

Do Nuanced Perspectives of Diversity Management Practices Warrant Inclusivity in Multigenerational Organizations? A Meta-Analytic Review

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Abstract

Over 58% of human resource management practitioners world over report work conflicts among employees stemming from disparities in multigenerational workforces. A plethora of studies reveal that organizations that are incognizant to generational diversity often encounter social cognitive and identity conflicts that polarize the existent multigenerational workforce in the workplace, resulting in decreased organizational performance. The study is anchored on the leader-exchange theory that envisages the quality of leader-member relationship as critical in promoting diverse and inclusive work environments. The study searched for diversity management and inclusivity studies published between 2013-2023 from all organizational and business research indices. Only empirical studies that related diversity management practices and inclusivity to constructive or deleterious outcomes were aggregated for purposes of establishing average effect sizes. We applied the Cohen's d test and the study pooled an effect size of 0.7 indicating that the difference between the two groups' means present overarching effects on the study variables. The study reveals that there is insufficiency in evaluating the impact diversity management policies on performance indicators especially in the public sector. Notably many scholars acknowledge the significance of inclusivity, although none of the studies conducted in the public sector have experimentally examined its effects on performance beyond the diversity management confines. To achieve optimal organizational performance, we recommend that leaders harmonize diversity management with inclusivity by empowering employees in critical work processes. We conclude by advancing that leaders must foster an inclusive environment that empowers employees of disparate generational cohorts in order reach their full potential. We recommend future research to focus on empirically testing the operationalized parameters for diversity management and inclusivity contained herein for large-scale organizational contexts for purposes of improving statistical inferences and effect sizes through multiple regression analyses.

Keywords: Diversity Management Practices, Inclusivity, Multigenerational Organizations.

1. Introduction

The highly evolving demographic dividends in the world have continued to usher in several levels of Multigenerational workforce in the workplace (ILO,2019). However, inharmonic disparities among employees from different generational cohorts continue to hinder optimal employee participation in work organizations, which subsequently reduces sustainable economic growth worldwide (Chukor & Bhattacharya, 2020). Although diversity management and inclusivity practices are sometimes used interchangeably or even confused to mean the same, they are distinct concepts that refer to unequivocal constructs.

Given the growing empirical voids in diversity literature, designing effective diversity management practices has become a notable concern for both private and public sectors, with an increasing number of contemporary organizations expressing interest in adopting such practices (Strickland, 2015). Remarkably, PWC's (2021) findings reveal that a mere 8% of organizations globally integrate multigenerational workforces into their diversity and inclusivity initiatives while a plethora of literature sustain that inclusivity is a panacea to workplace discrimination issues. However, there is still a dire need for in-depth reviews that offer tailored recommendations for implementing inclusivity practices in the workplace as such efforts sometimes become a double-edged sword. Remarkably, there is limited understanding which diversity management practices are most impactful and in which types of institutions they are most efficacious. Diversity management practices involve

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the establishment of formalized organizational systems, processes, or policies that enable efficient handling of a diverse employee base. These practices encompass procedures such as recruitment and training that adhere to the organization's diversity management policies, for instance as espoused in (Park, 2020; Yadav & Lenka, 2020). For purposes of this research, diversity management practices will be conceptualized as; linking strategy to diversity, recruitment for diversity, diversity management training, and work-life flexibility (Köllen, 2019; Morfaki & Morfaki, 2022) and this conceptualization is premised on its relevance to the emerging needs of multigenerational organizations (Chung et al., 2020; Shore et al., 2011).

The conceptual understanding behind inclusivity is to recognize and appreciate the value of diverse viewpoints and experiences, by acknowledging and valuing the contributions of individuals, and considering their insights, in order to create meaningful organizational outcomes (Martinez & Favero, 2018). However, there is still insufficiency in literature in defining inclusivity as a concept, as well as methods of fostering a climate of inclusivity in the workplace (Kuipers, 2021). Early studies largely recommend a definition of inclusivity where employees feel accepted and appreciated as enablers to workforce participation (Gotsis & Grimani, 2010; Barak, 2015). Nevertheless, more recent studies have targeted at defining inclusivity in its specificity. According to Ismail et al., (2022) and Nyagadza et al., (2022), extant literature operationalizes inclusivity in terms of belongingness and psychological safety while a myriad of studies operationalize inclusivity in terms of comparison to exclusivity (Perry et al., 2019). Accordingly, this study will measure inclusivity based on the parameters of belongingness and psychological safety (Shore & Chung, 2021) because these constructs comprehensively inculcate the exclusivity and inclusivity dimensions.

2. Literature Review

Diversity management practices have emerged as a growing burden for organizations today due to the insufficiency in knowledge in how to attract and retain new generations of employees as baby boomers move to the periphery of retirement (Seipert & Baghurst, 2013). Remarkably, millennials in public institutions are susceptible to higher turnover intention index compared to other generations (Ertas, 2015). Conversely, baby boomers exhibit higher organizational commitment compared to the generation Xers who primarily value job satisfaction in the work space (Black & Hyer, 2020). Given the exponential proliferation of the diversity management phenomenon in recent studies, it is worth noting that the contemporary organizations may need a re-evaluation of its existent multigenerational workforces and analysis of how these inform the institutional recruitment, promotion and retention practices.

Regardless of the fact that numerous diversity practices and programs have been integrated into organizational systems, the underlying principles and employee experiences of these practices are not well understood (Benschop & Holgersson, 2015; Dennissen et al., 2020). Therefore, this paper borrows from the leader-member exchange theory to establish the fact that diversity management practices alone cannot sufficiently determine inclusivity of employees in multigenerational organizations in the absence of other factors like psychological safety and sense of belonging which are key vignettes of inclusivity. The leader-member exchange (LMX) theory as propounded by Dansereau et al., (1975) postulates that leaders exhibit differential treatment while interacting with different subordinates given that they generally nurture unique relationships with each of the subordinates over time (Martin et al., 2018). And as such, appreciating underlying incongruencies among multigenerations that emerge due to their varying cohort values and ethics pauses a fundamental prediction in anticipating that the quality of leader-member relationship culminates into the theory's classifications of in-groups and out-groups which is critical in either promoting or eliminating inclusion of employees in critical work processes.

The increasing interest in diversity management practices can be attributed to changes in the environment and society, such as new affirmative laws, changing labor demographics, and globalization, which have influenced companies to prioritize competitive advantages in a more interconnected market (D'Netto & Sohal, 2015). A myriad of studies sustain that diversity management practices should transcend the Equal Employment Opportunity Acts and Affirmative Actions and rather advocate for the formulation of diversity management policies that promote a heterogeneous workforce in varying aspects especially generational cohorts (Adedeji, 2019). This subsequently bears a positive effect on organizational performance because well diversified employees usher in the organization high levels of innovation. As such, appraisal, promotion and compensation policies that attract and retain employees of different generations should be developed in support of the multigenerational workforce concept in the workplace (Jones, 2017).

Remarkably, as much as extant literature upholds the critical role of diversity management practices in work organizations, a dearth of studies have explored the views of employees regarding the up-side and down-side of workplace diversity and the appropriate strategies that can be employed by organizations in promoting diversity especially within the human resource confines (Munjuri & Maina, 2013). And as such, undesired outcomes that have grossly undermined diversity management initiatives have been ushered in work organizations today and negatively affected performance (Tan et al., 2021). This has created a dire need to empirically develop good and sustainable diversity management practices in organizations for the phenomenon to remain visible and yield positive outcomes in contemporary times.

Contemporary organizations that promote multigenerational inclusivity propel a high sense of unity among its employees while increasing the latitude of belongingness among work teams. Interestingly, this shared interest can subsequently increase mutual trust and communication while eliminating social boundaries that often discriminate employees and inhibit organizational performance outcomes. Intriguingly, multiple studies suggest that there is a positive correlation between diversity management and inclusivity as regards multigenerational workforces even though it has been largely espoused in the private sector, thus leaving an empirical void in the public domain or organizations (Thompson, 2017).

It is worth noting that without a climate of inclusivity at the workplace today, the existent social boundaries between generational cohorts could become more heightened, leading to mutual distrust, inter-group tensions, disengagements, imaginary or actual conflicts, miscommunication and reduced performance outcomes (Mor et al., 2016). Accordingly, the literature on inclusivity seeks to identify methods by which organizations can cultivate workforce inclusive environments and implement practices that ensure diversity management is not a hindrance, but rather a source of advantage. To this end, diverse management practices have continued to evolve in a bid to improve organizational performance, although the intricacies of setting an inclusive work climate remain strong in highly emerging multigenerational organizations. This has continued to breed breed psychological insecurity among individual workers which has curtailed not only organizational performance but has undermined good work ethics among varying generational cohorts (Shore, 2017). Premising on the aforementioned scholarly reviews, a plethora of studies linking diversity management and inclusivity in contemporary organizations continues to unearth significant empirical gaps in setting an organizational stage that could serve as an enabler for inclusivity in today's organizations (McCandless et al., 2022).

Therefore, the contention of this paper is to decipher the dichotomy paradox presented in advancing diversity management practices and inclusivity as a conduit for smooth integration of multigenerational workforces in multigenerational organizations. We argue that by embracing inclusivity, organizations can mitigate or even prevent intergroup conflicts, tension, and distrust that often arise from diversity management, while simultaneously reaping the benefits of an age- diverse workforce, including a wealth of innovative ideas and creative solutions. By emphasizing inclusivity as a means of achieving more positive outcomes, both at individual and the broader organizational level, the authors present a conceptual model that investigates the effects of diversity management practices and inclusivity while refuting the notion of diversity management-inclusivity paradox. According to the conceptual model, a climate of

inclusivity functions as a mediating variable between diversity management practices and both the constructive and deleterious outcomes.

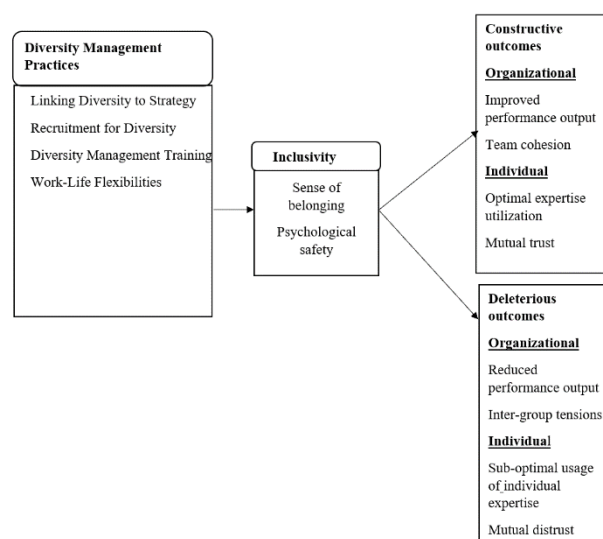


Fig.1 Conceptual Model

3. Research Methodology

This paper was based on a meta-analytic review of literature focusing on key topical areas of; diversity management practices and inclusivity in multigenerational organizations. To efficiently investigate the relationship between diversity management and work-related outcomes, we developed specific inclusion criteria for our meta-analysis. In order to be considered for inclusion, each study needed to fulfill all of the following requirements:

- Incorporated at least one measure of a diversity management practice (such as diversity management training, recruitment for diversity, linking diversity to strategy and work-life flexibilities) as an independent variable.
- Included at least two inclusivity constructs (psychological safety and sense of belonging) as the mediating variable.
- Included at least one of the performance outcomes (constructive or deleterious) as the dependent variable.
- Meta reviewed only empirical studies to support the researchers in extracting average effect sizes.
- Empirical articles reviewed were published between 2013 and 2023 to cater for literature review relevance.
- Reported the necessary statistical information for a meta-analysis, including bivariate correlations, t-statistics, correlation coefficients, and standard deviations.
- Reported sample sizes that were used in the various statistical analyses.

The research studies in this meta-analysis were selected from peer-reviewed journals to ensure quality assurance.

Additionally, we meta reviewed all journals that have been published with both statistically significant and non-significant results in order to avoid potential biases. Studies not published in English or dissertations were excluded as they would require too much time to retrieve. The studies were identified using a combination of keywords, as detailed in Figure 2, which focused on the relationship between diversity management practices, inclusivity and performance outcomes.

3.1 Systematic search process

This study aimed at recognizing relevant empirical studies by employing the specified criteria, focusing on publications between 2013 and 2023 in academic peer reviewed journals. To achieve this, two search methods were utilized: a computer-based search and a manual examination of key journals.

3.2 Computerized search

We performed computerized searches in five key academic electronic databases, mainly in; Emerald Insight, Ebscohost, Jstor, Taylor and Francis and Google Scholar. We were able to identify articles in the fields of human resource management, demography studies,

organizational psychology, industrial psychology and general management. Emerald Insight grants uninterrupted access to a diverse range of top-notch, influential publications, including journals, books, case studies, expert briefings, and is continually expanding selection of open access content to a worldwide audience. Jstor which stands for journal storage has developed various data bases in many academic fields while Taylor and Francis is one of the world's leading publishers of advanced, emergent, and applied academic research and knowledge. Ebscohost is an intuitive online research platform that hosts quality databases and search features often used by thousands of institutions and millions of users worldwide. Google Scholar is search engine designed to explore scholarly literature across diverse fields of study and articles that fulfilled our specified inclusion criteria were meta-analyzed.

We used a two-step approach to identify studies for inclusion in the meta-analysis. First, we conducted a computerized search of article abstracts using a combination of key search terms (see Table 2). From this search, we identified 65 potential articles. We then reviewed the full text of each of these articles to ensure that they met the inclusion criteria. Out of the 65 articles identified and reviewed, only 20 studies qualified for this meta-analysis.

Table 1 Search terms used during literature review

Recruitment for diversity	Performance outcomes	Organizations
Linking diversity to strategy	Mutual trust	Firms
Diversity management training	Team cohesion	Institutions
Diversity management	Creativity	
Diversity training	Commitment	Companies
Strategic diversity	Inclusion	Entities
Diversified recruitment	Psychological Safety	Corporations
Generational diversity	Sense of belonging	Agencies
Age Cohort structure	Engagement	Undertaking
Diversity policies	Turnover/turnover intentions	Business
Diversity programs	Team tension	Group
Inclusivity	Absenteeism	Ventures
Multigenerational workforces	Emotional burnout	Enterprises
Diversity	Detachment	Operations

3.3 Manual search in key journals

In addition to the electronic search, a manual search was conducted for studies in different sectors mainly in; public sector, banking sector, health sector, small and medium enterprises and among recent graduates. The journals reviewed were; European Management Review, American Journal of Theoretical and Applied Statistics, Personnel Psychology, Chinese Management Studies, Human Resource Management Review, Human Resource Development Quarterly, Journal of Business Ethics, Journal of Occupational and Organizational Psychology and Public Personnel Management, Journal of

Organizational Behavior, Journal of Applied Psychology, Journal of Management Studies.

3.4 Study sample

As a result of our systematic literature search, we identified 20 qualified articles published in academic journals. The combined sample featured 1,742 workers in public service, 5,304 health workers, 1,839 workers were in telecommunication ,240 workers in the banking sector,93 workers in SMEs, 115 workers were in research and development teams,376 workers were in production,180 workers in textile and 261 workers were

in technology while 695 participants were students. Of the 20 empirical studies that met the search inclusion criteria, 165 participants were racially diverse making an overall total of 11,010 as sample size meta-analyzed in this study.

3.5 Coding of studies

Four research team members coded all articles based on study samples (i.e., 1 = public servant; 2 = health workers; 3 = banking sector worker; 4 = SME; 5 = research and development worker; 6 = production workers; 7 = student; 8 = Telecommunication workers; 9 = Textile workers; 10 = non-profit employees). Articles were also classified based on whether the study reported correlation coefficients or regression coefficients (standardized or unstandardized) and sample size. The articles were also coded for the type of diversity management practices; recruitment for diversity, diversity management training, work-life flexibilities; whether inclusivity (psychological safety and sense of belonging) influenced performance outcomes; and the type of outcome variable (i.e., constructive vs. deleterious outcome; see Table 2). In addition, all outcomes were categorized as either constructive or deleterious. To ensure that all diversity management constructs were coded in the same direction, a coding scheme was developed based on the conceptual distinction. Based on literature review, we operationalized diversity management as; linking diversity to strategy, recruitment for diversity, diversity management training, and work-life flexibility (Köllen, 2019; Morfaki & Morfaki, 2022) and this conceptualization is premised on the constructs' inclusion of contemporary organizational level perspective although linking diversity to strategy construct was later on dropped during meta-analysis because it was non-existent in the literature reviewed.

Table 2. Coding of studies with constructive and deleterious outcomes

Constructive Outcome	Code
Affective commitment	1
Organizational identity	1
Creativity	1
Team inclusion	1
Job satisfaction	1
Employee engagement	1
Age climate practices	1
Psychological safety	1
Deleterious outcomes	Code
Team disunity	2
Social identity threats	2
Employee skills	2
Sub-optimal utilization of employee expertise	2
Emotional burn out	2
Abusive supervision	2

4. Findings

Our results are based on 20 empirical studies that met the inclusion criteria with 40 extracted correlation

coefficients, 40 standardized regression coefficients (betas), and 10 odds ratio indicators measuring the associations between diversity management practices and work outcomes. Table 3 and Table 4 present the study source, the sector in which samples were drawn, and effect sizes. Based on our conceptual framework, effect sizes were divided into three categories of antecedents and two types of work-related outcomes. It is important to note that the authors came across a myriad of studies on diversity management practices and their direct effects on performance outcomes. Therefore, we were able to test the direct relationship between diversity management practices on organizational outcomes. However, we came across limited studies examining the mediating effect of inclusivity on performance outcomes confirming the significant empirical lacuna that exists in setting an inclusive work environment. We were able to test the mediating effect with respect to positive and deleterious outcomes, only one study reported an association between diversity recruitment and a deleterious outcome and only one study reported an association between diversity management and a deleterious outcome. No studies reported a relationship between work-life flexibilities and deleterious outcomes. Therefore, the meta-analysis was not performed for these relationships. Information on most common emerging outcomes, either constructive or deleterious with their individual effect sizes from all pooled studies are presented in Table 4.

Results of this meta-analysis were mixed and suggest that some aspects of the operationalization parameters of diversity management practices in this study were negatively related to positive work outcomes, some were positive, and others produced insignificant results.

There were no statistically significant relationships between work-life flexibilities and deleterious outcomes or between linking diversity to strategy with positive or negative performance outcomes. There were not sufficient studies to examine the relationship between linking diversity to strategy with constructive or deleterious outcomes.

Recruitment for diversity and positive outcomes

In a study conducted by Avery et al., (2013) highlights the dynamics in which diversity climate perceptions affect job pursuit intentions. Hypothesis 2 stated that identity affirmation would mediate the interactive effects of organizational value diversity (OVD) and other group orientation (OGO) on job pursuit intentions (JPI). As seen in the results when OGO was higher, the OVD–identity affirmation ($B = .26, p < .01$) and identity affirmation–JPI relationships ($B = .65, p < .01$) were statistically significant, yielding a significant indirect effect ($B = .17, p < .01$). This indirect pathway was not significant when OGO was lower, and the difference between the two indirect effects was statistically significant (effect = $.16, p < .01$). Thus, Hypothesis 2 was supported. Findings imply that

people tend to pursue employment in organizations that are supportive of diversity management because they feel that such firms may provide opportunities that affirm their valued identities. These results are consistent with social identity theory (Ashforth & Mael, 1989), which posits that people are likely to be more attracted to organizations that reinforce favorable views of themselves.

Recruitment for diversity and deleterious outcomes

In a study conducted by Golubovich and Ryan (2022) concerning implications of diversity cues in recruitment and assessment materials. The descriptives and correlations between diversity cues in recruitment and assessment are clearly indicated in Table 3. Time spent reading about the company (before the manipulations) was associated with attraction to the organization ($r = .13$), conflict item 1 score ($r = .22$), helping item 1 score ($r = .19$), motivation ($r = .15$), effort ($r = .14$), and attentiveness on the situational judgement test (SJT items) ($r = .48$). Thus, time spent reading about the company appeared to index respondents' predisposition toward attentiveness and was controlled for in subsequent analyses where the diversity manipulations were used as predictors. For attraction to the organization, diversity cues individually had no significant effects on attraction.

Diversity management training and positive outcomes

In another study conducted by Hau and Chow (2018) regarding the mediating roles of team learning and inclusion in cognitive diversity and creativity reveal findings in Table III that support the indirect effect of cognitive diversity on performance via inclusion ($b = 0.296$, $SE = 0.409$, 95 per cent bias-corrected CI [0.13 to 0.58]). Thus, H3b was supported. However, the indirect effect cognitive diversity on performance via team learning (H2b) was rejected ($b = 0.206$, $SE = 0.151$, 95 per cent bias-corrected CI 0.12 to 0.5]). The confidential interval contains zero. Thus, the mediating role of team learning was rejected on the cognitive diversity–performance link. In summary, team cognitive diversity does not directly influence creativity, but indirectly through team learning and inclusion. Team cognitive diversity is not directly related to performance, but indirectly through inclusion only. Cognitive team diversity can foster individual creative performance by exposing a person to novel and diverse ideas, thus encouraging new ways of looking at task-related issues. Such exposure to alternative ways of thinking should give a person new insight into a problem and help to generate more creative ideas.

Diversity management training and deleterious outcomes

In a similar study done by Creon and Schermuly (2019) on training group diversity and training show that hypothesis

1 which claimed there was a negative relationship between diversity and psychological safety, was not supported for objective diversity. Looking at previous studies, this finding adds to the number of studies that found no relationship between diversity fault lines and psychological safety (Chenet al., 2017; Gerlach & Gockel, 2018; Spoelma & Ellis, 2017). One explanation could be that the diversity attributes that influence psychological safety were found volatile and situationally specific for this particular study. In a related study by Gerpott et al., 2019, descriptive statistics and correlations of the study variables are presented. Perceived and objective age diversity were moderately correlated ($r = .25$, $p < .01$). Perceived age diversity was negatively linked to psychological safety ($r = -.33$, $p < .01$), knowledge sharing ($r = -.37$, $p < .01$), and learning outcomes ($r = -.42$, $p < .01$). Objective age diversity showed no significant relationship with these outcome variables. The training group composition could have been irrelevant in low interactive training courses such as individual technology-based learning programs or traditional one-way classroom teaching, there is a trend toward substituting passive human resource development interventions with interactive training designs. According to the group dynamic literature, heterogeneity in teams can produce negative consequences and disrupt group functioning by reducing cohesiveness and increasing conflicts and misunderstanding, which in turn lowers member satisfaction and decreases cooperation (Dougherty, 1992).

Work-life flexibilities and positive outcomes

In a study done by Maurya et al., 2015 concerning work life balance policies and its impact on employee's job satisfaction and performance indicate that work-life had the following Pearson's moment correlation coefficient on leave provisions ($r = 0.194$), welfare policies ($r = 0.659$), flexibility policies ($r = 0.561$), Job design ($r = .132$). In order to establish the strength of the relationship between flexibility policies and employee job satisfaction, the results showed there existed a strong and positive correlation between flexibility policies and employee job satisfaction ($r = 0.561$). Leave provisions ($r = 0.194$), shows there exists a low correlation between leave provisions and employee job satisfaction, the results showed there existed a positive correlation. Job design and employee job satisfaction, the results showed there existed a weak and positive correlation between welfare policies and employee job satisfaction ($r = 0.132$). Welfare policies and employee job satisfaction, the results showed there existed a strong and positive correlation between welfare policies and employee job satisfaction ($r = 0.659$). Millennials who make up to 40% of professionals in today's work organizations (Luttrell and McLean (2013)) are motivated to meet performance targets in work environments that foster work-life balance arrangements while employees from different generations differ

significantly in their perceptions of a flexible and efficient work environment at a 5% level of significance. As such, it's imperative that management designs flexible work arrangements that suit the millennial category such as flexi-time, telecommuting, job sharing hours, part-time employment and working from home options but at the same time remain cognizant of the interests of the other generational cohorts.

Work-life flexibilities and negative outcomes

Conversely, it has been noted that both male and female employees favor working for organizations that prioritize

work-life balance. Interestingly, men seem to gain more benefits from this than women. Men often report feeling more content when they excel in their job, even at the expense of neglecting their family responsibilities (Maurya et al., 2015). Studies reveal that flexible work hours have been found to decrease bidirectional inter-role conflict. However, this decrease may be more noticeable in the context of family-work conflict rather than work-family conflict. This implies that more research is required to harmonize work-family conflicts.

Table 3. Effect Sizes of individual studies by classification of analysis: Constructive outcomes

Study Number & Source	Sector	Variable	N	r
4. Sabharwal, 2014	Public sector	Diversity Mgt	198	0.52
4. Sabharwal, 2014	Public sector	Inclusivity	198	0.72
3. Ashikali & Groeneveld, 2015	Public sector	Inclusivity	664	0.8
5. Boehm et al., 2014	SMEs	Diversity Mgt	93	-0.2
1. Buse et al., 2014	Non-Profit	Diversity Mgt	1456	0.36
2. Maurya et al., 2015	Banking sector	Diversity Mgt	240	0.62
6. Singh et al., 2013	Racially diverse	Inclusivity	165	0.27
7. Koopmann & Zhou, 2016	Research and Dev	Inclusivity	115	0.02
8. Singh et al., 2017	Production	Diversity Mgt	165	0.02
9. Avery et al., 2013	MBA Graduates	Diversity Mgt	194	0.14
11. Creon & Schermuly, 2019	Public Service	Diversity Mgt	364	-0.001
10. Gerpott et al., 2019	Automobile Manufacturing	Diversity Mgt	211	-0.33
12. Golubovic & Ryan, 2023	Undergraduates	Diversity Mgt	501	0.13
14. Hau and Chow, 2018	Health Care Industry	Inclusivity	216	0.62
13. Leroy et al., 2021	Health Care Sector	Inclusivity	491	0.84
15. Nnamboozee and Parumasur, 2016	Public Sector	Diversity Mgt	93	0.03
16. Zhang et al., 2015	Public Sector	Inclusivity	423	0.5
17. Javed et al., 2017	Textile Industry	Inclusivity	180	0.9
18. Hapsari et al., 2019	Telecommunication	Inclusivity	1839	0.27
19. Downey et al., 2015	Health Sector	Inclusivity	4,597	0.86
20. Becker et al., 2020	Technology	Diversity Mgt	261	0.5

Note N=number of participants, r= correlation coefficients

Mediation analysis: Sense of belonging and psychological safety meta-analyzed with organizational outcomes were generalizable across studies. The percentage of variance accounted for by inclusivity ranged from 0.02% (team inclusion outcomes) to 90% (innovative work behaviors). Holland et al., (2004) have suggested that a mediator may exist if the percentage of variance accounted for by the predicted variable is lower than 75%. However, this 75% rule was proposed for studies that corrected for three or more types of mediators. The Monte Carlo method for assessing mediation (MCMAM, MacKinnon et al., 2004) was performed to test whether the mediated effect occurred by chance. The MCMAM estimates, tested for the mediator separately (i.e., $a_1 \cdot b_1$), fell within the 95% confidence interval, suggesting the mediated effects for the mediator did not occur by chance, across all the 20 studies.

In a study done by Zhang et al., (2015) on abusive supervision and employee creativity: Analyzing mediating role of psychological safety and organizational identification, the means, standard deviation and

correlations for all variables are clearly indicated. The simple correlations should be interpreted with caution because they do not account for the nesting effect in this study (Chen and Bliese, 2002). Creativity is significantly and negatively correlated with abusive supervision ($r = -0.19$, $p = 0.01$), and is significantly and positively correlated with psychological safety ($r = 0.22$, $p = 0.01$) and organizational identification ($r = 0.32$, $p = 0.01$). Psychological safety is significantly and negatively correlated with abusive supervision ($r = -0.35$, $p = 0.01$), and is significantly and positively correlated with organizational identification ($r = 0.50$, $p = 0.01$). Organizational identification is significantly negatively correlated with abusive supervision ($r = -0.25$, $p = 0.01$). An analytic procedure (e.g. structural equation modelling) that reveals the true magnitude of the relationships needs to be further explored.

To further examine the relationship between diversity management characteristics and both beneficial and detrimental outcomes, we examined three potential moderators: recruitment for diversity, diversity

management training, and work-life flexibilities. After running structural equation modelling, abusive supervision was negatively related to both psychological safety (H1; $r = -0.435$, $p = .01$) and organizational identification (H2; $r = -0.119$, $p = 0.01$), and psychological safety was positively related to organizational identification ($r = 0.384$, $p = 0.0$).

Results indicate that: first, abusive supervision exerts a negative influence on employees' perception of psychological safety; second, abusive supervision has a negative impact on employees' organizational identification through psychological safety partially; third, organizational identification is conducive to creativity; and fourth, psychological safety enhances creativity through organizational identification.

In another similar study done by Javed et al., (2019) on impact of inclusive leadership on innovative work behavior: The role of psychological safety, results demonstrate that inclusive leadership is positively related with innovative work behavior ($\beta = 0.30$, $p < .001$), innovative work behavior is positively related with psychological safety ($\beta = 0.40$, $p < .001$). When innovative work behavior was regressed on both inclusive leadership and psychological safety, the previous regression coefficient between inclusive leadership and innovative work behavior reduced in size ($\beta = 0.22$, $p < .001$). This shows that psychological safety partially mediates the

relationship between inclusive leadership and innovative work behavior (confidence interval values between 0.10 and 0.26). Hence Hypothesis 2 was partially supported.

In another study conducted by Hapsari et al., (2019) on the influence of generational diversity management and leader-member exchange behavior as mediated by employee engagement indicate a positive effect of diversity management on the quality of leader-member exchange and on employee engagement, further still, employee engagement had a positive effect on innovative work behavior. Diversity management directly influenced employee engagement ($r = 0.382$; $p < 0.001$), and leader-member exchange positively affected employee engagement ($r = 0.270$; $p < 0.001$). Therefore, H1 and H2 were supported. R-squared values for employee engagement and innovative behavior were 0.33 and 0.20, respectively. Thirty-three percent of the variation in employee engagement was explained by leader-member exchanges and generational diversity management, and 20% of the variation in innovative work behavior by employee engagement. Comparing these figures to suggestions from (Hair et al., 2014), the values are low, but this study assesses social phenomena by collecting perceptual responses from telecommunication workers; other factors not included during analysis might have affected results.

Table 4 showing Coded studies with constructive or deleterious outcomes and corresponding effect sizes

Constructive outcomes	cn	Effect Sizes	Deleterious outcomes	cn	Effect Sizes
Affective commitment	1	0.64	Team disunity	2	0.04
Organizational Identity	1	0.04	Social identity threats	2	0.11
Creativity	1	0.45	Emotional burn-out	2	0.15
Job satisfaction	1	0.39	Sub-optimal utilization of employee's skills	2	0.04
Team inclusion	1	0.84	Abusive Supervision	2	0.25
Psychological safety	1	1.4			
Employee engagement	1	0.74			
Age climate practices	1	0.04			
Organizational identity	1	0.04			
Aggregate Effect Sizes	1	4.58		2	0.59

In a related study conducted by Downey et al., (2015) on the role of diversity practices and inclusion in promoting trust and employee engagement. The study examined the relationship between the diversity practices and trust climate at different levels of inclusion. Results of the moderated mediation model indicate that the indirect effect of diversity practices on engagement is statistically significant only at high levels of inclusion (one standard deviation above the mean= 0.03 , $SE = .004$, $p < .001$). The difference between this effect at high and low levels (one standard deviation below the mean) of inclusion was also statistically significant ($\Delta b = 0.02$, $SE = .003$, $p < .001$), thus supporting Hypothesis 3. In this context, the mediating role of trust climate in the relationship between diversity practices and engagement varied significantly across different levels of inclusion.

In another study conducted by Leroy et al., (2021) on the role of a leader harvesting benefits of diversity and

cultivating value in diversity beliefs using team inclusion, 38 teams were included in the final sample (i.e., a total of 174 [97%] followers and 38 [100%] leaders). Because our sample size was rather low ($N = 174$), our study was underpowered to conduct a confirmatory factor analysis.

Given assumptions of interrelations, we used a method for oblique (non-orthogonal) rotation in SPSS 22 (Direct Oblimin Rotation Method with Kaiser Normalization). All items loaded on their respective sub dimensions and the resulting two-factor model explained 61% of the variance. Analyses of variance (ANOVA) indicated significant between group variance for both variables: $F(37,173) = 2.11$, $p < .01$, and $F(37,173) = 2.42$, $p < .01$, respectively. This implies that a team level inclusion akin to team psychological safety promotes a healthy work environment where sense of belongingness is paramount among teams.

Calculating mean and standard deviation in the true groups of studies (diversity management and inclusivity studies)

Inclusivity Studies

Standard Deviation, s: **0.30371770518764**

Count, N: 10

Sum, Σx : 5.8

Mean, $\bar{x}$: 0.58

Variance, s^2 : 0.092244444444444

Steps

$$s = \sqrt{\frac{1}{N-1} \sum_{i=1}^N (x_i - \bar{x})^2},$$

$$s^2 = \frac{\sum (x_i - \bar{x})^2}{N-1}$$

$$= \frac{(0.72 - 0.58)^2 + \dots + (0.86 - 0.58)^2}{10 - 1}$$

$$= \frac{0.8302}{9}$$

$$= 0.092244444444444$$

$$s = \sqrt{0.092244444444444}$$

Standard deviation= 0.30371770518764

Diversity Management Studies

Standard Deviation, s: **0.36442868321733**

Count, N: 12

Sum, Σx : 2.789

Mean, $\bar{x}$: 0.23241666666667

Variance, s^2 : 0.13280826515152

Steps

$$s = \sqrt{\frac{1}{N-1} \sum_{i=1}^N (x_i - \bar{x})^2},$$

$$s^2 = \frac{\sum (x_i - \bar{x})^2}{N-1}$$

$$= \frac{(0.72 - 0.23241666666667)^2 + \dots + (-0.001 - 0.23241666666667)^2}{12 - 1}$$

$$= \frac{1.4608909166667}{11}$$

$$= 0.13280826515152$$

$$S = \sqrt{0.13280826515152}$$

Standard Deviation = 0.36442868321733

Calculating effect size using Cohen's d formula.

Cohen's d is calculated according to the formula: $d = (M_1 - M_2) / SD_{\text{pooled}}$

$$SD_{\text{pooled}} = \sqrt{[(SD_1^2 + SD_2^2) / 2]}$$

Where: M_1 = mean of group 1, M_2 = mean of group 2, SD_1 = standard deviation of group 1, SD_2 = standard deviation of group 2, SD_{pooled} = pooled standard deviation.

$$d = 0.58 - 0.232 / \text{Square root of } 0.364 \text{ squared} + 0.304 \text{ squared} / 2.$$

$$d = 0.348 / 0.513$$

$$\underline{d = 0.7}$$

Discussion

The current study conducted a meta-analysis of research on the relationship between diversity management practices and performance outcomes being mediated by inclusivity of multigenerations. We calculated for statistical heterogeneity of this study using the Kendall Tau method and a heterogeneity index of 2% was obtained indicating very low heterogeneity in the study articles pooled while revealing high statistical homogeneity. Premising on these statistics, the authors were at a vantage point in making more reliable interpretations and valid conclusions. Using a theory-based conceptual model, we examined the relationship between diversity management practices and two classifications of outcomes, positive and deleterious. We further examined the mediating relationship between inclusivity and the performance outcomes at both individual and organizational levels. As expected, the results were mixed with respect to the relationship between diversity management practices and both positive and deleterious work-related outcomes. The study reveals that in the public sector, there is insufficiency in evaluating the impact diversity management policies have on performance indicators such as job performance, satisfaction, and turnover rates. While many scholars acknowledge the significance of inclusivity, none of the studies conducted in the public sector have experimentally examined its effects on performance beyond diversity management. To achieve optimal organizational performance, it is essential to combine diversity management with support from leaders and empower employees to make decisions. While recognizing differences and implementing employee-friendly policies are important, they do not necessarily lead to an inclusive and empowering workplace for all groups. Diversity management and inclusivity are closely related, and both are necessary to create a strong and productive workforce. This study's findings suggest that relying solely on policies and structural changes is not enough to create a productive workforce. Leaders must foster an inclusive environment that empowers individuals to reach their full potential. Therefore, inclusive management seems to offer more potential for workplace harmony and improved productivity compared to diversity management alone. These findings are in line with previous research that indicate that without a climate of workforce inclusivity, the existent social boundaries between generational cohorts could become more heightened, leading to mutual distrust, inter-group tensions, disengagements, imaginary or actual conflicts, miscommunication and reduced performance outcomes (Mor et al., 2016).

Our results are also in tandem with numerous findings relating to diversity management practices. These studies re-iterate the huge void in understanding which diversity management practices are most impactful and in what types of entities they are most efficacious, notwithstanding the increasing need of a diversity management climate in multigenerational organizations (Benschop & Holgersson, 2015). However, based on this meta-analysis, positive associations between independent and dependent variables ranging from low to average statistical significance were registered while in two studies, a negative relationship existed between the independent and dependent variables. This variance could have been due to contextual, small sample size or application mechanism issues. It's important to note that all studies that meta-analyzed inclusivity as a mediator and diversity management practices as an independent variable registered low to very high correlation coefficients with no negative relationships present. This resonates well with previous studies that emphasize the approach with which leaders foster an inclusive environment can be double edged, having the potential of either harnessing or impairing the constructive organizational and personal outcomes.

Managerial Implications

Our findings have several implications for managers and leaders, we recommend that managers or leaders need to inculcate an inclusive work environment that permeates psychological safety and sense of belongingness among employees so as to promote a work climate that amplifies employees' voices and innovative opinions. Therefore, it is practically critical for managers to foster high latitudes of psychological safety and sense of belonging among employees regardless of whether in-groups and out-groups exist in their work spaces. This will lead to sustainable consolidation of constructive outcomes at both the organizational and personal levels.

Limitations

One limitation of the study was the small number of studies in the operationalized parameters of diversity management category, which restrained us from conducting meta-regression. Meta-regression results would have helped us clarify the comparative relevance of linking diversity to strategy, recruitment for diversity, diversity management training and work-life flexibilities with respect to constructive and deleterious worker outcomes.

Secondly, most of the inclusivity studies we meta-analyzed had limitations in inculcating an inclusive work environment.

Implications for future research and Conclusion

Future research should interrogate the role of diversity management aimed at creating a climate for inclusivity as

a mediator or moderator between diversity management practices and organizational outcomes. Additionally, future studies would benefit the organizational psychology field by elucidating the dynamics and mechanisms that foster a climate for inclusion through qualitative analysis vantage points in order to give voice and gain insights from all participants in the work setting. Qualitative findings will provide a more comprehensive description of these dynamics given that inclusivity is more of a latent variable.

In Conclusion, we recommend future studies to empirically test the operationalized parameters for diversity management in large sample sized contexts to be able to conduct regression analyses. This will increase the predictability power and effect size of diversity management over performance outcomes. We also recommend further cross examinations with empirical lenses to be conducted so as to guide generational leaders on to how to infuse amenable inclusivity strategies in the work place.

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