

| *Dariusz Turek*

What Do We Know about the Effects of Diversity Management? A Meta-analysis

Abstract

The purpose of this paper is to synthesise the literature on the relationship between diversity management and the main organisational and team outcomes (organisational performance, job performance, organisational commitment and turnover). The author conducts a meta-analysis of the relationship between diversity management and organisational and team outcomes using a sample of 17 studies and 29 different correlations. The results show significant overall relationships between diversity management and organisational performance ($zr = 0.27, p < 0.05$), job performance ($zr = 0.16, p < 0.01$) organisational commitment ($zr = 0.30, p < 0.01$) and turnover ($zr = -0.43, p < 0.01$). The article extends previous research by quantitatively reviewing the relationship between diversity management and organisational and team outcomes. It shows that diversity management has the potential to increase organisational and employee performance and job attitudes. Implications of research done to date for future analyses are discussed and recommendations are made.

Keywords: diversity management, meta-analysis, quantitative review, organisational performance, job performance, organisational commitment, turnover.

JEL Classification: O11, J24, J26, M14.

1. Introduction

There is a widespread consensus that “diversity” (related to race, gender, age, religion, culture, competencies, etc.) triggers social benefits and forms an indispensable condition for creating a fair job environment. However, a normatively desirable phenomenon often fails to bring the expected economic effects. The same observation can be made with regard to work outcomes of heterogeneous professional teams. Although research on 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 organisation and its employees. The authors of numerous independent meta-analyses, conducted over the last 20 years and jointly comprising several hundred studies on the phenomenon, characterise the relationships between work environment diversity on the one hand and work outcomes and performance on the other as generally irrelevant (Webber & Donahue 2001, Horwitz & Horwitz 2007, Joshi & Roh 2009, Stahl *et al.* 2010, Bell *et al.* 2011, van Dijk, van Engen & van Knippenberg 2012, Schneid *et al.* 2016). For example, only task- and competence-related diversity (education, professional experience or expert knowledge) explain group performance (Horwitz & Horwitz 2007) or employee creativity and innovativeness (van Dijk, van Engen & van Knippenberg 2012), while surface-level types of diversity (gender, race or age) do not. Diversity is significant only when the context in which a professional team functions is considered (Joshi & Roh 2009).

The conclusions of numerous meta-analyses indicate that professional diversity might be treated as a double-edged sword: in some cases it may be beneficial, while in others it will be harmful, and in numerous situations it changes little in an organisation’s functioning.

However, this conclusion to a large extent applies to professional diversity. Since the early 1990s, having observed the problems which stem from diversity, researchers have been analysing the ways in which work can be organised 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 recognised that properly integrating and managing personnel counts for more than diversifying the team itself. As noted by J. Shen, N. Tang and B. D’Netto (2014, p. 1722), effective operations on the part of the organisation (to a large extent HR departments) were supposed to reduce the negative effects of diversity (e.g. conflicts, personnel turnover) while reinforcing positive ones. Consequently, diversity management became a fashionable and frequently discussed subject in management studies, and was even at times called a new “organisational paradigm” (Gilbert, Stead & 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 & Dechant 1997, Ivancevich & Gilbert 2000), there were also several dozen empirical findings which quantified the effects of such activities and practices. So far, however, economic and behavioural consequences of this type of management method have not been collected and systematically analysed. Thus, it is not known if, when, and how strongly diversity management leads to positive organisational results. The aim of this article is to supplement this knowledge and to analyse the effects of diversity management for both company and employee performance and outcomes.

2. The Conceptual Framework and Related Literature

2.1. Diversity Management as an Element of HR Practices

Diversity management is a relatively new theoretical construct, as it appeared in the early 1990s, mainly thanks to inspiring studies by R. R. Thomas (1990). The author indicated that effective management consists in changes in organisational culture and practices, introduced in order to create a work environment in which diversity may be used to help the organisation realise its professional goals.

Earlier activities aimed at supporting diversity, while common, had been mostly based on reinforcing employment equality and promotions or merely affirming diversity in the workplace. However, they were not planned and developed for use in the practice of management.

Since the 1990s, diversity management has been defined and operationalised in a number of ways. D. Pitts (2009, p. 330) concludes that there is not a single definition because it is a multidimensional activity, which can, however, be narrowed down to three main strategies: 1) creating equality in an organisation (e.g. support and reinforcement for marginalised groups), 2) basing activities on HR practices which facilitate diversity, including recruitment, training and development, remuneration, promotions, 3) combining affirmative activities for marginalised groups with HR practices into a Diversity and Equality Management Systems – DEMS (Armstrong *et al.* 2010).

To address present-day diversity management problems, 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 designed to create equality, and, first and foremost, on HR practices which can help the organisation derive added value from diversifying its personnel (Shen, Tang & D’Netto 2014, p. 1722). This ultimately leads to formalising diversity management as a part of strategic

human resource management (Ashikali & Groeneveld 2015, p. 758). On the basis of research in US federal agencies, J. E. Kellough and K. C. Naff (2004) found that the most frequent activities directed at creating and reinforcing diversity included strengthening managerial responsibility, modifying organisational structures, procedures and norms, providing representation for marginalised groups, conducting trainings and coaching, implementing mentoring programmes and support groups and enhancing the value of diversity for all stakeholders.

Such initiatives can be grouped into specific HR practices directed at creating organisational diversity. Here, the most frequently cited practices include recruitment and selection, training and development, and assessment and remuneration (Shen *et al.* 2009).

With recruitment and selection, it is stressed that providing employment to marginalised individuals and groups offers two opportunities: first, to create a fair workplace (Fujimoto, Hartel & Azmat 2013, p. 148) which becomes a space for organisational development and productivity, and, second, to reinforce general social convictions about the need to create job equality. Individuals who feel they have been treated fairly during their recruitment are more inclined to evaluate the company positively and to speak well of it, in contrast to individuals who feel they have been treated unfairly (Cropanzano, Bowen & Gilliland 2007).

Within the scope of recruitment and selection, other commonly employed activities comprise: personnel schemes attracting marginalised groups, internships and scholarships, conferences and seminars organised for minority groups, and engaging stakeholders in recruiting specific individuals (e.g. universities) (Jayne & Dipboye 2004).

Training and development, it is pointed out, allow professional diversity to be appreciated and promoted in current activities. This has been confirmed by meta-analyses conducted by Z. T. Kalinoski *et al.* (2013), which drew together 96 different empirical studies done on diversity training among a population of almost 8,500 employees. These studies reveal that such practices have a positive influence on the attitudes, behaviours and knowledge of trainees. These actions not only reduce the number of conflicts and the tendency to isolate other (different) employees, but also reinforce group integrity.

As regards the final two practices, assessment and remuneration, it has been emphasised that preservation of objectivity and fairness is of particular value (Shen *et al.* 2009, pp. 244–45).

Other beneficial and performance-boosting diversity management practices include: job crafting and adapting work to the needs of individual employees, mentoring and coaching activities, facilitating remote working, programmes enhancing work-life relations, improving communication processes, programmes lengthening older employees' careers, or employing personnel to see to the needs

of marginalised groups (Jabbour *et al.* 2011, Ivancevich & Gilbert 2000, Jayne & Dipboye 2004).

Thus, diversity management leads to the integration and inclusion of all who participate in organisational life into one employee team, in which autonomy combined with integration will help boost work performance (Sabharwal 2014, p. 201).

2.2. Diversity Management and Its Outcomes

Since the 1990s individual authors have indicated that diversity management can both benefit organisational performance and stimulate proactive employee attitudes and behaviours. H. R. Robinson and K. Dechant (1997, p. 22) analysed the opinions of HR managers of the largest corporations with regard to the positive consequences of using this management method. The respondents mostly indicated better market absorption of “talents”, a stronger market position for their companies, better team creativity, more efficient problem solving, and lower absenteeism and employee turnover. T. H. Cox and S. Blake (1991) stated that organisational diversity may become a factor in competitive advantage as it leads to better decision-making within teams, creativity and innovativeness, and problem solving. J. M. Ivancevich and J. A. Gilbert (2000) found that diversity management can affect both the individual dimension (loyalty, engagement, self-efficacy, identification, fewer conflicts), and the organisational one (productivity, creativity, absenteeism, leaving the company, satisfaction, number of workplace accidents). J. Shen *et al.* (2009, p. 245) expanded the list of potentially positive effects to include an improved company image, and greater responsibility and organisational effectiveness. Y. Fujimoto, Ch. E. J. Hartel and F. Azmat (2013, p. 152) added citizenship behaviours, better communication and a lower level of stress. Although these conclusions were only observations, and not based 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 reinforcing diversity include, first, Blau’s social exchange theory (Blau 1964) and, second, the mechanisms of HR practices’ influence on organisational and individual performance (Huselid 1995, Bowen & Ostroff 2004). According to social exchange theory, when employees expect and receive benefits from the organisation (in the form of fair remuneration, training, job safety, lack of discrimination), then, guided by the rules of reciprocity, they will become more engaged in their work and fulfil their professional duties more competently. In the context of the influence of HR practices on organisational and individual performance, it is assumed a “black box” is formed, where

Table 1. Empirical Research on Diversity Management and Its Outcomes Included in the Meta-analysis

Authors	Diversity management attributes	Sample	Independent variable	Dependent variable	Others variables	Results
D. Pitts (2009)	Diversity management policies and practices; leadership focus on diversity	140,000 US federal government employees	Diversity management	Perceived work group performance Job satisfaction	Race as moderator	Diversity management is strongly linked to both work group performance and job satisfaction
M. D. C. Triana and M. F. García (2009)	Diversity practices; workshops, and seminars on diversity; diversity training; values diversity	181 employed participants recruited from MBA study from US	Perceptions of organisational efforts to support diversity	Organisational citizenship behaviour (OCB) Affective commitment	Procedural justice as mediator, perceived racial discrimination as moderator	Perceptions of organisational efforts to support diversity indirectly explain OCB and affective commitment by mediating the role of procedural justice
M. D. C. Triana, M. F. García and A. Colella (2010)	Workshops and seminars on managing a diverse workforce; fulfil the needs of disabled persons	103 white employees from US 171 Hispanic employees from US 131 African-American employees from US	Perceived organisational efforts to support diversity	Affective commitment Employee intention to leave the organisation	Moderation effect of perceived racial discrimination	Organisational efforts to support diversity attenuate the negative effect of perceived racial discrimination on affective commitment. Also, the interaction of perceived racial discrimination and organisational efforts to support diversity indirectly influences turnover
J. Shen, B. D'Netto and N. Tang (2010)	HR diversity management practices: recruitment and selection, training and development, performance appraisal, compensation	530 employees from 10 Chinese companies	Diversity management practices	Organisational citizenship behaviour (OCB)	-	HR diversity management increases OCB. The strongest predictor of OCB is compensation diversity management practices

Authors	Diversity management attributes	Sample	Independent variable	Dependent variable	Others variables	Results
S. Choi and H. G. Rainey (2010)	Diversity management policies and practices	150,000 US federal government employees	Diversity management practices	Perceived organisational performance	Racial, age and gender as moderators	Diversity management increases organisational performance and moderates between racial diversity and performance
C. Armstrong, P. C. Flood, J. P. Guthrie, W. Liu, S. MacCurtain and T. Mkamwa (2010)	Diversity and equality management systems (DEMS)	241 firms from Times Top 1000 Companies in Ireland	Diversity and equality management practices	Labour productivity Workforce innovation Employee turnover	-	DEMS practices are positively associated with higher labour productivity and workforce innovation and lower voluntary employee turnover
B. Singh, D. E. Winkel and T. T. Selvarajin (2013)	Diversity-friendly work environment	165 employees from a Midwestern US medium size production organisation	Diversity management	Organisational citizenship behaviours – organisational (OCB-O) Organisational citizenship behaviours – interpersonal (OCB-I) In-role behaviours	Psychological safety as mediator and race as moderator	The relationship between diversity climate and employee performance was mediated by psychological safety. The authors also indicated that the indirect effects of diversity climate on OCB via psychological safety were moderated by race
J. Shen, N. Tang and B. D'Netto (2014)	HR diversity management practices	716 employees from 37 Chinese companies	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 organisation and moderated by cooperative norms

Table 1 cont'd

Authors	Diversity management attributes	Sample	Independent variable	Dependent variable	Others variables	Results
M. Sabharwal (2014)	Diversity management index (informs employees of the Equal Employment Opportunity Commission (EEOC) policies related to recruitment, incorporates diversity in the organisation's vision or mission statement; policies aimed at improving work/life balance; opportunities for informal mentoring; link diversity initiatives to the organisation's strategic plan or performance plan	198 public managers from US (Texas)	Diversity management index	Organisational performance	Inclusive organisational behaviours as moderator	Diversity management alone is insufficient for improving workplace performance. The authors show that productive workplaces exist when employees are encouraged to express their opinions, and their input is sought before important organisational decisions are made
H. K. Kim, U. H. Lee and Y. H. Kim (2015)	Employee perceptions of whether organisational policies and procedures apply fairly to all employees regardless of factors such as race, sex, age, or social background	260 employees from 21 large Korean companies	Diversity policies and practices	Organisational commitment Job performance (in-role performance)	-	Diversity management is positively and significantly related to organisational commitment. Diversity management and organisational commitment are positively related to in-role performance

Authors	Diversity management attributes	Sample	Independent variable	Dependent variable	Others variables	Results
G. Bieling, R. M. Stock and F. Dorozalla (2015)	Age diversity management practices (appraisal and compensation practices)	153 HR managers from German companies	Age diversity management	Perceived organisational performance Employee productivity	Mediating role of employee welfare	Age diversity management contributes to organisational performance and employee welfare is a mediator between dependent and independent variables
T. Ashikali and S. Groeneveld (2015)	Policies and programmers promote diversity in the workplace	664 non-native and native Dutch employees	Diversity management practices	Organisational citizenship behaviour (OCB) Affective commitment	Inclusive culture as mediator, ethnicity as moderator	Using SEM, the authors showed that diversity management is associated with higher levels of inclusion, which in turn boosts affective commitment and the OCB of both non-native and native Dutch employees
S. C. Kundu and A. Mor (2016)	Equality-based HR practices, i.e. recruitment and selection, training and development, performance appraisal, and compensation practices	163 employees from Indian companies	Diversity management practices	Organisational commitment	-	The authors used regression analysis to show that implementing diversity management practices leads to increased organisational commitment among employees working in firms operating in India
A. M. Konrad, Y. Yang and C. C. 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 from Canadian companies	Diversity and equality management systems	Return on assets (ROA)	-	DEMS positively predicted ROA

Table 1 cont'd

Authors	Diversity management attributes	Sample	Independent variable	Dependent variable	Others variables	Results
A. Ordu (2016)	Perceptions about diversity management practices, policies, and values	2362 teachers from 42 public schools in the Merkezefendi and Pamukkale districts of Turkey's Denizli Province	Diversity management	Job performance Job satisfaction	–	Diversity management practices correlate both job performance and job satisfaction in teachers in Turkey
M. S. Ardakani, A. Abzari, A. Shaemi and S. Fathi (2016)	Compliance, reactive and proactive Diversity management practices	500 employees from two Iranian companies	Diversity management practices	Job performance (in-role and extra-role behaviours)	Perceived organisational justice, perceived social identity, organisational attractiveness as mediators	Using SEM, the authors showed that diversity management practices predicted job performance via the mediating role of perceived organisational justice, and perceived social identity
S. C. Kundu and A. Mor (2017)	Receptivity to diversity management; equal representation and developmental opportunities; hire and retain diverse employees; promotion of gender diversity	402 IT employees from Indian companies	Diversity management practices	Perceived organisational performance	–	Employee receptivity to diversity and diversity management has no significant effect on perceived organisational performance

Source: the author's own study.

the input is the HR system's influence and the output is measurable outcomes. However, between these two variables there is a whole range of often not entirely identifiable, intervening variables called mediators (trust in leaders, a sense of justice) and differentiating variables, or moderators (the type of organisational culture, leadership style) which explain the operations of HR systems.

Empirical studies diagnosing and quantifying the outcomes of diversity management have started to appear in the academic literature only in the last decade. Earlier on, research was mostly conducted on the outcomes of heterogeneous work teams, without accounting for the planned activities of 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 has been shown that policy and practices focused on diversity and the creation of a diversity climate in organisations all have positive economic consequences (higher work productivity, effectiveness, and return on assets – ROA), and benefits for the organisation (higher commitment, citizenship behaviours, a tendency to share knowledge, lower turnover). A review of the studies is presented in Table 1.

Summing up the analyses done by individual authors to date, it is possible to conclude that introducing diversity management policy and practices into company strategy triggers positive effects and may be a factor in building competitive advantage. This conclusion allows the formulation of three hypotheses, which were tested through meta-analyses on the studies done to date:

H1: Diversity management positively correlates with general organisational performance.

H1a: Diversity management positively correlates with organisational performance.

H1b: Diversity management positively correlates with general job performance.

H1c: Diversity management positively correlates with contextual performance.

H2: Diversity management positively correlates with organisational commitment.

H3: Diversity management negatively correlates with employee turnover.

3. Methods

3.1. How the Empirical Material Was Collected

Bearing in mind that meta-analyses rely on the statistical synthesis of research, which allows for a fuller explanation of a given phenomenon than an individual study does (Borenstein *et al.* 2009), the key stage of the research was to collect the available studies on the economic and behavioural effects of diversity management. The first step was to research the full-text databases

of academic journals: “EBSCO”, “ProQuest”, “Emerald”; databases of abstracts: PsychINFO, Web of Science, and the study result databases: metaBUS, with the use of keywords related to diversity, i.e.: “diversity management”, “organisational support of diversity”, “HR practices directed at diversity”, “diversity management practices”, “diversity policy”, “support for diversity climate”, and to the effects of diversity management: “outcomes”, “productivity”, “performance”, “effectiveness”, “attitudes”, “behaviours”, “innovativeness”, “engagement”, “commitment”, “satisfaction”, “turnover”. The second step was to review all the articles on diversity management published in the following journals:

- “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).

17 academic papers were found to fulfil the criteria and contain the results of quantitative studies (see Table 1). 25 empirical procedures were discussed, based on a total population of 296,015 employees and containing 29 correlation relationships between the variables.

3.2. The Coding Process and Characteristics of the Variables

Although it is recommended that the coding process for meta-analyses be conducted by independent researchers, the variables were coded for the present analysis by only one. This was because a relatively small number of variables for analysis was obtained when the empirical material was collected. 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 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). Given the lack of moderators, together with a small group of correlation

relationships, it was decided that the coding process should not influence the results of the statistical analysis.

The independent variable, “diversity management”, was created by aggregating all organisational activities which rely on the implementation of policy and practices of diversity management or planned activities directed at supporting it (e.g. HR practices, policies, support for diversity climate). While the literature in the field defines “diversity management” in numerous ways, and that various diagnostic methods have also been developed, only those studies related to examining organisational activities intended to promote diversity, and not studies on diversity *per se*, were chosen for analysis.

The dependent variables were the following:

- “organisational performance” includes both the objective measures (sales results per employee, ROA) and subjective measures in the form of organisational performance as perceived by managers. Due to the small number of studies, they were not analysed separately. However, as H. Aguinis (2013) observed, combining objective and subjective measures is a solution frequently used in this area;

- “job performance” includes the diagnosis of behaviours related to the performance of job tasks in a given position (in-role behaviours, task performance). In combination with contextual performance, it creates a general construct of performance in the individual dimension (job performance) (Sonnentag, Volmer & Sychala 2008);

- “contextual performance” includes the diagnosis of behaviours remaining outside of the job one performs (extra role behaviours). These include organisational citizenship behaviours (OCB), among others (Motowidlo & Van Scotter 1994);

- “general performance” was developed as the combination of the three described performance dimensions (organisational performance, job performance, contextual performance) in order to quantify the general relationship between the independent variables;

- “organisational commitment” includes the three components of commitment described by J. P. Meyer and N. J. Allen (1991), with a part of the studies looking only at affective commitment;

- “employee turnover” was examined on the basis of both objective measures (employee turnover in a given period of time) and subjective ones (the intention to leave one’s job).

3.3. The Procedure Followed for the Meta-analysis

Comprehensive Meta-analysis version 2 software was used. For the analysis of effect size, Fisher’s transformed correlation coefficient was used together with

a 95% confidence interval, and Cohen's d indicator (where 0.2–0.4 is a small effect, 0.5–0.7 is a medium effect and above 0.8 is a large effect). To evaluate the heterogeneity of the results, Cochran's Q coefficient was used (illustrating the relationship between the variance of the studies and individual standard errors), as was the I^2 indicator, which measures the internal inconsistency in individual studies. Low results in I^2 indicate a small probability of study heterogeneity. Inference from the results of the meta-analyses was performed on the random effect model, which has been recommended by, among others, H. R. Rothstein, M. A. McDaniel and M. Borenstein (2002, p. 543). Although random models are most frequently used for studies in which heterogeneity is probable, Rothstein, McDaniel and Borenstein believe it is not a good practice because, unlike random models, fixed effect models bear a higher probability of type I statistical error. Moreover, they may overestimate the statistical effects. As A. P. Field (2001) indicated, the random effects model is probably more realistic than the fixed effects one on the majority of occasions – especially when researchers wish to make general conclusions about a research domain as a whole and not restrict their findings to the studies included in the meta-analysis.

4. Results

The results of meta-analyses presented in Table 2 indicate that, for all of the correlations analysed, there was not a high risk that the studies were heterogeneous. This 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”, and that there is a lack of significance between variables.

For the variable “general performance”, 13 studies were analysed, on a 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 variable. Thus the results confirm the first hypothesis.

For the variable “organisational performance”, the statistical parameters are almost identical, as this variable was tested on the largest population – over 29,000 respondents. Because the results in the interval $zr = 0.01$ and 0.52 are spread so widely, the Z coefficient also turned out to be significant only at $p < 0.05$. However, the results justify confirmation of hypothesis 1a, which indicates that there is a positive relationship between diversity management and overall organisational performance.

Table 2. Results of the Main Effects: Relationships between Diversity Management and Outcomes

Variable	K	N	zr	SE	-95% C.I.	+95% C.I.	Z-value	d	Q	I ²
General performance	13	295,081	0.27	0.05	0.17	0.38	5.051***	0.54	7.25	0.00
Organisational performance	7	291,149	0.27	0.13	0.01	0.52	2.066*	0.54	3.23	0.00
Job performance	4	2,987	0.16	0.02	0.12	0.20	8.721***	0.32	2.92	0.00
Contextual performance	4	1,076	0.27	0.11	0.06	0.48	2.561**	0.70	2.13	0.00
Organisational commitment	7	1,609	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

Note: K = number of research, N = total population, zr = Fisher's transformed correlation, SE = standard error, d = Cohen's effect size, Q = Cochran's indicator, I² = heterogeneity indicator; * p < 0.05, ** p < 0.01, *** p < 0.001.

Source: the author's own study.

“Job performance” is explained to a lower extent ($zr = 0.16$) by organisational activities aimed at diversity management. 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. A correlation between job performance and contextual performance with diversity management ultimately confirm hypothesis 1b and 1c. Policies promoting a diverse work environment positively correlate with individual efficiency and job performance.

“Organisational commitment” analysed on the basis of seven independent analyses correlates with diversity management at a strength of $zr = 0.30$ (C.I. 0.21–0.39). Cohen’s d coefficient indicates a medium effect size. This confirms hypothesis 2.

The last examined variable – “employee turnover” – showed the highest coefficient ($d = -0.90$). The correlation relationships from the three independent studies were located between $zr = -0.74$ and $zr = 0.13$. Consequently, hypothesis 3 also gained empirical support.

5. Discussion and Conclusion

The meta-analyses presented in this study focused on quantifying the general effect of diversity management on the outcomes of organisational activities and personnel. To date, studies on the consequences of a “diversified work environment” have been inconclusive. Some authors have stressed that work groups and teams can benefit from “surface” and “deep” heterogeneity only in some situations (Joshi & Roh 2009). Activities intended to reinforce the positive effects and limit the negative ones consisted in the introduction of diversity management policies and practices (Shen, Tang & D’Netto 2014). However, apart from theoretical premises and examples of organisational functioning, no studies summarising academic achievement have been made in this area. The present study constitutes an introduction to further research and studies and synthesises knowledge on the effects of diversity management. On the basis of more than 15 articles containing several dozen statistical correlations, the following conclusions may be drawn.

First, generally speaking, creating diversity policy and implementing HR practices increases organisation performance and effectiveness, the performance of individual employees and employment commitment while reducing turnover. In other words, companies and institutions which offer fair and equal work and remuneration, and which additionally create activities intended to support and

integrate marginalised groups note better work outcomes, higher commitment to the organisation and lower personnel turnover.

The proven existence of a statistical relationship does not, however, mean the relationship is 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, the meta-analyses are affected by “the file-drawer problem” (Iyengar & Greenhouse 1988): the results of studies containing significant statistical relationships are published, while those without are buried. This causes the real correlations between variables to be overestimated. Second, studies are most frequently conducted on groups of large companies that have diversity management policy written into their business models, which leads to a biased picture of the segment of public and business organisations as a whole. Third, the analyses are realised in an ahistorical and cross-sectional manner, and thus make causal inference impossible. Fourth, various diversity management policies are quantified (some are general, others are detailed, some cover, for example, only age or gender diversity), which does not provide sufficient grounds for general inference on diversity management. Undoubtedly, a limitation that may affect the overall picture of this form of management is a lack of differentiating variables (moderators), which inhibits the explanation of when it triggers beneficial effects for an organisation and when it does not.

Moreover, I. Bleijenbergh, P. Peters and E. Poutsma (2010) stress the lack of comparability of the effects of diversity management as well as a general inability to explain the mechanism in which the “black box” operates, i.e. everything that is located between implementation of HR practices and measurable organisational outcomes and team work outcomes. Yet 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 these limitations, a number of trends in the academic work can be traced. Diversity management appears to carry benefits rather than to trigger problems. Employees in companies with equality policies in place demonstrate a higher commitment to the organisation and perceive a stronger emotional relationship with the workplace, which triggers their readiness for more productive activities and leads to higher organisational effectiveness and better performance. The conclusion that diversity management is solely a normative dictate is, then, not fully justified. Companies that use HR practices to create a climate for diversity turn in better economic and social results.

Bibliography

- Aguinis H. (2013), *Performance Management*, Prentice Hall, Upper Saddle River.
- 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.
- 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, no 6, <https://doi.org/10.1002/hrm.20391>.
- Ashikali T., Groeneveld S. (2015), *Diversity Management for All? An Empirical Analysis of Diversity Management Outcomes across Groups*, "Personnel Review", vol. 44, no 5, <https://doi.org/10.1108/pr-10-2014-0216>.
- 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, <https://doi.org/10.1177/0149206310365001>.
- 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, <https://doi.org/10.1177/239700221502900101>.
- Blau P. (1964), *Exchange and Power in Social Life*, Wiley & 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, <https://doi.org/10.1108/02610151011052744>.
- Borenstein M., Hedges L. V., Higgins J. P. T., Rothstein H. R. (2009), *Introduction to Meta-analysis*, John Wiley & Sons, Ltd., Chichester.
- Bowen D. E., Ostroff C. (2004), *Understanding HRM-firm Performance Linkages: The Role of the 'Strength' of the HRM System*, "Academy of Management Review", vol. 29, no 2, <https://doi.org/10.2307/20159029>.
- 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, <https://doi.org/10.1111/j.1540-6210.2009.02115.x>.
- Cox T. H., Blake S. (1991), *Managing Cultural Diversity: Implications for Organizational Competitiveness*, "Executive", vol. 5, no 3, <https://doi.org/10.5465/ame.1991.4274465>.
- Cropanzano R., Bowen D. E., Gilliland S. W. (2007), *The Management of Organizational Justice*, "Academy of Management Perspectives", vol. 21, no 4, <https://doi.org/10.5465/amp.2007.27895338>.
- 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, <https://doi.org/10.1037/1082-989x.6.2.161>.
- 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, <https://doi.org/10.1108/1747111311307877>.

- Gilbert J. A., Stead B. A., Ivancevich J. M. (1999), *Diversity Management: A New Organizational Paradigm*, "Journal of Business Ethics", vol. 21, no 1.
- 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, <https://doi.org/10.1177/0149206307308587>.
- Huselid M. A. (1995), *The Impact of Human Resource Management Practices on Turnover, Productivity, and Corporate Financial Performance*, "Academy of Management Journal", vol. 38, no 3, <https://doi.org/10.2307/256741>.
- Ivancevich J. M., Gilbert J. A. (2000), *Diversity Management: Time for a New Approach*, "Public Personnel Management", vol. 29, no 1, <https://doi.org/10.1177/009102600002900106>.
- Iyengar S., Greenhouse J. B. (1988), *Selection Models and the File Drawer Problem*, "Statistical Science", vol. 3, no 1, <https://doi.org/10.1214/ss/117701301>.
- Jabbour Ch. J. Ch., Gordon 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, <https://doi.org/10.1108/02610151111110072>.
- Jayne M. E. A., Dipboye R. L. (2004), *Leveraging Diversity to Improve Business Performance: Research Findings and Recommendations for Organizations*, "Human Resource Management", vol. 43, no 4, <https://doi.org/10.1002/hrm.20033>.
- 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, <https://doi.org/10.5465/amj.2009.41331491>.
- 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, no 8, <https://doi.org/10.1002/job.1839>.
- 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, <https://doi.org/10.1177/0095399703257269>.
- 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, <https://doi.org/10.1108/cdi-06-2014-0082>.
- 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, <https://doi.org/10.1002/hrm.21713>.
- Kundu S. C., Mor A. (2016), *Effect of Diversity Management on Employees' Organizational Commitment: A Study of Indian Organisations*, "Journal of Strategic Human Resource Management", vol. 5, no 1, <https://doi.org/10.21863/jshrm/2016.5.1.021>.
- 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, <https://doi.org/10.1108/er-06-2015-0114>.
- Meyer J. P., Allen N. J. (1991), *A Three-component Conceptualization of Organizational Commitment*, "Human Resources Management Review", vol. 1, no 1, [https://doi.org/10.1016/1053-4822\(91\)90011-z](https://doi.org/10.1016/1053-4822(91)90011-z).

- Motowidlo S. J., Van Scotter J. R. (1994), *Evidence That Task-performance Should Be Distinguished from Contextual Performance*, "Journal of Applied Psychology", vol. 79, no 4, <https://doi.org/10.1037//0021-9010.79.4.475>.
- Ordu A. (2016), *The Effects of Diversity Management on Job Satisfaction and Individual Performance of Teachers*, "Educational Research and Reviews", vol. 11, no 3, <https://doi.org/10.5897/err2015.2573>.
- Pitts D. (2009), *Diversity Management, Job Satisfaction, and Performance: Evidence from US Federal Agencies*, "Public Administration Review", vol. 69, no 2, <https://doi.org/10.1111/j.1540-6210.2008.01977.x>.
- Robinson G., Dechant K. (1997), *Building a Business Case for Diversity*, "The Academy of Management Perspectives", vol. 11, no 3, <https://doi.org/10.5465/ame.1997.9709231661>.
- Rothstein H. R., McDaniel M. A., Borenstein M. (2002), *Meta-analysis. A Review of Quantitative Cumulation Methods* (in:) *Measuring and Analyzing Behaviors in Organizations*, eds 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, <https://doi.org/10.1177/0091026014522202>.
- 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, <https://doi.org/10.1108/jmp-07-2012-0228>.
- Shen J., Chanda A., D'Netto B., Monga M. (2009), *Managing Diversity through Human Resource: An International Perspective and Conceptual Framework*, "The International Journal of Human Resource Management", vol. 20, no 2, <https://doi.org/10.1080/09585190802670516>.
- 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, <https://doi.org/10.1080/09585192.2010.509622>.
- 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, <https://doi.org/10.1080/09585192.2013.859163>.
- 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, <https://doi.org/10.1111/joop.12015>.
- Sonntag S., Volmer J., Spychala A. (2008), *Job Performance* (in:) *The Sage Handbook of Organizational Behavior. Volume 1: Micro Approaches*, eds J. Barling, C. L. Cooper, Sage, Los Angeles.
- 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, <https://doi.org/10.1057/jibs.2009.85>.
- Thomas R. R. (1990), *From Affirmative Action to Affirming Diversity*, "Harvard Business Review", vol. 68, no 2.

- 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, no 7, <https://doi.org/10.1002/job.598>.
- Triana M. D. C., García M. F., Colella A. (2010), *Managing Diversity: How Organizational Efforts to Support Diversity Moderate the Effects of Perceived Racial Discrimination on Affective Commitment*, "Personnel Psychology", vol. 63, no 4, <https://doi.org/10.1111/j.1744-6570.2010.01189.x>.
- 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, no 1, <https://doi.org/10.1016/j.obhdp.2012.06.003>.
- 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, no 2, <https://doi.org/10.1177/014920630102700202>.

Co wiemy o efektach zarządzania różnorodnością? Metaanaliza dotychczasowych badań

(Streszczenie)

Celem artykułu jest analiza dotychczasowych badań nad związkami pomiędzy zarządzaniem różnorodnością a głównymi efektami organizacyjnymi i zespołowymi (wynikami organizacji, wynikami pracy, zaangażowaniem i odejściami pracowników). Przeprowadzono metaanalizę związków pomiędzy zarządzaniem a efektami funkcjonowania organizacji i wynikami pracy jednostek na podstawie przeglądu 17 niezależnych badań i analizy 29 niezależnych związków korelacyjnych. Zaprezentowane wyniki dowodzą, że zarządzanie różnorodnością koreluje z ogólnymi wynikami organizacji ($r = 0,27$; $p < 0,05$), wynikami pracy jednostek ($r = 0,16$; $p < 0,01$), zaangażowaniem ($r = 0,30$; $p < 0,01$) i odejściami z pracy ($r = -0,43$; $p < 0,01$). Artykuł rozszerza dotychczasową wiedzę w zakresie ilościowej charakterystyki efektów zarządzania różnorodnością. Wykazano, że zmienna ta może być czynnikiem decydującym o wynikach funkcjonowania organizacji oraz pracy i postaw jednostek. Przedstawiono również wnioski z dotychczasowych badań i sformułowano rekomendacje dla przyszłych analiz.

Słowa kluczowe: zarządzanie różnorodnością, metaanaliza, badania ilościowe, wyniki organizacji, wyniki pracy jednostek, zaangażowanie, odejścia z pracy.