important to walk the talk. HPWS and P-O fit are strongly perceived by participants and all correlations within the conceptual model variables were significant and positive, so their magnitude is substantial and in line with our expectation. All in all, our results supported the premise that HPWS operates in line with features that reflect the complexity and emerging issues in HRM, in our case diversity management.

This conclusion must be gauged against the limitations of this study. Firstly, we cannot generalize our findings due to the sampling method (non-random) and also due to the small sample size. However, this has been mitigated by the technique chosen for data analysis, which provides guarantee about the significance of the findings (bootstrapping intervals of confidence, conditional process analysis, Hayes, 2017). Secondly, the subjective and self-reported nature of measures can raise concerns about common method bias especially because the design is cross-sectional (Podsakoff et al., 2003). Harman's test however did not show such issue occurred with our data but of course, the design precludes ascertaining causality. Thirdly, there

is no consensus as regards measuring diversity climate. The problem that diversity climate measurement has huge lacks, made it challenging to focus on one facet. It is either based on subjective data (perception) or objective data (demographics) and that is the reason why we agreed on adopting the new conceptualization by Cachat-Rosset, Carillo and Klarsfeld (2017) hoping to overcome these issues. Another limitation concerning diversity climate measurement stems from its multidimensional foci that this scale represents at the abstract level. For example, it makes a difference when talking about age, gender or ethnicity and an interesting research point would be to explore what kind of diversity reacts to this model and which one does not. This could be a future research opportunity to further explore this model. Another opportunity lies in the limitations already mentioned. Namely, future studies may benefit from larger samples, which would allow for splitting the sample into subsamples by e.g. industries or companies because what is effective in one industry (e.g. mining) might not be effective in another one (e.g. consultancy). Also, a longitudinal data collection would be useful in order to judge on time variations but also to prevent any suspicion of common method variance. Additionally, it would also be useful to work with climate at a true group level. Climate is a group level concept and by definition a "common perception" shared by group members. Therefore, at a true climate level, each team is computed as a single entry. In our research we used "psychological climate" which is a surrogate (the individual subjective perception of group climate). This specific research point is a good option for further research. Lastly, there might be moderators operating in this mode and therefore different perceptions and reactions can arise in terms of different generations towards HPWS and diversity.

We believe that this research offers crucial points for future studies in the field of HR and diversity management and how specific bundles of HR practices may be advantageous. Flourishing a climate where people from diverse backgrounds can feel empowered and supported will surely make a difference and can probably lead to better P-O fit which is the key to grow and commit to go the extra mile.

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## VI.    APPENDICES

**Appendix 1: Questionnaire Displayed to the Participants**

# Questionnaire

---

This survey is being held with regard to the Masters' program in Human Resources Management and Organizational Consultancy at ISCTE-IUL, with the purpose to comprehend patterns of HR practices and organizational citizenship behaviour. Your commitment will help in the improvement of our understanding this subject and we ask that you answer each question with the most sincerity. There are no right or wrong answers and your results will be completely anonymous and confidential. Please do <u>not</u> write your name in any section of this questionnaire. The average response time is of 8 minutes. We suggest the utilization of a computer in order to answer the questionnaire as it is graphically more appealing with no risk of deforming the structure. If you have any doubts or questions, please do not hesitate to contact me at asyle@iscte-iul.pt or in contacting the dissertation advisor at nelson.ramalho@iscte-iul.pt Much thanks to you for your time and coordinated effort!

Q1: **I will start by asking for some sociodemographic variables. They are used only for statistical description purposes in an aggregated way. You are**:

Female

Male

Q2 **To what age group do you belong to?**

Up to 25 years old  (1)

26 to 35  (2)

36 to 45  (3)

46 to 55  (4)

56 to 65  (5)

66 years or more  (6)

**Q3 What is your level of education?**

Up to9th grade

9th grade completed

12th grade completed

BSc degree or equivalent

Master's degree

PhD degree

**Q4 Please indicate whether the following human resource management practices exist in your place of work by choosing the appropriate option in a scale ranging from 1 (Strongly disagree) to 5 (Strongly agree)**

| Strongly Disagree (1) | Disagree (2) | Neutral (3) | Agree (4) | Strongly Agree (5) |
| --- | --- | --- | --- | --- |

My company usually offers steady work contract to new employees.

For this company job security is part of its culture.

My company hires new employees based on intensive recruiting efforts resulting in many qualified applicants.

New employees are selected based on rigorous tests or interview panels.

In my company there are many self-directed / autonomous work teams.

Employees are involved in programs designed to encourage participation.

In my company employees receive above average compensation and benefits.

In my company, employees are paid primarily based on their competency and also their group performance.

My company is committed to the training and development of its employees.

My company offers intensive/extensive training in technical and soft skills.

My company supervisors keep open communications with employees.

My company there is a culture of equal treatment between everybody.

My company provides relevant operating performance information to all employees.

My company provides formal performance appraisals or evaluations on a routine basis.

In my company performance feedback comes from more than one source.

My company provides many opportunities for career development.

My company the opportunities to have a promotion in the career are based upon merit or performance.

**Q5 Please state how frequently your behaviour in the last 6 months in your workplace matches each of the following below. Use the scale from 1 (Never) to 5 (Always)**

| Never (1) | Sometimes (2) | About half times (3) | Most of times (4) | Always (5) |
|---|---|---|---|---|

I helped others who have been absent.

I helped others who have heavy workloads.

I helped orient new people even though it is not required.

I assisted my supervisor with his/her work (when not asked).

I took time to listen to co-workers' problems and worries.

I took a personal interest in other employees.

I passed along information to co-workers.

My attendance at work was above the norm.

I gave advance notice when I was unable to come to work.

I conserved and protected organizational property.

I adhered to informal rules devised to maintain order.

I took undeserved work breaks.

A great deal of my time was spent on personal phone/email/other communications.

I complained about insignificant things at work.

**Q6 State to which extent do you agree or disagree that the following sentences describe how you think and feel about your organization (1 = Strongly disagree to 5 = Strongly agree)**

| Strongly Disagree (1) | Disagree (2) | Neutral (3) | Agree (4) | Strongly Agree (5) |
|---|---|---|---|---|

My values and goals are very similar to the values and goals of my organization.

I am not very comfortable within the culture of my organization.

I feel a strong sense of belonging to my organization.

What this organization stands for is important to me.

**Q7 Indicate how frequently you engage in the behaviours over the previous month on the scale ranging from 1 (Never) to 5 (Always)**

| Never (1) | Sometimes (2) | About half times (3) | Most of times (4) | Always (5) |
|---|---|---|---|---|

In my team, members make an extra effort to listen to people of different ethnicity, gender, and/or age.

I feel that my immediate manager/supervisor does a good job of managing people with diverse backgrounds.

My work unit is valued for the different perspectives that we bring to the organization.

Leaders hold themselves and others accountable for progress in diversity.

The company maintains a diversity friendly work environment.

The company makes it easy for people from diverse backgrounds to fit in and be accepted.

We have a formal diversity policy program in this company.

Support/ understanding of unique issues is provided for employees of minority groups.

The head of my company is committed to diversity at my workplace.

Upper management is committed to promoting diversity.

My organization puts a lot of effort into diversity management.

This company's actions demonstrate complete commitment to diversity with inclusion.

## Thank you very much for your cooperation!

## Appendix 2: SPSS Output

Run MATRIX procedure:

**************** PROCESS Procedure for SPSS Version 3.4.1 ***************

      Written by Andrew F. Hayes, Ph.D.     www.afhayes.com
   Documentation available in Hayes (2018). www.guilford.com/p/hayes3

**************************************************************************
Model : 4
  Y : POfit
  X : HPWS
 M1 : DC_prax
 M2 : DC_asser

Covariates:
 Gender  Age  Educ

Sample
Size: 112

**************************************************************************
OUTCOME VARIABLE:
 DC_prax

Model Summary
| R | R-sq | MSE | F | df1 | df2 | p |
|---|---|---|---|---|---|---|
| ,5011 | ,2511 | ,8593 | 8,9689 | 4,0000 | 107,0000 | ,0000 |

Model
| | coeff | se | t | p | LLCI | ULCI |
|---|---|---|---|---|---|---|
| constant | -,1840 | ,7755 | -,2373 | ,8129 | -1,7215 | 1,3534 |
| HPWS | ,9510 | ,1731 | 5,4931 | ,0000 | ,6078 | 1,2941 |
| Gender | ,1342 | ,1834 | ,7314 | ,4661 | -,2295 | ,4978 |
| Age_1 | -,1908 | ,1052 | -1,8140 | ,0725 | -,3994 | ,0177 |
| Educ_1 | ,0638 | ,1044 | ,6105 | ,5428 | -,1433 | ,2708 |

Standardized coefficients
| | coeff |
|---|---|
| HPWS2 | ,4623 |
| Gender_1 | ,0651 |
| Age_1 | -,1691 |
| Educ_1 | ,0543 |

**************************************************************************
OUTCOME VARIABLE:
 DC_asser

Model Summary
| R | R-sq | MSE | F | df1 | df2 | p |
|---|---|---|---|---|---|---|
| ,5465 | ,2987 | ,7948 | 11,3913 | 4,0000 | 107,0000 | ,0000 |

Model
| | coeff | se | t | p | LLCI | ULCI |
|---|---|---|---|---|---|---|
| constant | -,6466 | ,7458 | -,8670 | ,3879 | -2,1252 | ,8319 |
| HPWS2 | 1,1012 | ,1665 | 6,6139 | ,0000 | ,7711 | 1,4312 |
| Gender_1 | -,1556 | ,1764 | -,8819 | ,3798 | -,5053 | ,1941 |
| Age_1 | -,0426 | ,1012 | -,4210 | ,6746 | -,2431 | ,1580 |

```
Educ_1     ,0434    ,1004    ,4320    ,6666    -,1557    ,2425
```

Standardized coefficients
```
           coeff
HPWS2      ,5386
Gender_1   -,0760
Age_1      -,0380
Educ_1     ,0372
```

***************************************************************************
OUTCOME VARIABLE:
 POfit

Model Summary
```
      R      R-sq     MSE       F       df1      df2       p
    ,6857    ,4701    ,4367   15,5278   6,0000  105,0000    ,0000
```

Model
```
           coeff      se        t        p       LLCI      ULCI
constant   -,7753    ,5548   -1,3974    ,1652   -1,8754    ,3248
HPWS2       ,8541    ,1508    5,6635    ,0000    ,5551    1,1532
DC_prax     ,2833    ,0758    3,7362    ,0003    ,1329     ,4336
DC_asser   -,0466    ,0788    -,5913    ,5556   -,2029     ,1097
Gender_1   -,0142    ,1321    -,1077    ,9145   -,2762     ,2478
Age_1       ,1382    ,0762    1,8135    ,0726   -,0129     ,2892
Educ_1      ,0639    ,0746    ,8569     ,3935   -,0840     ,2118
```

Standardized coefficients
```
           coeff
HPWS2       ,4946
DC_prax     ,3374
DC_asser   -,0552
Gender_1   -,0082
Age_1       ,1458
Educ_1      ,0648
```

************************* TOTAL EFFECT MODEL ***************************
OUTCOME VARIABLE:
 POfit

Model Summary
```
      R      R-sq     MSE       F       df1      df2       p
    ,6277    ,3940    ,4901   17,3919   4,0000  107,0000    ,0000
```

Model
```
           coeff      se        t        p       LLCI      ULCI
constant   -,7973    ,5857   -1,3614    ,1763   -1,9583    ,3637
HPWS2      1,0722    ,1307    8,2009    ,0000    ,8130    1,3313
Gender_1    ,0310    ,1385    ,2240     ,8232   -,2436     ,3057
Age_1       ,0861    ,0794    1,0836    ,2810   -,0714     ,2436
Educ_1      ,0799    ,0789    1,0137    ,3130   -,0764     ,2363
```

Standardized coefficients
```
           coeff
HPWS2       ,6208
Gender_1    ,0179
Age_1       ,0909
Educ_1      ,0811
```

************** TOTAL, DIRECT, AND INDIRECT EFFECTS OF X ON Y **************

Total effect of X on Y

| Effect | se | t | p | LLCI | ULCI | c_ps | c_cs |
|--------|------|--------|-------|-------|--------|--------|-------|
| 1,0722 | ,1307 | 8,2009 | ,0000 | ,8130 | 1,3313 | 1,2143 | ,6208 |

Direct effect of X on Y

| Effect | se | t | p | LLCI | ULCI | c'_ps | c'_cs |
|--------|------|--------|-------|-------|--------|--------|-------|
| ,8541 | ,1508 | 5,6635 | ,0000 | ,5551 | 1,1532 | ,9674 | ,4946 |

Indirect effect(s) of X on Y:

|          | Effect | BootSE | BootLLCI | BootULCI |
|----------|--------|--------|----------|----------|
| TOTAL    | ,2180  | ,1099  | ,0188    | ,4549    |
| DC_prax  | ,2694  | ,0953  | ,1016    | ,4797    |
| DC_asser | -,0513 | ,0974  | -,2320   | ,1480    |

Partially standardized indirect effect(s) of X on Y:

|          | Effect | BootSE | BootLLCI | BootULCI |
|----------|--------|--------|----------|----------|
| TOTAL    | ,2469  | ,1258  | ,0206    | ,5188    |
| DC_prax  | ,3051  | ,1072  | ,1183    | ,5385    |
| DC_asser | -,0581 | ,1117  | -,2674   | ,1748    |

Completely standardized indirect effect(s) of X on Y:

|          | Effect | BootSE | BootLLCI | BootULCI |
|----------|--------|--------|----------|----------|
| TOTAL    | ,1263  | ,0617  | ,0108    | ,2570    |
| DC_prax  | ,1560  | ,0519  | ,0600    | ,2665    |
| DC_asser | -,0297 | ,0556  | -,1312   | ,0868    |

*********************** ANALYSIS NOTES AND ERRORS ************************

Level of confidence for all confidence intervals in output:
  95,0000

Number of bootstrap samples for percentile bootstrap confidence intervals:
  5000

NOTE: Variables names longer than eight characters can produce incorrect output.
    Shorter variable names are recommended.

------ END MATRIX -----