

Dr Dariusz Turek

Instytut Przedsiębiorstwa

Szkoła Główna Handlowa w Warszawie

dturek@sgh.waw.pl

What do we know about effects of diversity management? A meta-analysis

What do we know about effects of diversity management? A meta-analysis

Abstract

The purpose of this paper is to synthesize the literature on the relationship between diversity management and the essential organizational and team outcomes (organizational performance, job performance, organizational commitment, turnover). The author conducted a meta-analysis of the relationship between diversity management and organizational and team outcomes using a sample of 17 studies and 29 different correlations. The results show significant overall relationships between diversity management and organizational performance ($zr=0.27$, $p<0.05$), job performance ($zr=0.16$; $p<0.01$) organizational commitment ($zr=0.30$; $p<0.01$) and turnover ($zr=-0.43$; $p<0.01$). The article extends previous research by quantitatively reviewing the diversity management – organizational and team outcomes relationship. By showing that diversity management is a potential source of increased organizational and employee performance and job attitudes. Some future research challenges are also discussed.

Keywords: Diversity management, Meta-analysis, Quantitative review, Organizational performance, Job performance, Organizational commitment, Turnover

Introduction

There is a widespread consensus that ‘diversity’ (related to race, gender, age, religion, culture, competencies, etc.) triggers positive social consequences and forms an indispensable condition for creating a fair job environment. However, that which is a normatively desirable phenomenon, in numerous cases does not bring the expected economic effects. The same observation can be made with regard to work outcomes of heterogeneous professional teams. Although research on the phenomenon of diversity has been conducted for over 40 years, scholars are still unable to formulate clear conclusions as to whether ‘diversity’ has more positive or negative consequences for an organization and its employees. The authors of numerous independent meta-analyses, conducted over the period of the last 20 years and jointly comprising several hundred studies on the phenomenon, characterize the relationships between work environment diversity on the one hand and work outcomes and performance on the other as generally irrelevant [Webber and Donahue 2001; Horwitz and Horwitz 2007; Joshi and Roh 2009; Stahl, Maznevski, Voigt and Jonsen 2010; Bell, Villado, Lukasik, Belau and Briggs 2011; van Dijk, van Engen and van Knippenberg 2012; Schneid, Isidor, Steinmetz and Kabst 2016]. For example, only task and competence related diversity (education, professional experience or expert knowledge), explain group performance [Horwitz and Horwitz 2007], as well as employees’ creativity and innovativeness [van Dijk, van Engen and van Knippenberg 2012], but not the surface-level diversity (gender, race or age). Diversity is significant only when the context in which a professional team functions is considered [Joshi and Roh 2009].

The conclusions of many meta-analysis indicate that the generally perceived professional diversity might be treated as a metaphoric ‘double-edged sword’, i.e. in some cases it may be beneficial, in others it will be harmful, and in numerous situations it changes little in the functioning of an organization.

However, this conclusion considers, to a large extent, generally understood professional diversity. Since the early 1990s, having noticed the problems which stem from the phenomenon, researchers have been analyzing the ways in which work can be organized and people managed so that the company might benefit from the potential resulting from diverse demographic, racial, religious or competence-related features [Thomas 1990]. It was recognized that proper integration and management of personnel counts for more than the work team diversity itself. As noted by Shen, Tang and D’Netto [2014, p. 1722], effective operations on the part of the organization (to a large extent, HR departments) were supposed to result in the reduction of negative effects of diversity (e.g. conflicts, personnel turnover, etc.) and to reinforce positive ones. Consequently, diversity management became one of the fashionable and frequently undertaken subjects in the field of management studies – sometimes rather exaggeratedly called a new ‘organizational paradigm’ [Gilbert, Stead and Ivancevich 1999]. Together with the increasing expectations that diversity management would become a ‘cure’ for creating not only social justice but also professional efficiency [Robinson and Dechant 1997; Ivancevich and Gilbert 2000], there were also several dozen of empirical findings which quantified the effects of such activities and practices. So far, however, economic and behavioral consequences of this type of management method have not been collected and systematically analyzed. Thus, it is not known if, when, and how strongly diversity management triggers positive organizational results. The aim of this article is to supplement this knowledge and to analyze the effects of diversity management for both company and employees performance and outcomes.

Conceptual framework and related literature

Diversity management as an element of HR practices

Diversity management is a relatively new theoretical construct, as it appeared in the early 1990s, mainly due to inspiring studies by Thomas [1990]. The author indicated that effective management consists in the changes in organizational culture and

practices, introduced in order to create the work environment in which diversity may be used for realization of professional goals.

The earlier activities aimed at supporting diversity were quite common but they mostly based on reinforcement of equality of employment and promotions or affirmation of diversity in the workplace. They did not form, however, activities and practices, planned and developed, which would be used in the practice of management.

Since the 1990s, numerous different definitions and manners of operationalization of this construct have appeared. Pitts [2009, p. 330] concludes that there is no one definition of diversity management because it is a multidimensional activity of an organization, which can be narrowed down to three main strategies: 1) creating equality in an organization (e.g. support and reinforcement for marginalized groups); 2) basing activities on HR practices (recruitment, training and development, remuneration, promotions, etc.) which facilitate diversity in an organization; 3) combining affirmative activities for marginalized groups with HR practices into the so called Diversity and Equality Management Systems – DEMS [Armstrong et al. 2010].

Among the contemporary presentations of the problems of diversity management, the second and third approaches are the most often employed. It is stressed that creation of equal access to similar job conditions, remuneration, development prospects and promotions for all employees should be based both on legal regulations (creating equality), and, first and foremost, on HR practices due to which it is possible to derive added value for the organization from personnel diversity [Shen, Tang and D'Netto 2014, p. 1722]. It ultimately leads to formalizing diversity management as a part of strategic human resources management [Ashikali and Groeneveld 2015, p. 758]. Kellough and Naff [2004] claimed, on the basis of the research in the chosen federal agencies in the USA, that the most frequent activities directed at creating and reinforcing diversity are: strengthening managerial responsibility, modification of organizational structures, procedures and norms, securing provision of representation for marginalized groups, conducting trainings and coaching, implementation of mentoring programs, creation of support groups and enhancement of diversity value among all the stakeholders.

Such initiatives can be grouped into specific HR practices directed at creation of organizational diversity. Here, most often indicated are: recruitment and selection, training and development, assessment and remuneration [Shen, Chanda, D'Netto and Monga 2009].

In the sphere of **recruitment and selection** it is stressed that providing employment to marginalized individuals and groups offers an opportunity to both create a fair workplace [Fujimoto, Hartel and Azmat 2013, p. 148] which becomes a space for organizational development and productivity, and reinforce the general social convictions about the necessity to construct job equality. Individuals who feel fairly treated during the process of recruitment are more inclined to evaluate a given company positively and to speak well of it, in contrast to individuals who feel they have been treated unfairly [Cropanzano, Bowen and Gilliland 2007].

Within the scope of recruitment and selection, other commonly employed activities comprise: personnel schemes attracting marginalized groups, internships and scholarships, organization of conferences and seminars for minority groups, or engagement of stakeholders into provision and recruitment of specific individuals (e.g. universities) [Jayne and Dipboye 2004].

In the aspect of **training and development** it is pointed out that such activities allow to appreciate professional diversity and to promote it in the current activities. Such intuitions are confirmed, for instance, through meta-analyses conducted by Kalinoski et al. [2013] on the basis of 96 different empirical studies related to diversity trainings on the population of almost 8.5 thousand employees. These studies reveal that such practices positively contribute to attitudes, behaviors and knowledge of trainees. In effect of such actions, not only does the tendency to isolate other (different) employees decline, but also the number of conflicts diminishes and group integrity is reinforced.

In the case of the two remaining practices, i.e. **assessment and remuneration** it is emphasized that preservation of objectivity and fairness of activities is of key value [Shen, Chanda, D'Netto and Monga 2009, pp. 244–245].

It is indicated that other practices which can trigger beneficial results of diversity management for the generally understood work performance comprise: job crafting and adapting work to the needs of individual employees, mentoring and coaching activities, facilitating remote working, programs enhancing work-life relations, improvement of communication processes, programs which lengthen the professional functioning of older employees, or creating special personnel directed at marginalized groups [Jabbour et al. 2011; Ivancevich and Gilbert 2000; Jayne and Dipboye 2004].

Thus, diversity management leads to integration and inclusion of all participants of organizational life into one employee team in which autonomy combined with integration will allow to create better work performance [Sabharwal 2014, p. 201].

Diversity management and its outcomes

Since the 1990s individual authors have indicated that diversity management can both benefit organizational performance and stimulate proactive employee attitudes and behaviors. Robinson and Dechant [1997, p. 22] analyzed the opinions of HR managers of the largest corporations with regard to positive consequences of using this management method. The respondents mostly indicated better market absorption of ‘talents’, stronger market position of companies, higher creativity of teams, more efficient problem solving, or lower absenteeism and employee turnover. Cox and Blake [1991] stated that organizational diversity may become a factor of competitive advantage through better decision-making within teams, creativity and innovativeness, or solving current problems. Ivancevich and Gilbert [2000], analyzing the consequences of diversity management, claimed that they may concern both the individual dimension (loyalty, engagement, self-efficacy, identification, lower number of conflicts), and the organizational one (productivity, creativity, absenteeism, leaving the company, satisfaction, number of accidents in a workplace). Shen et al. [2009, p. 245] included more potentially positive effects into this list: company image, responsibility and organizational effectiveness, and Fujimoto, Hartel and Azmat [2013, p. 152] added citizenship behaviors, better communication and lower level of stress. Although these observations were mere conclusions and did not base on empirical studies, they indicated that diversity management may constitute one of the factors for building company competitiveness.

Theories and mechanisms which may explain the occurrence of positive results as a consequence of activities directed at reinforcement of diversity refer to, on the one hand, Blau’s social exchange theory [1964] and, on the other hand, to the mechanisms of HR practices’ influence on organizational and individual performance [Huselid 1995; Bowen and Ostroff 2004]. Within the social exchange theory it may be assumed that in the situations in which employees expect and receive benefits from the organization (in the form of fair remuneration, trainings, job safety, lack of discrimination, etc.), then, guided by the rules of reciprocity, they will become more engaged in their work and will fulfill their professional duties more competently, whereas in the context of HR practices’ influence on organizational and individual performance, it is assumed a ‘black box’ is formed, where the input is the HR system’s influence and the output are measurable outcomes. However, between these two variables there is a whole range of diverse, frequently not entirely identifiable, intervening variables – the so called

mediators (e.g. trust in leaders, sense of justice), as well as differentiating variables, the so called moderators (e.g. type of organizational culture, leadership style, etc.) which explain HR system's operations.

Empirical studies diagnosing and quantifying the outcomes of diversity management started to appear in academic literature only in the last decade. Earlier on, as indicated above, research was mostly conducted on the outcomes of heterogeneous work teams, without accounting for the planned activities of the managerial staff. During the last 10 years, initially on the basis of qualitative studies (mostly case studies), and later on also on the basis of quantitative studies, it was shown that as a result of implementing the policy and practices focused on diversity and due to creating a diversity climate in organizations, positive consequences occur both in the economic dimension (increase in work productivity, higher effectiveness, higher *return on assets* – ROA), organizational dimension (higher commitment, citizenship behaviors, stronger tendency to share knowledge, lower intention to leave the workplace) (A review of the studies is presented in Table 1).

Table 1. Empirical research on diversity management and its outcomes included to meta-analysis

Authors	Diversity management attributes	Sample	Independent variable	Dependent variable	Others variables	Results
Pitts [2009]	Diversity management policies and practices, leadership focus on diversity	140000 federal government employees form U.S.	Diversity management	Perceived work group performance	Race as moderator	Author showed that diversity management is strongly linked to both work group performance and job satisfaction
				Job satisfaction		
Tirana and Garcia [2009]	Diversity practices: workshops, and seminars on diversity, diversity training, values diversity	181 Employed participants recruited from MBA study form U.S.	Perceptions of organizational efforts to support diversity	Organizational citizenship behavior (OCB)	Procedural justice as mediator perceived racial discrimination as moderator	Perceptions of organizational efforts to support indirectly explain OCB and affective commitment by mediating role of procedural justice
				Affective commitment		
Triana, Garcia and Colella [2010]	Workshops and seminar on managing the diverse workforce; fulfil the needs of disabled persons	103 White employees from U.S.	Perceived organizational efforts to support diversity	Affective commitment	Moderation effect of perceived racial discrimination	Authors showed that organizational efforts to support diversity attenuate the negative effect of perceived racial discrimination on affective commitment. They also show that the interaction of perceived racial discrimination and organizational efforts to support diversity indirectly influences turnover intent
		171 Hispanic employees from U.S.				
		131 African-Americans employees from U.S.		Turnover intent		
Shen, D'Netto and Tang [2010]	HR diversity management practices: recruitment and selection, training and development, performance appraisal, compensation	530 employees from 10 companies form China	Diversity management practices	Organizational citizenship behavior (OCB)		HR diversity management increase OCB. The strongest predictor of OCB is compensation diversity management practices.
Choi and Rainey [2010]	Diversity management politics and practices	150000 federal government employees form U.S.	Diversity management practices	Perceived organizational performance	Racial, age and gender as moderators	Diversity management increase organizational performance and moderates between racial diversity and performance
Armstrong, Flood, Guthrie, Liu, MacCurtain and Mkamwa [2010]	Diversity and equality management systems (DEMS)	241 firm from <i>Times Top 1000 Companies</i> in Ireland	Diversity and equality management practices	Labor productivity		DEMS practices are positively associated with higher labor productivity and workforce innovation and lower voluntary employee turnover
				Workforce innovation		
				Employee turnover		
Singh, Winkel and Selvarajn, [2012]	Diversity friendly work environment	165 employees from Midwestern US middle size production organization	Diversity management	Organizational citizenship behaviors-organizational (OCB-O)	Psychological safety as mediator and race as moderator	Authors showed that relationship between diversity climate and employee performance was mediated by psychological safety. They also indicated that indirect effects of diversity climate on OCB via psychological safety were moderated by race.
				Organizational citizenship behaviors-interpersonal (OCB-I)		
				In-role behaviors		
Shen, Tang and D'Netto [2014]	HR diversity management practices	716 employees from 37 companies from China	Diversity management practices	Knowledge sharing	Trust as mediator and cooperative norms as moderator	The relationship between HR diversity management and knowledge sharing was fully mediated by employee trust in the organization and moderated by cooperative norms.
Subharwal [2014]	Diversity management index (informs employees of the Equal Employment Opportunity Commission (EEOC) policies	198 public managers from U.S. (Texas)	Diversity management index	Organizational performance	Inclusive organizational behaviors as moderator	Authors finds that diversity management alone is insufficient for improving workplace performance. Authors show that productive

	related to recruitment, incorporates diversity into the organization's vision or mission statement, policies that are aimed at improving work/life balance, opportunities for informal mentoring, link diversity initiatives to the organization's strategic plan or performance plan					workplaces exist when employees are encouraged to express their opinions, and their input is sought before making important organizational decisions
Kim, Lee and Kim [2015]	Employees' perceptions of whether organizational policies and procedures apply fairly to all employees regardless of factors such as race, sex, age, or social background	260 employees from large 21 companies form Korea	Diversity policies and practices	Organizational commitment		Diversity management is positively and significantly related to organizational commitment. Diversity management and organizational commitment are positively related to in-role performance.
				Job performance (in-role performance)		
Bieling, Stock and Dorozalla [2015]	Age diversity management practices (appraisal and compensation practices)	153 HR managers from Germany companies	Age diversity management	Perceived organizational performance	Mediating role of employee welfare	Age diversity management contributes to organizational performance. Employee welfare is a mediator between dependent and independent variables
				Employee productivity		
Ashikali and Groeneveld [2015]	Policies and programmers promote diversity in the workplace	664 non-native and native Dutch employees	Diversity management practices	Organizational citizenship behavior (OCB)	Inclusive culture as mediator, Ethnicity as moderator	Using SEM authors showed that diversity management is associated with higher levels of inclusion which in turn boosts affective commitment and OCB of both non-native and native Dutch employees
				Affective commitment		
Kundu and Mor [2016]	Equality based HR practices i.e. recruitment and selection, training and development, performance appraisal, and compensation practices	163 employees from Indian's companies	Diversity management practices	Organization commitment		Authors using regression analysis showed that implementing diversity management practices leads to increased organizational commitment among employees working in firms operating in India
Konrad, Yang and Maurer [2016]	Diversity and equality management systems (DEMS): strategy, recruiting, selecting, training, work-life flexibility, monitoring the effectiveness of staffing for diversity	155 HR managers Canadian companies	Diversity and equality management systems	Return on asset (ROA)		Authors showed that DEMS positively predicted ROA
Ordu [2016]	Perceptions about diversity management practices, policies, and values	2362 teachers from 42 public schools in Merkezefendi and Pamukkale districts of Denizli province in Turkey	Diversity management	Job performance		Authors finds that diversity management practices correlates both job performance and job satisfaction in teachers in Turkey
				Job satisfaction		
Ardakani, Abzari, Shaemi and Fathi [2016]	Compliance, reactive and proactive Diversity management practices	500 employees form two companies form Iran	Diversity management practices	Job performance (in role and extra role behaviors)	Perceived organizational justice, perceived social identity, organizational attractiveness as mediators	Using SEM authors showed that diversity management practices predicted job performance via mediating role of perceived organizational justice, and perceived social identity
Kundu and Mor [2017]	Receptivity to diversity management; equal representation and developmental opportunities; hire and retain diverse employees; promotion of gender diversity	402 IT employees form Indian's companies	Diversity management practices	Perceived organizational performance		Authors showed that employee receptivity to diversity and diversity management' has no significant effect on perceived organizational performance

Source: own study

Summing up the to date analyses conducted by individual authors it is possible to conclude that introduction of policy and practices of diversity management into the company strategy triggers positive effects and may be a factor for building competitive advantages. These conclusions allow to formulate three hypotheses which were tested by way of meta-analyses on the to date studies:

H1: *Diversity management positively correlates with general organizational performance.*

H1a: *Diversity management positively correlates with organizational performance.*

H1b: *Diversity management positively correlates with general job performance.*

H2: *Diversity management positively correlates with organizational commitment.*

H3: *Diversity management negatively correlates with employee turnover.*

Methods

Procedure of collecting empirical material

Bearing in mind that meta-analyses rely on statistical synthesis of the to date research, which allows for a fuller explanation of a given phenomenon than in the case of an isolated individual study [Borenstein et al. 2009], the key stage of the research was to collect the available studies related to economic and behavioral effects of diversity management. The first step was to research the full-text bases of academic journals: EBSCO, ProQuest, Emerald; bases of abstracts: PsychINFO, Web of Science, and the base of various studies results: metaBUS, with the use of keywords related to diversity, i.e.: ‘diversity management’, ‘organizational support of diversity’, ‘HR practices directed at diversity’, ‘diversity management practices’, ‘diversity policy’, ‘support for diversity climate’, and to the effects of diversity management, i.e.: ‘outcomes’, ‘productivity’, ‘performance’, ‘effectiveness’, ‘attitudes’, ‘behaviors’, ‘innovativeness’, ‘engagement’, ‘commitment’, ‘satisfaction’, ‘turnover’. The second step was an individual review of all articles published in the following journals from the point of view of research on the effects of diversity management:

- *Equality, Diversity and Inclusion: An International Journal* (articles from the years: 2010-2017);
- *International Journal of Organizational Diversity* (articles from the years: 2014-2016);
- *Journal of Diversity Management* (articles from the years: 2006-2016);

- *The International Journal of Human Resource Management* (articles from the years: 1990-2017);
- *Human Resource Management Journal* (articles from the years: 1990-2016);
- *International Journal of Human Resources Development and Management* (articles from the years: 2000-2016);
- *Human Resource Management Review* (articles from the years: 1991-2017);
- *Global Journal of Human Resource Management* (articles from the years: 2013-2017);

As a result of this procedure it was possible to identify 17 different academic papers fulfilling the assumed criteria and containing the results of quantitative studies in which 25 different empirical procedures were discussed, based on the total population of 296 015 employees and containing 29 correlation relationships between the variables.

Coding process and characteristics of variables

Although it is recommended that coding process for meta-analyses be conducted by independent researches, variable coding was performed in the present analysis by one researcher. This was mainly caused by the fact that during the process of empirical material collection a relatively small number of variables for analysis was obtained. These variables were subsequently divided into independent and dependent. A small number of available analyses on the effects of diversity management resulted in the fact that the analytical procedure did not account for differentiating variables (the so called moderators) which are commonly used in meta-analyses in order to explain the relationships and mechanism of a given phenomenon more precisely [Borenstein et al. 2009]. The lack of analyzed moderators, together with a small group of analyzed correlation relationships, decided that the coding process should not form the artifact in the research and should not influence the results of the statistical analysis.

The independent variable in the study was *diversity management*. This variable was created by way of aggregating all organizational activities which rely on implementation of policy and practices of diversity management or planned activities directed at supporting it (e.g.: HR practices, policies, support for diversity climate). Despite the fact that the literature in the field defines ‘diversity management’ in numerous different ways and that various diagnostic methods were also developed, only such studies were chosen for the analysis which were related to examining activities on the part of an organization aimed at promoting diversity, and not studies on diversity *per se*.

The dependent variables were:

Organizational performance – the variable included both the objective measures (sales results per employee, ROA), and the subjective measures in the form of organizational performance perceived by managers. Due to a small number of studies, they were not analyzed separately. However, as indicated by the authors, combining objective and subjective measures is a solution frequently used in this area [Aguinis 2013].

Job performance – this variable included diagnosis of behaviors related to realization of job tasks in a given position (*in role behaviors, task performance*). In combination with contextual performance it creates a general construct of performance in the individual dimension (*job performance*).

Contextual performance – this variable included diagnosis of behaviors remaining outside the job role (*extra role behaviors*), which cover, e.g., organizational citizenship behaviors (OCB).

General performance – it was developed as the combination of the three described performance dimensions in order to quantify the general relationship between independent variable.

Commitment – this variable included three components of commitment described in the concept of Meyer and Allen [1991], with a part of analyzed studies only referring to the dimension of affective commitment.

Employee turnover – this variable was diagnosed both on the basis of objective measures (rate of employee turnover in a given period of time), and subjective measures (intention to leave).

Meta-analysis procedure

In the procedure of meta-analysis *Comprehensive Metaanalysis version 2* software was used. For the analysis of effect size, Fisher's transformed correlation coefficient was used together with the 95% confidence interval, and Cohen's *d* indicator (where 0.2- 0.4 – is a small effect; 0.5-0.7 – medium effect; above 0.8 – large effect). For the evaluation of heterogeneity of the results, Cochran's *Q* coefficient was used (illustrating the relationship between variance of the studies and individual standard errors) and I^2 indicator – measuring the internal inconsistency in individual studies. Low results in I^2 indicate small probability of heterogeneity of studies (of lack of homogeneity). Inference from the meta-analyses results was performed on the so called random effect model, recommended by, among others, Rothstein, McDaniel and Borenstein [2002, p. 543]. Although random models are most frequently used for studies in which there is probability of heterogeneity, in the opinion of the cited authors it is not a good practice. Fix effect models, in contrast to mixed models, bear a

higher probability of type I statistical error. Moreover, they may cause overestimation of statistical effects. In order to control the publication bias, funnel plot graph diagnostics was used [Borenstein et al. 2009].

Results

The results of meta-analyses presented in Table 2 indicate that in the case of all analyzed correlations there was not a high risk of heterogeneity of studies which might influence the explanation of effect size between the variables. Moreover, Z coefficients are significant in each model, which indicates that there are no grounds for assuming the ‘0 hypothesis’, stating a lack of significance between variables.

Table 2. Wyniki metaanalizy dla efektów zarządzania różnorodnością (model losowy – *random effect model*)

Variable	K	N	zr	SE	- 95% C.I	+ 95% C.I	Z-value	d	Q	I^2
General performance	13	295081	0.27	0.05	0.17	0.38	5.051***	0.54	7.25	0.00
Organizational performance	7	291149	0.27	0.13	0.01	0.52	2.066*	0.54	3.23	0.00
Job performance	4	2987	0.16	0.02	0.12	0.20	8.721***	0.32	2.92	0.00
Contextual performance	4	1076	0.27	0.11	0.06	0.48	2.561**	0.70	2.13	0.00
Commitment	7	1609	0.30	0.05	0.21	0.39	6.405***	0.61	6.97	13.91
Employee turnover	3	479	-0.43	0.16	-0.74	-0.13	-2.799**	-0.90	2.28	12.27

K=number of research; N= total population; zr =Fisher’s transformed correlation; SE=standard error; d =Cohen’s effect size; Q= Cochran’s indicator; I^2 = heterogeneity indicator.

* $p<0.05$; ** $p<0.01$; *** $p<0.001$

Source: own study

In the case of the variable of *general performance*, 13 different studies were analyzed, on the total population of 295 081 employees. The correlation $zr=0.27$ was obtained, which is marked in the 95% confidence interval between 0.17 and 0.38. From juxtaposition with Cohen’s d it might be inferred that diversity management at a middle level explains the indicated variable. Thus, on the basis of the obtained results, it is possible to confirm **the first hypothesis**. For the variable *organizational performance*, statistical parameters are almost identical, which results from the fact that this variable was tested on the largest population – over 29 thousand of respondents. Due to a large spread of results in the interval $zr=0.01$ and 0.52, Z coefficient also turned out to be significant only at $p<0.05$. However, the obtained results justify confirmation of **hypothesis 1a** which indicates positive relationships between diversity management and overall organizational performance.

Job performance is explained to a lower extent ($zr=0.16$) by organizational activities aimed at diversity management (low indicator of effect size). The results are located in the 95% confidence interval between 0.12-0.20. The estimated effect for *contextual performance* amounts to $zr=0.27$, while a higher standard error and larger spread of results are observed. Correlations of job performance and contextual performance with diversity management finally justify the confirmation of **hypothesis 1b**. Implementation of policies serving a heterogeneous work environment positively correlate with efficiency and job performance of separate individuals.

Organizational commitment analyzed on the basis of 7 independent analyzes correlates with diversity management in the strength of $zr=0.30$ (C.I. 0.21-0.39). Cohen's d coefficient indicates a medium effect size. Considering the above, it is possible to verify **hypothesis 2** positively.

The last examined variable – *job departures* – showed the highest coefficient of the explained effect ($d=-0.90$). The analyzed correlation relationships from the three independent studies were located between $zr=-0.74$ and $zr=0.13$. Consequently, **hypothesis 3** also gained empirical support.

Discussion and Conclusion

Meta-analyzes presented in this study were focused on quantification of the general effect of diversity management for the outcomes of organizational activities and the employed personnel. To date studies on the consequences of a 'diversified work environment' indicated inconclusiveness of deductions. The authors stressed that work groups and teams can benefit from 'surface' and 'deep' heterogeneity only in some situations [Joshi and Roh 2009]. The activities which were to reinforce the positive effects and limit the negative ones consisted in the introduction of policies and practices of diversity management [Shen, Tang and D'Netto 2014]. However, apart from theoretical premises and chosen examples of organizational functioning, there were no studies summarizing the to date academic achievement in this area. Therefore, the present study constitutes an introduction to further research and studies synthesizing the knowledge on the effects of diversity management. On the basis of more than 10 articles containing several dozen statistical correlations, it is possible to attempt to draw the first conclusions.

Firstly, it is possible to formulate a general conclusion that creation of diversity policy and implementation of HR practices is related to higher performance and overall effectiveness

of organizational functioning, as well as to the performance of individual employees and, moreover, it influences stronger commitment and lower turnover. In other words, companies and institutions which secure fair and equal work and remuneration conditions, and which additionally create activities aimed at support for and integration of marginalized groups, note better work outcomes, higher commitment to organization and lower personnel turnover.

Indication of a statistical relationship does not, however, determine this relationship as causal, as it is possible to conjecture that this correlation signifies an epiphenomenon (illusory correlation). This might be a consequence of several fundamental reasons. Firstly, in the meta-analyses there is the so called file-drawer problem [Iyengar and Greenhouse 1988], related to the fact of selective publication of studies results containing significant statistical relationships and not of those which do not contain such relationships. It eventually leads to overestimation of the real correlations between variables. Secondly, studies are most frequently conducted on groups of large companies that have the policy of diversity management written into their business models, which leads to a biased picture of the segment of public and business organizations as a whole. Thirdly, the analyzes are realized in an ahistorical and cross-sectional manner, and thus they make causal inference impossible. Fourthly, various policies of diversity management are quantified (some are general, others are detailed, some cover e.g. only age or gender diversity), which does not provide sufficient grounds for general inference on the whole phenomenon. Undoubtedly, a limitation that may affect the overall picture of the phenomenon is lack of differentiating variables (moderators), which inhibits the explanation of when and in which situations diversity management triggers beneficial effects for an organization, and in which situation such an effect does not take place.

Moreover, Bleijenberger, Peters and Poutsma [2010], indicating the issues related to studying diversity management, stress the lack of comparativeness of measurement of effects of diversity management, the lack of explanations of the mechanism in which 'black box' operates, i.e. everything that is located between implementation of HR practices and measurable organizational outcomes and team work outcomes. Another problem is the lack of theoretical coherence. It is hardly clear what perspective to use for a study and how to evaluate the results of individual analyses.

Despite the limitations listed above, is it possible to note certain tendencies in the to date academic work. Diversity management appears to bring benefits rather than to trigger problems. Employees in the companies which implement equality policy demonstrate higher commitment to organization and perceive a stronger emotional relationship with the

workplace, which triggers their readiness for more productive activities, resulting in higher organizational effectiveness and better performance. The conclusion that diversity management is solely a normative dictate is, then, not fully justified. Activities of these companies which use HR practices and create a climate for diversity bring better economic and social results.

References:

- Aguinis H. [2013], *Performance Management*, Prentice Hall, Upper Saddle River, NJ.
- Ardakani M.S., Abzari M., Shaemi A., Fathi S. [2016], *Diversity Management and Human Resources Productivity: Mediating Effects of Perceived Organizational Attractiveness, Organizational Justice and Social Identity in Isfahan's Steel Industry*, "Iranian Journal of Management Studies", vol. 9, no 2, pp. 407–432.
- Armstrong C., Flood P.C., Guthrie J.P., Liu W., MacCurtain S., Mkamwa T. [2010], *The Impact of Diversity and Equality Management on Firm Performance: Beyond High Performance Work Systems*, "Human Resources Management", vol. 49, pp. 977–998.
- Ashikali T., Groeneveld S. [2015], *Diversity Management for All? An Empirical Analysis of Diversity Management Outcomes Across Groups*, "Personnel Review", vol. 44, no. 5, p. 757–780.
- Bell S.T., Villado A.J., Lukasik M.A., Belau L., Briggs A.L. [2011], *Getting Specific About Demographic Diversity Variable and Team Performance Relationships: A Meta-Analysis*, "Journal of Management", vol. 37, no. 3, pp. 709–743.
- Bieling G., Stock R.M. Dorozalla F. [2015], *Coping With Demographic Change in Job Markets: How Age Diversity Management Contributes to Organizational Performance*, "Zeitschrift für Personalforschung", vol. 29, no. 1, pp. 5–30.
- Blau P. [1964], *Exchange and Power in Social Life*, Wiley and Sons, New York.
- Bleijenbergh I., Peters P., Poutsma E. [2010], *Diversity Management Beyond the Business Case*, "Equality, Diversity and Inclusion: An International Journal", vol. 29, no. 5, pp. 413–421.
- Borenstein M., Hedges L.V., Higgins J.P.T., Rothstein H.R. [2009], *Introduction to Meta-analysis*, John Wiley & Sons, Ltd., Chichester, UK.
- Bowen D., Ostroff C. [2004], *Understanding HRM-firm Performance Linkages: The Role of the 'Strength' of the HRM System*, "Academy of Management Review", vol. 29, pp. 203–221.
- Choi S., Rainey H.G. [2010], *Managing Diversity in U.S. Federal Agencies: Effects of Diversity and Diversity Management on Employee Perceptions of Organizational Performance*, "Public Administration Review", vol. 70, no. 1, pp. 109–120.
- Cox T., Blake S. [1991], *Managing Cultural Diversity: Implications for Organizational Competitiveness*, "Academy of Management Executive", vol. 5, no. 3, pp. 45–56.
- Cropanzano R., Bowen D.E., Gilliland S.W. [2007], *The Management of Organizational Justice*, "Academy of Management Perspectives", vol. 21, no. 4, pp. 34–48.
- Field A.P. [2001], *Meta-analysis of Correlation Coefficients: A Monte Carlo Comparison of Fixed- and Random-Effect Methods*, "Psychological Methods", vol. 6, no. 2, pp. 161–180.

- Fujimoto Y., Hartel Ch.E.J., Azmat F. [2013], *Towards a Diversity Justice Management Model: Integrating Organizational Justice and Diversity Management*, "Social Responsibility Journal", vol. 9, no. 1, pp. 148–166.
- Gilbert J.A., Stead B.A., Ivancevich J.M. [1999], *Diversity Management: A New Organizational Paradigm*, "Journal of Business Ethics", vol. 21, no. 1, pp. 61–76.
- Horwitz S.K., Horwitz I.B. [2007], *The Effects of Team Diversity on Team Outcomes: A Meta-Analytic Review of Team Demography*, "Journal of Management", vol. 33, no. 6, pp. 987–1015.
- Huselid M.A. [1995], *The Impact of Human Resource Management Practices on Turnover, Productivity, and Corporate Financial Performance*, "Academy of Management Journal", vol. 38, pp. 635–672.
- Ivancevich J.M., Gilbert J.A. [2000], *Diversity Management: Time For a New Approach*, "Public Personnel Management", vol. 29, pp. 75–92.
- Iyengar S., Greenhouse J. [1988], *Selection Models and the File Drawer Problem*, "Statistical Science", vol. 3, pp. 109–135.
- Jabbour Ch.J.Ch., Gordono F.S., Caldeira de Oliveira J.H., Martinez J.C., Gomes Battistelle R.A. [2011], *Diversity Management Challenges, Benefits, and The Role of Human Resource Management in Brazilian Organizations*, "Equality, Diversity and Inclusion: An International Journal", vol. 30, no. 1, pp. 58–74.
- Jayne M.E., Dipboye R.L. [2004], *Leveraging Diversity to Improve Business Performance: Research Findings and Recommendations for Organizations*, "Human Resource Management", vol. 43, no. 4, pp. 409–424.
- Joshi A., Roh H. [2009], *The Role of Context in Work Team Diversity Research: A Meta-analytic Review*, "Academy of Management Journal", vol. 52, no. 3, pp. 599–627.
- Kalinoski Z.T., Steele-Johnson D., Peyton E.J., Leas K.A., Steinke J., Bowling N.A. [2013], *A Meta-analytic Evaluation of Diversity Training Outcomes*, "Journal of Organizational Behavior", Vol. 34, pp. 1076–1104.
- Kellough J.E., Naff K.C. [2004], *Responding to a Wake-Up Call: An Examination of Federal Agency Diversity Management Programs*, "Administration & Society", vol. 36, no. 1, pp. 62–90.
- Kim H.K., Lee U.H., Kim Y.H. [2015], *The Effect of Workplace Diversity Management in a Highly Male-Dominated Culture*, "Career Development International", vol. 20, no. 3, pp. 259–272.
- Konrad A.M., Yang Y., Maurer C.C. [2016], *Antecedents and Outcomes of Diversity and Equality Management Systems: An Integrated Institutional Agency and Strategic Human Resource Management Approach*, "Human Resource Management", vol. 55, no. 1, pp. 83–107.
- Kundu S.C., Mor A. [2016], *Effect of Diversity Management on Employees' Organisational Commitment: A Study of Indian Organisations*, "Journal of Strategic Human Resource Management", vol. 5, no. 1, pp. 16–22.
- Kundu S.C., Mor A., [2017], *Workforce Diversity and Organizational Performance: A Study of IT Industry in India*, Employee Relations: The International Journal, vol. 39, no. 2, pp. 160–183.
- Meyer J.P., Allen N.J. [1991], *A Three-Component Conceptualization of Organizational Commitment*, "Human Resources Management Review", vol. 1, pp. 61–89.
- Ordu A. [2016], *The Effects of Diversity Management on Job Satisfaction and Individual Performance of Teachers*, "Educational Research and Reviews", vol. 11, no. 2, pp. 105–112.

- Pitts D. [2009], *Diversity Management, Job Satisfaction, and Performance: Evidence from US Federal Agencies*, *Public Administration Review*, vol. 69, no. 2, pp. 328–338.
- Robinson G., Dechant K. [1997], *Building a Business Case for Diversity*, “The Academy of Management Executive”, vol. 11, no. 3, pp. 21–31.
- Rothstein H.R., McDaniel M.A., Borenstein M. [2002], *Meta-Analysis. A Review of Quantitative Cumulation Methods* [w:] *Measuring and analyzing behaviors in organizations*, red. F. Drasgow, N. Schmitt, Jossey-Bass, San Francisco.
- Sabharwal M. [2014], *Is Diversity Management Sufficient? Organizational Inclusion to Further Performance*, “Public Personnel Management”, vol. 43, no. 2, pp. 197–217.
- Schneid M., Isidor R., Steinmetz H., Kabst R. [2016], *Age Diversity and Team Outcomes: A Quantitative Review*, “Journal of Managerial Psychology”, vol. 31, no. 1, pp. 2–17.
- Shen J., Chanda A., D’Netto B., Monga M. [2009], *Managing Diversity Through Human Resource: An International Perspective and Conceptual Framework*, *International*, “Journal of Human Resource Management”, vol. 20, no. 2, pp. 235–251.
- Shen J., D’Netto B., Tang J. [2010], *Effects of Human Resource Diversity Management on Organizational Citizen Behaviour in The Chinese Context*, “The International Journal of Human Resource Management”, vol. 21, no. 12, pp. 2156–2172.
- Shen J., Tang N., D’Netto B. [2014], *A Multilevel Analysis of the Effects of HR Diversity Management on Employee Knowledge Sharing: The Case of Chinese Employees*, “The International Journal of Human Resource Management”, vol. 25, no. 12, pp. 1720–1738.
- Singh B., Winkel D.E., Selvarjan T.T. [2013], *Managing Diversity at Work: Does Psychological Safety Hold the Key to Racial Differences in Employee Performance?*, “Journal of Occupational and Organizational Psychology”, vol. 86, pp. 242–263.
- Stahl G.K., Maznevski M.L., Voigt A., Jonsen K. [2010], *Unraveling the Effects of Cultural Diversity in Teams: A Meta-Analysis of Research on Multicultural Work Groups*, “Journal of International Business Studies”, vol. 41, no. 4, pp. 690–709.
- Thomas R.R. [1990], *From Affirmative Action to Affirming Diversity*, “Harvard Business Review”, vol. 68, no. 2, pp. 107–117.
- Triana M.D.C., García M.F. [2009], *Valuing Diversity: A Group-Value Approach to Understanding the Importance on Organizational Efforts to Support Diversity*, “Journal of Organizational Behavior”, vol. 30, pp. 941–962.
- Triana M.D.C., García M.F., Colella A. [2010], *Managing Diversity: How Organizational Efforts to Support Diversity*, “Personnel Psychology”, vol. 63, no. 4, pp. 817–843.
- van Dijk H., van Engen M.L., Van Knippenberg D. [2012], *Defying Conventional Wisdom: A Meta-analytical Examination of The Differences Between Demographic and Job-Related Diversity Relationships with Performance*, “Organizational Behavior and Human Decision Processes”, vol. 119, pp. 38–53.
- Webber S.S., Donahue L.M. [2001], *Impact of Highly and Less Job-Related Diversity on Work Group Cohesion and Performance: A Meta-analysis*, “Journal of Management”, vol. 27, pp. 141–162.