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ATTITUDES TOWARD DIVERSITY INITIATIVES
AND THEIR IMPACT ON ORGANIZATIONS

A Thesis
Presented to the
Faculty of
California State University,
San Bernardino

In Partial Fulfillment of the
Requirements for the Degree
Master of Science
in
Psychology:
Industrial/Organizational

by
Brandi Michelle Robinson

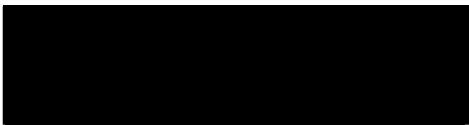
December 2005

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ABSTRACT

This study examined various organizations that are actively implementing some form of diversity initiatives such as training, seminars, recruitment strategies, mentoring programs and numerous other actions. The Full Integration Model (Agars & Kottke, 2004) is a recently developed approach to explaining perceptions of diversity initiatives and is used to understand perceptions of diversity, organizational factors and individual factors for the purpose of describing organizational development processes around diversity management. I investigated attitudes toward the diversity initiatives as a function of perceived threat, perceived fairness, gender, and ethnicity. The Full Integration Model served as a foundation for examining the hypotheses. This study investigated employees' perceptions of threat and fairness within organizations. Hierarchical multiple regression analysis was used to assess the effect of threat and fairness employees have on perceptions of diversity initiatives within organizations. Fairness and threat were found to be very good predictors of employee's attitudes and perceptions about diversity initiatives. According to the findings, it didn't matter how long an organization

had been implementing diversity initiatives or even the variation in initiatives. What influenced individual perceptions of the diversity initiative ultimately were perceptions of fairness and threat regarding the diversity initiatives'.

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CHAPTER ONE

INTRODUCTION

One of the most prominent trends affecting contemporary organizations within the United States is the increasing diversity of the workforce (Richard, Castillo, & Fubara, 2000). Cultural diversity is taken to mean the representation, in one social system, of different people with different group affiliations of cultural significance (Cox, 1994). Williams and O'Reilly(1998) state that over the next decade women and people of color are expected to fill seventy-five percent of the twenty plus million new jobs created. In order to deal with the challenge of managing diversity, companies typically implement a variety of diversity practices, including diversity training, minority recruiting and selecting, and minority career development (e.g., mentoring). These varied initiatives have been under way for more than two decades (David & Ely, 1996). The impact of these initiatives, however, has only been narrowly explored.

Diversity in the Workplace

Although there is no doubting the trend, the integration of minorities and women in the workplace has been one of the greatest challenges faced by American organizations. There are examples of when the effects of diversity integration appear to be positive; however, at other times they appear negative or seemingly have no effect at all (Power & Shaw, 1998). Ellis and Sonnenefeld (1994) conclude that the need for diversity integration efforts stems from prejudice, conflict, and miscommunication in an organization. Other factors contributing to this need include inhibition of productivity in the workplace, hindrance of upward mobility and job satisfaction of minorities/women, and high turnover among these groups.

Implementation of diversity initiatives alone however is not enough. Equally important to implementing these initiatives is evaluating their effectiveness and recognizing their impact on businesses and their employees. CEOs, boards of directors, and managers should be knowledgeable of the effectiveness of these types of initiatives for the sake of advancement, improvement, and increased productivity throughout their organizations.

Companies are spending millions of dollars on Managing Diversity programs, but have spent virtually none to determine how beneficial these programs have been. Most companies are not only uninformed about reasons for shortfall in productivity expected from diversity initiatives, but also seem to be unaware of other problems that could result from diversity programs that are poorly developed and executed (Ellis and Sonnenfeld, 1994). A poorly developed initiative would be a program that is not supported by upper management and consequently lacks follow-through on the concepts identified during the training. In contrast, a properly developed plan has a clear scope of the program along with well-defined content (Ellis & Sonnenfeld, 1994). In saying this, the objectives and the intended results of the program would have been identified prior to starting the initiative in addition to having content that supports the identified objectives.

In a recent survey, United States companies expressed a number of reasons for developing and maintaining work-force-diversity management policies (Richard, Fubara & Castillo, 2000). The reasons that organizations are implementing diversity initiatives range from avoidance of lawsuits (along with various governmental sanctions) to

gaining a competitive advantage over other businesses (Richard et al., 2000) Companies are also implementing these programs to establish a high level of trust and open communication to avoid conflict among employees.

Much of the existing research on organizational diversity efforts and work performance has involved the investigation of Black/White differences on various performance and attitudinal measures, including attitudes toward organizational policy (Richard, 2000). Due to the continuous demographic changes, studies and research are now challenged to explore beyond racial differences. Agars and Kottke(2004) argue that although the level of diversity may differ depending on industry or geographic location, no organization is free of the impact of demographic changes and globalization. This idea is supported further when considering that diversity encompasses gender, race, ethnicity, age, national origin, and other personal characteristics of organizational members.

Impact of Diversity

Advantages

Positive effects of diversity integration are predicted by information and decision theories, which suggest that variance in group composition can have a direct positive impact through the increase in the skills, abilities, information and knowledge that diversity brings (Williams & O'Reilly, 1998). Demographically diverse groups are expected to have a broader range of knowledge and experience than homogenous groups. In addition, individuals in diverse groups may have greater access to informational networks outside their work group.

Cox and Blake (1991) argue that valued workplace diversity can create a competitive advantage in the areas of cost, resource acquisition, marketing, creativity, problem solving, and organizational flexibility. Richard et al. (2000) state that these competitive advantages are beneficial because of the ever-expanding change in the U.S. cultural composition in regards to members of ethnic/immigrant groups.

Some researchers have found that group diversity enhances cognitive task performance, while others believe it diminishes cognitive task performance. According to

Pelled et al. (1999), the task conflict that diversity yields is likely to enhance group performance on cognitive tasks. Exposure to opposing points of views encourages group members to gather new data, delve into issues more deeply, and develop a more complete understanding of problems and alternative solutions. Shaw and Barrett-Power (1998) cited that within-group diversity had positive effects on group performance in a sample of 72 manufacturing teams. Depending on the task, diversity may enhance group performance and attitudes by increasing the available task-related cognitive resources in the group. Williams and O'Reilly (1998) state that individuals in diverse groups may have greater access to informational networks outside of their work group. They also state in their literature review that variance in group composition can have a direct positive impact through the increase in the skills, abilities, information, and knowledge that diversity brings. Clearly there are multiple examples of how diversity may enhance an organization's functions. These studies are not conclusive, however, and other research identifies potential problems.

Disadvantages

Although there are many benefits to diversity in the work place, negative attitudes toward workplace diversity exist, and can be detrimental to the successful implementation of an organization's initiatives. Prejudice and negative stereotyping can create unstable grounds for many work performance conflicts associated with diversity. For example, if non-minority employees feel that affirmative action processes are hindering their personal growth within an organization, it will likely affect their attitude about the diversity programs. By the same token, the motivation and performance of minorities may be negatively affected if they feel non-minorities perceive there to be unfair employment practices (Greenhaus et al., 1990). Prior research indicates that the use of diversity programs, especially in a selection context, can result in negative attitudes and reactions on the part of the programs' intended beneficiaries and nonbeneficiaries (Richard et al, 2000). There may also be resentment on the part of white males and feelings of incompetence among African American beneficiaries (Heilman, Block, & Lucas, 1992). Diversity programs are particularly contentious when

they are introduced without providing adequate justification to affected employees (Richard et. al, 2000).

Negative effects are also evident in the research on gender, which suggests that men in the minority may react more negatively than women, thus impeding group functioning (Riordan & Shore, 1997). Evidence of diversity integration having no effect is reflected in findings showing that more diversity in a group is no guarantee that the group will make better decisions or function more effectively (Riordan & Shore, 1997).

Diversity integration may also produce negative effects in the form of conflict. Emotional conflict evoked by diversity initiatives is likely to impair the cognitive task performance of diverse work groups. Pelled et al. (1999) identified three negative characteristics of diverse work groups that could affect work performance. First, since anxiety often leads to cognitive interference, group members may not take relevant information into consideration when solving problems, thus affecting work performance. Second, the hostility may characterize affective conflict amongst a diverse group may make group members reluctant to share or listen to each other's potentially useful ideas or information.

Third, when there is emotional conflict, (diverse) group members are likely to consume time and energy making or defending themselves against personal attacks; as a result, they may have little remaining time and energy to devote to critical task related matter.

Purpose of the Study

It is apparent that although there are many work related advantages to implementing diversity initiatives, potential disadvantages may compromise expected gains. In particular, the gap between rationales for those initiatives and employees' perceptions of the initiatives after they have been implemented is a major source of disadvantage. The purpose of this study is to examine the perceptions that employees have about diversity initiatives' which have been implemented within their organization.

Reasons for Assessing Diversity Initiatives

There are a number of reasons organizations have committed to diversity initiatives and they include the potential to influence the perceptions, attitudes, knowledge, and behaviors of employees (De Meuse & Hostager, 2001). I will identify the different

characteristics and factors that researchers address as pertinent to attitudes toward diversity initiatives. Ilgen and Youtz (1986) suggested that minority members, as out-group members, may not be fully accepted into informal networks in their organization, thus affecting their work performance. Ones et al. (1998) stated that the ways in which an ethnic group member benefits from the diversity initiatives can possibly influence their attitude toward such initiatives. Richard (2000) noted that women and racio-ethnic minorities bring insight and cultural sensitivity that is pertinent to reaching different markets. Depending on the ethnic group an individual belongs to, Richards' findings suggest that the group can also influence one's attitudes about organizational diversity initiatives.

In an attempt to diversify organizations, many companies run into problems such as tokenship and lack of mentorship. Interestingly, some companies encounter these issues knowingly, while others happen upon them by accident. In some organizations, diversity initiatives are taken to place a band aid on an issue that requires stitches. Rather than attempting to uncover the origin of the problem, they will intentionally implement superficial

solutions to their glaring diversity ailments. Other companies believe they are taking all the necessary steps to create a more diverse work environment; yet somewhere down the line, they stumble upon these aforementioned roadblocks and recognize they may have missed the roots of the issue (Ellis & Sonnenfeld, 1994). Reasons for diversification could also affect individuals' reactions to perceived fairness in the organization. When evaluating work performance and diversity from a gender perspective, Chacko (1982) found that women who held what they perceived to be token positions reported low satisfaction with work, less satisfaction with their supervisors and co-workers, and less commitment to their organizations. Therefore, women who perceive that being hired is a result of their gender rather than their qualifications, often suffer negative self-perceptions of competence, thus negatively affecting their perceptions of diversity initiatives.

Another unique factor that is suggested to affect attitudes in work settings is access to a mentor. Gilbert and Ones (1998) stated that mentoring is strongly associated with a protégé's career success. Research has suggested that women and people of color in most instances

have a more difficult time obtaining mentors than their white male counterparts. Access to mentors can also contribute to assessments of fairness in the organization, thus influencing one's attitude about organizational diversity initiatives.

How do these suggested problems affect attitudes about diversity initiatives and perceptions of their effectiveness? Gillbert and Ones (1998) noted that the absence of an influential mentor may reduce the work effectiveness of women and people of color over time, and may ultimately diminish their opportunities for advancement. If employees see this process evolving, their attitudes and perceptions about diversity initiatives can decline tremendously. Reactions to fairness in the organization may affect the commitment level to the organization and attitudes. Women and people of color may be more committed, as evidenced by their intention to stay, when the organization for which they work expresses commitment to diversity and objectives (Mattis, 2001). As stated above, perceptions are a key component in the success of any diversity initiative. Mentoring, diversification and even position status could impart

important perceptions such as fairness and threat within the organization.

Background and Relevance of the Full Integration

One recently developed approach to explain perceptions of diversity initiatives is the Full Integrations Model. The Full Integration Model, developed by Agars and Kottke (2004), is a model that takes into account perceptions of diversity, organizational factors, and individual factors in an attempt to describe the organizational development process around diversity management. The Full Integration model is a good tool to utilize when evaluating companies' diversity initiatives. It allows one to gain a better understanding of diversity stages within an organization and to utilize a theoretical foundation to form and test hypotheses.

The Full Integration Model

Agars and Kottke's Full Integration Model identifies the characteristics indicative of an organization that effectively manages diversity. This model identifies diversity change management as a three stage multi-level, systems-based process. According to the Full Integration

Model, organizations progress through three stages in their efforts to effectively manage diversity (Agars & Kottke, 2004). These stages are issue identification, during which organizations make diversity management a priority, implementation, during which existing practices are adapted and new policies are implemented that support a diverse workplace, and maintenance, during which formal and informal processes are established that encourage and facilitate an organizational culture that is supportive of diversity (Agars & Kottke, 2004). For the purpose of this study, any organization that has implemented any form of diversity management is assumed to be somewhere in the implementation stage (stage 2).

Stage 2: The Implementation Stage

In the implementation stage of the full integration model, organizations have made several system changes that strongly imply they have begun to actually manage diversity. These include formal changes to organizational structure and reward systems that emphasize integration (Agars & Kottke, 2004). The model suggests at this stage that the importance of individual perceptions of threat and fairness is high. The perceived importance of threat and fairness is high because they are perceptions that are

likely to be impacted by diversity initiatives and those perceptions are in turn likely to affect our attitudes toward the organization's initiative and our attitudes toward making the initiatives work (Agars & Kottke, 2004).

In organizations that have reached this stage, it is likely that there has been some type of structural change process. This could include integration of more minorities into executive or higher status positions, which would be an integral part of their changes. Another possibility is the formation of a diversity-based team, formed to promote and encourage the inclusion of diversity. System changes could also be another contributing factor increasing perceptions of diversity (Agars & Kottke, 2004). The development of diversity awareness manuals, along with organization-wide diversity training programs represent only a few of the system changes related to diversity management. The main objective of many diversity-training programs is to bring to individuals' attention the importance of embracing all types of people and the benefits that come with embracing.

There are a number of ways that organizations can demonstrate their support for diversity initiatives. Due to a formal change in the strategy, mission and goals of

the organization, along with management role modeling, Agars and Kottke suggest that perceptions of fairness and threat are important at stage two. They suggest that perceptions of threat are important because such meaningful changes are likely to appear threatening, and threat often leads to rigidity of action that results in narrowed views (Staw et al., 1981). Diversity initiatives can be perceived as threatening and when people perceive threat, they become rigid. One way in which diversity is modeled at the management level is through recruiting. The idea is that management is able to demonstrate an appreciation of diversity and its initiatives by promoting qualified diverse members into more prestigious positions. Another way in which management can serve as role models, is through mentorship. Minority and non-minority executives within an organization can take personal initiative in serving as informal mentors to lower level employees within the organization. By doing this, other employees are able to see and imitate the positive interactions and attitudes about diversity. They are also able to see that diversity is valued as part of the company culture.

Psychological Processes: Threat and Fairness

For organizations in the implementation stage, the model predicts that, to the extent that perceived threat is low, attitudes about the diversity initiatives will be positive. Also, to the extent that perceptions of fairness are high, attitudes about the diversity initiatives will be positive. These are identified as the critical underlying psychological processes during the implementation stage (Agars & Kottke, 2004).

Given this, one of the critical concepts to examine in this study is fairness. Fairness is important because individuals are subject to decisions virtually everyday of their organizational lives, which influence their sense of fairness (Colquit, 2001). The four types of fairness focused on here are: distributive, procedural, interpersonal and informational. Fairness includes perceptions of procedures and decisions related to diversity management as well as the interpersonal interactions between leaders and employees. Due to the seriousness of perceived fairness, it is a critical component in examining individuals' perceptions of organizational diversity initiatives. Threat is also a critical concept to examine in this study. Threat is

important because the effects of perceived threat such as rigid responses and less innovative solutions can lead to a less functional environment for diversity management (Agars & Kottke, 2004).

Why Fairness and Threat are Important Components

Organizational justice, also known as fairness has emerged as an important determinant of attitudes, decisions, and behavior (Gilliland & Chan, 2003). There is much evidence that both voluntary behavior in organizational citizenship behavior and negative antisocial acts, are substantially related to perceptions of justice and fairness (Greenberg, 1990). Gilliland and Chan also state that the diversity management process may violate or enhance fairness perceptions, which could in turn affect others' reactions and behaviors.

Individual attitudes about diversity management are also important outcomes for organizations during implementation. Based on current thoughts regarding cultural diversity in organizations, an individual who has a favorable attitude toward a diverse workplace will accept minorities as coworkers and in supervisory positions (Adams & Eggers, 1996). The idea is that these individuals will be more sympathetic to the increased

hiring of minority group members. An opposite view is typical of individuals with negative attitudes.

Considering that a positive or negative attitude in regards to diversity affects decision-making and actions, attitudes are an important concept to look at to see how they influence perception of diversity initiatives.

Perceptions of threat are also important when evaluating reactions to diversity initiatives. Literature on individual reactions most relevant to threat deals with the effects of stress, anxiety and arousal (Staw et. al, 1981). Considering that stress, anxiety and arousal are immediate consequences of threat, the extent to which individuals feel these psychological effects will be assessed in relation to perceptions of diversity initiatives (Staw et al., 1981). One's ability to tolerate ambiguity is expected to relate to individuals perceptions of diversity initiatives. Their ability to tolerate ambiguity is also likely to influence their perceptions of circumstances or situations in regards to threat (Straus et. al., 2003). Cox (1994) notes, "A person who is intolerant of ambiguity perceives ambiguous situations as threatening, whereas a person who is tolerant of ambiguity

does not experience ambiguous situations as threatening and may even view them as desirable".

As previously noted, only minimum evaluation of diversity initiatives has taken place. However, clearly the approach an organization takes as well as the individual perceptions of that approach will be critical determinants of its success or failure. Particularly relevant to the assessment of the impact of diversity management initiatives are the attitudes of individual employees toward diversity and their perceptions of the impact such programs have on the organization. Williams and O'Reilly (1998) state that research offers convincing support for the argument that variations in group demography (diversity) can have both direct and indirect effects on group processes and performance. Due to these effects, it is necessary to explore in greater depth the attitudes toward diversity and perceptions of the impact of the programs on organizational effectiveness.

Present Study

The present study will investigate attitudes toward diversity initiatives as a function of perceived threat, perceived fairness, and demographic status, among

individuals who work in organizations that are in the implementation phase of the diversity management process.

The Full Integration Model will serve as a foundation for study hypotheses. The model of Full Integration proposes the importance of perceived threat and perceived fairness in shaping perceptions of diversity and of organizations diversity initiatives; the study will investigate the following hypotheses:

Hypothesis 1a: The longer an organization has been addressing diversity, attitudes about diversity will be increasingly positive.

Hypothesis 1b: The more actions an individual perceives their organization taking to implement diversity, attitudes about diversity will be increasingly positive.

Hypothesis 2a: To the extent that perceived threat within the organizations is low, attitudes toward diversity will be positive.

Hypothesis 2b: To the extent that perceived threat within the organization is low, perceptions of the diversity initiatives impact on the organization will be positive.

Hypothesis 3a: To the extent that perceptions of fairness are high, attitudes toward diversity initiatives will be positive.

Hypothesis 3b: To the extent that perceived fairness within the organization is high, perceptions of the existing diversity initiatives will be positive.

CHAPTER TWO

METHODS

Sample

The participants in the research study were employees within various organizations that are implementing some type of diversity initiative. Two hundred and fifty questionnaires were given to employees within various organizations. A cover letter was included which assured the respondents confidentiality. The N was 148, which exceeded the standard identified by Green (1991), which assumes a medium effect size.

Procedures

A survey packet containing measures intended to evaluate the perceptions of diversity initiatives were conducted amongst employees of several organizations who filled out the survey questionnaire. The survey consisted of five different scales, including an attitude toward diversity scale, workplace diversity scale, justice scale, perceived importance of the program scale and a perceived threat scale. The survey took 20-30 minutes to complete. Surveys were distributed to students who then distributed

additional surveys to employees within their work organizations. Students were informed by the distributor of the prerequisites required for completing the survey, which include being a part of an organization that has some type of diversity initiative being implemented. The surveys were returned within two weeks of distribution. Participation was anonymous.

Measures

To capture and measure individual perceptions, five scales were included (The Attitudes Toward Diversity scale, Justice scale, Workplace Diversity survey, Perceived Impact of the Programs scale and The Perceived Threat scale. The Attitudes Toward Diversity scale (ATDS) was developed to measure the construct of attitudes toward diversity (Montei, Adams, and Eggers, 1996). Specifically, one's attitude toward organization diversity refers to the degree to which one tends to accept minorities, primarily women and non-whites, in the work place" (Montei et al., 1996). The ATDS addresses how one feels about working with those who are demographically unlike themselves, the degree to which one accepts minorities in positions of authority and also the degree to which personnel decisions

are perceived as being based solely on race. The coefficient alpha for the entire 30 item ATDS when used in Montei et al. study was .90. The coefficient alpha for this scale in the present study is .94. A sample question of this measure is "The most qualified workers in my job seem to be male". A 5-point Likert scale is used and the anchors for this scale ranged from strongly disagree to strongly agree.

The justice scale measures four forms of justice, specifically distributive justice, interpersonal justice, informational justice and procedural justice. Distributive justice is related to personal-referenced outcomes, such as pay satisfaction, whereas procedural justice is related to organizational referenced outcomes, such as organizational commitment. The justice scale consist of thirty items which are measured on a 5-point Likert scale with anchors of "to a small extent" and "to a large extent" (Colquitt, 2001). An example of a question is, "Do your perceptions of diversity initiatives reflect on the effort you have put into your work?" The coefficient alpha for procedural fairness is .84, distributive fairness .94, interpersonal fairness .91 and informational fairness .94.

The Workplace Diversity survey was developed to provide human resource development professionals with an objective, quantifiable assessment of individual attitudes and perceptions of diversity (De Meuse & Hostager) This scale was used to assess general perceptions of diversity initiatives within an organization. Aspects of organizational diversity include issues of gender, race, sexual orientation, as well as differences of religion and nationality (Thomas, 1994) The survey contains twenty items, which represent five dimensions (De Meuse & Hostager, 2001). The five dimensions are emotional reactions, judgments, behavioral reactions, personal consequences and organizational outcomes. Responses were given on a 5-point Likert scale, which ranged from strongly disagree to strong agree. The coefficient alpha for reactions is .90.

The Perceived Impact of the Programs scale was developed by the author in order to assess the perceptions employees held about the diversity initiatives that have been put in place by the organizations. The sources used were subject matter experts, including two university professors who conduct research in this subject area, a Human Resource Manager for a large organization, working

students in an undergraduate psychology class, and literature that gave examples of various impact characteristics of diversity initiatives. Programs refer to any type of diversity initiative the organization has put in place such as mentoring, recruiting, training, etc. The scale includes 11 questions pertaining to perceptions of the impact that diversity initiatives have had on different aspects of organizational functioning; such as "Some aspect of diversity is included in your company's mission statement". Participants indicated on a 5-point Likert scale feelings about the programs, which ranged from "strong negative impact" to "strong positive impact." The coefficient alpha for the impact scale is .95.

The Perceived Threat scale was developed by the author using literature from Staw et al., (1981). The items were developed to measure individual experiences of threat. This scale measures psychological states including stress, anxiety and arousal which are associated with threat. A sample question is, "To what extent do you feel intimidated by the diversity initiatives occurring in your organization?" The 4-item scale has an anchor that ranges from "no extent" to "a large extent". The coefficient alpha for this scale in the current study is .90.

In order to capture general demographics of the organizations the survey participants worked in, a checklist was provided to identify characteristics that were most fitting for their organizations. The demographics include age, gender, ethnicity, length of time at the company and how long the company has been addressing diversity initiatives. In addition to those demographics, a checklist was provided for employees to identify which of the listed components most apply to their current working environment. An example question is, "qualified women are promoted into higher positions within the organization." Respondents were asked to indicate yes or no as to the presence or absence of each diversity component. Responses were then summed to create a scale score. Examination of the frequencies revealed that that the least common component (item number 9) was found in 41% of cases, while the most common component (item number 1) was found in 89% of cases. The demographic items were utilized as a tool in helping to assess the surveyed population.

CHAPTER THREE

RESULTS

A thorough data screening process was conducted prior to a series of hierarchical multiple regression analysis. The next step in this process was to transform/reverse code items from the Attitudes Toward Diversity Scale, the Workplace Diversity Survey and the Threat Survey so that all items would be interpreted in terms of a positive relationship. There were no out of range values but there were four cases with missing values. The cases with missing values were removed and not included in the primary analysis. Multivariate outliers were tested using Mahalanobis distance, with a critical value of 22.458, which determined the outlier cutoff. There were five cases of multivariate outliers and one univariate outlier, which were removed from the data set in addition to cases with missing data, leaving a final N of 148. After checking for normality and skewness using a critical value of 3.3, the attitude and threat variables were transformed using a log 10 function to reduce the skewness.

Means, standard deviations, and bivariate correlations for all study variables are presented in

Table 1. In order to test the study hypotheses, a series of three hierarchical multiple regression analyses were conducted. The outcome variables included in the analyses were the perceived impact of diversity initiatives, the attitudes they had about diversity initiatives, and their current beliefs about diversity initiatives.

For each analysis, predictor variables were entered in three steps. In the first step, three variables representing individual demographic variables were entered. These included participant sex, ethnicity, and age. In the second step, two organizational variables were entered. The organizational variables represented a count of diversity initiatives, and the length of time each participants organization had been involved in diversity management. In step three, five perceptual variables were entered. The perceptual variables were distributive fairness, procedural fairness, interpersonal fairness, informational fairness and threat. The order of entry was intended to allow for the examination of individual perceptions after variance explained by organizational variables was accounted for.

Regression results for each of three outcome variables are presented in Tables 2 through 4. Table 2

reveals a significant overall model [$F(10,114) = 6.950, p < .05$] for the prediction of attitudes. The overall model explains 38% of the variance in attitudes, 26% of which is explained by perceptual variables. Individual variables accounted for 12% of the variance. Organizational variables were not significant in this model. The final model only had two significant predictors of attitude, which were perceptions of threat and interpersonal fairness. The standardized beta coefficients for these two significant predictors are $-.32$ and $.27$ respectively. Although there are only two significant predictors, it is important to note that several of the non-significant variables had strong zero order correlations and shared substantial variance with the other predictor variables, causing them to have a limited amount of unique variance. The zero order correlations for two of the non-significant perceptual variables (procedural fairness and distributive fairness) had correlations greater than $.30$.

Table 3 reveals a significant model [$F(10,114) = 12.886, p < .05$] for the perceived impact of diversity initiatives. The overall model explains 53% of the variance in perceived impact. For the overall model, 31% of the variance is explained by the perceptual variables,

17% of the variance is explained by the individual variables and 5% of the variance is explained by the organizational variables. Each step of the model was a significant predictor of perceived impact. This particular model had five significant individual predictors of perceived impact. Included with each of the individual predictors are their beta coefficients; which include ethnicity (.19), examples of initiatives (.15), information fairness (.19), procedural fairness (.27) and distributive fairness (.21). The zero order correlation for the remaining perceptual variable (interpersonal fairness) was .48, which indicated that there is explained shared variance, but was not as strong of a correlation and did not have enough unique variance when included with the other perceptual variables (informational fairness, procedural fairness and distributive fairness) to emerge as significant.

Table 4 reveals a significant model [$F(10,114) = 9.330, p < .05$] for the prediction of peoples' general beliefs about diversity. The overall model explains 45% of the variance in beliefs, 36% of which is explained by the perceptual variables. Of the 45%, 9% is explained by the individual variables and organizational variables

accounted for a non-significant 1%. This particular model has five significant individual predictors of peoples' beliefs, including threat and distributive fairness, both of which were also significant individual predictors in the previous models discussed. The standardized beta coefficients for threat and distributive fairness are $-.42$ and $.21$ respectively. The zero order correlation for the remaining three perceptual variables (informational fairness, interpersonal fairness and procedural fairness) all had zero order correlations exceeding $.30$. Such a high correlation suggests that these variables were also meaningful predictors, but individually they were not strong predictors of belief because they didn't have enough unique variance.

An issue not addressed in the primary analysis is the time at which the diversity initiatives were implemented in relation to when the employee begin work at their organization. It is possible that reactions may differ depending on the sequencing of these events. In order to assess such possibilities, a variable was created which categorized each participant into one of three categories based on the length of time an employees had been working in the organization and when the company first implemented

diversity initiatives (1 = organization was implementing diversity initiatives before their employment at the company), (2 = organization started the initiatives when the employee began working or soon after), (3 = organization implemented initiatives six months or more after employee started at the company). The frequencies revealed that 60.2% of the participants' organizations were implementing diversity initiatives before they began work at their company, 29.7% of the participants organizations started the initiatives when they began working at the company or very soon after and 10.2% of the participants organizations began implementing the diversity initiatives six months or more after they begin working. The mean differences in perceptions of fairness and threat were also examined. Of the five variables (threat transformed, informational fairness, interpersonal fairness, distributive fairness and procedural fairness), procedural fairness was the only variable that proved to be significant $F(2,125) = 3.385, p < .05$. Post hoc comparisons using a Bonferonni technique revealed differences in the procedural fairness variable between group 1 (organization was implementing diversity initiatives before their employment at the company) and

group 3 (organization implemented initiatives six months or more after employee started at the company). The comparison revealed that group 1 was more likely to have positive attitudes about the diversity initiatives than was group 3. It is also important to keep in mind that when assessing the comparison, the percentage breakdown of each group was unevenly distributed and any mean differences present only interesting avenues to explore. These comparative findings suggest a possible future research direction examining the length of time an organization has been implementing diversity initiatives in relation to when the employee began working at the organization.

In sum, the results provide consistent support for the importance of perceived threat and fairness on perceptions of organizational diversity initiatives. Although the regression results indicate that not all perceptual variables are significant in each model, the zero order correlations suggest that they share explained variance, and consequently only the stronger perceptual variables in each model emerged as significant in the regression analysis.

The importance of the perceptual variables is demonstrated by their accounting for substantial variance in each model, 26%, 31% and 36%. These findings support the study hypotheses, which predict the importance of these variables in their relationship with attitudes toward diversity and perceptions of diversity initiatives. It is also worth noting that organization variables didn't account for more than 5% of the variance in any of the models, 1%, 5% and 1% respectively. Lastly, individual variables in all outcome variable models were significant, although they explained far less variance than perceptual variables.

CHAPTER FOUR
GENERAL DISCUSSION

This study assessed the effects of perceived threat and perceived fairness of diversity initiatives in organizations on individual attitudes toward diversity and the perceived impact of diversity initiatives. The findings of this study support past research in the areas of diversity initiatives; most importantly as anticipated, these findings support the Full Integration Model (Agars & Kottke, 2004). The Full Integration Model was the foundation for Hypothesis 2 (if perceived threat within the organization is low, attitudes toward diversity will be positive and perceptions of the diversity initiatives impact on the organization will be positive) and Hypothesis 3 (if perceptions of fairness are high, attitudes toward diversity initiatives will be positive and perceptions of the existing diversity initiatives will be positive), and support for each was found. However, there was no support for Hypothesis 1 in regards to the length of time an organization had been implementing a diversity initiative and the perceived actions an

organization was taking to implement diversity initiatives.

For Hypothesis 1a, it was expected that the longer individuals in an organization were addressing diversity, attitudes about diversity would be increasingly positive, and past research has shown that employee commitment rises as organizations show increasing commitment to diversity (Hopkins, Hopkins & Mallette, 2001). Based on the results of this study, however, the length of time an organization has been implementing diversity initiatives has no significant relation to a positive increase in attitudes about diversity. This suggests, that the length of time diversity initiatives have been promoted is less important than underlying perceptual processes (threat and fairness) as identified in the Full Integration Model.

For Hypothesis 1b, it was expected that the greater the number of actions an individual perceives their organization taking to implement diversity, attitudes about diversity will be increasingly positive. Hanover and Cellar (1998) found that after training, middle managers displayed more positive diversity-friendly supervisory practices, such as discouraging stereotypic comments or jokes at work or encouraging discussions about how

diversity might affect work productivity or group cohesion. Of the three outcome variables (attitudes, impact and belief) the results supported this hypothesis in terms of impact, because the more actions an individual perceived their organization to be taking to implement diversity, their views about the initiatives impact were expected to be positive. On the other hand, the study findings reveal no support for the relationships with beliefs and attitudes. These findings give reason to believe that two of the outcome variables (beliefs and attitudes) aren't as good of predictors as perceived impact. Although employees being positively impacted by actions during the implementation phase of diversity had increasingly positive attitudes about diversity, it is important to note the impact on non-organizational variables was non-significant.

For Hypothesis 2a, the predictor was, to the extent that perceived threat within the organization was low, attitudes toward diversity would be positive. The Full Integration Model predicts that perceptions of threat are critical to successfully managing the implementation stage of diversity (Agars and Kottke, 2004). Perceptions of threat often lead to rigid actions that result in narrowed

views, performance of dominant responses and reduced risk taking (Staw et al., 1981). Threat was a significant predictor of individual attitudes and beliefs. This supported the propositions of the Full Integration Model; perceived threat did influence an employees attitude about diversity management in addition to the beliefs they have about diversity management.

For Hypothesis 2b, the prediction was, to the extent that perceived threat within the organization is low, perceptions of the diversity initiative's impact on the organization will be positive. Threat however was not a significant predictor of the perceived impact diversity initiatives have on the organization. This may suggest that even if an employee perceives diversity management to be threatening, they can possibly still perceive the overall impact of the diversity initiatives as being positive.

For Hypothesis 3a, the prediction was that to the extent perceptions of fairness were high, attitudes toward diversity initiatives would be positive. This hypothesis was supported. Interpersonal fairness was a significant predictor of attitudes toward diversity initiatives. Interpersonal fairness is fostered when decision makers

treat people with respect and sensitivity and explains the rationale for decisions thoroughly (Colquitt, 2001).

Diversity training programs do lead to more positive attitudes about people from diverse backgrounds (Agars and Kottke, 2004). This supports the idea that when employees perceive activities to be fair during the implementation of diversity management initiatives they are also likely to have positive attitudes about these initiatives. This is meaningful because the FIM stresses the importance of this assumption for there to be a successful transition from the implementation stage to the maintenance stage.

For Hypothesis 3b, the prediction was that to the extent perceived fairness is high, perceptions of the existing diversity initiatives will be positive. The results showed that each of the four forms of fairness (informational fairness, interpersonal fairness, procedural fairness and distributive fairness) significantly correlated with positive perceptions of the existing diversity initiatives. The results show that the fairness measures (informational fairness, interpersonal fairness, procedural fairness and distributive fairness) predict a diverse set of outcomes taken from the existing literature. These outcomes of fairness include commonly

researched variables such as diversity outcome satisfaction (Colquitt, 2001). In this particular study, outcome satisfaction refers to positive perceptions of existing diversity initiatives. The FIM also suggests that diversity programs that support changes in attitudes about diversity are likely to result in higher perceptions of fairness from employees in regards to the diversity initiatives (Agars & Kottke, 2004). These findings (fairness significantly predicted positive perceptions of the existing diversity initiatives) are important because regardless if management believes their initiatives are fair, if the employees don't perceive that to be true, they won't view the initiatives as positive. Thus, a lack of support from employees can lead to ineffective diversity management. Strauss et al., (2003) states that for a successful organization it is important either to select people who are both accepting of differences and better able to adapt to a variety of situations and/or to train people to develop the skills necessary for interacting effectively in a diverse setting. Results from this study provide some support for these assertions.

The individual variables (sex, ethnicity and age) were identified in past research as being critical

variables in the success of diversity initiatives. When these variables were grouped together and studied, they collectively accounted for a small portion of the variance in attitudes, beliefs and impact; however, when looking at the variables individually, none proved significant. This is surprising because past research identifies various reasons as to why these variables can significantly impact employees' perceptions of diversity initiatives. Kossek and Zonia (1993) found that efforts to value diversity were more important to women and racial minorities. My research findings didn't support Kossek and One's notion because sex and ethnicity didn't prove to be critical variables in individuals' perceptions about diversity initiatives. Based on the findings, it seems one's sex, ethnicity and age are less important predictors than perceived fairness and threat. Certainly, however, these demographic variables warrant continued study.

CHAPTER FIVE

IMPLICATIONS

The study supported the notion of perceived fairness/organizational justice and threat being fundamental to the success of diversity management. The field of psychology consists of researchers, consultants, and organizational members, who are striving to further our understanding of diversity (Agars & Kottke, 2004). In saying that and recognizing the importance of fairness, it is important for researchers to continue to do research in the area of fairness in relation to diversity management. Organizations are spending millions of dollars annually in an attempt to make their workforce more accepting and positive about diversity within the company. In the midst of these changes, if continuous research isn't reported on the importance of perceived fairness and threat in regards to the success of companies' diversity initiatives; companies will possibly lose trust in the positive effects of diversity initiatives when the primary variables, perceived fairness and threat are not being addressed. Our field should have a better understanding of the driving forces behind perceived fairness and why it can hinder

successful diversity management or aid in its success. This study suggests perceptions of fairness influence employees' perceptions of diversity initiatives. The relationship between positive perceptions of the diversity management process and perceived fairness indicated the important relevance of the fairness variable. Perceived fairness was a significant variable in this study and proved to be highly related to employees' attitudes about diversity in general and to the specific diversity initiatives in their organization. It is worth noting that although different fairness dimensions emerged as significant in each analysis, the shared variance explanation, though supported by the partial correlations in the present study, may not completely explain the pattern of results that emerged. Future research may benefit from a more precise consideration of how dimensions of fairness may differentially predict the variety of outcomes and reactions associated with diversity initiatives.

Other directions for future research should include the examination of fairness and threat in relation to individual variables such as sex, ethnicity and age. As noted previously, these individual variables, (sex,

ethnicity and age) did not significantly predict perceptions of diversity initiatives. Yet past research indicates that they are important variables. Much of the past literature is quite outdated and this subject area should be enhanced with current research findings in this area, so there is limited contradictory research. A recommended research direction would be examining the importance of one's sex, ethnicity and age independently in relation to perceived fairness and threat. It has been noted in previous research that men have different reactions to diversity initiatives as do different ethnic groups. That alone could be reason to explore in greater depth the relationship between an individual variable (sex/ethnicity) and perceived fairness and threat. Age would also be an interesting variable to study in greater depth because the younger generation has been exposed to more diversity than older generations and are likely to have varying perceptions of threat and fairness in terms of diversity. Further research in the previously listed areas could enhance our understanding of the variable's effect on perceptions of diversity initiatives independent of each other. It is very possible that one individual variable may have a greater affect on perceptions of

fairness than another. Although these variables weren't significant as individual predictors in the present study, past research has shown that threat and fairness perceptions may differ based on demographic status (sex, ethnicity & age). Future research should look at these variables more closely.

Something else to consider in future research is the importance of the length of time an organization has been implementing diversity initiatives. Past research suggest the longer an organization has been implementing such initiatives, more employees will have a positive attitude about the implications of the initiatives on the organization. Assuming this would imply that the diversity programs are well developed programs. This is why time should be explored in greater depth. It may not matter how long or short of a time period a company has been implementing diversity initiatives; it isn't likely employees will have positive attitudes about the initiatives if they are not well developed.

CHAPTER SIX

LIMITATIONS

As noted in previous literature, longitudinal research is a more comprehensive approach to gathering information on a topic such as perceptions of diversity initiatives and diversity management. In the Honever and Cellar (1998) study, middle managers of a Fortune 500 company were assigned to either a diversity training workshop or to a control group. The attitudes and self reported behaviors of both groups were collected four months before and two months after training. DeMuese & Hostager (2001) found that long-term follow-up evaluations played a critical role in successful diversity training programs. If the resources are available to collect research over an extended period of time, one might consider assessing the diversity management process at each of the three stages listed in the Full Integration Model (Issue Identification stage, Implementation stage & Maintenance stage). The present study examined employees' perceptions at a single time period instead of over time. Future researchers should take a longitudinal approach which would allow researchers to see changes in employees

perceptions of fairness and threat over time and in response to specific diversity efforts. This approach allows the researcher to evaluate an employees perception at the initial phases and evaluate the perceptual changes if there are any at the post phases of diversity management. Ultimately, this approach would allow for a more extensive and comprehensive assessment of employees' perceptions of diversity management.

Past research has noted the importance of females' perceptions of diversity initiatives and the effect their perceptions could have on a program's success or failure. Richard et al.(2000) stated women responded more favorably toward work-force diversity programs when adequate explanations were provided. That same research has also noted various different perceptions men have about such programs. Because 80% of the participants in this study were female, possible generalizabilty problems exist. Compared to white men, white women and racioethnic minorities placed greater value on employer efforts to promote diversity, and held more favorable attitudes about the qualifications of women and racioethnic minorities (Kossek & Zonia, 1993). White men tend to hold different attitudes than women and minorities about the concept of

diversity and diversity initiatives (Konrad & Linneham, 1995). Due to the research population being comprised primarily of females, the findings might not be consistent with males' perceptions of fairness and threat in regards to diversity initiatives.

It is also likely that research findings could differ if each diversity initiative (i.e. training, recruiting etc.) were studied individually instead of all diversity initiatives being studied together. Findings could possibly show that perceptions of diversity initiatives differ depending on what type of diversity initiative is being implemented.

CHAPTER SEVEN

CONCLUSION

This research supports the Full Integration Model's notion that perceived threat and perceived fairness are variables that highly influence employees' perceptions of diversity management. It appears that which ever beliefs an employee holds about the organizations diversity initiatives in relation to perceived threat or fairness will be their reported perceptions of the initiatives. More importantly, perceived fairness and threat shouldn't be viewed as trivial factors in assessing employees' perceptions of diversity initiatives, as they are clearly related to employees' reported perceptions of diversity management. As management, it is critical to remember the success of an organization's diversity initiatives lie primarily in the hands of employees. Employees are the individuals who actually implement the initiatives and if they don't believe the initiative to be fair or they perceive it to be threatening, their perceptions of the initiatives will likely be negative.

APPENDIX A

TABLES

Table 1: Means, Standard Deviations, and Bivariate Correlations of Study Variables

Variable	M	SD	1	2	3	4	5	6	7	8	9	10	11	12	13
1. Sex			--												
13.3% (Males)															
86.7% (Females)															
2. Ethnicity			-.11	--											
54.5% (Majority)															
55.5% (Minority)															
3. Age	29.13	10.1	-.14	.21	--										
4. Number of initiatives	6.6	2.2	.05	.04	.08	--									
5. Number of months org. implementing diversity initiatives	142	146	.13	.10	.29	.21	--								
6. Distributive Fairness	3.0	1.1	.01	-.26	-.12	.07	-.05	--							
7. Threat*	.20	.21	-.09	.12	.10	.04	-.16	-.17	--						
8. Informational Fairness	3.6	.94	.21	-.16	-.13	.19	.11	.43	-.26	--					
9. Procedural Fairness	3.2	.82	.12	-.16	-.20	.25	.14	.48	.30	.43	--				
10. Interpersonal Fairness	4.0	.91	.34	-.08	-.29	.14	.07	.31	-.35	.69	.54	--			
11. Attitudes	3.9	.46	.27	.58	-.16	.02	.05	.30	-.49	.27	.38	.42	--		
12. Beliefs	3.7	.61	.16	-.29	-.16	.07	-.01	.40	-.55	.36	.46	.41	.58	--	
13. Impact	3.8	.71	.28	-.27	-.19	.26	.03	.46	-.24	.53	.55	.50	.40	.46	--

Note: Listwise n =148 Coded: 1 = sex, 2 = ethnicity, 3 = age, 4 = number of initiatives, 5 = number of months implementing initiatives, 6 = distributive fairness, 7 = threat, 8 = informational fairness, 9 = procedural fairness, 10 = interpersonal fairness, 11 = attitudes, 12 = beliefs and 13 = impact. Threat*) variable was transformed

Table 2: Regression Results for Individual Attitudes
Toward Diversity in General

Independent Variables	B	<u>SE B</u>	β
Step 1			
Sex	.32	.12	.24
Ethnicity	.16	.08	.17
Age	.00	.01	-.07
Step 2			
Sex	.30	.12	.22
Ethnicity	.17	.09	.18
Age	.00	.01	-.09
Examples of initiatives	.01	.02	.05
Time org. diversity	.00	.00	.05
Step 3			
Sex	.19	.11	.14
Ethnicity	.11	.08	.12
Age	.00	.00	-.03
Examples of initiatives	.07	.12	.03
Time org. diversity	.00	.00	-.02
Distributive fairness	.06	.04	.14
Procedural fairness	.04	.06	.08
Interpersonal Fairness	.15	.06	.27 *
Informational fairness	-.06	.56	-.12
Threat (log)	-.75	.19	-.32 *

Note: $R^2 = .12$ for Step 1; $\Delta R^2 = .01$ for Step 2,
 $\Delta R^2 = .26$ for Step 3. $N = 114$. * $p < .05$

Table 3: Regression Results for Perceived Impact of Diversity Initiatives

Independent Variables	B	<u>SE B</u>	β
Step 1			
Sex	.00	.01	-.07
Ethnicity	.42	.13	.29
Age	.43	.18	.20
Step 2			
Sex	.40	.18	.19
Ethnicity	.40	.12	.28
Age	.00	.01	-.11
Examples of initiatives	.07	.03	.24
Time org. diversity	.00	.00	.03
Step 3			
Sex	.23	.15	.11
Ethnicity	.27	.10	.19 *
Age	.00	.01	-.07
Examples of initiatives	.04	.02	.15 *
Time org. diversity	.00	.00	-.02
Distributive fairness	.15	.06	.21 *
Procedural fairness	.25	.08	.27 *
Interpersonal Fairness	.06	.08	.07
Informational fairness	.15	.07	.19 *
Threat (log)	-.08	.25	-.02

Note: $R^2 = .17$ for Step 1; $\Delta R^2 = .06$ for Step 2, $\Delta R^2 = .31$ for Step 3. $N = 114$. * $p < .05$

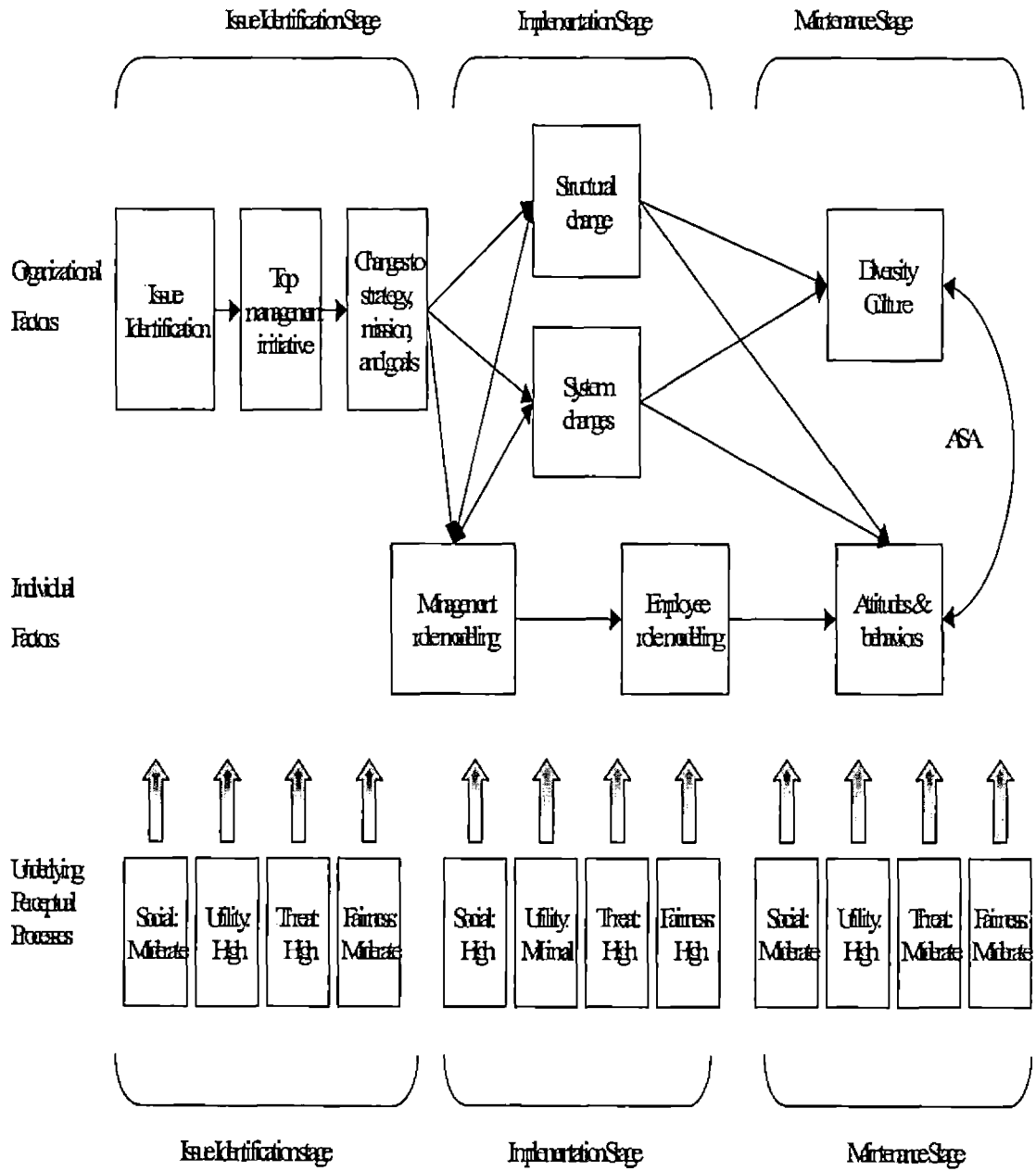
Table 4: Regression Results for Beliefs

Independent Variables	B	<u>SE B</u>	β
Step 1			
Sex	.18	.16	.10
Ethnicity	.30	.11	.25
Age	.00	.00	-.05
Step 2			
Sex	.16	.16	.09
Ethnicity	.30	.11	.25
Age	.00	.01	-.06
Examples of initiatives	.01	.03	.06
Time org. diversity	.00	.00	.02
Step 3			
Sex	.06	.14	.04
Ethnicity	.17	.09	.14
Age	.00	.01	-.02
Examples of initiatives	.00	.02	.03
Time org. diversity	.00	.00	-.07
Distributive fairness	.12	.05	.21 *
Procedural fairness	.14	.07	.18
Interpersonal Fairness	.03	.08	.05
Informational fairness	.00	.07	.00
Threat (log)	-1.2	.23	-.42 *

Note: $R^2 = .09$ for Step 1; $\Delta R^2 = .01$ for Step 2, $\Delta R^2 = .36$ for Step 3. $N = 114$. * $p < .05$

APPENDIX B
FULL INTEGRATION MODEL

Figure 1: Agars & Kottke (2002)
Full Integration Model



APPENDIX C
INFORMED CONSENT

INFORMED CONSENT

You are invited to participate in a study being conducted by Dr. Mark Agars and Brandi Robinson of the Psychology Department at California State University, San Bernardino. This study has been approved by the Psychology Department Human Subjects Review Board at CSUSB. A stamp indicating approval should be evident somewhere on this form.

The survey should take an estimated 20-30 minutes to complete. You will be asked to respond to a number of questions based on your individual perceptions of your companies' diversity initiatives. There are no foreseeable risks or direct benefits associated with this study. As a volunteer participant, you have many rights with respect to this experiment. You may withdraw at any time and for any reason during this survey. All research is completely confidential.

Thank you for participating in this survey. The information that you provide will be valuable in completing my thesis research. Please return your completed surveys to Brandi Robinson. If you have any questions, please contact Dr. Mark Agars at 909-880-5433 or email magars@csusb.edu

Please read the following before indicating that you are willing to participate.

1. The study has been explained to me and I understand the explanation that has been given and what my participation will involve.
2. I understand that I am free to choose not to participate in this study without penalty, free to discontinue my participation in this study at any time and am free to choose not to answer any questions that make me uncomfortable.
3. I understand that my responses will remain anonymous. I may request group results of this study.
4. I understand that, at my request, I can receive additional explanations of this study after my participation is completed.

Please do not put your name on this questionnaire.

Please place a check or X in the space provided below to acknowledge that you are at least 18 years old and have read and understand the statements above. By marking the space below you give consent to participate voluntarily in this study.

Thank You,

I agree to participate.

_____ (Date)

APPENDIX D
SURVEY

Demographic Questions: Please provide the following information. These questions will help us describe the population of people who participated in the study.

1. Age _____
2. Sex (circle): Male Female
3. Ethnicity (circle)
 - a. Asian- American
 - b. Black (African-American)
 - c. Hispanic - American
 - d. Native – American
 - e. White (Caucasian, non-Hispanic)
 - f. Other: _____
4. How many people are in your current organization? (circle)
 - a. 1-25
 - b. 26-50
 - c. 51-100
 - d. 101-500
 - e. 501-1000
 - f. 1001-5000
 - g. 5000
5. Please indicate the type of organization in which you work (circle the type that best describes your organization):
 - a. Manufacturing
 - b. Service
 - c. Government
 - d. Retail
 - e. Education
 - f. Other: _____
6. To the best of your knowledge, how long have you worked for your present company?
_____ years _____ months
7. To the best of your knowledge, how long has your organization been addressing diversity?
_____ years _____ months
8. To the best of your knowledge, how long have you been active in any way in the organizations' diversity efforts?
_____ years _____ months

Survey # 1: Listed below are types of examples of actions organizations are taking to implement diversity. Please indicate if your organization is doing something similar to this or if they are not. Circle YES next to each statement that describes something similar to what your organization is doing. Circle NO next to each statement that doesn't describe something similar to what your organization is doing.

- Yes No Some aspect of diversity is included in your companies mission statement.
- Yes No Diversity based recruitment in some form, such as actively seeking qualified minority professionals within organizations/networking groups, is a component of your organizations recruiting strategies.
- Yes No Your organization has been actively placing qualified women or minorities in important positions within the organization.
- Yes No Diversity initiatives are addressed or included in the socialization process of new employees such as, during new hire orientation sessions.
- Yes No Management has sent information through emails, memos, newsletters or otherwise communicated it's belief in the need for diversity in the company.
- Yes No Family friendly policies such as having the option to work a compressed work week or flextime have been implemented by your organization to attract applicants who might otherwise not consider the organization for employment.
- Yes No Top management has demonstrated active involvement in diversity initiatives through statements, behaviors or personal initiatives.
- Yes No The organization has put in place some type of diversity council to identify potential problems, barriers, or make recommendations to top management in regards to diversity based issues.
- Yes No Your organization is or has actively organized and implemented mentoring programs aimed at ethnic minorities and women within the organization
- Yes No Your organization has some form of mechanism in place to evaluate the effectiveness of diversity initiatives within your organization.

General Instructions: The following surveys ask you about your perceptions of the diversity initiatives within your organization. This survey is intended to gather a better understanding of your perception of these diversity initiatives that have been put into place within your organization; such as diversity training, diversity councils, mentoring programs, diversity recruiting and any other type of initiative your company may be actively implementing. Please take your time and answer each question openly and honestly. Your participation is anonymous. Some items will seem redundant and repetitive, but it is important to our research that you take your time and answer each question honestly.

Survey # 2: Before reading the following statements, begin thinking about your organization's diversity initiatives. Using the scale below, indicate the extent to which you agree or disagree with each of the statements. Circle the number that best fits your decision.

1	2	3	4	5
Strongly Disagree	Somewhat Disagree	Agree	Mostly Agree	Strongly Agree

1. All in all, I would say that minority workers are just as productive as other workers.	1	2	3	4	5
2. I often pick up slack for some of my female coworkers who are less productive.	1	2	3	4	5
3. Sometimes I have to compensate for the lack of productivity of minority workers.	1	2	3	4	5
4. The most qualified workers in my job seem to be male.	1	2	3	4	5
5. I find that minority workers seem to be less productive on average.	1	2	3	4	5
6. The minorities in this organization have a greater degree of difficulty getting along with others.	1	2	3	4	5
7. If a member of my work group were prejudiced, he or she would be less likely to fit in.	1	2	3	4	5
8. If one of my coworkers were a racist, I would confront that person and let him or her know of my disapproval.	1	2	3	4	5
9. Workers who are prejudiced have no place in this organization.	1	2	3	4	5
10. I do not feel comfortable with coworkers who are racist.	1	2	3	4	5
11. I feel that women have a more difficult time handling positions of authority relative to men	1	2	3	4	5
12. I would feel just as comfortable with a Black or Hispanic supervisor as I do with a White supervisor.	1	2	3	4	5
13. It seems that those minorities in supervisory positions are ineffective relative to other supervisors	1	2	3	4	5
14. Most of the women in management positions do an outstanding job.	1	2	3	4	5
15. I feel that diversity is good for this organization even if it means I will have a supervisor who is a minority.	1	2	3	4	5
16. Relative to male supervisors, female supervisors seem to be less effective.	1	2	3	4	5
17. Under most circumstances, I would prefer a male supervisor.	1	2	3	4	5
18. I would feel less comfortable with a female supervisor than I would with male supervisor.	1	2	3	4	5
19. Most of the minority supervisors in this organization possess the same leadership qualities, as do those supervisors who are White.	1	2	3	4	5
20. It seems as if some of the women I work with need to be more assertive to be effective to be effective supervisors.	1	2	3	4	5
21. I know some workers who would be fired if they were not minorities.	1	2	3	4	5
22. It does not bother me that some preferential hiring goes on because we need more of a mix in this organization.	1	2	3	4	5
23. Because some tests are known to be biased toward minorities, I feel it is all right to adjust test scores to even things out.	1	2	3	4	5
24. I am against hiring by quotas even when done out of necessity.	1	2	3	4	5
25. I know many more qualified White males who should have been hired instead of some of the minorities that have been hired lately.	1	2	3	4	5
26. We would have a more creative work environment if more women and minorities were hired.	1	2	3	4	5
27. I feel it is wrong for an organization to have two sets of test scores for minorities and non-minorities, even when the test is somewhat biased.	1	2	3	4	5
28. Some of the members of this organization were hired just because they are women.	1	2	3	4	5

Survey # 3: Please circle the number that best reflects your view of diversity in the workplace for each of the following 20 items.

1	2	3	4	5
Strongly Disagree	Somewhat Disagree	Agree	Mostly Agree	Strongly Agree

1. I believe that diversity is fair.	1	2	3	4	5
2. Diversity is stressful for me.	1	2	3	4	5
3. I feel enthusiastic about diversity.	1	2	3	4	5
4. Diversity is expensive for organizations.	1	2	3	4	5
5. Diversity leads to harmony in organizations.	1	2	3	4	5
6. Diversity leads to harmony in organizations.	1	2	3	4	5
7. I feel hopeful about diversity.	1	2	3	4	5
8. I believe that diversity is worthless.	1	2	3	4	5
9. I support diversity efforts in organizations.	1	2	3	4	5
10. I withdraw form organizational diversity efforts.	1	2	3	4	5
11. Diversity is rewarding for me.	1	2	3	4	5
12. I feel resentful about diversity.	1	2	3	4	5
13. Diversity is an asset for organizations.	1	2	3	4	5
14. Diversity leads me to make personal sacrifices.	1	2	3	4	5
15. I participate in organizational diversity efforts.	1	2	3	4	5
16. I resist organizational diversity efforts.	1	2	3	4	5
17. I believe that diversity is good.	1	2	3	4	5
18. Diversity is unprofitable for organizations.	1	2	3	4	5
19. Diversity is enriching for me.	1	2	3	4	5
20. I believe that diversity is unjustified.	1	2	3	4	5

Survey # 4: The following items refer to the process your organization went through that relate to diversity initiatives and your perceptions of that process. Please circle the number that best identifies your personal feelings.

1	2	3	4	5
To No Extent	To A Small Extent	To Some Extent	To A Considerable Extent	To A Large Extent

To what extent:

1. Have you been able to express your views and feelings during those procedures?	1	2	3	4	5
2. Have those procedures been applied consistently?	1	2	3	4	5
3. Have those procedures been free of bias?	1	2	3	4	5
4. Have the procedures used to implement diversity strategies been based on accurate information?	1	2	3	4	5
5. Have those procedures upheld moral and ethical standards?	1	2	3	4	5

1	2	3	4	5
To No Extent	To A Small Extent	To Some Extent	To A Considerable Extent	To A Large Extent

Instructions: The following items refer to your perceptions of diversity.

To what extent:

1. Do you perceive that the rewards, decisions and outcomes of the diversity initiatives reflect the effort you have put into your work?	1	2	3	4	5
2. Do you perceive that the rewards, decisions and outcomes of the diversity initiatives reflects what you have put into your work?	1	2	3	4	5
3. Do you perceive that the rewards, decisions and outcomes of the diversity initiatives are justified given your performance?	1	2	3	4	5

Instructions: In your interactions with management regarding diversity management, to what extent has:

1. Management treated you in a polite manner?	1	2	3	4	5
2. Management treated you with dignity?	1	2	3	4	5
3. Management treated you with respect?	1	2	3	4	5
4. Management has refrained from improper remarks or comments?	1	2	3	4	5

Instructions: In your interactions with management regarding diversity management, to what extent has:

1. Management been candid in their communications with you?	1	2	3	4	5
2. Management explained the procedures thoroughly?	1	2	3	4	5
3. Management's explanations regarding the procedures were reasonable?	1	2	3	4	5
4. Management communicated details in a timely manner?	1	2	3	4	5
5. Management seemed to tailor their communication to individuals' specific needs?	1	2	3	4	5

Survey # 5: Many organizations have implemented programs to address diversity in the workplace. This can include seminars, training, recruiting, skits and even more team building exercises. Think about the training and/or various programs that your organization has put in place to support/promote an increasingly diverse work environment. When responding to the following items, please indicate on this 5-point scale your feelings toward the following in regards to the statement.

1	2	3	4	5
Strong Negative Impact	Mild Negative Impact	Neither Neg. or Pos. Impact	Mild Positive Impact	Strongly Positive Impact

For each of the following aspects of your work, please indicate the extent to which the impact of diversity initiatives in your organization has been negative or positive.

Productivity	1	2	3	4	5
Communication	1	2	3	4	5
Morale	1	2	3	4	5
Teamwork	1	2	3	4	5
Your Satisfaction	1	2	3	4	5

1	2	3	4	5
Strong Negative Impact	Mild Negative Impact	Neither or Pos. Impact	Mild Positive Impact	Strongly Pos. Impact

Your Commitment	1	2	3	4	5
Your Performance	1	2	3	4	5
Team Performance	1	2	3	4	5
Turnover in the organization	1	2	3	4	5
Your turnover intentions	1	2	3	4	5
Recruiting	1	2	3	4	5
Overall performance of the organization	1	2	3	4	5

Survey # 6: Please respond to each of the following statements by indicating the extent to which each describes your reactions to the diversity initiatives in your organization.

1	2	3	4	5
To No Extent	To A Small Extent	To Some Extent	To A Considerable Extent	To A Large Extent

1. To what extent do you feel anxious by the diversity initiatives occurring in your organization?	1	2	3	4	5
2. To what extent do you feel threatened by the diversity initiatives occurring in your organizations?	1	2	3	4	5
3. To what extent to you feel angered about the diversity initiatives occurring in your organizations?	1	2	3	4	5
4. To what extent do you feel stressed about the diversity initiatives occurring in your organizations?	1	2	3	4	5

PLEASE MAKE SURE ALL ITEMS ARE COMPLETED

Thank you for your time and cooperation as it is greatly appreciated.

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