

Diversity Management in Development Cooperation Organizations:

The impact of Diversity Perspectives on Organizational Effectiveness and Innovation, Employee Satisfaction, and a Sense of Inclusion among Employees

Research Report based on Master-Thesis

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Overview

Diversity perspectives refer to the goals, norms and procedures that organizations may have in mind when implementing and managing diversity at the workplace. The present research investigated the impact of such organizational diversity perspectives on the organizational outcomes of effectiveness and innovation, employee satisfaction, and a sense of inclusion among employees. Moreover, we examined the organizational diversity climate and attitudes of individual employees towards diversity as possible factors underlying the successful functioning of diversity at the workplace. Results confirmed that the different perspectives organizations may hold on diversity have distinct impacts on organizational outcomes, which will be discussed in detail in this paper. We end this paper with discussing the implications and relevance and by giving some practical recommendations based on our findings.

1. Introduction

Within organizations, the question how to deal with cultural diversity has become increasingly important, as the Dutch population has become increasingly diverse (OECD, 2010). Organizations, however, may have different rationales for diversifying (Ely & Thomas, 2001). Many organizations consider it as fair to represent the diversity in the Dutch population, from the perspective of providing equal opportunities for everyone. Another common argument is that cultural diversity in the organization may help reach diverse markets. Finally, diversity may provide opportunities to learn from each other (Luijters, 2008). In the present research, we proposed that the underlying motives for diversification may influence organizational diversity outcomes.

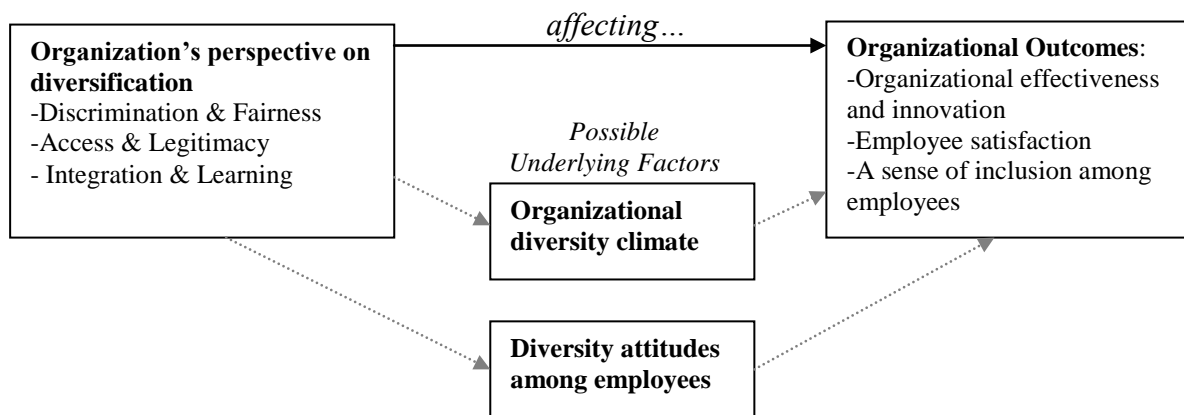
Diversity may be conceptualized as referring to differences between individuals on any attribute that may lead to the perception that another person is different from the self (Van Knippenberg & Schippers, 2007). Thus, in principle, diversity may concern any possible dimension of differentiation. In practice, however, diversity research has primarily focused on differences in gender, age, ethnicity, tenure, educational background, and functional background (Milliken & Martins, 1996, Williams & O'Reilly, 1998). In the present research, the focus has been on *cultural diversity*. Cox (1993) defines cultural diversity as “the representation, in one social system, of people with distinctly different group affiliations of cultural significance” (p. 12). Van der Zee and van Oudenhoven (2006) defined culture as a shared system within a community of values, norms, ideas, attitudes, behaviours, means of communication and its products which are transferred from generation to generation (p. 5, translation from Dutch).

In general, organizational processes may change strikingly as a result of cultural diversity (Luijters, van der Zee, & Otten, 2008). Employees with different cultural backgrounds bring their different looks, attitudes and habits to the workplace. Research has shown that diversity may offer opportunities (e.g., enhanced creativity and innovation), but may also introduce problems (e.g., reduced cohesion; Milliken & Martins, 1996). As a result of these problems still many organizations tend to be homogeneous rather than heterogeneous. Despite their intercultural orientation, Szepietowska and Ghorashi (2010) mention that the Dutch development sector may be ‘whiter’ compared to the Dutch commercial sector. These authors found that over 40 organizations, 38% of the organizations has less than 5% of other-cultural employees, whereas only 15% consider themselves very cultural diverse (with percentages over 15%). However, they also found that importance of diversification is increasingly being recognized in the Dutch sector of development

cooperation. Most organizations (95%) indicated to be willing to put the issue of cultural diversity higher on the agenda (Szepietowska & Ghorashi).

In the present research we therefore examined whether the basic reasons why organizations decide to diversify (i.e., the why) have an impact on organizational outcomes. More specifically, we were interested in the effects of perspectives on organizational diversity outcomes, such as *organizational effectiveness and innovation*, *employee satisfaction*, and *a sense of inclusion among employees*. We chose to investigate these three outcomes, as they cover both the economic as well as the human aspects of the organization. We also examined possible differences between majority and minority employees in this regard. Next, we focused on possible underlying factors that may explain this relationship. The factors we considered were the *organizational diversity climate* at the workplace and the *attitudes among employees*. As these factors directly affect the way employees express and manage tensions related to diversity (Luijters, 2008), we expected them to be important in explaining diversity outcomes (see Figure 1 for an overview of the research model).

Figure 1. Research Model



1.1. Organizational Perspectives on Diversity

So far, we have explained why organizational diversity perspectives may be important in explaining organizational outcomes, but not yet on how these perspective may differ. Three basic perspectives can be distinguished (Ely & Thomas, 2001), 1) *Discrimination & Fairness (D&F)*, 2) *Access & Legitimacy (A&L)*, and 3) *Integration & Learning (I&L)*.

First, the *Discrimination & Fairness* perspective is characterized by a belief that a culturally diverse workforce is needed to ensure justice and the fair treatment of all members in society (Ely & Thomas, 2001). Diversification efforts are focused on providing equal opportunities for everybody. Organizations with this perspective do not see an instrumental link between diversity and the group's work. Central is the assumption that everybody is similar and thus deserves equal treatment.

Second, the *Access & Legitimacy* perspective is characterized by the belief that diversity in the organization helps gaining access to, and legitimacy with cultural diverse markets (Ely & Thomas, 2001). According to this perspective, one should differentiate to gain access and legitimacy, which reflects the 'business case' of diversity. A relevant example in the development cooperation sector may be the sending of migrants to their country of origin, with the underlying idea that have easier access to the people they want to reach due to their previous experiences with the local culture.

Third, the *Integration & Learning* perspective is characterized by the view that diversity brings new insights, skills and experiences to the firm (Ely & Thomas, 2001). Moreover, cultural diversity is included in the organization's mission. Managers stimulate diversity in all the segments of their organization, and value and stimulate different approaches to work, different opinions and insight.

In general, we expected that *Integration & Learning* perspective would offer the strongest positive effects on organizational outcomes, followed by the *Access & Legitimacy* and the *Discrimination & Fairness* perspectives respectively.

1.2. Organizational Diversity Outcomes

We examined the impact of the three diversity perspectives on important organizational outcomes, namely 1) *organizational effectiveness and innovation*, 2) *employee satisfaction* and 3) *a sense of inclusion among employees*. In the following we will explain the importance of each of these outcomes.

First, to maintain or enhance the organization's *effectiveness* in today's changing and often challenging environments, organizations need to be *innovative* (West & Anderson, 1996). One important aspect of innovation is creativity, as creativity often leads to the development of original ideas that are useful or influential. Innovation is important for the continued development of any organization (Paulus & Nijstad, 2001).

Second, *employee satisfaction* has important value to the functioning of the organization. Satisfied employees are likely to be more motivated and creative. In contrast,

possible consequences of low job satisfaction include absenteeism and conflict within the organization (Cox, 1993).

Third, the organization and the work team that employees are part of, may become important identities for employees. Much time is spent at work and therefore what you do and who you are at the workplace may become important for how you define yourself (Luijters, 2008). If employees identify with the organization they are more likely to put effort in the direction of organizational goals (Dutton, Dukerich, & Harquail, 1994). The challenge that cultural diverse organizations face is creating an identity in which employees feel they belong, but also are allowed to be different. In this way, employees may still feel included in their organization (Luijters). An employee's *sense of inclusion* in the organization entails that the employee feels to belong and appreciated in the organization, but also has room to show his or her unique self (Uphaus, Otten & Van der Zee, 2010).

1.3. Underlying Factors

As outlined above, we expected that diversity perspectives of an organization to have an impact on diversity outcomes. We thought that this could happen via two underlying factors, namely 1) through their impact on the organizational climate and 2) through their impact on employees' attitudes.

First, we examined the role of the organizational *diversity climate* as a possible underlying factor responsible for the relationship between organizational diversity perspectives and organizational outcomes. It may be expected that in part, the organizational diversity climate as experienced by employees, will be a reflection of the management's perspective of on diversity (Luijters, 2008). Two climate components are central in this organizational diversity climate, namely openness towards and appreciation of cultural diversity (Cox, 1993). Previous research has shown that an open diversity climate has positive consequences for related work outcomes, such as job satisfaction and identification (e.g., Hicks-Clarke & Iles, 2000; Luijters, 2008).

Second, we examined whether employees' attitudes towards diversity also functioned as an underlying factor. More precisely, we examined whether employees experienced diversity as being mostly *beneficial* or as mostly *threatening*. As discussed earlier, diversification may include several benefits for an organization, such as improving of the organization's image, getting access to diverse markets, and higher creativity (Ely & Thomas, 2001). Thus, cultural diversity may help fulfilling organizational goals. Employees may perceive these positive effects of diversity, but may also feel threatened by its potential

negative effects. These threats are often more personal in nature. For instance, employees may feel insecure on how to deal with other cultures within the organization or even about their own position in the organization. Previous research has also indicated that employees' perceptions do play an important role determining actual work outcomes: positive diversity attitudes were shown to have a positive impact, whereas negative diversity attitudes were shown to have a negative impact on organizational outcomes (e.g., Homan, Van Knippenberg, Van Kleef & De Dreu, 2007; Van der Zee, Paulus, Vos & Parthasarathy, 2009).

2. The Present Research

The present research took place as part of a master-thesis project within the Research Master Programme in Behavioral and Social Sciences at the University of Groningen. The project was executed by the Institute of Integration and Social Efficacy, a multidisciplinary, inter-university research institute focusing on ways in which a socially resilient society may be created. The research was conducted in close collaboration with PSO, which is a branch-organization of development cooperation organizations in the Netherlands with the aim of capacity-building of social organizations in developing countries. The project took place as part of PSO's focus on migration and development, with the aim to optimally use the potential of migrants in development cooperation.

The aim of the present study was to examine the link between the organization's vision on diversity and organizational outcomes. More precisely, we aimed to examine the impact of three possible diversity perspectives of *Discrimination & Learning*, *Access & Legitimacy*, and *Integration & Learning* on the work outcomes of effectiveness and innovation, employee satisfaction, and a sense of inclusion among employees.

2.1. Participants and Procedure

129 people participated in the present study. 16.3% participants reported to have a different cultural background, 69.0% were female, and the average age of the participants was 42.3 years old. They worked in 6 different organizations in the Dutch development cooperation sector. Organizations were recruited through sending out e-mails and recruiting at symposia. Small as well as large organizations were included, ranging from 23 to 350 employees. In each participating organization, digital questionnaires were sent out through a link per e-mail to all employees. In this mail, employees were informed that the questionnaire focused on their perceptions of and experiences with diversity in their organization. The average response

rate per organization was 36%. The questionnaire data were examined with statistical analyses (SPSS) and form the main body of the current research. In addition, per organization one semi-structured interview was conducted with an employee specifically concerned with the topic of cultural diversity (e.g., with a HR-manager or a personnel adviser). These interviews specifically focused on assessing the view of management on the organizational diversity perspective that is prevailing in the organization.

2.2. Results

2.2.1. Relationships between diversity perspectives and organizational outcomes

First, we examined the direct relationships between diversity perspectives (*Discrimination & Fairness*, *Access & Legitimacy*, and *Integration & Learning*) and organizational outcomes (effectiveness and innovation, employee satisfaction, and a sense of inclusion among employees).

First, we found that only the *Integration & Learning* diversity perspective was positively related to *innovation*. Surprisingly, only the *Discrimination & Fairness* perspective was associated with higher levels of *organizational effectiveness*. A plausible post-hoc explanation may be that day-to-day effectiveness may initially suffer from cultural diversity in the organization (e.g., Jackson et al., 1991), but on the long term may be more beneficial for innovation. See Table 1 for the associations between the variables.

Second, we found that the same diversity perspective may have a different impact for majority versus minority employees. For minority employees *Integration & Learning* contributed most to their satisfaction and sense of inclusion. For Dutch-cultural background respondents, however, *Discrimination & Fairness* enhanced their satisfaction and sense of inclusion. As mentioned previously, one of the characterizing features of the *D&F*-perspective is that people with different backgrounds are welcome in the organization, but that at the same time they are expected to adapt to the existing (white) standard (Ely & Thomas, 2001). Therefore, Dutch-cultural employees may experience *D&F* as the safest perspective: in this perspective their views, norms and values are reinforced, and not challenged by other world-views (Van der Zee, 2003).

Noteworthy is that we did not find any significant effect for the *Access & Legitimacy* perspective on the organizational outcomes. This runs against our expectations, because we expected that after *I&L*, *A&L* would generate the best impact on organizational outcomes. One reason may be that the idea of matching personnel to target groups is not such an attractive option for organizations in the development cooperation sector. Instead, it may be

more important (for gaining access and legitimacy in the Dutch society) that the organization has a fair and open-minded image to impact relationships with donors and partners.

Table 1. Associations between the diversity perspectives and organizational outcomes Dutch-cultural respondents and other-cultural respondents separately

		<i>D&F</i>	<i>A&L</i>	<i>I&L</i>
Complete file	Innovation	.07	.16	.23*
	Organizational Effectiveness	.20*	.13	.13
	Employee Satisfaction	.26*	.02	.24*
	Sense of Inclusion	.29*	.06	.20*
Dutch-cultural respondents	Innovation	.06	.11	.15
	Organizational Effectiveness	.17	.15	.08
	Employee Satisfaction	.29*	.04	.10
	Sense of Inclusion	.31*	.11	.12
Other-cultural respondents	Innovation	.15	.60*	.59*
	Organizational Effectiveness	.40	.27	.45*
	Employee Satisfaction	.15	.28	.47*
	Sense of Inclusion	.26	.25	.47*

Note: 129 respondents (108 Dutch-cultural and 21 other-cultural)
Statistically significant results are marked with a * ($p < .05$)

2.2.2. Underlying factors

As a next step in our analyses, we looked for possible underlying processes that may explain the observed links between diversity perspectives and organizational outcomes (for the majority and minority group together). As specified in the introduction, we examined the influence of the organizational diversity climate and attitudes of employees.

The role of diversity climate: We found that an open diversity climate functioned as an underlying factor in the positive relationship between *Integration & Learning* and employees' *sense of inclusion* in the organization. Our findings suggest that the perspective of *I&L* creates a climate in the organization where there is more *openness* to and *appreciation* of cultural diversity. This consequently makes people feel as both more belonging and unique.

The role of positive attitudes (benefits): We found that employees' positive attitudes towards diversity functioned as an underlying factor in the positive relationship between *Discrimination & Fairness* and *employee satisfaction*. Specifically, we found this to be the case for the perception that cultural diversity may be useful to improve the organization's image. In the *D&F*-perspective, individuals from other-cultural backgrounds are mainly employed for the reason that it is fair to do so (Ely & Thomas, 2001). In other words, in the *D&F*-view, an organization with many employees from different cultures may be perceived as a very 'fair organization' (e.g., Greenberg, 1990). Thus, this idea of 'doing something good' or 'working in a fair organization' may create positive feelings and therefore may explain the positive impact of the *D&F*-view on employee satisfaction.

The role of negative attitudes (threats): We found that also employees' negative attitudes towards diversity functioned as an underlying factor in the same positive relationship between *Discrimination & Fairness* and *employee satisfaction*. Specifically, we found this to be the case for the negative perception that cultural diversity may form a threat for the own position in the organization. The pattern we found is that *the more* employees perceive their organization to have the *D&F*-perspective, *the less* people feel threatened in their own position. As a consequence, employees feel *more* satisfied. The reason for this may be that *D&F* communicates that 'background does not matter' (Ely & Thomas, 2001). As a consequence, Dutch-cultural employees may not experience cultural diversity to be a threat to the own position. In contrast, in the *Access & Legitimacy* and *Integration & Learning* perspectives, cultural diversity is explicitly valued. This may lead to an experience of threat on the side of Dutch-cultural employees. In general, this finding shows that in organizations with an *A&L* or *I&L* perspective it is important to communicate that *everyone* is valued for what he or she brings in. Dutch employees should not get the feeling that they are less valued than their other-cultural counterparts.

2.2.3. Interview versus questionnaire results

In this research we specifically focused on employees' opinions about which diversity perspective best described their organization. We also asked the employees which perspective they thought was most desirable for their organization. Interestingly, we found that in most organizations, employees rated *Discrimination & Fairness* to be currently in place, whereas they indicated to regard the *Integration & Learning* perspective to be most desirable for their organization. Next to that, we interviewed managers on which perspective they advocated for their organization. Comparing questionnaire with interview data yielded interesting results.

Our comparison revealed that the results of the interviews with managers were closer to what employees thought was *desirable* for their organization (namely *I&L*); than to what they thought was the *prevailing* perspective in their organization (namely *D&F*; see Table 2 for an overview of the perspectives per organization). One of the possible explanations of this gap may be that fairness-interventions are still most common in organizations, even if organizations report to have an A&L or I&L perspective (in line with findings of Tanghe, Van der Zee, & Postmes, 2010). Thus, there may be a gap between the *vision* of management and the *achievement of this vision*.

Table 2. Comparison results questionnaires with interviews

<i>Organization</i>	<i>Questionnaire (prevailing perspective)*</i>	<i>Questionnaire (desirable perspective)*</i>	<i>Interview manager**</i>
1.	D&F	I&L	I&L (elements of D&F/A&L)
2.	D&F	I&L	A&L/I&L
3.	I&L	I&L	I&L
4.	D&F	I&L	I&L (elements of D&F)
5.	D&F	I&L	D&F
6.	D&F	I&L	I&L (elements of D&F/A&L)

*Based on highest average score. It should be noted that generally the means of the three perspectives are not far removed from each other, meaning that also the other perspectives are perceived by employees.

**Based on analysis of quotes

3. Recommendations

What insights do the present findings reveal for the development of organizations who wish to diversify? First, as expected, we found that the *Integration & Learning* perspective was associated with higher levels of innovation. Unexpectedly, we found that *Discrimination & Fairness* was associated with higher levels of day-to-day effectiveness. In this regard, it is important to realize that investing in diversity often leads to better performance on the long term, but that initial investment is needed before this will be the case (Watson, Kumar, & Michaelsen, 1993). Thus, as practical recommendation, it is important for managers not to be too impatient if the desired results are not showing immediately and to take measures (e.g.,

interventions to improve relations between the minority and majority group) to overcome those factors that may hinder initial effectiveness.

Second, the present research shows that diversity perspectives differently impact the minority versus majority employees. For minority employees *Integration & Learning* contributed most to their satisfaction and sense of inclusion, whereas for Dutch-cultural background respondents, *Discrimination & Fairness* enhanced their satisfaction and sense of inclusion. Previous research has shown that the *I&L*-perspective in the end may offer the best results for organization, because it focuses on the potential that diversity may bring for innovation and creativity (Ely & Thomas, 2001; Luijters, 2008). Interestingly, in the current research also employees from a majority background do rate the *I&L*- perspective as the most *desirable* for their organization. The *I&L* perspective entails that *every* individual is valued for his or her unique input; hence, this explicitly does *not* mean that employees with a different cultural background are more useful to the organization than employees with a Dutch cultural background. In that light, it is not needed for Dutch employees to feel threatened. A practical recommendation is to communicate this effectively and to invest in *both* employees from a cultural minority background *as well as* in employees from a Dutch-cultural background (in line with findings of Tanghe et al., 2010).

Third, the current research shows that diversity perspectives do have relevant impact on work outcomes, but that there is a gap between what employees consider is the currently practiced perspective by their organization (mostly *D&F*), and the perspective that the management advocates (mostly *I&L*). Therefore, a practical recommendation may be that managers, before they write policies and implement interventions, go back to the question what they actually want to gain from diversity in their organization and to bring current practices in line with their vision (in line with Tanghe et al., 2010). More specifically, leaders and managers *should 1) develop a clear vision on what they want from diversity, 2) rethink their current policies and think about which vision they were communicating, and 3) rethink whether there is a gap (or not) between the organization's vision on diversity and the current practices*. Although previous research has shown that the *I&L*-perspective in the end may offer the best results (Ely & Thomas, 2001; Luijters, 2008), this is not the only consideration to make in the choice of a perspective. It is of higher importance that the perspective on diversity fits the aims and goals of the organization (Tanghe et al.).

The current research and its practical implications should be placed in the context of earlier research on possible *interventions* in order to make diversity more successful. Tanghe and colleagues (2010) suggest that it is important that there is a *fit* between the organization's

diversity perspective on the one hand and possible interventions on the other hand. If a certain intervention is not corresponding with the underlying vision of the organization, a ‘mismatch’ may occur, thereby enhancing the chance the intervention may be misunderstood and therefore less effective (Tanghe et al., 2010). For a full discussion of possible interventions and their relation to organizational perspectives we would like to refer you to this report written by Tanghe and colleagues (2010)¹. This paper offers a good starting point for finding interventions that may fit your organization.

To conclude, the most important practical recommendations of this paper are 1) to formulate a clear vision regarding what diversity may mean to the organization, and to bring organizational practices in line with this vision, 2) to invest both in minority as well as in majority employees, and 3) to give sufficient room and time for employees to develop creative and innovative behavior. Managing diversity may not always be easy, but there is a world to win. We hope this report will contribute to a more integrative view on diversity management, enabling organizations to gain from the benefits cultural diversity may bring.

¹ Chapter 7 “**Verkenning van effectieve interventies ter bevordering van arbeidsintegratie**” of the ISW research report: “**Werkt diversiteit? Arbeidsintegratie en vertrouwen in een kleurrijke samenleving**” specifically deals with concrete interventions and the fit between the organizational perspective and these interventions.

4. Summary in Dutch / Samenvatting

De samenleving en daarmee ook het werk zijn de afgelopen jaren steeds cultureel diverser geworden. Culturele diversiteit kan zowel positieve als negatieve consequenties hebben voor de organisatie. Onderzoek heeft uitgewezen dat de manier waarop organisaties met diversiteit omgaan hierin bepalend kan zijn. Er kunnen verschillende redenen bestaan waarom organisaties geïnteresseerd zijn in het nastreven van diversiteit. Op basis van eerder Amerikaans onderzoek zijn drie perspectieven achterhaald. Ten eerste het *Discriminatie en Billijkheid* perspectief, dat wordt gekenmerkt door de overtuiging dat een cultureel diverse organisatie een morele noodzaak is om te zorgen dat recht gedaan wordt aan alle mensen in de samenleving. Ten tweede, het *Toegang en Legitimiteit* perspectief, wat wordt gekenmerkt door de overtuiging dat diversiteit helpt om toegang te krijgen tot diverse markten en doelgroepen. Ten derde, het *Integratie en Leer* perspectief, wat gekenmerkt wordt door een direct verband tussen diversiteit en de doelen van de organisatie. Het idee hierbij is dat culturele diversiteit zorgt voor meer visies en ervaringen in de organisatie, wat weer kan leiden tot een verhoogde creativiteit en innovatie.

Het huidige onderzoek heeft uitgewezen dat deze perspectieven belangrijke organisatie-uitkomsten zoals effectiviteit, innovatie, arbeidstevredenheid en een gevoel van inclusie in de organisatie beïnvloeden. We verwachtten de meest positieve invloed van het *Integratie en Leer* perspectief, omdat de relatie tussen diversiteit en doelen van de organisatie het meest naar voren komt. Deze verwachting is ook gedeeltelijk uitgekomen, aangezien de resultaten laten zien dat voor werknemers met een andere culturele achtergrond het *Integratie-en-Leer*-perspectief tot de beste uitkomsten leidt. Voor werknemers met een Nederlandse culturele achtergrond lieten de resultaten echter zien dat het *Discriminatie-en-Billijkheids* perspectief tot de beste resultaten leidde. Wij denken dat één van de mogelijke redenen hiervoor is dat Nederlandse werknemers culturele diversiteit kunnen ervaren als bedreigend, zeker aangezien de ontwikkelingssector ten tijde van dit onderzoek zich in een onzekere financiële situatie bevond. In het *Toegang en Legitimiteit*-perspectief en in het *Integratie-en-Leer* perspectief wordt diversiteit immers het meest expliciet gewaardeerd en gepromoot. Eerder onderzoek heeft ook uitgewezen dat het *Integratie-en-Leer*-perspectief uiteindelijk de beste resultaten kan opleveren voor organisaties. Interessant is dat ook werknemers met de Nederlandse culturele achtergrond dit ergens wel appreciëren, aangezien zij wanneer er expliciet naar gevraagd werd wel aangaven het *Integratie-en-Leer*-perspectief als het meest

wenselijke te beschouwen. Tegelijkertijd gaven werknemers aan dat het *Discriminatie-en-Billijkheid* perspectief het meest in hun organisatie voorkwam.

Wat betekent dit nu voor de praktijk in de organisatie? Dit onderzoek laat zien dat het perspectief wat de organisatie heeft inderdaad van belang is voor gerelateerde uitkomsten. Dus, het is dan ook van belang voor leiders en managers om goed over dit perspectief na te denken. Het *Integratie-en-Leer*-perspectief heeft de meeste potentie om werkuitskomsten te beïnvloeden, maar belangrijker is dat het perspectief moet passen bij de doelen en ambities van de organisatie. Daarnaast heeft eerder onderzoek uitgewezen dat het van belang is dat eventuele interventies ook in lijn zijn met het perspectief van de organisatie. Ook kan uit het huidige onderzoek worden afgeleid dat het van belang is om hierbij om te investeren in werknemers van de minderheidsgroep, maar ook de meerderheidsgroep vooral niet te vergeten. Daarnaast is het van belang dat de processen die nodig zijn om creativiteit en innovatie te bevorderen genoeg tijd krijgen, zelfs al lijkt het op het eerste gezicht de dagelijkse effectiviteit te belemmeren. Het kost soms tijd en moeite om de voordelen die diversiteit kan brengen ook daadwerkelijk te benutten. Uiteindelijk is er echter veel te winnen wanneer men hier wel in slaagt, voor zowel de organisatie als de medewerkers.

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