

The Relationships between Diversity Endorsements and Organisational Commitment,
Turnover Intention, and Sense of Belonging

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2020

A thesis submitted for the fulfilment of the requirements for the

Degree of Master of Science in Applied Psychology

At the University of Canterbury

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Acknowledgements

I would first of all like to thank my supervisor Dr. Kumar Yogeeswaran for his unwavering support and invaluable expertise throughout my thesis journey. I am immensely grateful for having him as my primary supervisor. I would also like to thank Dr. Katharina Näswall for the knowledge and time she has imparted during the important phases of my thesis as well as my master's journey.

Monumental thanks are in order for my parents as well, without whom I would not have been able to pursue my master's degree. I will forever be grateful to them for their unconditional love and support.

Thank you to Deeptanshu Basu, for being my constant source of reassurance and encouragement, and for lending me your amazing editing skills. Thank you for being there with me whenever I needed a break.

Lastly, thanks to all my friends and Netflix for providing me with happy distraction outside of my research.

Abstract

The purpose of this thesis is two-fold. This first is to examine the relationship between perceived organisational diversity endorsements and three organisational outcomes – organisational commitment, turnover intention, and sense of belonging. The second is to examine how congruence between employees' personal endorsement and perceived organisational endorsement of diversity strategies predict these organisational outcomes. To do so, beliefs about the diversity ideologies of colourblindness, multiculturalism and interculturalism were explored. Data from 167 American employees were collected. Multiple regression analyses were conducted to examine the first goal, while polynomial regression analysis was used to examine the latter. It was found that perceived organisational endorsement of pro-diversity strategies (multiculturalism and interculturalism) significantly predicted greater organisational commitment, sense of belonging, and decreased turnover intention. Additionally, congruence between personal and perceived organisational endorsements was shown to predict greater organisational commitment and sense of belonging. Specifically, consistent results were found in the case of multiculturalism, with increase in agreement between personal and perceived organisational endorsement predicting increases in the levels of organisational commitment and sense of belonging. Findings from this study demonstrate the importance of employees' beliefs about their organisation's diversity management strategies, as well as the importance of diversity value congruence.

With high levels of migration around the globe, owing to technological advancements and globalisation, countries have become ever more diverse. According to Jackson (1992), diversity refers to “differences between individuals on any attribute that may lead to the perception that another person is different from self”. Increases in migration have led nations to broaden their dimensions of diversity to include religious, cultural, and ethnic differences in addition to already existing differences of gender, economic status, age, ability, among others. Some of these dimensions have also been extended to nations’ workforces. Jehn et al. (1999) proposed that diversity in organisations not only includes social diversity (i.e., gender, race and ethnicity) but also informational (e.g., educational experience, expertise, work experience) and value diversity (e.g., perceived team and task(s) purposes). Since these differences are an integral part of every individual, managing organisation diversity has become an important topic of discussion in the academic fields of industrial and organisational psychology and human resource management as well as real-time business practices. According to PricewaterhouseCoopers’ (commonly known as PwC) global diversity and inclusion survey, 87% of global businesses have categorised diversity and inclusion as an organisational priority (PricewaterhouseCoopers, 2017).

There are some other critical reasons due to which workplace diversity gained immense attention in the last few decades. Many US organisations have lost millions of dollars to discrimination lawsuits. Three large finance companies in the US (Smith Barney, Morgan Stanley & Merrill Lynch) collectively lost over US\$250 million to settle sex discrimination lawsuits (Dobbin & Kalev, 2016). While one reason is to save millions of dollars that could be lost to potential discrimination suits, organisations may also value understanding diversity in the workforce as it can help them maximise the gains made from having an already existing diverse workforce (see Galinsky et al. 2015 on how to do so).

An Overview of the Diversity Literature

Academic research relating to diversity has brought forth mixed consequences of having diverse workgroups. While some studies concluded that diverse groups produce increased number of innovative solutions (Cox & Blake, 1991; Richard et al., 2013; van Knippenberg et al., 2004), other studies concluded that diverse groups result in increased group conflicts (Jehn et al., 1997; Pelled et al., 1999; Putnam, 2007; Sacco & Schmitt, 2005), lower levels of commitment (Riordan & Shore, 1997; Jehn et al., 1999), and trust (Montalvo & Reynal-Querol, 2005). Due to these mixed results, diversity has gained the tag of being a 'double-edged sword'.

A commonly brought forth perspective in diversity research is the information-processing/decision-making perspective, which tries to explain how diversity is beneficial to organisations. According to this perspective, heterogenous groups outperform homogenous groups due to the availability of a larger array of knowledge, skills and abilities possessed by group members (van Knippenberg et al., 2004). Diverse groups have been shown to possess an expanded repertoire of resources and perspectives that can be used during decision-making processes, as well as an increased likelihood to collect more information about events to process it more deeply and accurately when compared to homogenous groups (Crisp & Turner, 2011; Page, 2007; Phillips & Loyd, 2006; Trefry & Valliant, 2002). These two mechanisms allow diverse groups to produce increased quantities of creative and innovative solutions through a more efficient decision-making process than non-diverse groups (Cox & Blake, 1991; Richard et al., 2013; van Knippenberg et al., 2004).

However, concluding that diverse teams outperform homogenous teams purely on the basis of increased perspectives and more efficient decision-making processes is unidimensional. Guillaume et al. (2017) in their review of workplace diversity found that consequences of having a diverse workforce, both negative and positive, are contingent on

different moderating variables. They put forth factors that employers can control such as human resource management practices, leadership, and climate and culture. Thus, there are numerous factors that work together in complex ways to determine the outcomes groups produce in organisational settings.

The negatives of diverse workgroups can be explained by understanding the underlying mechanisms of how individuals form groups and how these memberships affect intergroup outcomes. Social Identity Theory (SIT; Tajfel & Turner, 1979) and Self-Categorisation Theory (SCT; Turner et al., 1987) are two chief sociopsychological theories that are central to this aspect of diversity. SIT aims at connecting social structures and individual identity through meaning attached to membership(s) in different social groups (Mor Barak et al., 2016). SIT proposes that ‘us versus them’ distinctions change the way that individuals view each other, as well as themselves, resulting in a different level of individual self-conceptions. At the intergroup level, social identity comprises one’s self-concept. Individuals derive their social identity from groups that they are a part of, and the consequences, both emotional and evaluative, of this group membership (Hornsey, 2008). They want their own group to be recognised, accepted, and valued by other members of the society, and try hard to maintain and protect their social identity (Hornsey, 2008; Tajfel & Turner, 1979; Verkuyten, 2005). Individuals are motivated to think and behave in ways that exhibit their group is better in comparison to other relevant groups in order to maintain a high positive social identity. SIT was further developed by Turner et al. (1987) to comprise the SCT. They did so by extending the categorisation process to characterise identity to operate at different levels of self-categorisation that are crucial to one’s self-concept – human identity, social identity and personal identity. According to SCT, social identity is the intermediate level of self-categorisation, which is a result of one being a part of a social group, and that individuals categorise themselves and others into different groups based on

similarities and differences and use this categorisation to distinguish between in-group and out-group (Hornsey, 2008). This happens to a greater degree when the social categories individuals divide themselves into are a reflection of the social reality.

Based on SCT's proposition that individuals divide themselves on the basis of social categories that are important to society, ethnicity serves as an important basis of social identity. When minority individuals enter groups (in-groups) that primarily consist of majority group members, they tend to be labelled as out-group members. This differentiation often leads to in-group favouritism, which proves to be disadvantageous to minority group members (Eagly, 2016). Research has shown that out-group members are favoured less over in-group members and tend to receive lower levels of support and evaluations (Eagly, 2016). In addition to this, individuals are motivated to make their groups better/ superior in comparison to other ethnic groups and protect their group statuses, resulting in biases and stereotypes that can hamper intergroup relations. Thus, social processes that are results of in-group favouritism and intergroup biases can compromise diversity's potential.

This makes it necessary that companies employ appropriate diversity management strategies at the organisational level so that the negative consequences of diversity can be diminished. Research has shown that diversity management strategies undertaken by the organisation in regard to recruitment, training, and development in order to create and retain a diverse workforce (Roberson, 2006) play an important role in moderating or mediating the relationship between diversity and organisational outcomes (Guillaume et al., 2017; Mor Barak et al., 2016, $k = 30$). Unfortunately, diversity research in organisational settings has been heavily focused on examining the direct effects of diversity on organisational outcomes, while there are various factors that work together in determining diversity's potential that have received limited attention (Guillaume et al. (2017). However, there are numerous studies that have explored which diversity ideology helps the most in maximising the benefits

of having a diverse workforce (see Dover et al., 2015; Galinsky et al., 2015; Gundermir & Galinsky, 2018; Meeussen et al., 2014). The current study tries to make a unique contribution to the diversity literature by exploring how different ideologies work in the organisational environment. The aims of the study are discussed in detail in the following section.

Research Questions

The fundamental aims of this research are two-fold. First, it examines how perceived organisational endorsement of diversity predicts crucial organisational outcomes such as employee's organisational commitment, sense of belonging, and desire to leave the organisation. Second, it aims to understand how discrepancies between personal and organisational endorsements of diversity strategies predict the above outcomes.

The first research question stems from the importance of understanding how employees' perceptions of their organisation's diversity climate predicts organisational outcomes. Diversity climate refers to what employees perceive their organisation's stand on diversity is, based on workplace practices and procedures, as well as their own views relating to value of diversity in their organisation (Mor Barak et al., 1998; Schneider et al., 1994). Prior research conducted on diversity climate has shown that workplace climates that are inclusive were successful in achieving positive outcomes of diversity such as job satisfaction, lower turnover rates, increased innovation and creative, while reducing negative outcomes such a miscommunication and conflicts (McKay & Avery, 2015; Mor Barak, 2015; Mor Barak et al., 2016; Shore et al., 2011; Travis & Mor Barak, 2010). Thus, there is evidentiary support that employees' perceptions of their workplace environment are influential in predicting crucial organisational outcomes. This study aims to add to existing research on how employees' perceptions of their organisation's diversity climate predict organisational outcomes.

In addition to this, the current study wants to examine how majority's diversity endorsements affect the organisational outcomes. Past studies have shown that majority groups may feel excluded when their organisation/potential organisation endorse diversity and resist their diversity efforts (Dover et al., 2015; Plaut et al., 2011; Plaut et al., 2018). Since majority groups form a larger percentage of the organisation's workforce, and minority groups are generally supportive of organisational diversity efforts, majority's acceptance of, or resistance to diversity can determine the success of organisation's diversity efforts. Therefore, the current study explores how majority's perception of organisational endorsement of diversity can predict some crucial organisational outcomes.

The second fundamental research question this study aims to answer stems from research conducted on the topic of person-organisation fit. Person-organisation fit refers to the compatibility between employees and organisation. It determines the extent to which both parties' needs are satisfied or when they share similar characteristics, or both (Kristof, 1996). The importance of person-organisation fit is exhibited in various interactional theories shed light on the importance of person-organisation fit. The Attraction-Selection-Attrition framework by Schneider et al., (1995), Theory of Work Adjustment by Dawis and Lofquist (1984) and Byrne's Similarity-Attraction Paradigm (1971) are some notable theories that emphasise the importance of person-organisation fit.

The Attraction-Selection-Attrition framework (Schneider et al., 1995) proposes that over time organisations begin to attract, select and retain groups of employees that share similar characteristics with the organisation. According to the selection mechanism, person-organisation fit influences potential employee's self-selection as well as employer's selection behaviours. The attraction mechanism posits that individuals are attracted to organisations that share values similar to theirs, while the attrition mechanism states that employees with low person-organisation fit will eventually leave the organisation, voluntarily or

involuntarily. Therefore, according to the Attraction-Selection-Attrition framework, person-organisation fit is important in attracting talent with values similar to that of the organisation, as well as in determining the likelihood of an employee leaving the organisation.

Theory of Work Adjustment (Dawis & Lofquist, 1984) suggests that a better fit between the employee and organisation is a result of adjustments that work towards creating a state of correspondence (a responsive, reciprocal relationship between individual and organisation) between their characteristics. This would imply that a better person-organisation fit would entail lesser adjustment efforts for both the parties, and employees would feel well-adjusted to their work environment.

Byrne's (1971) Similarity-Attraction Paradigm proposes that interpersonal attraction increases when there is similarity in attitudes and values between individuals. This mechanism implies that as interpersonal differences increase, there is a likelihood that individuals different from the other group members will withdraw physically or psychologically. If a good person-organisation fit exists between the employee and organisation, chances that such withdrawals occur are expected to diminish.

Supplementary to these theories, research also shows that person-organisation fit is related to important organisational outcomes (see meta-analyses by Kristof-Brown et al., 2005, $k = 172$; Verquer et al., 2003, $k = 21$). Person-organisation fit studies have also shown that peoples' values are of high importance in establishing this fit (van Vianen et al., 2007). Meta-analysis conducted by Assouline and Meir ($k = 41$, 1987) concluded that value congruence is positively correlated with satisfaction at work ($r = .21$). According to Cable and DeRue (2002), when different types of fits are compared, person-organisation fit had the highest level of influence on organisational identification, perceived organisational support, and turnover. Saks and Ashforth (1997, 2002) reported similar results, where person-organisation fit exhibited stronger effects on turnover and organisation-focused attitudes.

The current study examines how person and organisational fit on endorsement of diversity ideologies predict employee outcomes such as organisational commitment, sense of belonging, and turnover intentions. Specifically, it takes the initial approach that was used to determine person-organisation fit – value congruence (Chatman, 1989), with diversity values being central to examining how discrepancy between employees’ personal and perceived organisational endorsement (i.e., poor person-organisation fit) predicts the chosen outcomes.

Diversity Strategies

To examine the research questions discussed above, three popular diversity strategies were employed in this study. The three strategies that are chosen propose different ways to successfully manage diversity: colourblindness, multiculturalism, and interculturalism.

Colourblindness

Colourblindness is a diversity ideology that encourages individuals to pay attention to the sameness or uniqueness of each individual, instead of their membership(s) to different group categories such as race (Plaut et al., 2018; Sasaki & Vorauer, 2013; Yogeeswaran et al., 2017; Yogeeswaran et al., 2018). According to this ideology, racial equality can be achieved by encouraging individuals to ignore intergroup differences and focus on the uniqueness of each individual, resulting in a reduction of stereotypes, prejudice, and discrimination (Yogeeswaran et al., 2018). A meta-analysis of 97 studies conducted by Whitley and Webster (2018) that examined the degree of association of diversity ideologies (assimilation, colourblindness and multiculturalism) and prejudice (implicit and explicit) found that colourblindness did in fact slightly reduce explicit prejudice ($g. = -.07$).

However, research has also indicated that the status inequalities that are present between cultural majority and minority members continue to persist, despite all the members being treated equally raising concerns about the efficacy of colourblindness for contemporary race relations (Dovidio et al., 2008; Plaut, 2010). Additionally, such a strategy may

inadvertently lead the majority to project their identity onto to the superordinate level and define the common in-group's identity. This can alienate minority group members (Plaut et al., 2009), and creates an identity threat for them (Meeusen et al., 2014). Minority group members, thus, either resist the common in-group identity (Dovidio et al., 2008) or feel pressured to assimilate into the majority identity (Derks et al., 2007). Some studies have also reported that minorities are vigilant to inclusion-related cues and that colourblindness may signal bias (Apfelbaum et al., 2008; Purdie-Vaughns et al., 2008), leading them to feel excluded (Plaut et al., 2011) and show disengagement (Purdie-Vaughns et al., 2008). Supplementary to these findings, research shows that colourblindness may promote interpersonal and institutional distancing of minorities through social distancing (Apfelbaum et al., 2008; Plaut et al., 2009). Owing to these reasons, there is a common notion that majority groups support colourblindness more strongly than minority groups (Markus et al., 2000; Ryan et al., 2007) and feel more connected to organisations that endorse colourblindness than minority groups (Vos et al., 2014).

Multiculturalism

Multiculturalism, on the other hand, is often regarded as a pluralistic ideology that recognises individual differences and values these differences. It argues that social categories such as race and ethnicity should be considered, instead of being ignored or minimised, as lack of knowledge and respect for other social groups is likely to result in prejudice (Rosenthal & Levy, 2010). The Whitley and Webster meta-analysis (2018) found that multiculturalism was negatively associated with explicit as well as implicit prejudice ($g. = -.26$ and $g. = -.19$ respectively). Another finding of this meta-analysis was that multiculturalism was more closely related with lower levels of prejudice than colourblindness ($g. = .15$), thereby indicating that multiculturalism may be a better diversity strategy to endorse. Other research has shown that majority group members who endorse

multiculturalism show lower levels of perceived out-group threat (Velasco González et al., 2008; van Oudenhoven et al., 1998; Ward & Masgoret, 2006), more favourable attitudes towards immigrants (Ward & Masgoret, 2006), and may also promote inclusive behaviours and policies (Wolsko et al., 2006). Thus, developing multicultural strategies that aim at including majority group members may prove to be beneficial to organisations.

While multiculturalism is more inclusive than colourblindness, it too has its own shortcomings. The underlying problem with multiculturalism begins with the majority's assumption that diversity is often related to minority groups and not them (Stevens et al., 2008; Unzueta & Binning, 2010). Considering social identity theory which proposes that group members value themselves in accordance to the value their social group receives, multiculturalism may not be as highly adopted among majority groups as they may perceive that the value given to their social group may diminish and they will be treated poorly or face increased bias (Kaiser et al., 2013; Norton & Sommers, 2011; Wilkins & Kaiser, 2014). These negative associations have been exhibited in numerous studies. Plaut et al. (2011) found that Whites associated multiculturalism with exclusion and showed lesser likelihood of associating their own group with multiculturalism than they did with minority groups. In addition to this, majority group members that are high in racial identification feel threatened by multiculturalism (Morrison et al., 2010), and can exhibit resistance to it (Plaut et al., 2011). Moreover, multiculturalism can be perceived as a threat to the national identity and increase prejudice, especially when the majority perceive its concrete implications (Mahfud et al., 2018; Yogeeswaran & Dasgupta, 2014).

However, when it comes to minority groups, multiculturalism displays an acceptance of their members (van Oudenhoven et al., 1998; Verkuyten, 2005) and provides a safety net for them. This may be credited to the fact that diversity is often associated with minority groups, and this leads them to believe that they are central to the multiculturalism ideology. It

has been shown to be endorsed more by minorities than the majority groups (Ryan et al., 2007; Wolsko et al., 2006) and shown to help members display greater engagement at work (Plaut et al., 2009).

Interculturalism

Despite the promise of multiculturalism, in recent times, multiculturalism as a diversity ideology has faced challenges that go beyond the ones discussed above (Verkuyten & Yogeeswaran, 2020a). These examples include increase in number of individuals who belong to mixed origins and possess multiple identities, and an increase in urban and regional superdiversity. Multiculturalism has also led to fragmented societies as it results in minority groups focusing primarily on their cultural identities instead of the host nation's (for a review, see Verkuyten, 2013). Interculturalism was developed as an alternative pro-diversity strategy by political philosophers (see Meer, Modood & Zapata-Barrero, 2016 for a review) to address these limitations, and has been implemented by the Council of Europe, UNESCO, and some national and local governments have promoted it as a replacement for multiculturalism (see Meer et al., 2016; Yogeeswaran et al., 2020).

Interculturalism can be viewed as an extension of multiculturalism – it too supports diversity as a valuable asset, and proposes that societies celebrate cultural differences, instead of encouraging minorities to assimilate to the majority group (Meer et al., 2016; Morris et al., 2015). However, in addition to these fundamental similarities with multiculturalism, interculturalism includes three crucial interrelated components: intergroup dialogue, identity flexibility, and sense of unity, which are developed to effectively manage diversity. Firstly, it promotes dialogue and interaction between different groups as a way to develop harmonious intergroup relationships (Verkuyten et al., 2019). Secondly, it acknowledges the fact that people can have more than one identity and are not bound to categories such as White, Black or Hispanic, that they work towards protecting (Verkuyten et al., 2019). Thirdly, it argues for

a superordinate identity against a background of subgroup differences, aiming to develop a sense of oneness and shared belonging for the community (Verkuyten et al., 2019). Thus, interculturalism views identities and societies to be dynamic, which change through intergroup contact and communication, creating new hybrid superordinate identities that integrate diverse groups while celebrating sub-group differences. From the limited research conducted on interculturalism, it has shown promising evidence with regard to increased willingness for intergroup contact and reduced outgroup prejudice, and increased behavioural trust and cooperation (Verkuyten et al., 2019; Verkuyten & Yogeeswaran, 2020b; Yogeeswaran et al., 2020).

At present, however, there is no research conducted on the consequences of interculturalism in an organisational context. Since the strategy emphasises the importance of intergroup dialogue, it may be related to better communication which binds people together and allows members from different groups to accomplish production and social functions. Communications, both formal and informal, have been critical to organisations (Femi, 2014; Goris, 2007; Holtzhausen, 2002). Effective communication will also potentially lead to an efficient decision-making process within diverse groups, which leads to more creative and innovative solutions (Cox & Blake, 1991; van Knippenberg et al., 2004). In addition to this, since interculturalism emphasises that individuals are not restricted to having one identity (e.g., Black, Indian), but multiple identities, the chances that employees build different groups based on other categories (e.g., education level, profession, gender) increase. Therefore, the likelihood that an employee connects with another employee on the basis of a similarity other than their ethnicity is high, and probability of employees feeling excluded is low. Lastly, since interculturalism calls for the development of a superordinate identity against a background of subgroup differences, different subgroups (majority and minority) may feel a sense of shared identity and commonality that enhances a feeling of inclusion

within the organisation's procedures and/or policies. However, these are assumptions on what employees would perceive with regard to interculturalism in an organisational setting, and empirical research is needed to explore these possibilities. The current research, therefore, is exploratory with regard to interculturalism endorsement on employee outcomes.

Research Hypotheses Relating to Perceived Organisational Endorsement of Diversity

This study hypothesises that pro-diversity strategies (multiculturalism and interculturalism) will exhibit stronger associations with the organisational outcomes. The fundamental reason is that the pro-diversity strategies fulfil individuals' needs of belongingness and uniqueness in social groups, as they try to include minority and majority group members along with their unique characteristics. The two needs (need for belongingness and uniqueness) were first proposed by Brewer (1991) in Optimal Distinctiveness Theory (ODT). ODT states that humans try to balance their need for validation and similarity to others and their need for uniqueness and individuation through an optimal level of inclusion in social groups that they are a part of. Hagerty et al. (1992) also proposed that two elements are necessary for an individual to experience a sense of belonging, one being accepted and valued by other group members and the other, a perceived similarity in characteristics with other members. Shore et al. (2011) further developed the ODT theory by incorporating its propositions in their inclusion framework. According to Shore et al. (2011), for an individual to truly feel included in a social group, two needs have to be satisfied: belongingness and uniqueness. Sometimes, while individuals may feel that they are included in the larger social group, they have to pay a price of admission into the group by giving up their unique characteristics. Since pro-diversity strategies encourage that social groups accept out-group individuals with their unique characteristics, instead of minimising the characteristics, it is expected that they will be more effective in making employees feel included.

The positive effect of creating an inclusive diversity climate within an organisation is reflected in research findings. Research shows that organisations that created an inclusive diversity climate were successful in achieving positive outcomes of diversity such as job satisfaction, lower turnover rates, increased innovation and creativity while reducing negative outcomes such as miscommunication and conflicts (McKay & Avery, 2015; Mor Barak, 2015; Mor Barak et al., 2016; Shore et al., 2011; Travis & Mor Barak, 2010). Therefore, this study expects that when one's organisation utilises pro-diversity strategies, thereby creating a climate of inclusion, employees will display higher levels of positive work outcomes/attitudes (e.g., organisational commitment) and lower levels of detrimental work outcomes/attitudes (e.g., turnover intention).

In order to measure organisation's diversity climate, data on employees' perceived organisational endorsement of diversity was collected. This means that the statements related to diversity endorsements were designed in a way that would capture what the employee thinks about their organisation's diversity management strategy. Data was collected in this manner for two main reasons. The first reason is because diversity climate is essentially what employees perceive their organisation's stand on diversity is, as well as their own views relating to value of diversity in their organisation, rather what organisations portrays its diversity values to be. Extant research from a social psychological perspective demonstrates that people's subjective perceptions are often more influential at predicting their thoughts, feelings, and behaviours, often more so than objective information and events (Ross & Nisbett, 2011), it was useful to examine how these subjective perceptions of the organisation's diversity beliefs predicted an employee's organisational commitment, turnover intention, and sense of belonging. The second reason for collecting employees' view on their organisation's diversity endorsements is to determine person-organisation fit. This study aimed at assessing the congruence between personal and organisational endorsements of

diversity and how discrepancy between the two predicts organisational outcomes. To assess this congruence, it was essential to understand how employees evaluate their organisation's endorsement of diversity, instead of relying purely on what the organisation states its diversity values to be. Hence, employee perceived organisational endorsement was collected.

Organisational Outcomes

To examine the associations of diversity strategies with organisational outcomes, three relevant outcomes were included. The outcomes were selected on the basis that (a) diversity climate will directly affect them, and (b) they have real-time implications for organisations. The outcomes included are organisational commitment, turnover intention, and sense of belonging.

Organisational Commitment

Organisational commitment can be defined as the extent to which an individual identifies with, and involves in, an organisation (Mowday et al., 1979). It is shown to predict employee turnover (Angle & Perry, 1981; Porter et al., 1976) and performance (Larson & Fukami, 1984; Leong et al., 2006), thus making it an important outcome for organisations. The psychological foundation of the relationship between diversity management practices and organisational commitment could be explained by Social Exchange Theory (Blau, 1964), which is based on reciprocity. In this case, it would mean that if the employee feels that the organisation is putting in effort to include them in the larger social group, they would show increased identification and involvement with the organisation. Thus, it is expected that when organisations endorse strategies that are aimed towards including all the employees of the organisation, employees are more likely to feel psychologically attached to the organisation and show increased commitment to it, and its goals and values. Therefore, this study hypothesises that perceived organisational endorsement of multiculturalism and

interculturalism will have a positive relationship with organisational commitment while endorsement of colourblindness will be unrelated.

Turnover Intention

Turnover intention can be defined as the final step in an employee's thinking process of making plans to leave their organisation (Chiu & Francesco, 2003). Turnover intention has been shown to strongly correlate with the employee actually leaving the organisation as reported by meta-analysis conducted by Griffeth et al. ($k = 42$; corrected mean $r = .45$; 2002), thus making turnover intention a highly researched and crucial organisational outcome. McKay et al., (2007) reported that perceived diversity climate and turnover intentions share a negative association. Since pro-diversity strategies are inclusive and accepting of individuals, the employees are likely to feel belongingness and commitment to the organisation and report lower intentions to leave it. Thus, this study hypothesises that pro-diversity strategies will have a negative association with turnover intention, while endorsement of colourblindness will be unrelated.

Sense of Belonging

According to Anant (1966), sense of belonging refers to an individual's involvement in a social group so that they are an integral and essential member of that group. Two elements are necessary for an individual to experience a sense of belonging, one being accepted and valued by other group members and the other, a perceived similarity in characteristics with other members (Brewer, 1991; Hagerty et al., 1991; Shore et al., 2011). When individuals feel that they are a part of their organisation, they have shown higher organisational commitment levels (Cho & Mor Barak, 2008; Findler et al., 2007; Shore et al., 2011) and lower turnover rates (Mor Barak et al., 2006), thereby making it an important outcome for organisations. In this study, it is expected that organisational endorsement of pro-diversity strategies will positively predict sense of belonging as they are more inclusive

and accepting in nature. Thus, individuals are more likely to feel a sense of belonging when their organisation implements practices that are more inclusive, while not encouraging individuals to minimise their unique characteristics.

This study, thus, hypothesises the following relationships in regard to perceived organisational endorsement of diversity strategies.

Hypothesis 1(a). Perceived organisational endorsement of pro-diversity strategies (multiculturalism and interculturalism) will have a positive relationship with organisational commitment, while endorsement of colourblindness will be unrelated to organisational commitment for majority group members.

Hypothesis 1(b). Perceived organisational endorsement of pro-diversity strategies (multiculturalism and interculturalism) will have a negative relationship with turnover intention, while endorsement of colourblindness will be unrelated to turnover intention for majority group members.

Hypothesis 1(c). Perceived organisational endorsement of pro-diversity strategies (multiculturalism and interculturalism) will have a positive relationship with sense of belonging, while endorsement of colourblindness will be unrelated to sense of belonging for majority group members.

Person-Organisation Fit

The second way this study examines relationships between diversity endorsements and outcomes is through examining person-organisation diversity endorsement fit. Person-organisation fit refers to the compatibility between employees and organisation. It determines the extent to which both the parties' needs are satisfied or when they share similar characteristics, or both (Kristof, 1996). The term characteristics constitute values, demands-abilities (extent to which employee's abilities meets the organisation's demand) and needs-

supplies (the degree to which the organisation meets the person's needs) (Darrow & Behrend, 2017). The current study tries to make a unique contribution to person-organisation fit literature by exploring how discrepancy between personal and perceived organisational endorsement predict outcome levels.

Measurement of Person-Organisation Fit

When it comes to studying person-organisation fit, issues such as content dimensions, conceptualisation of fit, level of analysis etcetera have to be taken under consideration (Kristof-Brown & Jansen, 2007). In this study, the dominant operationalisation of person-organisation fit, value congruence (Chatman, 1989) is utilised. It tries to examine if similarities or differences in personal and organisational endorsement of diversity values predict organisational outcomes. Meta-analyses suggest that assessing such an approach to examine effects of person-organisation fit on organisational outcomes is more successful (see Kristof-Brown et al., 2005; Verquer et al., 2003) than assessing how one party fulfils the other party's needs (Kristof-Brown & Jansen, 2007). The current study takes on the approach of an indirect subjective way to assess the person-organisation fit in regard to diversity endorsement by measuring it at an individual level (i.e., single person evaluates both person and organisation), using separate assessments of self and organisation. Thus, it tries to capture the employee's fit with the perceived organisational environment rather than an overall level of fit experienced. This type of an approach shows the second highest correlations with most organisational outcome measures, following direct measures of perceived fit (Kristof-Brown et al., 2005). When it comes to the analysis of this fit relationship, this study uses polynomial regression which aims to collapse employee and organisation measures into one score that captures the fit. The polynomial regression approach is explained at length in the results section.

Research Hypotheses Relating to Person-Organisation Fit

This study aims to examine how the congruence between personal and organisational endorsement of diversity will predict the three chosen organisational outcomes. Based on prior research conducted on person-organisation fit, the study expects that when there is a discrepancy between how employees and their organisation view and manage diversity, a negative relationship will be observed with the organisational outcomes. Specific reasoning pertaining to the different organisational outcomes follows.

Person-Organisation Fit and Organisational Commitment

When there is a discrepancy between one's values and those represented in their organisational culture, individuals may face adjustment difficulties (Hendel & Kagan, 2014). Based on Theory of Work Adjustment by Dawis and Lofquist (1984), a better fit between employee and organisation is expected to make the process of adjusting easier, thus, person-organisation fit plays an important role in such cases. A good level of person-organisation fit would mean that the individual and the organisation share similar values and beliefs. In this study, it is expected that if there is a discrepancy between personal and perceived organisational endorsement of diversity, the individual will show poorer levels of organisational commitment.

Hypothesis 2(a) Discrepancy between perceived organisational endorsement and personal endorsement of colourblindness will predict decreased organisational commitment.

Hypothesis 2(b) Discrepancy between perceived organisational endorsement and personal endorsement of multiculturalism will predict decreased organisational commitment.

Hypothesis 2(c) Discrepancy between perceived organisational endorsement and personal endorsement of interculturalism will predict decreased organisational commitment.

Person-Organisation Fit and Turnover Intention

Based on the interactional psychology theories discussed earlier and the general direction of relationship between person-organisation fit and turnover intention stated in person-organisation fit literature, this study also expects similar results when it comes to the relationship between the diversity value fit and turnover intention. It is expected that a discrepancy between personal and perceived organisational endorsement of a diversity strategy will be positively related to turnover intention (i.e., poorer person-organisation fit will lead to higher employee turnover intention).

Hypothesis 3(a) Discrepancy between perceived organisational endorsement and personal endorsement of colourblindness will predict increased turnover intention.

Hypothesis 3(b) Discrepancy between perceived organisational endorsement and personal endorsement of multiculturalism will predict increased turnover intention.

Hypothesis 3(c) Discrepancy between perceived organisational endorsement and personal endorsement of interculturalism will predict increased turnover intention.

Person-Organisation Fit and Sense of Belonging

Since person-organisation fit essentially refers to the compatibility of values between the employee and their organisation, when there is a discrepancy in personal and organisational endorsement of diversity, the employee may not truly involve themselves with the organisation. This non-involvement of the employee will eventually result in a lower sense of belonging to the organisation. Therefore, this study hypothesises that discrepancy between personal and perceived organisational endorsement of diversity predicts lower sense of belonging for the employee.

Hypothesis 4(a) Discrepancy between perceived organisational endorsement and personal endorsement of colourblindness will predict decreased sense of belonging.

Hypothesis 4(b) Discrepancy between perceived organisational endorsement and personal endorsement of multiculturalism will predict decreased sense of belonging.

Hypothesis 4(c) Discrepancy between perceived organisational endorsement and personal endorsement of interculturalism will predict decreased sense of belonging.

Method

Participants

Surveys were sent to American employees through Qualtrics' research database. Participants in this study were required to be full-time workers, not self-employed, and in an organisation that had a diversity policy. Additionally, data collection was focused on White/European Americans as this study is particularly interested in how the majority groups' beliefs about diversity predict their organisational outcomes. A total of 167 individuals participated in this study. To maintain participant anonymity throughout the data collection, analysis and reporting processes, limited personal data was requested. Demographic variables collected in the survey included gender, age, and country of birth. The study sample comprised of 62.9% females, 36.5% males and one individual identified as gender diverse. The mean age of participants was 39.38 years, ranging from 18 years to 74 years. Since this study examines organisational diversity from the majority's standpoint, all the participants included in this sample were White/European Americans who were born in the U.S. On average, participants reported working approximately 8 years at their current place of employment.

Organisational Information

In order to gather general data about the organisations the participants worked for, a few questions were included. These questions include the size of the organisation, size of participants' work team, and whether a diversity policy existed at their workplace. Highest percentage of participants (28.1%) reported working for an organisation that employed over

5000 employees, followed by 18% who reported working for an organisation that employed between 100 to 250 employees. In regard to team size, majority participants (60.5%) reported that their work teams had 1 to 20 employees. All of these participants' organisation had implemented a diversity policy which they later provided more information on. Questions related to participants' demographic information are presented in Appendix B.

Measures

Measuring Endorsements of Diversity Ideologies

When it came to measuring endorsements of different diversity ideologies, each scale was adapted for two different scenarios. One was personal endorsement of the ideology, while the other was perceived organisational endorsement of the ideology. The items used for personal endorsement of the ideology began with "I believe that..." while the organisational endorsement of ideology began with "I feel that my organisation believes...".

Colourblindness. To measure endorsement of colourblindness ideology, an adapted 5-item scale by Rosenthal and Levy (2012) was utilised in this study. Responses to each of the items were recorded on a 5-point scale where 1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree and 5 = strongly agree. An example item from this scale is "I believe that all human beings are individuals, and therefore race and ethnicity are not important.". The scales measuring endorsements of colourblindness exhibited good internal consistency ($\alpha = .785$ for personal and $\alpha = .823$ for perceived organisational endorsement). This measure is presented in Appendix C.

Multiculturalism. An adapted version of Multicultural Ideology Scale by Berry and Kalin (1995) was used to measure endorsement of multiculturalism in this study. This scale contains a total of 6 items. Responses to the scale items were recorded on 5-point Likert scale with options ranging from 1 = strongly disagree to 5 = strongly agree. An example item from this scale is "I believe that we should help ethnic minorities preserve their cultural heritage.".

The scales measuring endorsements of multiculturalism exhibited good internal consistency ($\alpha = .792$ for personal and $\alpha = .752$ for perceived organisational endorsement). This measure is presented in Appendix D.

Interculturalism. To measure endorsement of interculturalism, an adapted version of a 12-item scale developed by Verkuyten et al. (2019) was utilised. The scale was designed to measure an overarching endorsement of interculturalism as well as three interrelated components. The three components were measured with 4 items each. These components are sense of unity (item 1 –4), identity flexibility (item 5 – 8) and dialogue (item 9 – 12).

However, only a composite score on this scale was considered to measure endorsements of interculturalism (see Appendix I and J for details of analyses using three separate components). The responses were captured on a 5-point Likert scale, with options ranging from 1 = strongly disagree to 5 = strongly agree. An example item from this scale is “I believe that in interactions with people who are different, something new and valuable can develop.”. The scales measuring endorsements of interculturalism exhibited high internal consistency ($\alpha = .864$ for personal and $\alpha = .894$ for perceived organisational endorsement). This measure is presented in Appendix E.

Organisational Outcomes

Organisational Commitment. To measure organisational commitment of the participants, Attachment Instrument (O’Reilly & Chatman, 1986) was utilised. A total of 8 items were included in the survey to measure two dimensions of organisational commitment – internalisation and identification. Internalisation can be defined as an employee adopting their organisation’s mission as their own (Fields, 2013), whereas identification can be defined as employee’s belief that their organisation shares values similar to theirs (Fields, 2013). However, only a composite score on this scale was used to determine participants’ organisational commitment. A 5-point Likert scale was used to record responses to each

statement, with points ranging from 1 = strongly disagree to 5 = strongly agree. An example statement from this scale is “I am proud to tell others that I am a part of this organisation”.

The Psychological Attachment Instrument exhibited high internal consistency in this study ($\alpha = .938$). This measure is presented in Appendix F.

Turnover Intention. Participants’ intent to leave their current organisation was measured by Turnover Intention Scale (Roodt, 2004). This scale has a total of six items, measured on a 5-point Likert scale with varying options, such as never to always and highly unlikely to highly likely. A sample question from this scale is “To what extent is your current job satisfying your personal needs?” Participants can choose from 1 = to no extent, 2 = to a rare extent, 3 = to some extent, 4 = to a large extent and 5 = to a very large extent. The Turnover Intention Scale exhibited high internal consistency in this study ($\alpha = .878$). This measure is presented in Appendix G.

Sense of Belonging. To measure participants’ sense of belonging, a 4-item scale developed by Verkuyten (2005) was included in this study. Responses from participants were recorded on a 7-point Likert scale where 1 = strongly disagree and 7 = strongly agree. An example statement from this scale is “I identify with my organisation.” The sense of belonging scale exhibited high internal consistency in this study ($\alpha = .936$). This measure is presented in Appendix H.

Procedure

A self-report, cross-sectional design was used for the study. Data was collected online over a two-week period. A link to the survey was shared with Qualtrics, a survey organisation, to be circulated with their database in the USA. Participation in the questionnaire was completely voluntary. An information sheet (Appendix A) and a participant consent form (Appendix A) were included at the beginning of the online questionnaire which participants must agree to before they proceeded to the questions. These

forms included an overview of the study stating the purpose of the study and explained to the participants how and where their data will be used and how it will be protected. The participants were also notified that the study had been approved by the Human Ethics Committee at the University of Canterbury. Participants were awarded with a small monetary reward by Qualtrics upon completion of the questionnaire and fully debriefed (see Appendix A).

Results

Data Analysis

All data was analysed using IBM Statistical Package for Social Sciences (version 25), commonly known as SPSS.

Regression Analysis

To examine how the personal and organisation endorsements of diversity strategies affect the organisational outcomes, regression analysis was conducted. Please note that the use of ‘increase’ or ‘decrease’ when describing the results are purely to facilitate the illustration of the relationships, and do not imply a within-person change.

Regression Results for Colourblindness

Table 1. *Results from the regression analysis for Personal and Organisational Endorsement of Colourblindness on organisational outcomes.*

Variable	<i>B</i>	<i>SE(B)</i>	<i>β</i>	<i>t</i>	<i>Sig. (p)</i>
<i>Personal Endorsement</i>					
Organisational Commitment	.059	.110	.057	.533	.594
Turnover Intention	.033	.112	.031	.294	.769
Sense of Belonging	-.020	.172	-.012	-.116	.908
<i>Perceived Organisational Endorsement</i>					
Organisational Commitment	.014	.109	.013	.124	.902
Turnover Intention	-.143	.111	-.145	-1.295	.197
Sense of Belonging	.134	.170	.084	.790	.430

Note. *B* = Unstandardised Regression Coefficient; *β* = Standardised Regression Coefficient.

Table 1 suggests that neither personal endorsement nor perceived organisational endorsement of colourblindness is significantly associated with any of the organisational outcomes included in this study.

Regression Results for Multiculturalism

Table 2. Results from the regression analysis for Personal and Organisational Endorsement of Multiculturalism on organisational outcomes.

Variable	B	SE(B)	β	t	Sig. (p)
<i>Personal Endorsement</i>					
Organisational Commitment	.047	.124	.037	.383	.702
Turnover Intention	.413	.133	.328**	3.098	.002
Sense of Belonging	-.034	.185	-.017	-.183	.855
<i>Perceived Organisational Endorsement</i>					
Organisational Commitment	.947	.172	.690**	5.502	.000
Turnover Intention	-.747	.185	-.533**	-4.040	.000
Sense of Belonging	1.796	.258	.823**	6.971	.000

Note. B = Unstandardised Regression Coefficient; β = Standardised Regression Coefficient.
** $p < .01$.

Table 2 shows that perceived organisational endorsement of multiculturalism is significantly associated with all the organisational outcomes. Organisational commitment ($B = .947$, $\beta = .690$, $p < .01$) and sense of belonging ($B = 1.796$, $\beta = .823$, $p < .01$) are positively related with perceived organisational endorsement of multiculturalism, that is., the outcome levels increase as perceived organisational endorsement of multiculturalism increases. Turnover intention ($B = -.747$, $\beta = -.533$, $p < .01$) is negatively associated with perceived organisational endorsement of multiculturalism, that is, intention to leave decreases as perceived organisational endorsement of multiculturalism increases. Personal endorsement of multiculturalism only exhibits a statistically significant relationship with turnover intention ($B = .413$, $\beta = .328$, $p < .01$), that is, turnover intention increases as personal endorsement of multiculturalism increases.

Regression Results for Interculturalism

Table 3. Results from the regression analysis for Personal and Organisational Endorsement of Interculturalism on organisational outcomes.

Variable	<i>B</i>	SE(<i>B</i>)	β	<i>T</i>	Sig. (<i>p</i>)
Personal Endorsement					
Organisational Commitment	-.151	.276	-.091	-.546	.586
Turnover Intention	.404	.290	.248	1.393	.166
Sense of Belonging	-.127	.414	-.048	-.306	.760
Perceived Organisational Endorsement					
Organisational Commitment	.539	.255	.363*	2.114	.036
Turnover Intention	-.592	.268	-.405*	-2.205	.029
Sense of Belonging	.864	.383	.366*	2.257	.025

Note. *B* = Unstandardised Regression Coefficient; β = Standardised Regression Coefficient. * $p < .05$.

Results from Table 3 exhibit that perceived organisational endorsement of interculturalism has significant positive relationships with organisational commitment ($B = .530$, $\beta = .363$, $p < .05$) and sense of belonging in organisation ($B = .864$, $\beta = .366$, $p < .05$), and a negative relationship with turnover intention ($B = -.592$, $\beta = -.405$, $p < .05$).

Polynomial Regression Analysis

To examine how variations of personal and perceived organisational endorsements of diversity ideologies predict organisational outcomes, polynomial regression and response surface analysis were utilised. Polynomial regression is a statistical technique that is used in analysing how combinations of two predictor variables relate to an outcome (Shanock et al., 2010). The results from the polynomial regression analyses were then used to graph relationships between combinations of personal and perceived organisational endorsements and organisational outcomes in a three-dimensional space. This technique of analysis of statistical relationships is called response surface analysis. Polynomial regression analysis and response surface analysis are used in this study due to their ability to determine the agreement, degree of discrepancy and direction of discrepancy between two predictor

variables and outcome. In this way, relationships between discrepancies between personal and perceived organisational endorsements of a diversity and organisational outcomes were analysed and findings were presented in a visual format. The following regression equation was used in order to determine the hypotheses:

$$P = b_0 + b_1X + b_2Y + b_3X^2 + b_4XY + b_5Y^2 + e$$

In this equation, X represents the organisational endorsement of a diversity strategy, Y represents the personal endorsement of a diversity strategy and P represents an organisational outcome. In this manner, the outcome variable is regressed on each of the predictor variables (X and Y), the interaction between X and Y and their squared terms (X^2 and Y^2). The coefficients from the regression analysis were then used to examine the response surface pattern that is graphed to provide a three-dimensional representation of the data. The interpretation of the three-dimensional graph is shown using Figure 1 and Table 5 as an example.

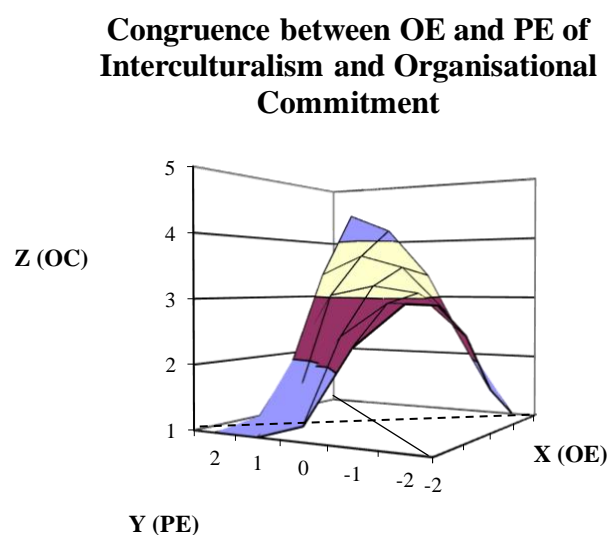


Figure 1. *Organisational Commitment as predicted by Personal and Perceived Organisational Endorsement of Interculturalism.*

Table 4. Results from Polynomial Regression of Personal and Perceived Organisational Endorsement of Interculturalism on Organisational Commitment.

	Organisational Commitment
Variable	<i>B</i>(<i>SE</i>)
Constant	3.187
Perceived Organisational Endorsement (OE)	.539
Personal Endorsement (PE)	-.151
OE ₂	-.221
PE _x OE	.621
PE ₂	-.263
<i>R</i>₂	.248
Surface tests	
<i>X</i> = <i>Y</i> slope (<i>a</i> ₁)	.390
<i>X</i> = <i>Y</i> curvature (<i>a</i> ₂)	.140
<i>X</i> = - <i>Y</i> slope (<i>a</i> ₃)	.690
<i>X</i> = - <i>Y</i> curvature (<i>a</i> ₄)	-1.110*

Note. For columns labelled OE, PE, OE₂, OE_xPE and PE₂, entries are unstandardised regression coefficients, with all predictors entered simultaneously. *R*₂ indicates the variance explained by the predictors. Non-linear terms OE₂, OE_xPE, and PE₂ explain additional variance above OE and PE. **p* < .05; ** *p* < .01.

The slope and curvature of the two lines on the floor of the graph (solid black and dashed black line) represent the response surface pattern. The solid black line that goes from the front to the back of the graph represents the “line of perfect agreement”, wherein $X = Y$. The slope of this line represents how agreement between personal and perceived organisational endorsements predicts the organisational outcome, while the line depicts how the outcome changes when the two predictors are the same across the continuum, that is., ranging from low scores on both predictors to high scores on both. If in this example, the slope (variable *a*₁ from Table 4) was significant, it would mean that organisational commitment increases as levels of personal and perceived organisational endorsement of interculturalism increase. A significant, negative number would indicate that organisational commitment decreases as levels of personal and perceived organisational endorsement of interculturalism increase.

The test for a curvature (variable a_2 from Table 4) along the line of perfect agreement provides information on whether this relationship is linear or nonlinear in nature. If this test is significant, the relationship between the predictor variables and outcome variable is nonlinear. When a_2 is significant and positive, the graph forms a convex surface (upward facing) along the line of perfect agreement and a concave surface (downward facing) when negative. This means that the outcome variable could increase or decrease sharply as predictor variables become lower or higher from some point.

The dashed line on the floor of the graph is referred to as the “line of incongruence”, where $X = -Y$. This is when the two predictor variables are not in agreement with each other (i.e., one has a high score and one a low score). Curvature (denoted by a_4 in Table) along this line captures how the degree of discrepancy between the two predictor variables predicts the outcome variable. A significant negative curvature (downward curving surface) would indicate that the outcome decreases as the degree of discrepancy increases. A significant positive curvature suggests the opposite. In this case a significant and negative a_4 (indicating a downward facing curve), indicates that organisational commitment decreases sharply as the degree of discrepancy between personal and perceived organisational endorsement of interculturalism increases.

The slope along the line of incongruence (denoted by a_3 in Table 4) sheds light on the extent to which the direction of discrepancy matters. A significant and negative slope indicates that the outcome is higher when Y is higher than X , and vice versa when the slope is significant and positive. Consider that a_3 in this scenario was significant, this would mean that organisational commitment would be higher when perceived organisational endorsement of interculturalism is higher than personal endorsement of interculturalism.

A total of nine such analyses were conducted in order to determine all the varied combinations of relations. The findings of these analyses are presented below.

Polynomial Regression Results for Colourblindness

Table 5. Results from Polynomial Regression of Personal and Perceived Organisational Endorsement of Colourblindness on the organisational outcomes.

	Organisational Commitment	Turnover Intention	Sense of Belonging
Variable	<i>B(SE)</i>	<i>B(SE)</i>	<i>B(SE)</i>
Intercept	3.335	2.786	4.749
Perceived Organisational Endorsement (OE)	.014	-.143	.134
Personal Endorsement (PE)	.059	.033	-.020
OE ₂	.180	-.057	.326
PE ₂	.059	-.059	.206
OE ₂ × PE	.016	.052	-.033
R²	.080	.028	.118
Surface tests			
<i>X = Y</i> slope (<i>a</i> ₁)	.070	-.110	.110
<i>X = Y</i> curvature (<i>a</i> ₂)	.260**	-.060	.500**
<i>X = -Y</i> slope (<i>a</i> ₃)	-.050	-.180	.150
<i>X = -Y</i> curvature (<i>a</i> ₄)	.220	-.170	.570*

Note. For columns labelled OE, PE, OE₂, OE₂ × PE and PE₂, entries are unstandardised regression coefficients, with all predictors enter simultaneously. R² indicates the variance explained by the predictors. Non-linear terms OE₂, OE₂ × PE, and PE₂ explain additional variance above OE and PE. **p* < .05; ** *p* < .01.

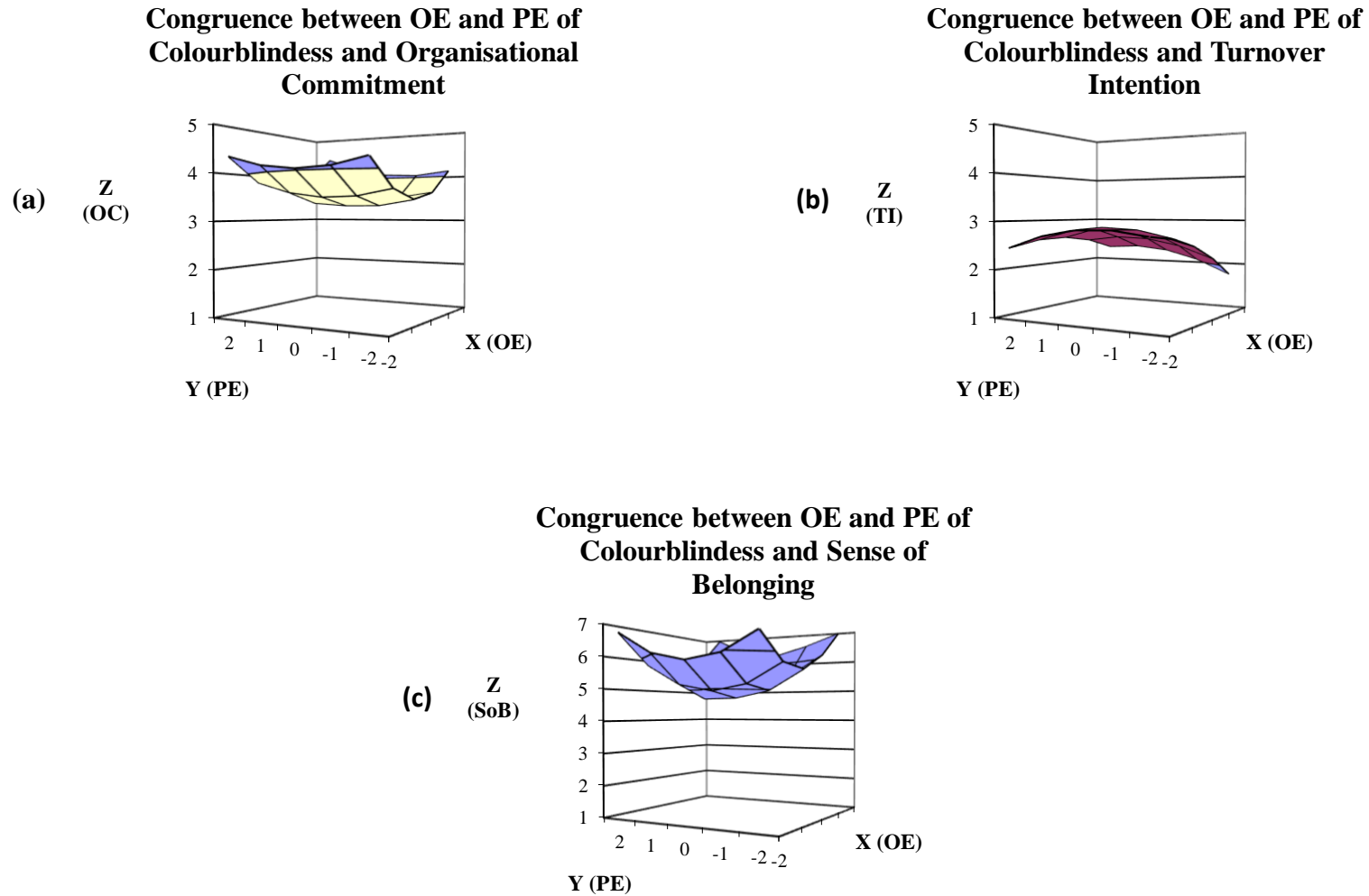


Figure 2. 3-Dimensional representation of Organisational Outcomes as predicted by Personal Endorsement (PE) and Perceived Organisational Endorsement (OE) of Colourblindness.

In case of personal and perceived organisational endorsement of colourblindness, three significant relationships were established for this sample. In case of organisational commitment, there is significant curvature on the $X = Y$ relationship (see Figure 2 (a)), wherein $B = 3.335$, $a_2 = .260$, $p < .01$. This indicates a non-linear relationship, that is, organisational commitment scores increase or decrease as both personal and perceived organisational endorsement of colourblindness scores increase or decrease from a point.

With regard to sense of belonging, significant results were obtained for curvature along $X = Y$ relationship ($B = 4.749$, $a_2 = .500$, $p < .01$) and curvature along $X = - Y$ relationship ($B = 4.749$, $a_4 = .570$, $p < .05$). Figure 2(c) shows a visual representation of these relationships. Significant a_2 indicates an increase or decrease in sense of belonging scores as personal and perceived organisational endorsement scores move up or down. Significant and positive a_4 suggests that sense of belonging scores increase as the discrepancy between personal and perceived organisational endorsement of colourblindness increases.

Polynomial Regression Results for Multiculturalism

Table 6. Results from Polynomial Regression of Personal and Perceived Organisational Endorsement of Multiculturalism on the organisational outcomes.

	Organisational Commitment	Turnover Intention	Sense of Belonging
Variable	<i>B</i>(<i>SE</i>)	<i>B</i>(<i>SE</i>)	<i>B</i>(<i>SE</i>)
Intercept	3.155	2.841	4.461
Perceived Organisational Endorsement (OE)	.947	-.747	1.796
Personal Endorsement (PE)	.047	.413	-.034
OE ₂	-.225	.263	-.571
PE _x OE	-.018	-.023	-.013
PE ₂	.019	-.213	.197
R₂	.290	.156	.371
Surface tests			
X = Y slope (<i>a</i> ₁)	.990**	-.330	1.760**
X = Y curvature (<i>a</i> ₂)	-.220	.030	-.390*
X = -Y slope (<i>a</i> ₃)	.900**	-1.160**	1.830**
X = -Y curvature (<i>a</i> ₄)	-.190	.070	-.360

Note. For columns labelled OE, PE, OE₂, OE_xPE and PE₂, entries are unstandardised regression coefficients, with all predictors enter simultaneously. R₂ indicates the variance explained by the predictors. Non-linear terms OE₂, OE_xPE, and PE₂ explain additional variance above OE and PE. ** $p < .01$. OE and PE. ** $p < .01$.

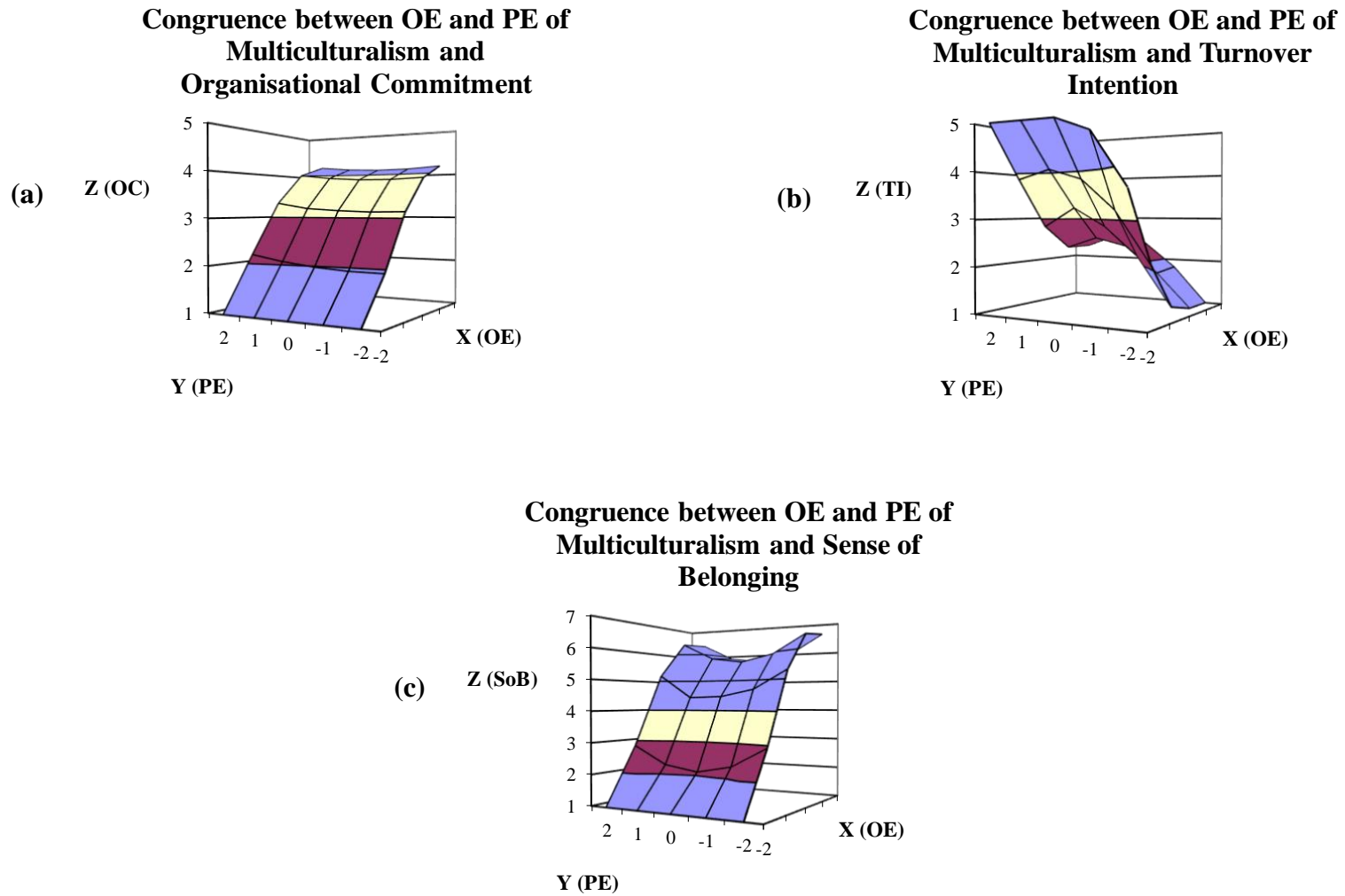


Figure 3. 3-Dimensional representation of Organisational Outcomes as predicted by Personal Endorsement (PE) and Perceived Organisational Endorsement (OE) of Multiculturalism.

For organisational commitment, two significant relationships can be observed. First is a significant slope where $B = 3.155$, $a_1 = .990$, $p < .01$ (see Figure 3(a)), that is, organisational commitment scores increases as scores on personal and perceived organisational endorsement of multiculturalism increase. The second significant relationship is slope along $X = - Y$ relationship (where $B = 3.155$, $a_3 = .900$, $p < .01$; see Figure 3(a)). This indicates that when discrepancy exists, organisational commitment increases when perceived organisational endorsement of multiculturalism is higher than personal endorsement.

When it comes to turnover intention, a significant slope along $X = - Y$ relationship ($B = 2.841$, $a_3 = -1.160$, $p < .01$; refer to Figure 3(b)) is observed. This indicates that turnover intention is higher when discrepancy between personal and perceived organisational endorsement of multiculturalism exists. In addition to this, negative a_3 suggests that turnover intention is higher when personal endorsement of multiculturalism is higher.

In case of sense of belonging, significant slopes could be observed along both $X = Y$ and $X = - Y$ relations, and a significant curvature along the $X = Y$ relationship ($B = 4.461$, $a_1 = 1.760$, $p < .01$; $a_2 = -.390$, $p < .01$; $a_3 = 1.830$, $p < .01$; refer to Figure 3(c)). Significant a_1 and a_2 values indicate that when there is an agreement between personal and perceived organisational endorsements of multiculturalism, sense of belonging increased. However, the increase in sense of belonging is not linear, and it decreases as endorsement of multiculturalism increases. Positive and significant a_3 indicates that when discrepancy exists, sense of belonging increases when perceived organisational endorsement of multiculturalism is higher than personal endorsement.

Polynomial Regression Results for Interculturalism

Table 7. Results from Polynomial Regression of Personal and Perceived Organisational Endorsement of Interculturalism on the organisational outcomes.

	Organisational Commitment	Turnover Intention	Sense of Belonging
Variable	<i>B</i>(<i>SE</i>)	<i>B</i>(<i>SE</i>)	<i>B</i>(<i>SE</i>)
Constant	3.187	2.905	4.405
Perceived Organisational Endorsement (OE)	.539	-.592	.864
Personal Endorsement (PE)	-.151	.404	-.127
OE ₂	-.221	.114	-.540
PE _x OE	.621	-.260	1.195
PE ₂	-.263	.019	-.328
R₂	.248	.141	.329
Surface tests			
X = Y slope (<i>a</i> ₁)	.390	-.190	.740
X = Y curvature (<i>a</i> ₂)	.140	-.130	.330
X = -Y slope (<i>a</i> ₃)	.690	-1.000*	.390
X = -Y curvature (<i>a</i> ₄)	-1.110*	.390	-2.060**

Note. For columns labelled OE, PE, OE₂, OE_xPE and PE₂, entries are unstandardised regression coefficients, with all predictors enter simultaneously. R₂ indicates the variance explained by the predictors. Non-linear terms OE₂, OE_xPE, and PE₂ explain additional variance above OE and PE. ** $p < .01$. OE and PE. ** $p < .01$.

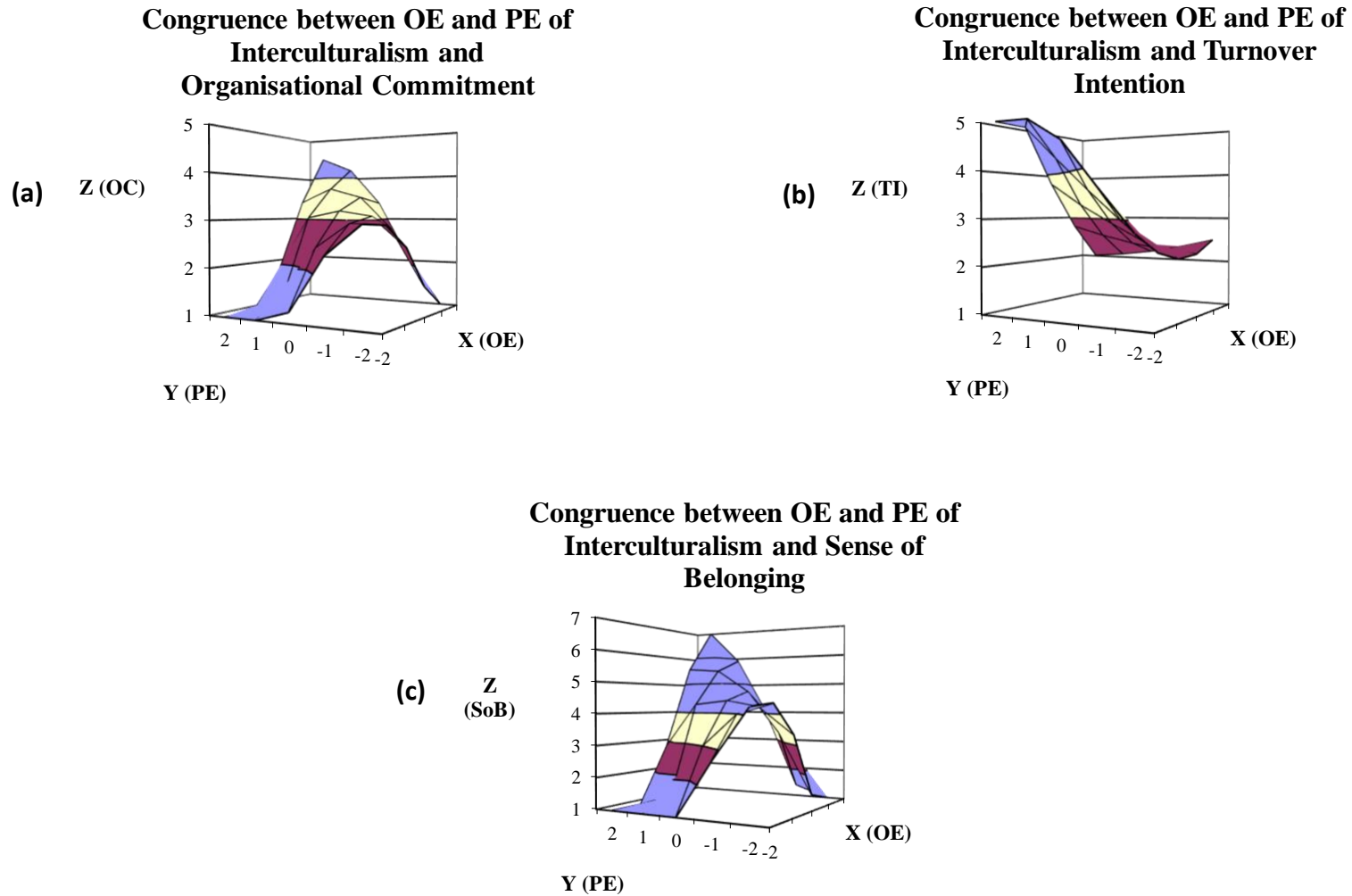


Figure 4. 3-Dimensional representation of Organisational Outcomes as predicted by Personal Endorsement (PE) and Perceived Organisational Endorsement (OE) of Interculturalism.

With regard to organisational commitment, a significant curvature along $X = - Y$ relationship ($B= 3.187, a_4 = -1.110, p < .01$; see Figure 4(a)) indicates that organisational commitment decreases sharply as the degree of discrepancy between personal and perceived organisational endorsements of interculturalism increases. A similar relationship can also be seen in the case of sense of belonging (refer to Figure 4(c)) where $B= 4.405, a_4 = -2.060, p < .01$. This suggests that sense of belonging to one's organisation decreases as discrepancy between the two predictor variables increase.

In case of turnover intention, a significant, negative slope along $X = - Y$ relationship ($B= 2.905, a_3 = -1.000, p < .01$; see Figure 4(b)) suggests that intention to leave the organisation is higher when personal endorsement of interculturalism is higher than perceived organisational endorsement.

Based on the discussion of results above, the following conclusions can be drawn: Hypotheses (1(a), 1(b) and 1(c)) concerning the relationships between perceived organisational endorsement of diversity and outcomes were accepted for all the three outcomes. For hypotheses relating to discrepancy between perceived organisational and personal endorsements of diversity, only three hypotheses were approved. These hypotheses are the ones concerning colourblindness and sense of belonging (4(a)), interculturalism and turnover intention (3(b)) and interculturalism and sense of belonging (4(c)).

Discussion

This study was conducted to understand two questions relating to diversity within organisations. The first research question was aimed at examining the relationships between perceived organisational endorsement of three diversity ideologies and organisational commitment, turnover intention, and sense of belonging. The second research question was to assess how discrepancy in personal and perceived organisational diversity endorsement predicts these outcomes. To reiterate, the use of 'increase' or 'decrease' when describing the

results are purely to facilitate the illustration of the relationships, and do not imply a within-person change.

Past research conducted on diversity climate in organisations has found that it is vital in predicting organisational variables such as job satisfaction, lower turnover rates, increased innovation and creativity, miscommunication, and conflicts (McKay & Avery, 2015; McKay et al., 2007; Mor Barak, 2015; Mor Barak et al., 2016; Shore et al., 2011; Travis & Mor Barak, 2010). This study hypothesised that pro-diversity strategies – multiculturalism and interculturalism – will positively predict organisational outcomes for employees (even those in the majority group). This appeared to be the case for the three outcomes (organisational commitment, turnover intention and sense of belonging) explored here. These results show that perceptions of one's organisation as having a pro-diversity approach even among the majority group predicts important organisational outcomes such as employees' sense of belonging, commitment, and reduced turnover intentions.

The second research question pertaining to discrepancy in personal and perceived organisational diversity strategies and organisational outcomes emerges from research on person-organisation fit. Past research relating to person-organisation fit has shown it to be vital in predicting numerous crucial organisational outcomes (see meta-analyses conducted by Assouline & Meir, 1987; Kristof-Brown et al., 2005; Verquer et al., 2003). In the current study, there were a total of nine hypotheses examining whether discrepancy between personal and perceived organisational predicts the organisational outcomes. Support was provided for only three of the nine total hypotheses (endorsements of colourblindness and sense of belonging, endorsements of interculturalism and turnover intention, and endorsement of interculturalism and sense of belonging). These results indicate that discrepancy in diversity endorsements is not critical to predicting outcomes. However, additional results that were attained through polynomial regression can provide further input on how fit of employee and

perceived organisational diversity endorsements affect the outcomes. The most consistent results were found in the case of multiculturalism, wherein agreement between personal and perceived organisational endorsements of diversity predicted higher levels of organisational commitment, and sense of belonging. The positive coefficients achieved for these relationships indicate a linear relationship between the two endorsements and the outcome, that is, organisation commitment and sense of belonging increase as levels of personal and perceived organisational endorsement of multiculturalism increase. From this it can be concluded that while discrepancy between diversity endorsements may not necessarily affect outcome levels, agreement between them is critical to determine outcome levels. These results go on to add to the importance of person-organisation fit in industrial and organisational psychology literature.

Another pattern that was observed from the polynomial regression analysis was concerning the levels of outcomes if a discrepancy between the two endorsements existed. This was most evident in the case of multiculturalism (with organisational commitment and sense of belonging). It was found that when discrepancy exists, perceived organisational endorsement of multiculturalism was more important in predicting the outcome than personal endorsement of multiculturalism. This observation further provides support to the first hypothesis concerning the importance of organisational endorsement of diversity in predicting the outcomes. However, in the case of turnover intention, results showed that personal endorsement of multiculturalism mattered more in case of discrepancy. A similar relationship was found in the case of interculturalism and turnover intention. This may indicate that when employees endorse pro-diversity strategies and believe that their organisations do not, they are more likely to consider leaving it, possibly adding to the importance of value congruence between employee and organisation.

In the case of colourblindness, one consistent pattern through two outcomes (organisational commitment and sense of belonging) revealed a non-linear relationship between endorsements and outcomes. This means that these outcomes are at the highest levels when endorsement of colourblindness is moderate, and extremes may lead to lower levels of organisational commitment and sense of belonging. Past research has found mixed findings on colourblindness. While some studies found it to improve intergroup relations (Whitley & Webster, 2018 meta-analysis), others conclude that it negatively impacts intergroup relations (Apfelbaum et al., 2008; Plaut et al., 2009; Plaut et al., 2011; Purdie-Vaughns et al., 2008). While this study does not identify particular reasons for this result, it could be attributed to colourblindness having multiple meanings across different contexts. Yogeewaran et al. (2017) found that individual's social dominance orientation moderated the relationship between endorsement of colourblindness and out-group attitudes, whereas Guimond et al. (2014) in their review put forth how the meaning of colourblindness varies across nations. These findings show that the relationship between endorsement of colourblindness and out-group attitudes is dependent on various factors and does not have uniform effects. Therefore, future research is needed to explain the results achieved in this study, especially in the New Zealand context as research on colourblindness in New Zealand is limited.

When it comes to interculturalism, the most recently developed diversity strategy, this study is possibly the first to explore its relevance in organisational settings. The main takeaway from this study relating to interculturalism is that the more employees believe that their organisation endorses interculturalism, the more organisational commitment and sense of belonging they report, alongside reduced turnover intention. However, personal endorsement of interculturalism has little predictive effect on the outcomes. Future research

needs to be conducted to examine how interculturalism plays out in organisational settings before it can be suggested for organisational use.

Broader Implications

The current study, as well as considerable amounts of past diversity research provide academics and diversity advocates with valuable insights. However, as Eagly (2016) in her presidential address to SPSSI (Society for the Psychological Study of Social Issues) points out, scientific allies as well as advocates and policy makers can sometimes selectively use research findings to show the positive influences of diversity without addressing its pitfalls to support their claims. Therefore, it is vital to understand the positives and negatives of diversity before designing and implementing diversity strategies in organisations and nations.

Another point to consider before choosing a diversity strategy is that the meanings associated with different ideologies change with contextual factors. While there is a large amount of diversity research available, there have been limited studies focused on how social and political factors (e.g., nation's diversity policy) affect prejudice and intergroup relations in general. Guimond et al. (2013) proposed a model that suggests country's policies influence cultural norms of integration, and these norms eventually shape personal endorsements, in turn affecting intergroup attitudes and behaviours. While this theory was proposed keeping society in mind, cultural norms and practices and personal endorsements are likely to be reflected in organisational settings within a nation. Given that New Zealand is a bicultural society, generalising results achieved in the USA (a country with medium pro-diversity policy, based off Multiculturalism Policy Index by Banting & Kymlicka, 2003, developed on nine specific criteria) to the New Zealand context, would be a mistake.

Evidence for this can be drawn from the fact that colourblindness showed differing results when its effect on prejudice was examined in France. Most of the research on colourblindness obtained through US participants has shown that it fails to bring about

intergroup harmony and leads to more problems than solutions. However, France, a good example of a country that has adopted colourblindness, showed that colourblindness may have a positive effect on intergroup relations and result in lower prejudice (Guimond et al., 2014; Kamiejski et al., 2012). Guimond et al. (2014), in their study of French students found that students averaged low levels of prejudice alongside high levels of colourblindness endorsement. Results from this study were compared to a similar study carried out by Guimond et al. (2013) that included Canada, UK, US and Germany. The French students' low prejudice scores were comparable to scores observed in Canada, which is regarded as a country with a strong pro-diversity policy (based on Multiculturalism Policy Index by Banting & Kymlicka, 2003). These scores were significantly lower than what was observed in the UK, which is regarded as a country with medium pro-diversity policy and Germany, a country with low pro-diversity policy. Guimond et al. (2014) suggested that this may be attributed to France's strong colourblind tradition which shaped a strong norm of colourblindness within the society, resulting in lower levels of prejudice.

Such results suggest diversity strategies have culture-specific nuanced effects and societal and political factors such as diversity policy at national levels and perceived cultural norms influence intergroup outcomes. This is of considerable importance to New Zealand as research related to diversity factoring in the New Zealand context is currently limited. Therefore, taking into consideration the general notion of acceptance of or resistance to ethnic minorities will be critical to the success of diversity strategies.

Limitations

Certain limitations of this study should be taken into consideration before drawing conclusions regarding the influence of diversity ideologies and importance of diversity value congruence. First and foremost, the scales measuring diversity endorsements included in this study were adapted from scales formulated to capture data at the societal level. Therefore,

there is a possibility that some statements may not be applicable to organisational settings. Scales that are developed keeping in mind workplaces' environmental attributes may be more appropriate in gathering such data, even though the scales utilised in this study showed high reliability. Second, interculturalism is a relatively new ideology and is more complex than the other two ideologies; thus, some participants may not be completely aware of or understand its propositions. This may have influenced responses in some ways.

Directions for Future Research

While past research on diversity has mostly been conducted on colourblindness and multiculturalism, this study provides another diversity strategy that could potentially be helpful for organisations in successfully managing diversity. While this study shed light on some benefits of adopting intercultural ideologies at the organisational level, further research is needed to explore the effects of interculturalism in organisations.

Yet another research possibility this study has brought forth is the need for scales that effectively capture diversity endorsements in organisational settings. Future research could therefore look at developing scales that are based on work environment attributes instead of societal attributes. This would immensely help in understanding how to design workplace practices and procedures that will benefit diverse organisations. While developing appropriate scales may be one direction for future research in this area, understanding how minorities view these diversity endorsements can also be useful. A similar study should be conducted with minority group populations to better understand how fit (or lack thereof) between their personal and organisational diversity beliefs influence their organisational commitment, sense of belonging, and turnover intention.

Concluding Remarks

Despite the limitations, this study added valuable insights to the growing literature on diversity endorsements and person-organisation fit. It highlighted the necessity for

organisations to implement workplace practices and procedures that are inclusive of all diverse groups working within the organisation. It also provided evidence that a fit between employee's personal and perceived organisational endorsement of diversity is important in predicting some organisational outcomes. These results have significant implications for the way organisations develop their policies and practices. Furthermore, this study was among the first few studies to test interculturalism in organisational settings and brought forth its potential in predicting workplace outcomes of organisational commitment, turnover intention, and sense of belonging. It calls for future studies to further explore effects of interculturalism at workplaces and extend it to other organisational outcomes. In addition to this, replicating this study with a minority group population can provide some more valuable information to organisations. It is hoped that an increased number of organisations will embrace diversity and work towards developing strategies that are inclusive of everyone.

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Appendices

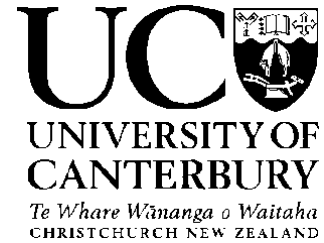
Appendix A – Participant Information, Consent and Debrief Forms

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Examining Diversity and Organisational Outcomes

Information Sheet

You are invited to participate in a research study conducted by University of Canterbury researchers, **Sushmita Morajkar, Dr Kumar Yogeeswaran, and Dr Katharina Näswall**.

Please read the information below that outlines what is involved in this research. If you would like to complete this study, which will take approximately 15 minutes, you can give your consent by checking the “I Agree” box on the online survey.

Purpose of the Study:

The purpose of this study is to examine attitudes towards diversity and some important organisational outcomes. If you choose to participate in this study, you will be requested to answer some questions pertaining to your ethnicity and demographics of your organisation. Following this, some statements will be presented that can be answered by choosing the most

appropriate response. The entire study will take approximately 15 minutes to complete and can be completed at separate time points.

Procedure:

By choosing to participate in this study, firstly you will be asked to respond to a number of statements. The first set of statements are directed towards gaining information about your attitudes towards diversity and what you perceive your organisation's attitude towards diversity is. Following this, some statements related to organisational outcomes will be displayed. You are required to choose appropriate responses to the given statements.

Potential Risks and Discomforts:

There are no known risks associated with this research. Participation in this study is voluntary and your responses will be entirely confidential. In other words, your identity will never be revealed and your data will be reported in a manner that makes it impossible for others to identify your responses.

Potential Benefits to Participants and Organisations:

Organisations: The results *may* allow organisations to be better equipped in managing diversity, which is critical, especially for American businesses, as population has become increasingly diverse.

Participants: By participating in this study, you will be offered a small monetary reward through Qualtrics for your time.

Confidentiality:

Protecting the information provided by participants throughout this study is a priority for all the researchers involved. No identifying information is collected in the survey, and participants' anonymity is therefore guaranteed. The survey data will be stored on password-protected computers in secured locations in the Psychology Department and uploaded to the highly secure UC server. The data will only be accessible to the primary researcher and the named supervisors. The collected data will be destroyed after a period of five years. Contact details for the prize draw will be collected separately and cannot be linked to survey responses. Contact data will be stored securely and used solely for the purpose of contacting the winners of the prize draw and will be securely deleted after the prizes are given to the winners.

Participation and Withdrawal:

Participation is entirely voluntary. If you volunteer to be in this study, you may withdraw at any time without consequence of any kind. If you want to withdraw survey data, please exit out of the survey prior to submitting the responses. However, once you submit the survey, it will no longer be possible to remove your response from the study, as we cannot link responses provided back to an individual.

You may receive a copy of the project results by contacting the researcher via e-mail (sushmita.morajkar@pg.canterbury.ac.nz or kumar.yogeeswaran@canterbury.ac.nz) after you have completed the study. This will allow us to keep your e-mail address separate from the data collected, ensuring anonymity of your responses. Your e-mail address will be retained so that we may send you results upon completion of the project.

Consent:

By completing the questionnaire, it will be understood that you have consented to participate in the project, and that you consent to publication of the results of the project with the understanding that anonymity will be preserved.

This project has been reviewed and approved by the University of Canterbury Human Ethics Committee, Private Bag 4800, Christchurch; email human-ethics@canterbury.ac.nz. Any inquiries or complaints can be addressed to The Chair, Human Ethics Committee, University of Canterbury, Private Bag 4800, Christchurch 8140.

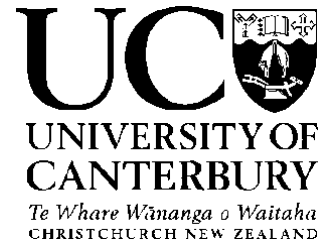
If you have any questions or concerns about this research, please contact Sushmita Morajkar (sushmita.morajkar@pg.canterbury.ac.nz) or Dr Kumar Yogeeswaran (kumar.yogeeswaran@canterbury.ac.nz).

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**Participant Consent Form**

- I have read and understood the description of *Examining Diversity and Organisational Outcomes* from the information sheet provided prior to this and have had the opportunity to clarify any concerns.
- I understand that my participation will involve completing an anonymous questionnaire, if I agree to take part in the research.
- I understand that participation is voluntary and I can withdraw from the study at any time as long as it is before I submit the survey.
- I agree to publication of results, with the understanding that any information or opinions I provide will be kept anonymous. Also that any published or reported results will not identify my name or personal information.
- I understand that all data collected for the study will be kept in locked and secure facilities and will be destroyed after five years.
- I am satisfied with all the measures that will be taken to protect my identity and ensure that my interests are protected.
- I understand that I am able to receive a summary on the findings of the study by contacting the researchers using their information above.

- I understand that I can contact the researcher [*Sushmita Morajkar*: sushmita.morajkar@pg.canterbury.ac.nz] or supervisor [*Dr. Kumar Yogeeswaran*: kumar.yogeeswaran@canterbury.ac.nz] for further information. If I have any complaints, I can contact the Chair of the University of Canterbury Human Ethics Committee, Private Bag 4800, Christchurch (human-ethics@canterbury.ac.nz)

By clicking ‘proceed’, I agree to participate in this research project.

I have understood the nature of this project and wish to participate. I am not waiving any of my legal rights by clicking proceed.

“Proceed”

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**Debrief**

You have just participated in a study examining attitudes towards diversity and organisational outcomes. Though we had some specific interests in regards to this topic, we were unable to tell you about them until now. The aim of this study was to examine if discrepancy between personal endorsement of diversity strategies and organisation's endorsement affects some crucial organisational outcomes.

The reason we did not disclose this information earlier is because it could have influenced your responses and thereby affecting the results of the study. We were seeking to collect actual differences in attitudes of individuals and perceived organisation's attitudes towards diversity and understand how that affects organisational outcomes, hence our decision to withhold the information during the questionnaire. This was of utter importance to us as sometimes, participants try to confirm the researcher's hypothesis. In order to ensure that this did not happen, we withheld this information from you.

You may be curious about what we hypothesised. Diversity and its management has been an important topic in Psychology for decades at this point as nations have become increasingly diverse. Industrial and Organisational Psychology research has of late shown increased

interest in understanding diversity's play in organisations, its consequences and how to effectively manage it. Most of the research up to this point has concentrated on which type of inclusion strategy (specifically colourblindness and multiculturalism) has more positive outcomes in organisational settings. In this research we wanted to examine how diversity endorsements affect some specific and crucial organisational outcomes. We carried this out trying to understand how discrepancies between personal endorsements and what you perceive your organisation's endorsement of diversity is, affects how you fare at work.

We hope this study brings out the importance of fit of values between employees and organisation and helps in gaining insights about which inclusion strategy is most favourable. The results of this research will contribute towards how organisation can effectively manage diversity, thereby ensuring a workplace that is inclusive.

If you are interested in learning more about the study or hearing about the results of the study, please feel free to contact Sushmita Morajkar (sushmita.morajkar@pg.canterbury.ac.nz) or Dr Kumar Yogeewaran (kumar.yogeewaran@canterbury.ac.nz). Thank you again for your participation!

I consent to my data being used for the purposes of this study.

Appendix B – Demographic Survey Questions

In this section of the study, we would like to ask a few background questions about you.

Are you male or female? Male Female Other

Were you born in the United States of America? Yes No

Nationality/Citizenship? _____

Ethnicity (check all that apply):

- a. White/European
- b. Black/African American
- c. Asian
- d. Hispanic
- e. Arab/Middle Eastern
- f. Multiracial
- g. Other (please specify)

Details about your Organisation:

Size of Organisation: _____

Size of Team: _____

Length of Employment: _____

Group identification (Postmes, Spears & Jans, 2013)

Use the scale below where 1 = fully disagree and 5 = fully agree to indicate your responses to the following:

- 1) I identify with my organisation.
- 2) I identify with my profession.

3) I identify with my ethnic/racial group.

4) I identify with my gender.

5) I identify with America.

Political ideology (Pratto et al., 1994)

How liberal or conservative do you consider yourself in the following domains? 1=Very liberal; 2=Liberal; 3=Somewhat liberal; 4=Neither liberal nor conservative; 5=Somewhat conservative; 6=Conservative; 7=Very conservative

1) Social issues

2) Foreign policy issues

3) Economic issues

Appendix C - Colourblindness Scale (Rosenthal & Levy, 2012)

This scale was used to measure personal and perceived organisational endorsements of colourblindness. Responses were obtained using a 5-point Likert scale where 1 = *strongly disagree* and 5 = *strongly disagree*.

Personal Endorsement Items:

1. I believe that ethnic and cultural group categories are not very important for understanding or making decisions about people.
2. I believe that it is really not necessary to pay attention to people's racial, ethnic, or cultural backgrounds because it doesn't tell you much about who they are.
3. I believe that at our core, all human beings are really all the same, so racial and ethnic categories do not matter.
4. I believe that racial and ethnic group memberships do not matter very much to who we are.
5. I believe that all human beings are individuals, and therefore race and ethnicity are not important.

Organisational Endorsement Items:

1. I feel that my organization believes that ethnic and cultural group categories are not very important for understanding or making decisions about people.

2. I feel that my organization believes that it is really not necessary to pay attention to people's racial, ethnic, or cultural backgrounds because it doesn't tell you much about who they are.

3. I feel that my organization believes that at our core, all human beings are really all the same, so racial and ethnic categories do not matter.

4. I feel that my organization believes that racial and ethnic group memberships do not matter very much to who we are.

5. I feel that my organization believes that all human beings are individuals, and therefore race and ethnicity are not important.

Appendix D – Multicultural Ideology Scale (Berry & Kalin, 1995)

This scale was used to measure personal and perceived organisational endorsements of multiculturalism. Responses were obtained using a 5-point Likert scale where 1 = *strongly disagree* and 5 = *strongly disagree*.

Personal Endorsement Items:

1. I believe that we should help ethnic minorities preserve their cultural heritage.
2. I believe that all ethnic groups should be helped to preserve their cultures and customs.
3. I believe that we should emphasise the importance of appreciating differences between ethnic groups.
4. I believe that organisational practices should be adapted to the specific needs of various ethnic communities.
5. I believe that the country's unity is weakened by people from different cultural backgrounds sticking to their old ways.
6. I believe that it is good to have different groups with distinct cultural background living in the country.

Organisational Endorsement Items:

1. I feel that my organisation helps employees from ethnic minority backgrounds preserve their cultural heritage.
2. I feel that my organisation helps employees from ethnic minority backgrounds preserve their cultures and customs.
3. I feel that my organisation emphasises the importance of appreciating differences between ethnic groups.
4. I feel that my organisation's practices are adapted to the specific needs of various ethnic communities.
5. I feel that my organisation believes that its unity is weakened by people from different cultural backgrounds sticking to their own ways.
6. I feel that my organisation believes that it is good to have different groups with distinct cultural background working in the organisation.

Appendix E – Interculturalism Scale (Verkuyten, Yogeeswaran, Mepham & Sprong, 2019)

This scale was used to measure personal and perceived organisational endorsements of interculturalism. Responses were obtained using a 5-point Likert scale where 1 = *strongly disagree* and 5 = *strongly disagree*.

Personal Endorsement Items:

1. I believe that despite coming from different cultures, we are all part of a single community.
2. I believe that despite cultural differences, all groups together form the organisation.
3. I believe that despite all our differences there has to be the feeling that we are one organisation and we have to make it together.
4. I believe that unity against the background of diversity should be the organisation's motto.
5. I believe that the cultural identity of people is not fixed, but very changeable.
6. I believe that it is important for our society that people dare to let go of aspects of their cultural identity and incorporate new influences in their sense of self.
7. I believe that in our diverse society, new border-crossing identities are needed.
8. I believe that in a diverse society, what people can become together is more important than what they happen to be.

9. I believe that we can only make progress as a county when we are prepared to enter into open dialogue with each other.

10. I believe that only by really listening to each other, differences can be reconciled.

11. I believe that in interactions with people who are different, something new and valuable can develop.

12. I believe that mutual trust will only develop when people are willing to enter in dialogue.

Organisational Endorsement Items:

1. I feel that my organization believes that despite coming from different cultures, we are all part of a single community.

2. I feel that my organization believes that despite cultural differences, all groups together form the organisation.

3. I feel that my organisation believes that despite all our differences there has to be the feeling that we are one organisation and we have to make it together.

4. I feel that my organisation believes that unity against the background of diversity should be the organisation's motto.

5. I feel that my organisation believes that the cultural identity of people is not fixed, but very changeable.

6. I feel that my organisation believes that it is important for our society that people dare to let go of aspects of their cultural identity and incorporate new influences in their sense of self.

7. I feel that my organisation believes that in our diverse society, new border-crossing identities are needed.

8. I feel that my organisation believes that in a diverse society, what people can become together is more important than what they happen to be.

9. I feel that my organisation believes that we can only make progress as a county when we are prepared to enter into open dialogue with each other.

10. I feel that my organisation believes that only by really listening to each other, differences can be reconciled.

11. I feel that my organisation believes that in interactions with people who are different, something new and valuable can develop.

12. I feel that my organisation believes that mutual trust will only develop when people are willing to enter in dialogue.

Appendix F – Organisational Scale (Psychological Attachment Instrument developed by O'Reilly & Chatman, 1986)

This scale was used to measure organisational commitment. Responses were obtained using a 5-point Likert scale where 1 = *strongly disagree* and 5 = *strongly disagree*.

1. What this organisation stands for is important to me.
2. I talk up this organisation to my friends as a great organisation to work for
3. If the values of the organisation were different, I would not be as attached to this organisation
4. Since joining this organisation, my personal values and those of the organisation have become more similar
5. The reason I prefer this organisation to others is because of what it stands for, that is, its values
6. My attachment to this organisation is primarily based on the similarity of my values and those represented by the organisation
7. I am proud to tell others that I am a part of this organisation
8. I feel a sense of “ownership” for this organisation rather than just being an employee

Appendix G – Turnover Intention Scale (Roodt, 2004)

This scale was used to measure turnover intention. Responses were obtained using a 5-point Likert scale where the scale point labels varied for each item.

1. How often do you dream about getting another job that will better suit your personal needs?

1 never	2 almost never	3 occasionally or sometimes	4 almost always	5 always
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2. How often are you frustrated when not given the opportunity at work to achieve your personal work-related goals?

1 never	2 almost never	3 occasionally or sometimes	4 almost always	5 always
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3. How often have you considered leaving your job?

1 never	2 almost never	3 occasionally or sometimes	4 almost always	5 always
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4. How likely are you to accept another job at the same compensation level should it be offered to you?

1 very unlikely	2 moderately unlikely	3 neither likely or unlikely	4 moderately likely	5 very likely
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5. To what extent is your current job satisfying your personal needs? (Reverse coded)

1 to no extent	2 to a rare extent	3 to some extent	4 to a large extent	5 to a very large extent
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6. How often do you look forward to another day at work? (Reverse coded)

1 never	2 almost never	3 occasionally or sometimes	4 almost always	5 always
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Appendix H – Sense of Belonging scale (Verkuyten, 2005)

This scale was used to measure sense of belonging. Responses were obtained using a 7-point Likert scale where 1 = *strongly disagree* and 7 = *strongly disagree*.

1. I feel a sense of commitment to my organisation.
2. I identify with my organisation.
3. Being part of my organisation is a very important part of how I see myself.
4. I have a strong sense of belonging in my organisation.

Appendix I – Regression Results of Personal and Perceived Organisational Endorsements of Interculturalism Sub-Scales on organisational outcomes

Regression Results – Sense of Unity

Table 8. Results from the regression analysis for Personal and Perceived Organisational Endorsement of Sense Unity on organisational outcomes.

Variable	B	SE(B)	β	<i>t</i>	Sig. (<i>p</i>)
<i>Personal Endorsement</i>					
Organisational Commitment	-.068	.229	-.049	-.297	.767
Turnover Intention	.330	.231	.244	1.429	.155
Sense of Belonging	-.170	.341	-.078	-.499	.618
<i>Perceived Organisational Endorsement</i>					
Organisational Commitment	.355	.192	.281	1.852	.066
Turnover Intention	-.400	.193	-.321*	-2.066	.040
Sense of Belonging	.764	.285	.380**	2.681	.008

Note. *B* = Unstandardised Regression Coefficient; β = Standardised Regression Coefficient.
p* < .05, *p* < .01.

Regression Results – Identity Flexibility

Table 9. Results from the regression analysis for Personal and Perceived Organisational Endorsement of Identity Flexibility on organisational outcomes.

Variable	B	SE(B)	β	<i>t</i>	Sig. (<i>p</i>)
<i>Personal Endorsement</i>					
Organisational Commitment	-.023	.194	-.016	-.118	.906
Turnover Intention	-.012	.202	-.008	-.059	.953
Sense of Belonging	.004	.303	.002	.014	.989
<i>Perceived Organisational Endorsement</i>					
Organisational Commitment	.391	.171	.294*	2.303	.023
Turnover Intention	-.271	.178	-.205	-1.525	.129
Sense of Belonging	.703	.268	.330**	2.628	.009

Note. *B* = Unstandardised Regression Coefficient; β = Standardised Regression Coefficient.
p* < .05 and *p* < .01.

Regression Results – Intergroup Dialogue

Table 10. Results from the regression analysis for Personal and Perceived Organisational Endorsement of Dialogue on organisational outcomes.

Variable	B	SE(B)	β	<i>t</i>	Sig. (<i>p</i>)
<i>Personal Endorsement</i>					
Organisational Commitment	.022	.233	.016	.096	.923
Turnover Intention	.139	.243	.097	.573	.568
Sense of Belonging	.343	.349	.149	.982	.327
<i>Perceived Organisational Endorsement</i>					
Organisational Commitment	.487	.232	.383*	2.103	.037
Turnover Intention	-.423	.241	-.338	-1.755	.081
Sense of Belonging	.706	.347	.349*	2.032	.044

Note. *B* = Unstandardised Regression Coefficient; β = Standardised Regression Coefficient.

**p* < .05.

Appendix J – Polynomial Regression Results of Personal and Perceived Organisational Endorsements of Interculturalism Sub-Scales on organisational outcomes

Polynomial Regression Results – Sense of Unity

Table 11. Results from Polynomial Regression of Personal and Perceived Organisational Endorsement of Sense of Unity on the organisational outcomes.

	Organisational Commitment	Turnover Intention	Sense of Belonging
Variable	<i>B(SE)</i>	<i>B(SE)</i>	<i>B(SE)</i>
Intercept	3.207	2.854	4.463
Perceived Organisational Endorsement (OE)	.355	-.400	.764
Personal Endorsement (PE)	-.068	.330	-.170
OE ₂	-.108	.053	-.242
PE _x OE	.328	-.235	.618
PE ₂	-.105	.062	-.139
R₂	.171	.129	.274
Surface tests			
X = Y slope (<i>a</i> ₁)	.290	-.070	.590
X = Y curvature (<i>a</i> ₂)	.120	-.120	.240
X = -Y slope (<i>a</i> ₃)	.420	-.730*	.930
X = -Y curvature (<i>a</i> ₄)	-.540	.350	-1.000*

Note. For columns labelled OE, PE, OE₂, OE_xPE and PE₂, entries are unstandardised regression coefficients, with all predictors enter simultaneously. *R*₂ indicates the variance explained by the predictors. Non-linear terms OE₂, OE_xPE, and PE₂ explain additional variance above OE and PE. * *p* < .05, ** *p* < .01.

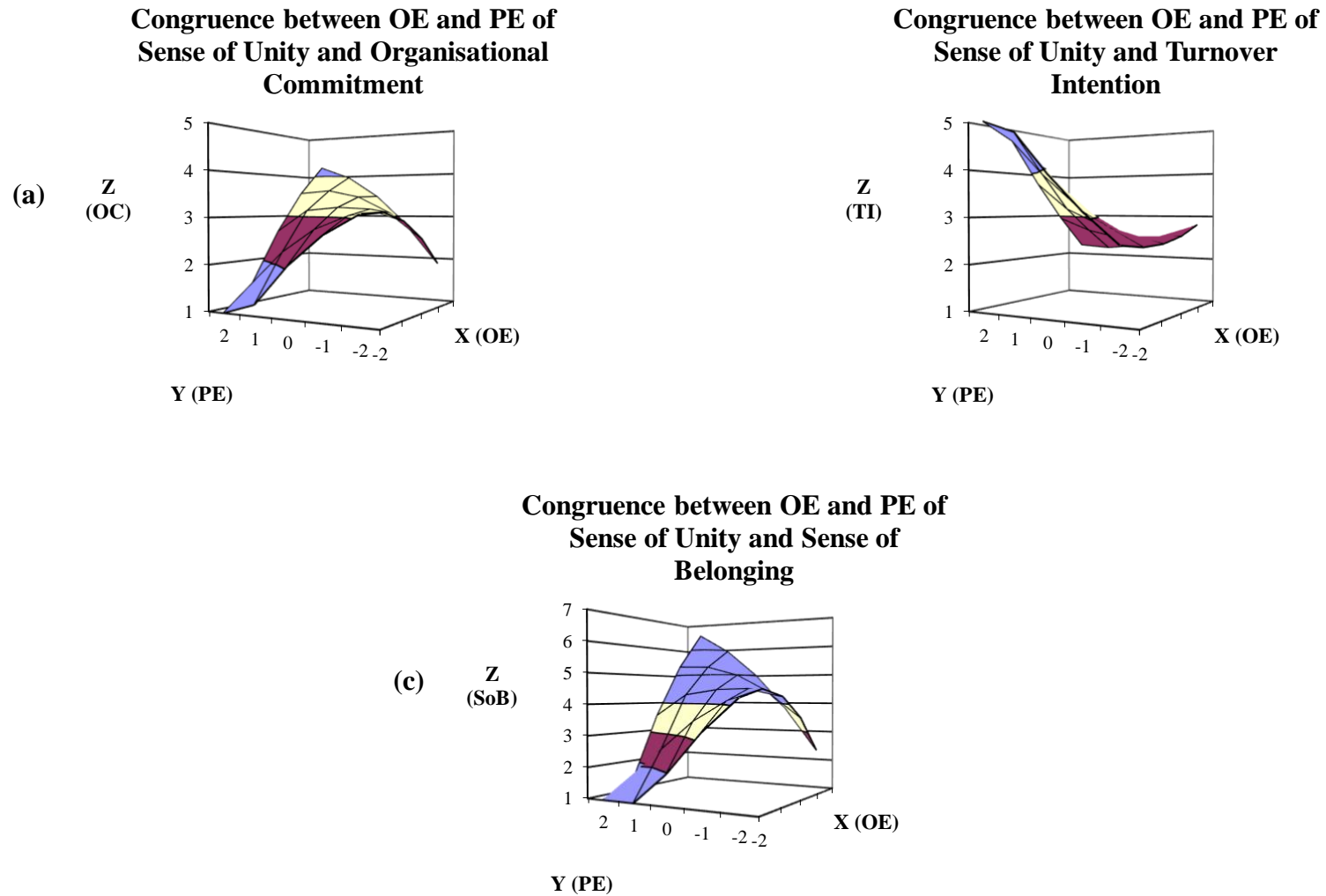


Figure 5. 3-Dimensional representation of Organisational Outcomes as predicted by Personal Endorsement (PE) and Perceived Organisational Endorsement (OE) of Sense of Unity.

Polynomial Regression Results – Identity FlexibilityTable 12. *Results from Polynomial Regression of Personal and Perceived Organisational Endorsement of Identity Flexibility on the organisational outcomes.*

	Organisational Commitment	Turnover Intention	Sense of Belonging
Variable	<i>B(SE)</i>	<i>B(SE)</i>	<i>B(SE)</i>
Intercept	3.311	2.831	4.665
Perceived Organisational Endorsement (OE)	.394	-.271	.703
Personal Endorsement (PE)	-.023	-.012	.004
OE ₂	-.064	.148	-.020
PE _x OE	.287	-.190	-.066
PE ₂	-.089	.008	.190
R₂	.154	.060	.183
Surface tests			
<i>X = Y</i> slope (<i>a</i> ₁)	.370	-.280	.710*
<i>X = Y</i> curvature (<i>a</i> ₂)	.130	-.030	.240
<i>X = -Y</i> slope (<i>a</i> ₃)	.420	-.260	.700
<i>X = -Y</i> curvature (<i>a</i> ₄)	-.440	.350	.100

Note. For columns labelled OE, PE, OE₂, OE_xPE and PE₂, entries are unstandardised regression coefficients, with all predictors enter simultaneously. R₂ indicates the variance explained by the predictors. Non-linear terms OE₂, OE_xPE, and PE₂ explain additional variance above OE and PE. * *p* < .05.

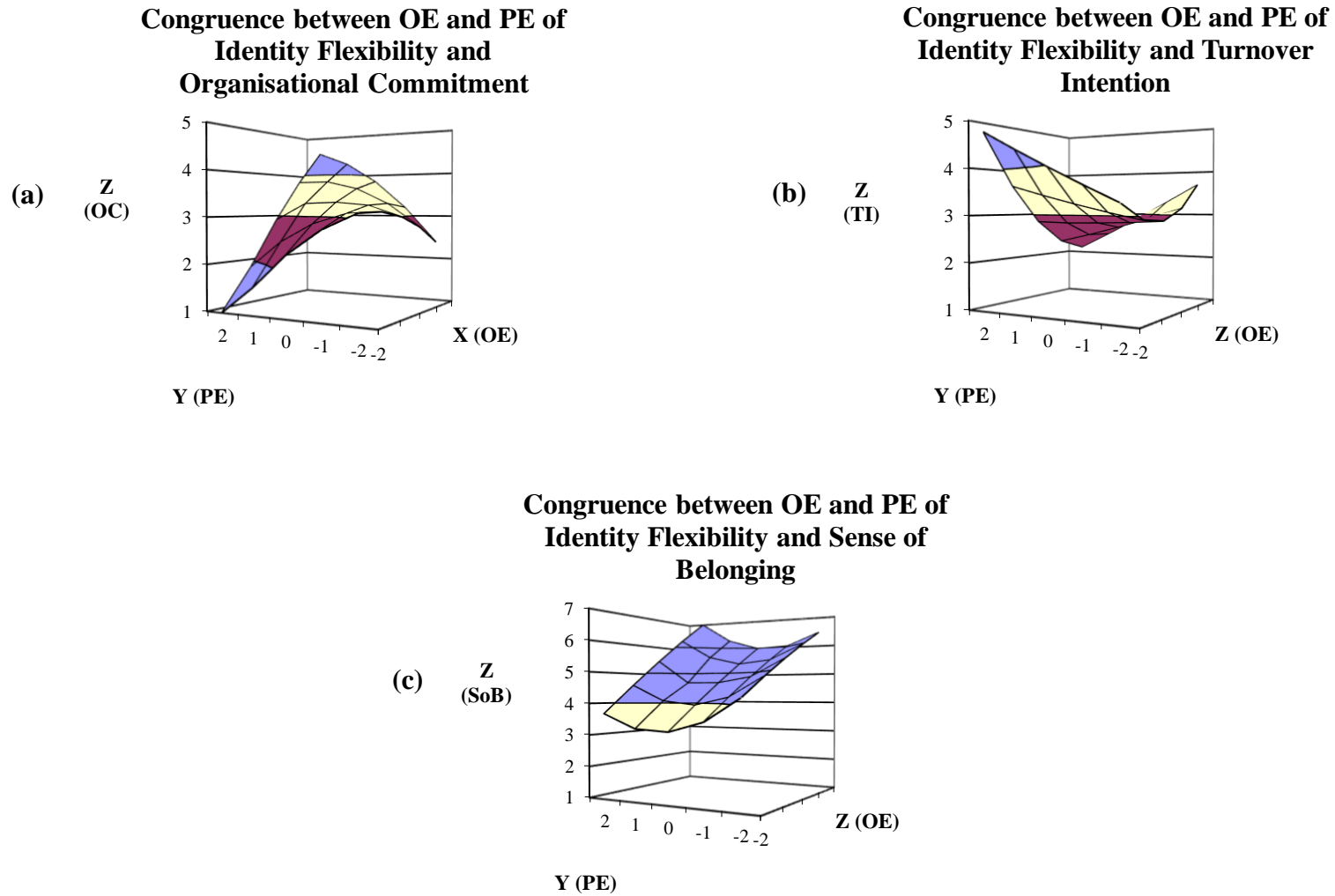


Figure 6. 3-Dimensional representation of Organisational Outcomes as predicted by Personal Endorsement (PE) and Perceived Organisational Endorsement (OE) of Identity Flexibility.

Polynomial Regression Results – Intergroup Dialogue

Table 13. Results from Polynomial Regression of Personal and Perceived Organisational Endorsement of Intergroup Dialogue on the organisational outcomes.

	Organisational Commitment	Turnover Intention	Sense of Belonging
Variable	<i>B</i>(<i>SE</i>)	<i>B</i>(<i>SE</i>)	<i>B</i>(<i>SE</i>)
Intercept	3.168	2.932	4.282
Perceived Organisational Endorsement (OE)	.487	-.423	.706
Personal Endorsement (PE)	.022	.139	.343
OE ₂	-.152	.133	-.375
PE _x OE	.298	-.230	.662
PE ₂	-.158	.063	-.278
<i>R</i>₂	.237	.149	.322
Surface tests			
<i>X</i> = <i>Y</i> slope (<i>a</i> ₁)	.510*	-.280	1.050**
<i>X</i> = <i>Y</i> curvature (<i>a</i> ₂)	-.010	-.030	.010
<i>X</i> = - <i>Y</i> slope (<i>a</i> ₃)	.470	-.560	.360
<i>X</i> = - <i>Y</i> curvature (<i>a</i> ₄)	-.610*	.430	-1.320**

Note. For columns labelled OE, PE, OE₂, OE_xPE and PE₂, entries are unstandardised regression coefficients, with all predictors enter simultaneously. *R*₂ indicates the variance explained by the predictors. Non-linear terms OE₂, OE_xPE, and PE₂ explain additional variance above OE and PE. * *p* < .05, ** *p* < .01.

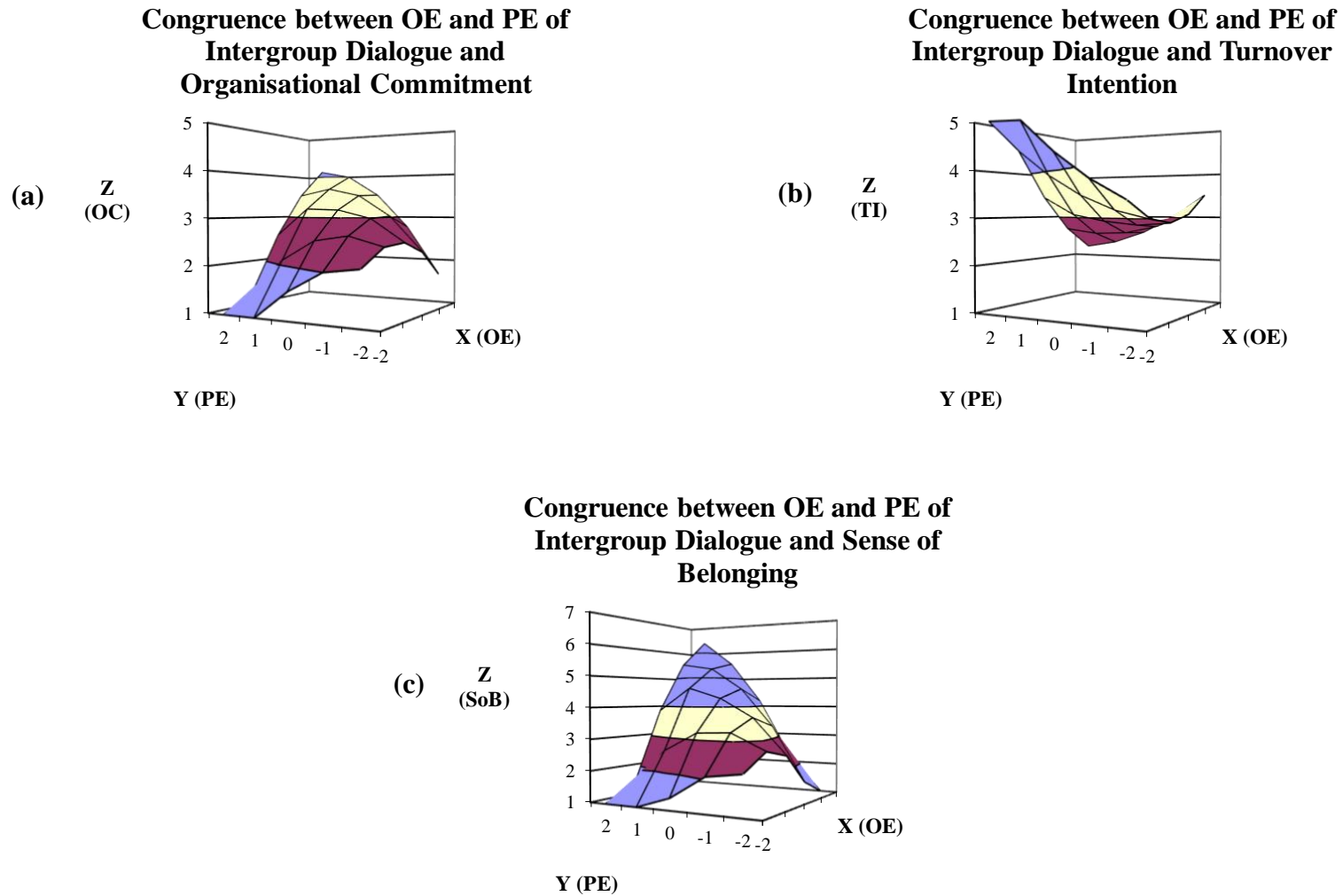


Figure 7. 3-Dimensional representation of Organisational Outcomes as predicted by Personal Endorsement (PE) and Perceived Organisational Endorsement (OE) of Intergroup Dialogue.