The Impact of Job Industry and Diversity Statements on Organizational Attraction

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Introduction

Research Question:

❖ *How do multicultural vs. colorblind diversity statements interact with job industry to influence organizational attraction?*

### Diversity, Equity & Inclusion (DEI) Initiatives:

❖ US companies spend around $8 billion a year to create more diverse, equitable, and inclusive workplaces (Harris Poll, 2021).
❖ Diversity statements can signal to potential employees how committed an organization is to DEI (Krivoshchekov et al., 2023).

Effectiveness of DEI programs in creating a diverse, equitable, and inclusive workplace

Motivations for establishing a DEI program in the organization
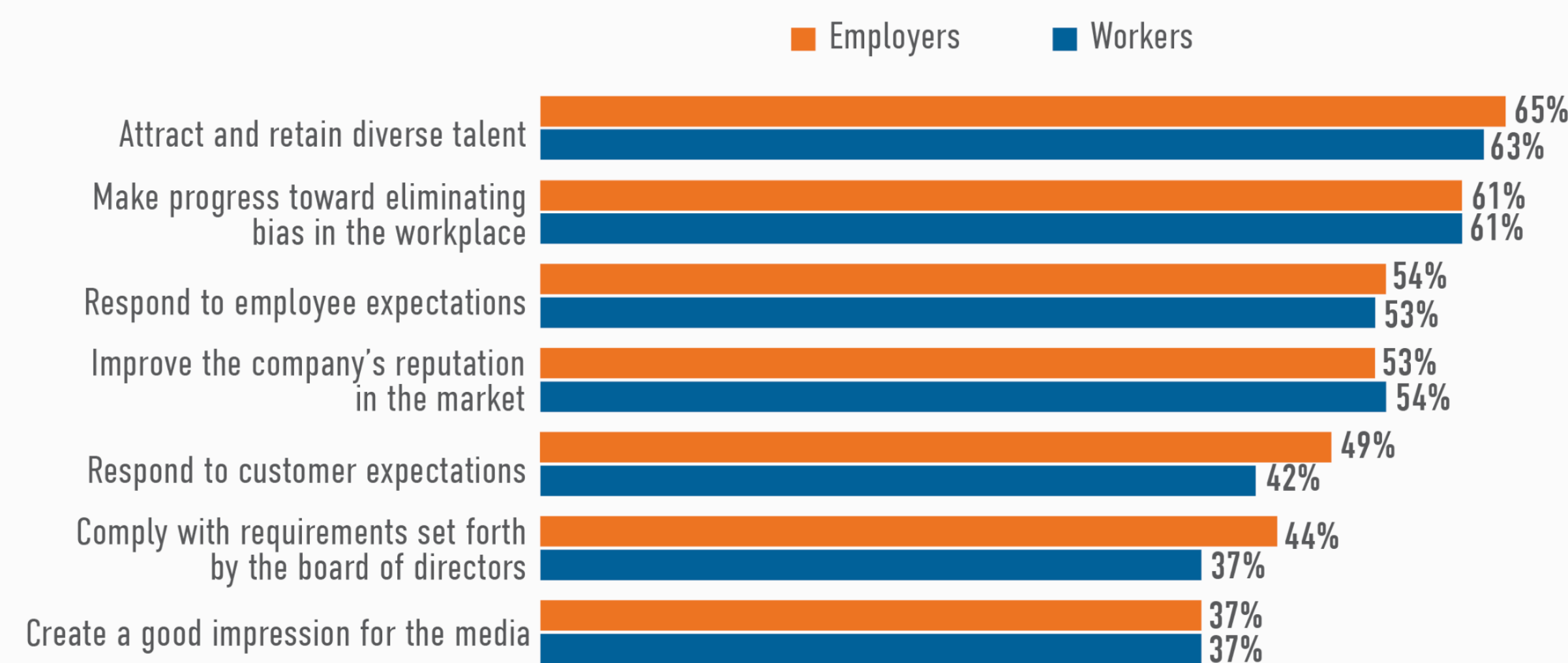
Diversity Statements:

❖ **Multicultural (MC)** approaches value differences and promote messages of respect and belongingness (Stevens et al. 2008).
❖ **Colorblind (CB)** approaches focus on similarities and are perceived as less supportive of stigmatized groups (Dovidio et al., 2016).
❖ The impact of such statements on **organizational attractiveness (OA)** may depend on the diversity and inclusivity of a job industry.

Study Overview & Hypotheses:

❖ We examined how MC vs. CB statements differentially impact the OA of jobs that are gender-typed (education vs. finance).
❖ **H$_1$: MC statements will increase attraction to gender inclusive vs. exclusive fields due to perceived authenticity.**
❖ **H$_2$: Gender of the participant will moderate the predicted interaction between statement type and job industry.**

Methods

Participants & Design:

❖ 131 M-Turk participants (63% Male, 92% White, M_{age} = 36.93)
❖ 2 (statement type: multicultural vs. colorblind) x 3 (job industry: education vs. medical vs. finance) between-subjects design
❖ Cover Story: Participants saw job posting for assistant marketing manager to evaluate different types of recruitment strategies

Manipulations:

❖ Participants viewed a job posting for a marketing manager position which included a company description and statement
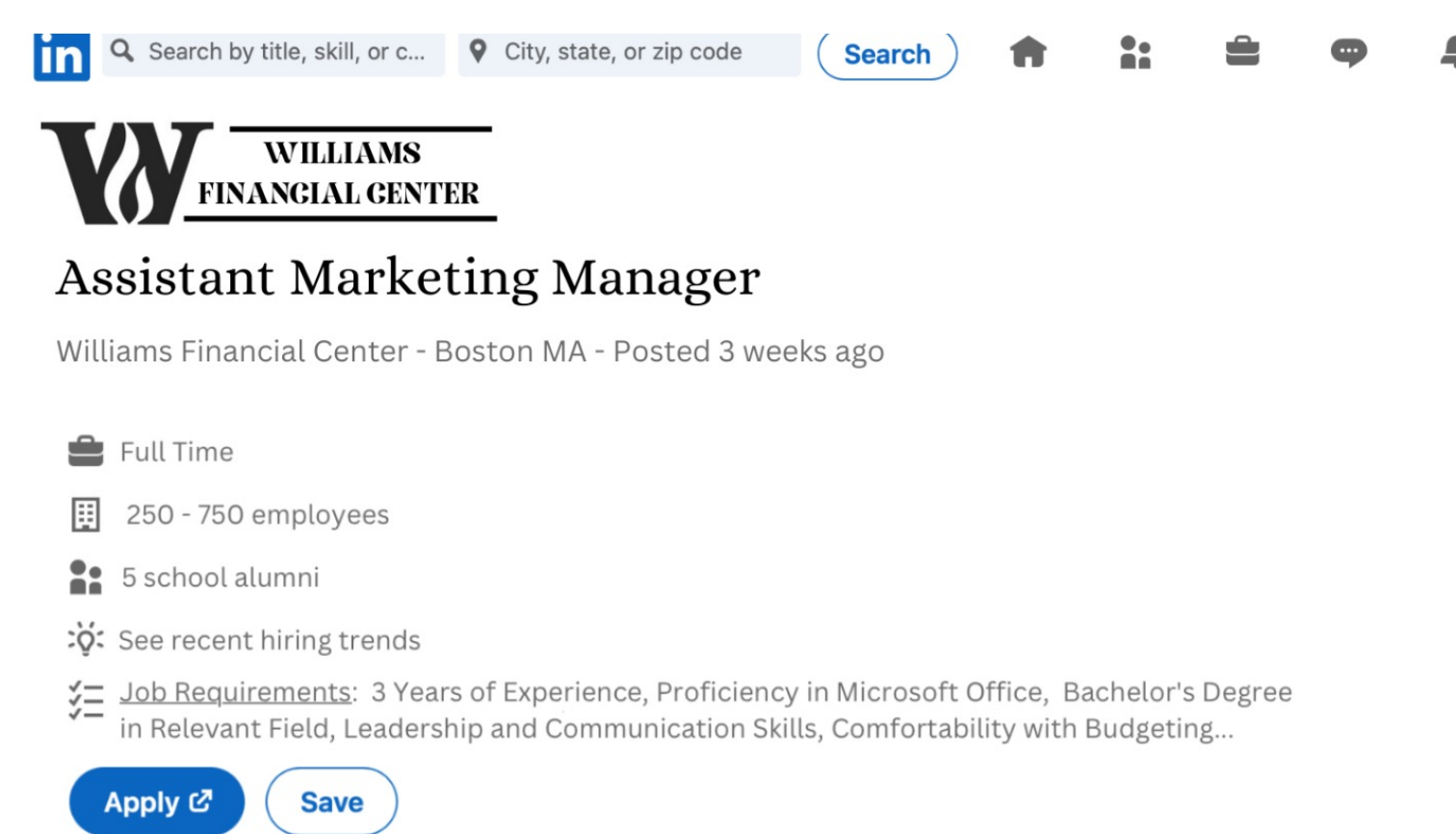
Diversity & Inclusion at Williams: We treat all employees and their distinct / common identifies with respect. We feel that focusing on diversity / unity creates a more exciting, and creative / cohesive atmosphere for our franchise to grow. We prioritize an integrated / harmonious work culture in order to provide our employees with a sense of belonging / meaning and equitable / equal treatment. Our company focuses on recognizing our employees' unique / shared backgrounds, interests, and perspectives. At Williams Financial Center, a diverse / uniform environment helps make our clients feel more comfortable and enables all employees to succeed in the workplace and beyond.

### Measures:

❖ **Perceived Motivation (6 items; α = .70)**
  • **Performative:** Ex. Avoid… looking bad in public eye/potential legal issues/unfavorable comparison to others
  • **Genuine:** Ex. Demonstrate… desire to recruit diversity/goal of creating inclusivity/respect for unique identities

❖ **Organizational Attraction (15 items; α = .90)**
  • **General Attraction:** Ex. This company would be a good place to work, I am interested in learning more about this company, a job at this company would be appealing to me
  • **Intention to Pursue:** Ex. I would accept a job offer from this company, I would make this company one of my first choices, I would recommend this company to a friend
  • **Prestige:** Ex. This is a reputable company to work for, I would find this company a prestigious place to work, this company probably has a reputation of being an excellent employer

Results & Discussion

Perceived Motivation:

❖ Surprisingly, statements were seen as serving both genuine and performative purposes simultaneously (r = .27, p = .002).
❖ Perceptions did not differ by statement type, job industry, or their interaction (all Fs < 1); pattern not moderated by gender (p = .16).
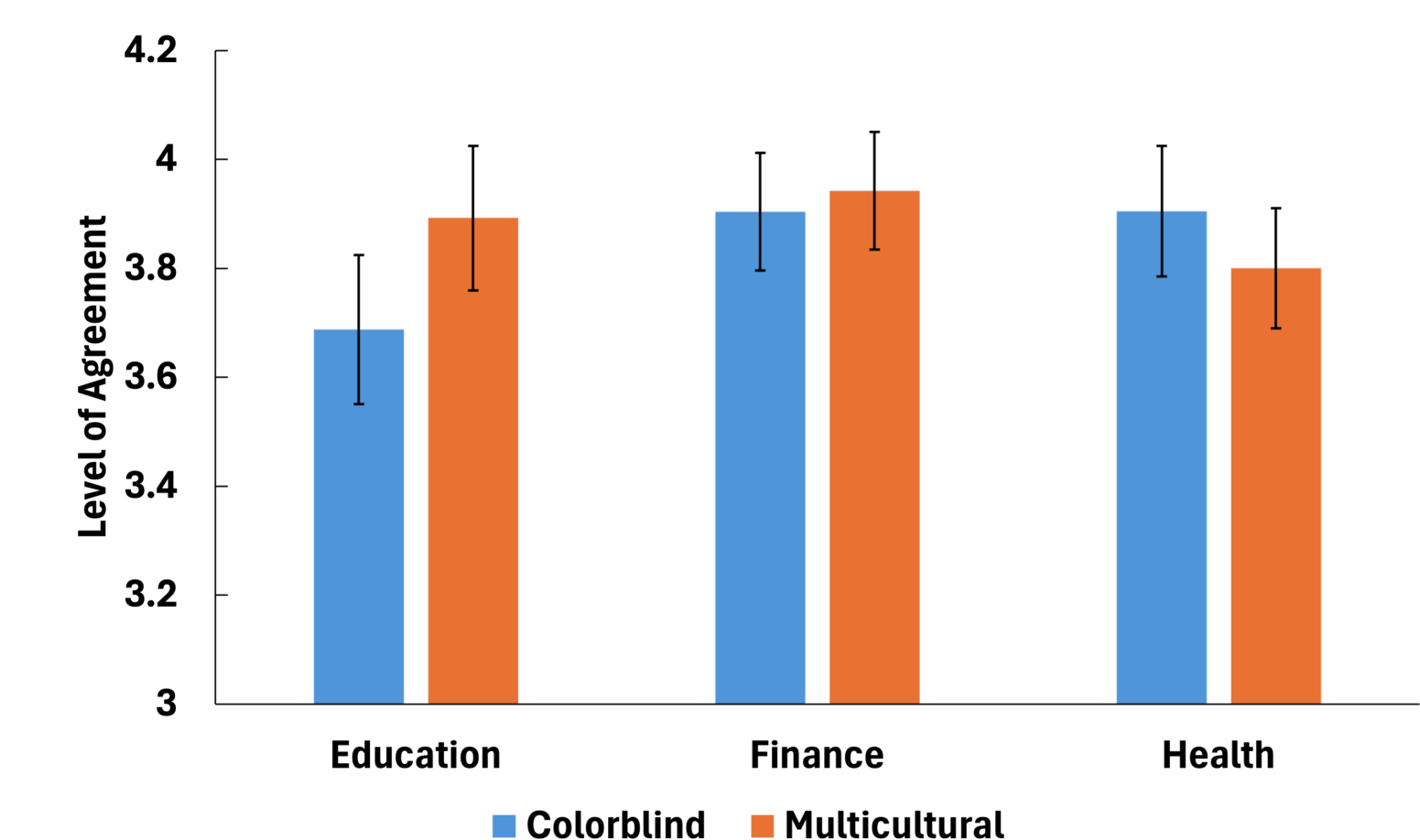
Organizational Attraction:

❖ There were no main effects of statement type or participant gender (all Fs < 1), but job industry effect was marginal (p = .09).
❖ Importantly, a three-way interaction emerged between statement type, job industry, and participant gender, (p = .05).
  • The 2-way was significant for women (p = .01): finance was more attractive with multicultural vs. colorblind statements (p < .01).
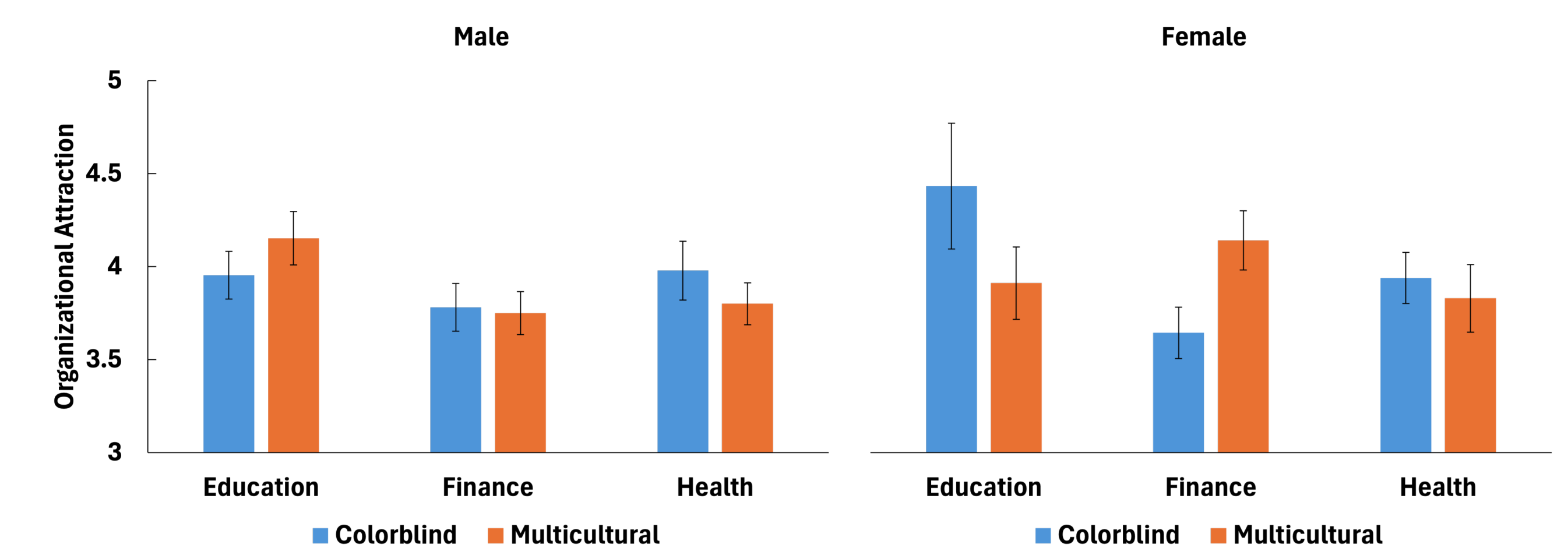
Implications:

❖ Majority members (e.g., men) may not perceive diversity as being relevant to them, resulting in less sensitivity to their content.
❖ Fields that have traditionally been less inclusive may attract more diverse applicants through multicultural statements.
❖ Authentic concern for DEI may be hard to evaluate with diversity statements alone, creating a need for better virtue signaling.

Future Directions:

❖ Studies can explore additional moderators that would influence perceptions of diversity statements, such as political ideology.
❖ Research could examine conditions under which statements are seen as distinctly motivated by genuine vs. performative reasons.