

Diverse approaches to be treated the same

A quantitative research on the relation between diversity approaches and negative treatment experienced by various groups of employees

RESMA Public Administration & Organizational Science

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July 2014

ABSTRACT

Workplace discrimination is an important topic in current public debate in the Netherlands. The study contributes to this debate by examining how diversity approaches affect negative treatment experienced by employees working in different sectors and belonging to different socio-demographic groups. Drawing on workforce diversity and discrimination literature, a pro-equality and a pro-diversity approach are expected to affect these groups of employees differently. Based on survey data on Dutch employees collected by The Netherlands Institute for Social Science the relation between diversity approaches and negative treatment will be examined in general and by groups using Structural Equation Modeling. The findings suggest that, generally, both the pro-equality and pro-diversity approach affect negative treatment but each approach is differently related for the various groups of employees. More precisely, public sector employees mostly benefit from a pro-equality approach and semi-public sector employees from a pro-diversity approach while both approaches work equally well to reduce negative treatment in the private sector. Furthermore, diversity approaches hardly work for LGB individuals, much better for women and best for non-Western individuals. Finally, the study's implications and limitations are discussed.

INTRODUCTION

Workplace discrimination is an important topic in current public debate in the Netherlands (Social and Economic Council | Sociaal Economische Raad [SER], 2014). The debate predominantly focuses on the problem scope of and potential solutions to discrimination. According to The Netherlands Institute for Social Research | Sociaal en Cultureel Planbureau [SCP], about 10% of all Dutch employees experience discrimination mainly in the form of hurtful jokes made by colleagues and in unequal employment conditions compared to peers (Andriessen, Fernee and Wittebrood, 2014). Employees who are confronted with discrimination, can report their experience to the Netherlands Institute for Human Rights [NIHR] which provides advice and if necessary, legal support. The number of discrimination related cases was 498 in 2013 which is 6% higher compared to 2010. More than half of these cases concern discrimination in the workplace (NIHR, 2014). The scope of the problem is hard to define since many employees do not report feelings of discrimination to official authorities.

Recently, Dutch minister Asscher of Social Affairs and Employment introduced a smartphone app to make reporting discrimination easier in order to obtain better insight into the scope of the problem. Furthermore, he commissioned the SER to come up with additional instruments to combat discrimination. The SER (2014) subsequently stated that workplace discrimination often occurs unintentionally making the problem hard to combat. More awareness should be created among employees by starting a national campaign against workplace discrimination and moreover, the SER calls for additional research into potential solutions. The present study continues by focusing on the way workforce diversity is approached at workplaces of organizations. More precisely, the study is about diversity approaches in relation to negative treatment experienced at the workplace.

Negative treatment is a more encompassing concept than discrimination. While discrimination is specifically related to someone's background (Shih, Young & Bucher, 2013), this is not necessarily the case for negative treatment. There are several advantages of focusing at negative treatment instead of discrimination. First, this study can paint a complete picture of negative experiences at the workplace. Second, no subjective perception is involved as to whether someone believes that his or her negative experiences are due to personal characteristics or not. For example, a woman might feel that she has less promotion opportunities compared to a male colleague because of her gender while this is not the actual reason. The concept of negative treatment avoids this subjectivity and hence the present study builds further upon discrimination literature.

Employees experience discrimination and negative treatment in all types of organizations (Koppes, De Vroome, Mars, Janssen, Van Zwieten & Van den Bossche, 2011). There are theoretical reasons to expect that public and private sector employees experience different levels of negative treatment. In addition, previous empirical studies on discrimination show that differences between public and private organizations exist (Channar, Abbassi & Ujan, 2001; Koppes et al., 2011; McKeon, 2009; Melly, 2005). The findings of these studies are mixed. The discussion will be enriched by connecting discrimination and workforce diversity literature. The workforce diversity literature suggests that public and private organizations approach diversity differently (Groeneveld & Verbeek, 2012; Kellough & Naff, 2004; Kirton & Greene, 2010). Experiences with negative treatment might be affected by the way organizations approach workforce diversity.

Workforce diversity is about differences in employees' personal characteristics such as gender, ethnicity and sexual orientation. It has been a salient management issue in organizations since the last two or three decades (e.g. Ashikali & Groeneveld, 2013; Ely & Thomas, 2001; Groeneveld & Verbeek,

2012; Pits & Wise, 2010). Whereas many previous studies are about diversity policies, the current study concerns the way diversity is culturally embedded in the workplace. It is argued that organizations approach workforce diversity broadly in two different ways. On the one hand, organizations approach workforce diversity as a problem because it might result in inequality between employees (e.g. Colvin, 2007; Dipboye & Colella, 2005; Hoque & Noon, 2004). This is called the *pro-equality approach*. On the other hand, organizations might rather have a *pro-diversity approach* based on the belief that differences between employees lead to higher employee satisfaction, commitment and performance (e.g. Ashikali & Groeneveld, 2013; Choi & Rainey, 2010; Guillaume, Dawson, Priola, Sacramento, Woods, Higson & West, 2013; Roosevelt Thomas, 1990; Van Knippenberg, De Dreu & Homan, 2004). Although the aim of the pro-equality approach is most associated with combating negative treatment, emphasizing workforce diversity as a problem might also result in employees believing that differences between employees are problematic. Contrastingly, while the pro-diversity approach does not aim at combating negative treatment, it might be effective in doing so since the likeliness of social categorization reduces (Brewer & Brown 1998; Miller & Brewer, 1984). The present study will empirically examine how these two approaches are related to negative treatment.

Since workforce diversity is about differences between employees, the current study will also address whether the relation between diversity approaches and negative treatment differs for employees working in different sectors and belonging to different socio-demographic groups. Sectoral differences are important in relation to workforce diversity since public and private sector organizations have different motivations for developing diversity policies (Groeneveld & Verbeek, 2012; Kellough & Naff, 2004; Kirton & Greene, 2010). The HRM literature is mainly concerned with understanding how diversity practices at the organizational level affect employee's perceptions at the individual level (Guillaume et al., 2013). In this context, Wright and Nishii (2012) state that policy implementation is concerned with three levels of analysis: intended, actual and perceived practices. The way policies are intended is not necessarily the way it is subsequently implemented and perceived (Wright & Nishii, 2012). The present study moves from the intended to the perceived level. Diversity approaches are, however, not about the perceptions of policy instruments but rather on the workplace culture. The assumption is that perceptions about instruments and the workplace culture are largely the same. As such, it will be examined whether public and private diversity policies are in line with diversity approaches at public and private workplaces. Moreover, the effect of the pro-equality and pro-diversity approach across the sectors will be studied. The findings might help organizations adapting their diversity approaches in the most appropriate way to combat negative treatment.

So far this introduction only focused on the public-private distinction as it is common in previous research on workforce diversity (e.g. Byron, 2010; Channar, Abbassi & Ujan, 2011; Groeneveld & Verbeek, 2012; Kellough & Naff, 2004; Leasher & Miller, 2012). The present study builds further upon this twofold distinction by including semi-public sector organizations as well. A threefold distinction comes closer to reality because, due to New Public Management [NPM], the semi-public sector has grown significantly during the last three decades. Scholars call this development *agencification* (e.g. Osborne & Gaebler, 1992; Verhoest, Van Thiel, Bouckaert & Laegreid, 2012). The semi-public sector is – at least in the Netherlands – even larger than all ministries together given its budget and number of employees (Van Thiel, 2012). Semi-public organizations have more autonomy compared to the central government in order to work more business-like. As such, semi-public organizations are mistakenly neglected or considered as 'just public'. Based on the rationale of NPM, the position of semi-public organizations on the

public-private dimension is assumed to be in the middle which might have implications for the prevalence and effectiveness of diversity approaches in semi-public organizations.

Finally, the relation between diversity approaches and negative treatment will be examined for various socio-demographic groups. Research including various groups of employees is scarce since many studies do not differentiate between minorities at all (Ashikali & Groeneveld, 2013; Kellough & Naff, 2004; Pitts, 2006; Pitts, 2009; Shih et al., 2013) or focus on one diversity dimension only. For example, gender (DeHart-Davis, Marlowe & Pandey, 2006; Hoogendoorn, Oosterbeek & Van Praag, 2013), ethnicity (Brief, Butz & Deitch, 2010; Ashikali & Groeneveld, forthcoming) or sexual orientation (Button, 2001; Colvin, 2000, 2007). The present study focuses on all three diversity dimensions. Diversity approaches might either be aimed at minority groups or at all employees within the organization. However, since minority members are more likely to experience negative treatment (DiTomaso, Post, Parks-Yancy, 2007; Corell & Ridgeway, 2003), it is important to examine how the pro-equality and pro-diversity approach affect majority versus minority groups and minority groups compared to each other. All of the above is captured in the following research question(s).

Central research question:

How do diversity approaches affect negative treatment experienced by employees working in various sectors and belonging to various socio-demographic groups?

Sub questions:

1. What are the differences in levels of negative treatment experienced by public, semi-public and private sector employees?
2. How do public, semi-public and private sector employees perceive their organization's approach to workplace diversity?
3. How are diversity approaches related to negative treatment experienced by employees?
4. To what extent do diversity approaches affect negative treatment experienced by employees working in various sectors differently?
5. To what extent do diversity approaches affect negative treatment experienced by various socio-demographic groups differently?

Summing up, the aim of this thesis is twofold. First, describing the prevalence of negative treatment and the two diversity approaches across the sectors (sub questions 1 and 2). Second, examining the relation between the two approaches and negative treatment in general and for various groups of employees (sub questions 3, 4 and 5). The study is based on a secondary analysis of quantitative data on Dutch employees provided by the Netherlands Institute for Social Research. Analysis of variance and Structural Equation Modeling will be used in order to test hypotheses on the relation between diversity approaches and negative treatment. The subsequent part of this thesis outlines the theoretical framework. Subsequently, data collection and method are further explained followed by the results section, conclusion and discussion.

THEORETICAL FRAMEWORK

The theoretical framework below is broadly divided in two sections. Part one is about the prevalence of negative treatment and diversity approaches across the public, semi-public and private sector. The

second part covers the relation between diversity approaches and negative treatment. Moreover, differences in this relation between various groups of employees are addressed.

SECTORAL DIFFERENCES

Negative treatment across sectors

Employees experience negative treatment in all types of organizations (Koppes et al., 2011). It is expected that some fundamental differences between the public and private sector influence the prevalence of negative treatment. Based on the idea of the public sector functioning as a role model, its tendency to formalize rules and the fact that its employees are motivated by working for society, it is assumed that negative treatment occurs less in the public than in the private sector.

First, the public sector acts as a role model to the private sector (Groeneveld & Verbeek, 2012). A role model that deals with political pressure and media attention. During the 1960s, public sector organizations were among the first to emphasize the importance of employing a diverse workforce that reflected the diversity of the population and argued for this by referring to public values of legitimacy and social justice. Private sector organizations began to support the importance of a diverse workforce much later, around the 1980s/1990s (Groeneveld & Verbeek, 2012; Kirton & Greene, 2010). Historically seen, it is thus reasonable that public sector organizations dealt much earlier with potential negative treatment than private organizations did. It is therefore likely that public sector organizations have more experience in successfully combating negative treatment and hence public sector employees are expected to report less negative treatment compared to private sector employees.

Second, public sector organizations are characterized by administrative constraints (Christensen & Laegreid, 2001; Hood, 1995). Consequently, these organizations have usually more formal rules compared to private sector organizations. These formal rules are often controlled by external authorities (Bozeman, 2000; Rainey, 2009). It is therefore plausible that, in addition to having more experience, public sector organizations more frequently formalize rules addressing negative treatment. Public managers are expected to comply to these rules regardless their own preferences and will be held responsible in case they refuse. As such, it is likely that public sector employees have a lower risk of experiencing negative treatment than private sector employees.

Third, the work motivation of public and private employees differs (Perry, 1996; Rainey & Bozeman, 2000; Wright, 2001). The Public Service Motivation theory refers to the willingness of individuals to work in the public sector (Perry, 1996). It suggests that civil servants are predominantly motivated by social interest willing to solve social problems while private employees are rather self-interested in making money. Since civil servants are more dedicated to social interest, they are probably more open-minded towards diversity in society and subsequently towards workplace diversity. As such, public sector employees respect (differences between) their fellow colleagues and are less likely to treat them negatively. It is therefore plausible that public sector employees experience less negative treatment compared to private sector employees.

The sectoral differences mentioned above particularly concern public and private organizations. However, since the last three decades, a semi-public sector has been developed due to agencification (e.g. Osborne & Gaebler, 1992; Verhoest, Van Thiel, Bouckaert & Laegreid, 2012) and should be taken into account as well. Semi-public sector organizations have more autonomy compared to the central government in order to work more business-like. The position of these organizations is therefore assumed to be in the middle of the public-private dimension. As such, semi-public sector organizations

are - compared to public organizations - less and – compared to private organizations – more associated with being a role model, having formal rules, external control and Public Service Motivation among their employees. The expectation is therefore that semi-public sector employees experience more negative treatment than public employees but less than private employees.

Although some researchers have previously emphasized the importance of differentiating between types of organizations (Kellough & Naff, 2004, Groeneveld & Verbeek, 2012; Pitts, 2006; Zanoni, Janssens, Benschop, Nkomo, 2010), only a few discrimination scholars have actually done so (Byron, 2010; Channar, Abbassi & Ujan, 2001; Leasher & Miller, 2012). The scholarly literature distinguishes only between public and private sector organizations and is inconclusive about whether the public or private sector is more or less discriminatory, probably because studies are performed across different countries. Channar, Abbassi and Ujan (2011) performed a survey on gender discrimination at the workplace of public and private organizations in Pakistan. They found that women were more discriminated than men in both public and private organizations whereby discrimination was most experienced in the private sector. Byron (2010) analysed legally verified cases of race and sex discrimination from the Ohio Civil Rights Commission and reported no difference between the sectors. Instead, the study suggests elevated rates of promotion discrimination in the public sector and elevated rates of firing discrimination in the private sector. Leasher and Miller (2012) analysed a dataset from the Ohio Civil Rights Commission and found no dependence upon the sectors regarding discrimination claims based on race, gender and age either. Furthermore, Melly (2005) assessed wage differences between men and women in the German public and private sector and McKeon (2009) did the same for Turkish organizations. Whereas Melly found that earnings are unequal - for men they are higher in the private sector and for women in the public sector - McKeon reported no significant difference in the public sector but only a wage gap in the private sector in favor of men. Koppes et al. (2011) show furthermore that 5,7% of Dutch employees across all kinds of industries felt personally discriminated in 2010 whereby civil servants scored above average (6.6%). As it turns out, discrimination scholars are inconclusive about whether the public or private sector is more or less discriminatory. The current study contributes guided by the arguments presented above. For this reason, the following hypothesis is formulated.

H1: Negative treatment is least experienced among public sector employees, more among semi-public sector employees and most among private sector employees.

Diversity approaches within organizations

A potential solution to negative treatment can be found in the way organizations approach workforce diversity. A diversity approach is defined as 'the way diversity is culturally embedded in the workplace'. It is different from diversity policies because policies are written down at the organizational level and approaches are perceived at the workplace. Also, policies are about objective instruments while approaches refer to the subjective culture in the workplace. Policies and approaches are supposed to be interrelated. On the one hand, from a top-down perspective, policies may affect employee perceptions. On the other hand, from a bottom-up perspective, employee perceptions may influence the policies designed at the organizational level (Sabatier, 1986). The next section briefly elaborates on the literature about diversity policies, followed by a discussion of diversity perspectives in order to clarify what is meant by diversity approaches. An overview of their relatedness is displayed in figure 1.

The scholarly literature broadly identifies three types of diversity policies at the organizational level: Affirmative Action (AA), Equal Employment Opportunity (EEO) and Managing Diversity (MD)

policies (Groeneveld & Verbeek, 2012; Roosevelt Thomas, 1990; Van Dijk, 2013; Van Knippenberg et al., 2004; Verbeek, 2012). Whereas AA and EEO are designed based on an equality framework, MD starts from a diversity framework. AA aims at an equal representation of groups in society within work organizations, EEO focuses on providing all these different groups equal opportunities within the work organization (such as equal chances of salary, training and promotion) and MD aims at adequately managing dissimilarities of employees as such that (groups of) employees exchange information with each other and make subsequently well informed decisions. The equality and diversity framework are also largely reflected in the three cultural perspectives on workforce diversity mentioned by Ely and Thomas (2001).

In their qualitative study on work group functioning Ely and Thomas (2001) distinguish the *integration-and-learning* (I&L), *access-and-legitimacy* (A&L) and *discrimination-and-fairness perspective* (D&F). These perspectives refer to “normative beliefs about the value of cultural identity at work and expectations about the kind of impact, if any, cultural differences can and should have on the group and its work” (p. 234). The first perspective, I&L, entails that the insights, skills and experiences employees have developed as members of various cultural identity groups are potentially valuable resources with regard to learning processes of work groups. In the second perspective, A&L, the value of diversity is based on a recognition that the organization’s markets and constituencies are culturally diverse and in order to get access to these markets and constituencies, organizations aim to match their own workforce. The organization gains legitimacy in this way. The third perspective, D&F, is morally driven in terms of ensuring justice and fair treatment of all members of society. It focuses on providing equal opportunities, suppressing prejudicial attitudes and ultimately the elimination of discrimination. The D&F and I&L perspectives obviously find their origin in either the equality or diversity framework. The framework of the A&L perspective is, however, more ambiguous. Although the cultural perspectives provided by Ely and Thomas (2001) come closer to diversity approaches, they are not the same. There are two main differences. First, perspectives concern the employees’ personal belief about the value of diversity while approaches are about their perception on how diversity is culturally embedded in the workplace. An employee’s personal opinion is thus less involved with diversity approaches. Second, Ely and Thomas (2001) studied perspectives particularly in relation to the functioning of work groups while approaches are about the workplace more generally.

Expectations about the way organizations approach diversity are derived from past research on workforce diversity. Despite the fact that scholars have basically identified three types of diversity policies and perspectives, the literature has a bi-theoretical character. On the one hand, research has focused on negative outcomes from an equality framework (e.g. Colvin, 2007; Dipboye & Colella, 2005; Hoque & Noon, 2004). Organizations focusing at the potential negative outcomes of diversity see diversity as a problem. More specifically, the assumption of this approach is that differences between employees result in, for example, inequality of resources, bullying and conflict. Organizations may avoid or reduce these kinds of problems with a *pro-equality approach*. As mentioned before, AA and EEO policies are also based on an equality framework and therefore associated with the pro-equality approach. On the other hand, research based on a diversity framework addresses that organizations might benefit from a diverse composition of the workforce because it leads to positive outcomes such as higher employee satisfaction, commitment and performance (e.g. Ashikali & Groeneveld, 2013; Choi & Rainey, 2010; Guillaume et al., 2013; Roosevelt Thomas, 1990; Van Knippenberg et al., 2004). This perspective is labelled as the *pro-diversity approach*. The approach is associated with MD policies. All in all, the literature on workforce diversity is based on an equality and diversity framework which come

together in the present study. In the following section the pro-equality and pro-diversity approach will be connected to the public, semi-public and private sector.

Diversity approaches within public, semi-public and private organizations

Linking workforce diversity to the public-private distinction requires a closer look at the social justice and business case. Theoretically, the social justice case is strongly associated with the public sector and its overall aim is to act as a good employer in order to promote good practice more widely among organizations. Employment inequalities are seen as unjust and unfair and as such, a public employer feels like having the moral duty to develop policy addressing this inequality. The equality project is therefore primarily an ethical and moral one and is perceived as an end in itself, regardless of whether there are any direct or immediate gains to the organization (Kirton & Greene, 2010; Groeneveld & Verbeek, 2012). Business case arguments became increasingly popular within the private sector as counterpart of the social justice case in the sense that organizations should benefit from differences between employees. Instead of asking what can be done to tackle employment discrimination, the question within the business case centers on how workforce diversity can be managed in a way to increase organizational performance (Kirton & Greene, 2010; Groeneveld & Verbeek, 2012).

Although the business case is introduced as an opponent of the social justice case, prior research suggests that organizations can also use them complementary. Within the public sector, Groeneveld and Verbeek (2012) describe a movement from the social justice to the business case initiated about 15 years ago. This movement has started in the private sector for rational reasons and is subsequently copied by public organizations probably partly due to the introduction of New Public Management (Groeneveld & Van der Walle, 2010). Also Kellough and Naff (2004) found that, although slower than their private sector counterparts, by 1999 many federal organizations in the United States had bought into the business case movement in some fashion. However, a substantial share of the researched agencies indicated that they are engaged in a diversity effort report that they have simply repackaged their traditional AA and EEO programs. Those agencies have not, it would seem, fully embraced the broader concept of the business case as reflected in the literature above.

To date neither public nor private organizations implement instruments relating to only one of the two cases explained above (De Ruijter & Groeneveld, 2011; Ely & Thomas, 2001; Kellough & Naff, 2004; Wrench, 2007). Groeneveld & Verbeek (2012) examined whether differences between public and private organizations are blurred or not by analyzing 8.283 annual reports of Dutch organizations in 2001 and 2002. Their study focused on three types of diversity policies regarding the representation, influx and management of ethnic minorities. The results show that policy instruments associated with the social justice case are still mostly used within the public sector and business case instruments in the private sector. The present study includes a similar test focusing on bipolarity in diversity approaches and taking also the semi-public sector into account.

The semi-public sector is positioned in between the public and private sector (e.g. Osborne & Gaebler, 1992; Verhoest, Van Thiel, Bouckaert & Laegreid, 2012). On the one hand, semi-public sector organizations perform a public task and are therefore expected to approach diversity like public organizations do. On the other hand, semi-public organizations are supposed to run more entrepreneurial than public organizations do. From this view, it is likely that they have a pro-diversity approach. As such, the hypothesis is that the pro-equality approach is most likely to be experienced by public employees, less likely by semi-public employees and least likely by private employees. The hypothesis concerning the pro-diversity approach is formulated the other way around.

H2a: The pro-equality approach is most likely to be experienced by public sector, less likely by semi-public sector and least likely by private sector employees.

H2b: The pro-diversity approach is most likely to be experienced by private sector, less likely by semi-public sector and least likely by public sector employees.



Figure 1: Overview of the relatedness between diversity policies, perspectives and approaches

THE RELATION BETWEEN DIVERSITY APPROACHES AND NEGATIVE TREATMENT

Effectiveness of diversity approaches

Whereas the foregoing section was about the prevalence of negative treatment and diversity approaches separately, the following section is about the relation between them. The question discussed below is: How are the pro-equality and pro-diversity approach towards diversity associated with negative treatment? Important insights will be derived from previous studies on the effectiveness of diversity policies followed by a theoretical discussion about the potential effectiveness of diversity approaches. Figure 2 provides an overview of the upcoming hypotheses.

The scholarly literature about the effectiveness of diversity policies provides at least two important insights concerning the present study. These insights are relevant because they emphasize that despite all good intentions and ambitious aims, diversity practices might not be perceived by employees as intended (Wright & Nishii, 2012). First, diversity policies are not necessarily successful (see review Pitts & Wise, 2010). Hoque and Noon (2004) examined the relation between formal EEO policies and EEO practices perceived by employees. They argue that in many workplaces – both public and private – policies constitute nothing more than an ‘empty shell’. Although there is no greater likelihood of public sector organizations having EEO policies, where they do so, they are less likely to be

within the 'empty shell' category (idem). Thus, even if an organization designed diversity policy it might not be noticed by employees at the workplace. On the contrary, employees might perceive a pro-equality or pro-diversity approach at the workplace while no policy is designed at the organizational level. Managers might be an influencing factor in this respect (Pitts, 2007). Second, a certain policy can be successful, not because its explicit goals are achieved, but because it successfully achieved goals belonging to another policy. Groeneveld and Verbeek (2012) conclude, for example, that policy specifically designed to improve the representation of minorities did not succeed while managing diversity did. Simultaneously, Kirton and Greene (2010) emphasize that even though AA/EEO and managing diversity policies aim at different things, they might well have similar results. The present study contributes to the debate by focusing on diversity approaches. To be clear, diversity approaches are about the perceived workplace culture and not explicitly about perceived policy instruments. Approaches and instruments are assumed to be related as explained in the foregoing section of this theoretical framework. Below the goals and target group(s) of the pro-equality and pro-diversity approach are discussed in relation to negative treatment.

The goal of the pro-equality approach is to reduce negative outcomes of workforce diversity and that of the pro-diversity approach is to stimulate positive outcomes. Negative treatment is a negative outcome which needs to be combated. This thought is in line with the pro-equality approach in which countering negative outcomes is a goal in itself (Kirton & Greene, 2010). Negative treatment cannot be directly associated with the goal of the pro-diversity approach to stimulate positive outcomes (Kirton & Greene, 2010). It is thus likely that the pro-equality approach is most effective in combating negative treatment.

Focusing on the target group(s) of the two diversity approaches, it is more difficult to formulate an unambiguous expectation. On the one hand, the pro-equality approach targets at minority groups (Wise & Tschirhart, 2000; Wrench, 2007) and because minority groups are more likely to experience negative treatment compared to majority groups (DiTomaso, Post, Parks-Yancy, 2007; Corell & Ridgeway, 2003), a particular focus on minority groups might be the best way to reduce negative treatment. On the other hand, explicitly distinguishing a minority and majority group within the organization might also have opposite effects. The social categorization theory (Brewer & Brown 1998; Miller & Brewer, 1984) suggests that emphasizing similarities and differences between employees form the basis for categorizing self and others into groups, distinguishing between similar in-group members and dissimilar out-group members. In diverse groups, this might mean that people distinguish subgroups within the organization. People tend to favour in-group members over out-group members and as such, members from different categorized groups are more likely to treat each other negatively. Hence the pro-equality approach might not be that effective to combat negative treatment as it is supposed to do.

Also, the pro-diversity approach might affect negative treatment in different directions. First, the pro-diversity approach does not discriminate between minorities and majorities but targets at all employees regardless their background (Wise & Tschirhart, 2000; Wrench, 2007). It is therefore less likely that social categorizations occur which reduces the likeliness of negative treatment. It might also be the case that minorities remain relatively sensitive to experiences with negative treatment (DiTomaso, Post, Parks-Yancy, 2007; Corell & Ridgeway, 2003) and then, the pro-diversity approach is probably not able to protect minorities well enough. Second, the pro-diversity approach is associated with an organizational climate characterized by openness toward and appreciation of diversity (Hofhuis, Van der Zee & Otten, 2012) and that diversity is actively promoted (Kossek & Zonia, 1993). As such, employees are supposed to believe in the value of diversity and respect differences among their colleagues (Homan,

Van Knippenberg, Van Kleef & De Dreu, 2007; Van Knippenberg & Haslam, 2003). Although such a climate is supposed to increase employee performance, respect among colleagues might simultaneously reduce the likeliness of negative treatment. It is, however, also argued that if an organization approaches diversity in a pro-diversity manner but employees do not believe in the value of this approach, a diversity of knowledge, ideas and opinions can result in conflict between employees. Employees might not be willing to profit from different contributions (Homan et al., 2007; Jehn, Greer & Rupert, 2008; Van Knippenberg & Haslam, 2003). In this case, the pro-diversity approach is neither effective in improving performance nor combating negative treatment. Summing up, both the pro-equality and pro-diversity approach might be associated with increasing and decreasing negative treatment. Since the focus of this research is on the latter, it is only hypothesized that both approaches are negatively related to negative treatment. Drawing on the target group argument, it is hard to define a clear hypothesis whether the pro-equality or pro-diversity approach will be stronger associated. The goal argument is less ambiguous and therefore hypothesis 5 is formulated as follows. It is expected that the pro-equality approach is stronger negatively related to negative treatment than the pro-diversity approach.

H3: Both the pro-equality and pro-diversity approach are negatively related to negative treatment experienced by employees.

H4: The pro-equality approach is stronger negatively related to negative treatment experienced by employees compared to the positive diversity approach.

Effectiveness of diversity approaches for various groups of employees

Working sector

The relation between diversity approaches and negative treatment might be different for various groups of employees. It is important to examine sectoral differences because the way public, semi-public and private sector organizations approach workforce diversity is not necessarily most optimally associated with reducing negative treatment experienced by employees in that particular sector. Examining sectoral differences enables organizations to assess whether their approach is most suitable. If not, approaches can be adapted in such a way that employees in the particular sector take full advantage.

Public sector organizations introduced the social justice case which is characterized by equality. Later private sector organizations introduced the business case driven by maximizing profit (e.g. Kirton & Greene, 2010; Groeneveld & Verbeek, 2012). To date public and private organizations still differ in that respect (Rainey, 2009). Although the public and private sector implement instruments relating to both two cases nowadays (De Ruijter & Groeneveld, 2011; Ely & Thomas, 2001; Kellough & Naff, 2004; Wrench, 2007), the public sector is still most associated with the social justice case and the private sector with the business case. In the previous section it is explained that both the pro-equality and pro-diversity approach might be negatively related to negative treatment. Since the public sector has a longer experience with implementing the pro-equality approach and the private sector with the pro-diversity approach, it is expected that the pro-equality approach is most associated by combating negative treatment experienced by public sector employees and least by private sector employees. The hypothesis concerning the pro-diversity approach is formulated the other way around. Semi-public organizations are expected to have some experience with both the pro-equality and pro-diversity

approach but not as much as public and private sector organizations do because they are relatively young. This is reflected in the hypothesis formulated below.

H5a: The pro-equality approach is most strongly negatively related to negative treatment for public sector, less for semi-public and least for private sector employees.

H5b: The pro-diversity approach is least strongly negatively related to negative treatment for public sector, more for semi-public and most for private sector employees.

Socio-demographic groups

The final aim of this thesis is to examine the relation between diversity approaches and negative treatment for various socio-demographic groups. Majority groups will be compared to their minority counterparts and various minority groups will be compared to each other. As it is already explained, theoretically, the pro-equality approach focuses on minority groups and the pro-diversity approach on all employees regardless their background (Wise & Tschirhart, 2000; Wrench, 2007). Previous empirical research, however, criticised diversity management policy practices – which is associated with the pro-diversity approach – for being primarily supportive for minority groups (Avery, 2011; Kravitz, 2008; Yang & Konrad, 2011). The present research contributes to this discussion by focusing on experiences of various socio-demographic groups based on gender, ethnicity and sexual orientation.

Majority and minority groups are defined based on their group's status in society. Expectation States Theory (EST) deals with the question why some people have a stronger position in a certain group than others. EST seeks to explain how these kind of unequal structures emerge, are maintained and moreover, how they are related to other aspects of inequality in society (Corell & Ridgeway, 2003, p. 29). *Status characteristics theory* (SCT) is a formal sub theory of EST and entails that people deal with unequal opportunity because of their social status. A status is defined as 'the relationships of deference or honor between and among groups' (Weber, 1968, pp. 932-38) which is often inferred based on people's characteristics (Berger, Cohen, Zelditch, 1972; Corell & Ridgeway, 2003; Van Dijk & Engen, 2013). This happens because characteristics such as gender, ethnicity and sexual orientation differentiate people into social categories. Van Dijk and Van Engen (2013) emphasizes three important properties of status. First, a status is something that is attributed by others instead of chosen by an individual (Anderson, John, Keltner & Kring, 2001). Second, people within a category tend to reach high levels of agreement in their status attributions, though the status distribution is based on subjective assessments (Magee & Galinsky, 2008) and third, people tend to distribute status unevenly among members of a group creating a rank order that distinguishes high- from low-status groups. High-status groups are generally expected to be more competent and worthy than low-status groups and that is why majority group members are associated with a high-status while minority members are associated with a low-status (DiTomaso, Post, Parks-Yancy, 2007; Corell & Ridgeway, 2003).

The present study includes gender, ethnicity and sexual orientation as diversity dimensions. Generally, women, non-Western (DiTomaso, Post, Parks-Yancy, 2007; Corell & Ridgeway, 2003) and LGB individuals (Bosson, Haymovitz & Pinel, 2004; Webster & Hysom, 1998) have a lower social status compared to men, Western and heterosexual individuals and are therefore defined as minorities in the current study. Theoretically, the pro-equality approach focuses on minority groups and the pro-diversity approach on all employees regardless their background (Wise & Tschirhart, 2000; Wrench, 2007). The expectation is therefore that the pro-equality approach is stronger associated with negative treatment for the social minority groups compared to social majority groups while no differences between them are expected regarding the pro-diversity approach.

What about social minority groups compared to each other? This is an explorative question since no previous studies have addressed it before. It is expected that women and non-Western individuals mostly benefit from diversity approaches compared to LGB individuals for two reasons. First, most organizational diversity initiatives are explicitly defined along gender and/or ethnic lines (Ashikali & Groeneveld, forthcoming; Groeneveld & Van der Walle, 2010; Zanon, Janssens, Benschop & Nkomo, 2010). As such, women and non-Western individuals are better protected against negative treatment than LGB individuals are. Second, whereas women and non-Western individuals cannot hide their identity, one's sexual orientation is usually less visible (Kirton & Greene, 2010; Van Knippenberg et al., 2004). LGB individuals might choose to 'stay in the closet' and have therefore less need for a diversity approach intended to combat negative treatment (Rivers & Carragher, 2003). Based on this line of reasoning the last hypotheses are presented below.

H6: The pro-equality approach is stronger related to negative treatment experienced by women, non-Western and LGB individuals compared to negative treatment experienced by men, Western and heterosexual individuals while there are no such differences concerning the pro-diversity approach.

H7: Both the pro-equality and pro-diversity approach are stronger related to negative treatment experienced by women and non-Western individuals compared to LGB individuals.

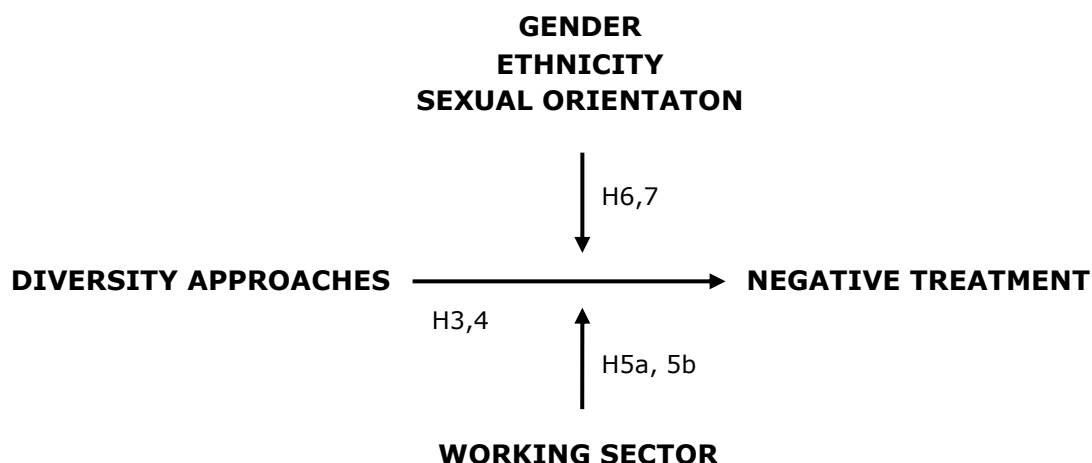


Figure 2: The relation between diversity approaches and negative treatment moderated by working sector and socio-demographic characteristics

DATA AND METHOD

Data

The survey data used in this research were collected by The Netherlands Institute for Social Science in the period between the 26th of October 2012 and the 6th of January 2013. On the 1st of May 2012, Statistics Netherlands has drawn a random sample of 25.800 employees of 20 years or older based on the Employee Insurances Implementing Agency's (UWV) administration. It was required that individuals were recorded in a municipal register. They received both a hardcopy questionnaire and an invitation letter to complete the questions online. Those who did not reply within three weeks received a reminder

on paper and, one week later, 7.404 individuals received a follow-up call of which 4.644 actually answered the phone. No incentives were given. In the end, 9.839 questionnaires were filled out which resulted in a response rate of 38,1%. Most individuals returned a questionnaire on paper: 71% compared to 29% filled out online. Out of the 9.839 questionnaires 6.469 respondents filled in all questions used for the purpose of the present research.¹ Some individual characteristics were added to the dataset by Statistics Netherlands | CBS [CBS]. Of these, the variables sex, working sector and ethnic background were used in the analysis. CBS also added a weight factor² which was included in most analyses. The factor represents the probability that a case was selected into the sample from a population and as such, the sample is representative for all Dutch employees from 20 years on. For more information on sampling and response see the fieldwork report by I&O Research (2013).

Measurements

Both the independent variables **pro-equality approach** and **pro-diversity approach** consist of multiple items. Pro-equality approach was measured based on a four-item scale used in previous research by Sandfort and Vanwesenbeeck (2000). The items are listed in table 1 (items PE1- PE4). All items were measured using the answer categories 'yes', 'no' or 'do not know' and subsequently a sum score is created by adding the times a respondent indicated 'yes'.³ The higher the score, the more a respondent perceives a pro-equality approach. A pro-diversity approach was measured based on a three-item scale used in previous research studying diversity management by Homan, Greer, Jehn and Koning (2010). Also these items are listed in table 1 (items PD1-PD3). All items were measured using a 5-point Likert scale ranging from 'strongly agree' to 'strongly disagree' and a 'do not know' category. Subsequently, the scales were reversed and a mean score was calculated excluding the 'do not know' category. As such, the higher the mean score, the more a respondent perceives a pro-diversity approach.

Bullying and **unequal treatment** are indicators of the dependent variable negative treatment. The measurement of bullying was based on the Negative Acts Questionnaire (Einarsen, Hoel & Notelaers, 2009) measuring both work and personal related bullying. The scale includes 14 items in total making use of five answer categories: never, once, weekly, monthly and daily. All items can be found in table 1 (B1-B14). Again, a mean score was calculated. The higher the score, the more often a respondent experiences bullying at the workplace. Unequal treatment was originally measured as equal treatment

¹ The gap between the 9.792 and 6.469 respondents is due to the answer category 'do not know' which is coded as missing. Variance analysis was used to test whether particular groups are more likely to indicate 'I do know now' than others. It turned out that especially the non-Western and heterosexual individuals were likely to answer this. Regarding the positive approach, non-Western individuals answered this statically significantly more than Western individuals ($F(1, 9790) = 23.66, p < .001$) and heterosexuals more than LGB individuals ($F(1, 9415) = 11.90, p < .001$). Furthermore, women indicated statistically significantly more than men that they do not know whether they experience unequal treatment ($F(1, 9790) = 4.64, p < .05$). The same was true for non-western compared to Western individuals ($F(1, 9790) = 18.03, p < .001$) and heterosexual compared to LGB individuals ($F(1, 9415) = 6.35, p < .05$). Only non-Western individuals indicated statistically significantly more than Western individuals that they did not know how frequently they experience bullying ($F(1, 9790) = 11.30, p < .001$). It might be that non-Western individuals did not understand the questions well because they were asked in Dutch.

² The weight factor was based on: sex, age, origin, generation, marital status, type of household, position in household, working sector, sector size, urbanity, province and salary.

³ The 'do not know' category was not coded as missing because of two reasons. First, it was asked whether the items PE1-4 (see table 1) were perceived by the respondent. If a respondent does not know whether (s)he perceives something, it is considered reasonable to assume that (s)he does just not perceive it. Second, in case the 'do not know' category would be coded as missing, only 4727 cases were left and this number is far smaller compared to the other variables when the 'do not know' category is coded as missing. This might have resulted in analytical problems since results would be based on different subsamples.

because answer possibilities were ranged from having 'far less' to 'far more' chances compared to colleagues (five categories). Respondents indicating that they did not know were excluded. For the purpose of this study, the scales were reversed and the amount of categories is reduced to three: equal or (far) more chances, less chances and far less changes. The higher the sum score, the more a respondent experiences unequal treatment.

The moderator variable **sector** consists of three categories: respondents working in the public, semi-public and private sector. CBS used a list of 18 sectors which the researcher subsequently categorized as public, semi-public or private. First, the public sector consists of one category named 'public administration and services'. Second, the semi-public sector consists of two categories addressing education and health care organizations. Third, the private sector includes 14 categories related to agriculture/forestry/fishery, mineral extraction, industry, energy supply, construction, waste/water companies, commerce, traffic, hospitality, information/communication, finance and business services, real-estate companies, specialist business services and rental companies. The sector named 'culture, sports and recreation' is disregarded because it cannot be clearly distinguished as public, semi-public or private.

The relation between diversity approaches and negative treatment is expected to be moderated by **gender**, **ethnicity** and **sexual orientation** as well. The gender variable consists of the categories men and women. Ethnicity was measured as 'ethnic origin' and consists of Western (Dutch people and individuals originating from other Western countries) and non-Western individuals (People from Morocco, Turkey, Suriname, The Netherlands Antilles and remaining non-Western countries). Both variables were added to the dataset by CBS. Respondents indicated their sexual orientation in terms of the extent of attractiveness to men or women. They could indicate feeling only attracted to women, mainly attracted to women and sometimes to men, equally attracted to women and men, mainly attracted to men and sometimes to women or only attracted to men. These five categories were subsequently linked to a respondent's sex in order to assign whether he or she is a heterosexual or LGB individual. The category heterosexuality was defined as feeling only attracted to opposite-sex individuals while the LGB category consists of individuals feeling partly, equally or mainly attracted to same-sex persons.

Table 2 shows the descriptive statistics of each variable for all employees, group frequencies and correlations between the variables. These statistics are based on weighted data. The following section concerns the methods used.

Table 1: List of items

PRO-EQUALITY APPROACH (n = 6469; α = .68)

- PE1 "At my workplace attention is paid to coping with different groups of people"
PE2 "At my workplace policy aimed at combating discrimination exists"
PE3 "In case one is treated unequally or negatively, one can file a complaint"
PE4 "Negative remarks about different groups of people are not tolerated"
-

PRO-DIVERSITY APPROACH (n = 6469; α = .86)

- PD1 "At my workplace differences between people are believed to be good"
PD1 "At my workplace colleagues enjoy working with different people"
PD3 "At my workplace people feel enthusiastic about diversity"
-

BULLYING (n = 6469; α = .88)

- B1 "Someone withholding information which affects your performance"
B2 "Having your opinions ignored "
B3 "Being ignored, excluded"
B4 "Having key areas of responsibility removed or replaced with more trivial/unpleasant tasks"
B5 "Spreading of gossip and rumours about you"
B6 "Being ignore or excluded"
B7 "Having insulting or offensive remarks made about your person, attitudes or private life"
B8 "Someone is excessively interested in your personal life"
B9 "Someone imitates your way of walking, talking or moving to ridicule or hurt you"
B10 "Repeated reminders of your errors or mistakes"
B11 "Someone makes intended 'jokes' regularly"
B12 "Having allegations made against you"
B13 "Being the subject of excessive teasing and sarcasm"
B14 "Being shouted at or being the target of spontaneous anger" (or rage)
-

UNEQUAL TREATMENT (n = 6469; α = .83)

Compared to colleagues being equal in the sense of educational level and amount of experiences...

- UT1 "I earn..."
UT2 "My promotion prospects are..."
UT3 "My opportunities for development are..."
UT4 "My training opportunities are..."
-

Table 2: Descriptive statistics for all employees, group frequencies and correlations (n=6469)

	n	Min	Max	M(sd)	1.	2.	3.	4.	5a.	5b.	5c.	6.	7.	8.
1. Pro-equality Approach	6469	0	4	2.47(.02)	X									
2. Pro-diversity Approach	6469	1	5	3.61(.01)	-.40***	X								
3. Bullying	6469	1	5	1.27(.01)	-.20***	-.31***	X							
4. Unequal treatment	6469	0	8	.95(.03)	-.13***	-.19***	.30***	X						
	n	Percent												
5. Sector	6289								X	X	X			
a. Public	582	9.25%			.07***	-.07***	.01	.02						
b. Semi-public	1843	29.30%			.14***	.17***	-.13***	-.06***						
c. Private	3864	61.45%			-.17***	-.13***	.12***	.05***						
6. Gender	6469				-.04*	.10***	-.09***	-.02	-.08***	.38***	-.32***	X		
0=men	3399	52.55%												
1=women	3070	47.45%												
7. Ethnicity	6469				-.03*	-.02	.07***	.09***	.00	-.06***	.06***	-.01	X	
0=Western	5931	91.70%												
1=non-Western	408	8.30%												
8. Sexual orientation	6329				.04**	.01	.05***	.04*	.02	.05**	-.05**	.02	-.00	X
0=hetero	5920	93.55%												
1=LGB	409	6.45%												

*** = $p < .001$; ** = $p < .01$; * = $p < .05$

Method

Stata 13 was the statistical package used to run variance analysis and Structural Equation Modeling (SEM). Variance analysis is appropriate to compare means across different groups. As such, this analysis was used to examine differences in means regarding perceptions of public, semi-public and private sector employees on diversity approaches and negative treatment (hypotheses 1 and 2). First, a MANOVA was run to examine whether sectoral differences were overall significant. Second, ANOVA was used to check sectoral differences for each variable separately. It was subsequently tested whether the means were statistically significantly different from by using a Bonferroni-test.

SEM was used to analyze the relation between diversity approaches and negative treatment (hypotheses 3 and 4). Multiple group analysis was subsequently used to examine differences between groups (hypotheses 5-7). To find out if differences were statistically significant a Wald-test was performed. The advantage of SEM is the ability to run a confirmatory factor and regression analysis at the same time. Moreover, this technique enables to have both latent variables and multiple dependent variables in the model. As the study includes four latent variables and two dependent variables, SEM was considered as an appropriate method.

Analyses were run on weighted data in case Stata allowed this. This was considered suitable because the present research largely focuses on group differences and some respondents were obviously under- or overrepresented compared to the Dutch workforce population. For example, non-Western individuals were underrepresented (4% in sample while 9% in population) and women were overrepresented (55% in sample while 48% in population). More information about other groups can be found in the attachment of Kuper's report (2013). In the results section it is explicitly mentioned whether results of a particular analysis are based on weighted or unweighted data.

RESULTS

The results section consists of two parts. In line with the theoretical framework, the prevalence of negative treatment and the two diversity approaches across the sectors is presented first. Subsequently, the results concerning the relation between the approaches and negative treatment are shown. Results are presented per hypothesis. An overview of all hypotheses and conclusions can be found in table 13.

SECTORAL DIFFERENCES

Hypotheses 1 and 2 were tested by using variance analysis. The MANOVA test was statistically significant ($F(8, 12566) = 50.58, p < .001$) which indicates that sectoral differences concerning negative treatment and the approaches overall exist. The results of the ANOVA show these differences for each variable and are displayed in table 3 and 4.⁴

⁴ The variance analysis was run on unweighted data because Stata did not allow to weight. It is checked whether these results differ from a regression analysis on weighted data. In contrast to variance analysis, Stata allows to weight data when running a regression analysis. The results were similar except for sectoral differences concerning the pro-diversity approach. Whereas the variance analysis indicates no statistically significant differences between the public and private sector, a regression analysis does so at the $p < 0.5$ level. It was chosen to use the results from the variance analysis since it deals better with categorical variables like sector and the results were easier to interpret with regard to the formulation of the hypotheses. Variance analysis namely enables pairwise comparison showing separate effects of the three sectors. Regression only allows to compare two sectors with one reference category (variable is treated as a dummy) and takes interaction effects into account which makes interpretation more ambiguous.

Table 3: Prevalence of negative treatment across sectors (n=6289)

	F(df)	M(sd) sector			Bonferroni-test		
		Public	Semi-public	Private	Public/ Semi- public	Public/ Private	Semi- public/ Private
Bullying	58.67*** (2, 6286)	1.26 (.36)	1.18 (.28)	1.29 (.39)	-.08***	.03	.10***
Unequal treatment	13.77*** (2, 6286)	0.98 (1.60)	0.76 (1.48)	.98 (1.72)	-.22**	.00	.22***

*** = $p < .001$; ** = $p < .01$; * = $p < .05$

H1: Negative treatment is least experienced among public sector employees, more among semi-public sector employees and most among private sector employees.

Table 3 shows that the F-values for both bullying and unequal treatment are statistically significant ($p < .001$) which indicates that at least two sector means differ from the overall mean. The results suggest that bullying is most experienced by private employees, less by public employees and least by semi-public employees. This is also true for unequal treatment. The Bonferroni-test indicates that only the differences between the public/semi-public and semi-public/private sector are statistically significant ($p < .001$). No statistically significant differences between the public and private sector are found. These results partly support hypothesis 1 because they prove that negative treatment is more experienced by private sector compared to semi-public sector employees. However, public and private sector employees experience negative treatment to an equal extent and it turned also out that the semi-public sector is not positioned in between the public and private sector as expected. These findings contrast the hypothesis.

Table 4: Prevalence of diversity approaches across sectors (n=6289)

	F(df)	M(sd) sector			Bonferroni-test		
		Public	Semi- public	Private	Public/ Semi- public	Public/ Private	Semi- public/ Private
Pro-equality approach	103.17*** (2, 6286)	2.81 (1.19)	2.77 (1.20)	2.31 (1.37)	-.04	-.50***	-.46***
Pro-diversity approach	105.65*** (2, 6286)	3.46 (.71)	3.80 (.67)	3.54 (.75)	.33***	.07	-.26***

*** = $p < .001$; ** = $p < .01$; * = $p < .05$

H2a: The pro-equality approach is most likely to be experienced by public sector, less likely by semi-public sector and least likely by private sector employees.

H2b: The pro-diversity approach is most likely to be experienced by private sector, less likely by semi-public sector and least likely by public sector employees.

Table 4 shows that also the F-values for the pro-equality and pro-diversity approach are statistically significant ($p < .001$). The pro-equality approach is most experienced by public sector, less by semi-public sector and least by private sector employees. At first sight, this sequence is perfectly in line with hypothesis 2. However, a Bonferroni-test shows that, while the differences between the public/private and semi-public/private sector are statistically significantly different, the difference between the public and semi-public sector is not. Public and semi-public sector employees have thus similar perceptions of the pro-equality approach. For this reason hypothesis 2a can only be partly accepted.

Furthermore, the pro-diversity approach is most experienced by semi-public sector, less by private sector and least by public sector employees. Differences in perceptions of the pro-diversity approach between public/semi-public and semi-public/private sector employees are statistically significant. Semi-public sector employees have thus a higher perception of the pro-diversity approach than employees in the public and private sector. The difference between the last two sectors is, surprisingly, not statistically significant. These results are largely in contrast with hypothesis 2b. Because it was expected that semi-public sector employees have a higher perception of the pro-diversity approach than those in the public sector, the hypothesis is partly accepted though.

THE RELATION BETWEEN DIVERSITY APPROACHES AND NEGATIVE TREATMENT

Structural equation models were built to test the relationship between the diversity approaches and negative treatment (hypotheses 3-7). The first model shows this relation for all employees and subsequent models concern a particular group of employees. All SEM-analyses were run on weighted and unweighted data. Except for LGB individuals, the results turned out to be robust. Below the results of the analyses on weighted data are presented.

H3: Both the pro-equality and pro-diversity approach are negatively related to negative treatment experienced by employees.

H4: The pro-equality approach is stronger negatively related to negative treatment experienced by employees compared to the pro-diversity approach.

Based on the RMSEA criteria suggested by Hu and Bentler (1999) and CFI criterion suggested by Acock (2013), the general model fits the data reasonably (RMSEA = .06; CFI = .90).⁵ The χ^2 -value ($\chi^2 = 6627$, $df = 247$ $p < .001$) is statistically significant which indicates a poor fit. However, this measurement is not reliable due to the large sample size. For this reason the focus will be on the RMSEA and CFI statistics with regard to the multiple-group models.

The results of the SEM-analysis on all employees are displayed in table 5 and graphically presented in figure 3. All estimates of the measurements paths are statistically significant ($p < .001$) and relate well to the latent variables (std. estimate $\geq .5$), except for item UT1 (std. estimate .43). Item UT1 was therefore removed from the model. Hereafter, most estimates did not change and items PE3, B6, B10-B14 and UT2 changed with only .01. In addition to the measurement paths, the model includes fourth structural paths. Both the pro-equality and pro-diversity approach relate negatively to bullying and

⁵ Criteria RMSEA < 0.05 "good fit"; 0.06 < RMSEA < 0.08 "acceptable fit"; RMSEA > 0.10 "not acceptable fit" (Hu & Bentler, 1999); Criterion CFI ≥ 0.9 (Acock, 2013).

unequal treatment and are statistically significant ($p < .001$). In other words, both approaches contribute to reducing negative treatment. Hypothesis 3 is therefore accepted.

It was moreover hypothesized that the pro-equality approach is stronger negatively related to negative treatment compared to the pro-diversity approach (H4). A Wald-test indicates that the effect of the pro-equality and pro-diversity approach on bullying is not statistically significantly different. Contrastingly, a statistically significant difference between their effect on unequal treatment was found ($X^2 = 4.16$; $p < .05$ level). Looking at the structural paths displayed in table 5, it turns out that the pro-diversity approach is stronger negatively related to unequal treatment compared to the pro-equality approach. Thus, although both approaches contribute to a decrease in negative treatment, the pro-diversity approach does most. Hypothesis 4 is therefore rejected.

Table 5: Results SEM-model for all employees (n=6460)

<i>Measurement Paths</i>		<i>Std. Estimates</i>
		<i>UT1 excluded</i>
PE1	← Pro-equality approach	.59***
PE2	← Pro-equality approach	.60***
PE3	← Pro-equality approach	.52***
PE4	← Pro-equality approach	.64***
PD1	← Pro-diversity approach	.76***
PD1	← Pro-diversity approach	.85***
PD3	← Pro-diversity approach	.87***
B1	← Bullying	.56***
B2	← Bullying	.57***
B3	← Bullying	.51***
B4	← Bullying	.59***
B5	← Bullying	.67***
B6	← Bullying	.65***
B7	← Bullying	.75***
B8	← Bullying	.52***
B9	← Bullying	.59***
B10	← Bullying	.69***
B11	← Bullying	.67***
B12	← Bullying	.73***
B13	← Bullying	.63***
B14	← Bullying	.62***
UT1	← Unequal treatment	-
UT2	← Unequal treatment	.81***
UT3	← Unequal treatment	.94***
UT4	← Unequal treatment	.84***

Structural Paths

Bullying	← Pro-equality approach	-.18***
Bullying	← Pro-diversity approach	-.25***
Unequal treatment	← Pro-equality approach	-.14***
Unequal treatment	← Pro-diversity approach	-.15***

Fit statistics: $\chi^2 = 6627$ $df = 247$ ($p < .001$) CFI = .90; RMSEA = .06

*** = $p < .001$; ** = $p < .01$; * = $p < .05$

H5a: The pro-equality approach is most strongly negatively related to negative treatment for public sector, less for semi-public and least for private sector employees.

H5b: The pro-diversity approach is least strongly negatively related to negative treatment for public sector, more for semi-public and most for private sector employees.

In addition to the general model, multiple-group analyses were performed to test whether working sector and socio-demographic characteristics moderate the relation between diversity approaches and negative treatment. The following tables only present the structural paths. Measurement paths can be found in the attachment. The first model focuses at public, semi-public and private sector employees. The fit statistics of this model are satisfactory, even though the CFI value is .02 under the threshold (RMSEA .06; CFI .88).

Table 6 shows that the pro-equality and pro-diversity approach are statistically significantly related to bullying and unequal treatment ($p < .05$), except for three structural paths. The pro-equality approach is not statistically significantly related to bullying and unequal treatment for semi-public employees. Furthermore, the pro-diversity approach does not statistically significantly affect unequal treatment experienced by public sector employees. In other words, the pro-equality approach has no effect on negative treatment in the semi-public sector and the pro-diversity approach only partly affects negative treatment in the public sector. Private sector employees benefit from both diversity approaches.

Table 7 shows that only the pro-equality approach has a statistically significantly different effect on negative treatment across the sectors. It seems (again) that the pro-equality approach is stronger associated with negative treatment for public and private compared to semi-public sector employees ($p < .05$). No differences for this relation between the public and private sector employees are found. It is surprising that the Wald-test suggests no statistically significant difference between semi-public and private sector employees concerning the relation between the pro-diversity approach and unequal treatment. This structural path is namely not statistically significant for semi-public sector employees whereas it is for private sector employees.

All in all, in the combat against negative treatment, public sector employees benefit from both approaches but mostly from the pro-equality approach. Semi-public sector employees profit only from the pro-diversity approach and private sector employees take advantage from both. Particularly interesting is that the pro-diversity approach is equally strongly related to negative treatment across the sectors. Hypothesis 5a and 5b are rejected.

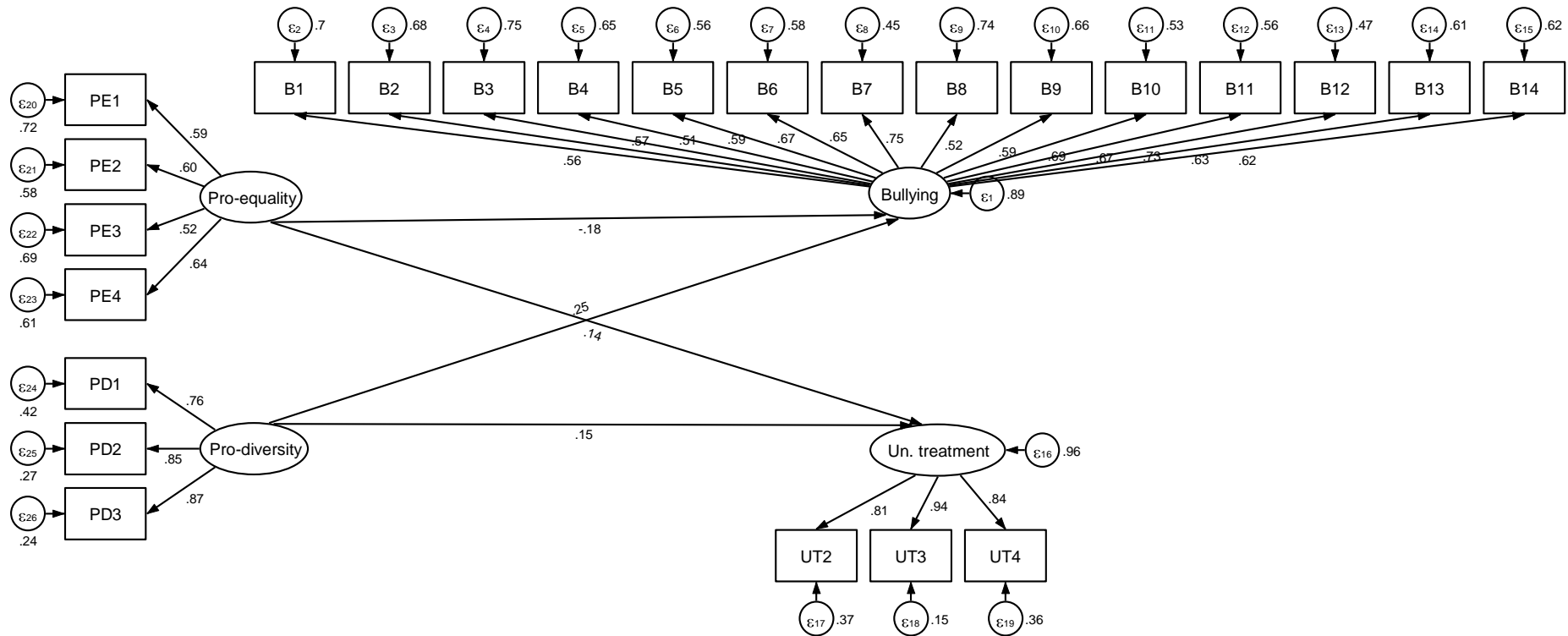


Figure 3: Graphical presentation of the SEM-model for all employees

Table 6: Results SEM-model for public semi-public and private sector employees (n=6289)

<i>Structural Paths</i>		<i>Std. Estimates</i>
Bullying	← Pro-equality approach	
	<i>Public sector employees</i>	-.36**
	<i>Semi-public sector employees</i>	-.02
Bullying	← Pro-diversity approach	
	<i>Public sector employees</i>	-.18*
	<i>Semi-public sector employees</i>	-.32***
Unequal treatment	← Pro-equality approach	
	<i>Public sector employees</i>	-.32**
	<i>Semi-public sector employees</i>	-.05
Unequal treatment	← Pro-diversity approach	
	<i>Public sector employees</i>	-.03
	<i>Semi-public sector employees</i>	-.14**
	<i>Private sector employees</i>	-.21***
	<i>Public sector employees</i>	-.21***
	<i>Semi-public sector employees</i>	-.14***
	<i>Private sector employees</i>	-.16***

Fit statistics: CFI = .88 RMSEA = .06

*** = $p < .001$; ** = $p < .01$; * = $p < .05$

Table 7: Results Wald-test⁶

<i>Structural Paths</i>		<i>SP X²</i>	<i>PR X²</i>
Bullying	← Pro-equality approach		
	<i>Public sector employees</i>	5.67*	1.78
	<i>Semi-public sector employees</i>		13.06***
Bullying	← Pro-diversity approach		
	<i>Public sector employees</i>	0.41	0.11
	<i>Semi-public sector employees</i>		0.59
Unequal treatment	← Pro-equality approach		
	<i>Public sector employees</i>	3.96*	2.20
	<i>Semi-public sector employees</i>		2.90
Unequal treatment	← Pro-diversity approach		
	<i>Public sector employees</i>	1.13	1.65
	<i>Semi-public sector employees</i>		0.22

*** = $p < .001$; ** = $p < .01$; * = $p < .05$

⁶ In the last two columns of table 7, the abbreviations *SP* and *PR* represent respectively the semi-public sector and private sector employees.

H6: The pro-equality approach is stronger related to negative treatment experienced by women, non-Western and LGB individuals compared to negative treatment experienced by men, Western and heterosexual individuals while there are no such differences concerning the pro-diversity approach.

The second multiple-group model is based on gender, comparing men and women. It fits the data reasonably (RMSEA .06; CFI .89). Table 8 shows that, for both men and women, the pro-equality and pro-diversity approach are statistically significantly related to bullying and unequal treatment in a negative direction ($p < .01$). The last column indicates that this relation differs only when it comes to bullying. The pro-equality approach is most strongly related to bullying for men and the pro-diversity approach for women ($p < 0.01$). No statistically significant differences involving unequal treatment were found. In other words, both approaches have affect on negative treatment experienced by men and women but the pro-equality approach has most for men and the pro-diversity approach for women. These findings are in contrast to hypothesis 6.

Table 8: Results SEM and Wald-test for men and women (n=6469)

<i>Structural Paths</i>		<i>Std. Estimates</i>	<i>χ^2</i>
Bullying	← Pro-equality approach		
	Men	-.24***	15.09***
	Women	-.08**	
Bullying	← Pro-diversity approach		
	Men	-.18***	8.12**
	Women	-.34***	
Unequal treatment	← Pro-equality approach		
	Men	-.14***	0.03
	Women	-.12***	
Unequal treatment	← Pro-diversity approach		0.00
	Men	-.16***	
	Women	-.15***	

Fit statistics: CFI = .89 RMSEA = .06

*** = $p < .001$; ** = $p < .01$; * = $p < .05$

Hypothesis 7 is not only about gender differences but also about experiences of Western compared to non-Western individuals and heterosexual compared to LGB individuals. The third multiple-group model is based on ethnicity. Also this model fits the data satisfactory (RMSEA .06; CFI .90). Table 9 reveals that, for both Western and non-Western individuals, the pro-equality and pro-diversity approach are statistically significantly related to bullying and unequal treatment in a negative direction ($p < .001$). The Wald-test indicates that the pro-equality approach is statistically significantly stronger related to bullying and unequal treatment experienced by non-Western compared to Western individuals ($p < .01$). Moreover, the results involving the pro-diversity approach do not indicate statistically significant differences. Put differently, the pro-equality approach works best for non-Western employees and the pro-diversity approach works equally well for Western and non-Western employees. These findings are in line with hypothesis 6.

Table 9: Results SEM and Wald-test for Western and non-Western individuals (n=6469)

<i>Structural Paths</i>		<i>Std. Estimates</i>	<i>χ²</i>
Bullying	← Pro-equality approach		
	<i>Western individuals</i>	-.15***	20.41***
	<i>Non-Western individuals</i>	-.35***	
Bullying	← Pro-diversity approach		
	<i>Western individuals</i>	-.25***	0.22
	<i>Non-Western individuals</i>	-.22***	
Unequal treatment	← Pro-equality approach		
	<i>Western individuals</i>	-.12***	6.76**
	<i>Non-Western individuals</i>	-.24***	
Unequal treatment	← Pro-diversity approach		
	<i>Western individuals</i>	-.15***	1.66
	<i>Non-Western individuals</i>	-.19***	

Fit statistics: CFI = .90 RMSEA = .06

*** = $p < .001$; ** = $p < .01$; * = $p < .05$

The fourth multiple-group model focuses on sexual orientation as moderator on the relation between diversity approaches and negative treatment. This model fits the data reasonably as well (RMSEA .06; CFI .9). Table 10 shows that, in contrast to the gender and ethnicity models, not all structural paths are statistically significant.

Only the pro-equality approach is statistically significantly related to bullying and unequal treatment in a negative direction for both heterosexual and LGB individuals ($p < .05$). Whereas the Wald-statistics suggest that the relation regarding bullying is statistically significantly stronger related for LGB individuals compared to heterosexuals ($p < .05$), it is equally strongly related with respect to unequal treatment.

The pro-diversity approach is only statistically significantly related to bullying and unequal treatment for heterosexual individuals ($p < 0.001$). Also the Wald-statistics indicate that the relation between the pro-diversity approach and bullying is statistically significantly different for heterosexuals and LGB individuals ($p < 0.05$). Remarkably, it does not with regard to unequal treatment. Since the relation between the pro-diversity approach and unequal treatment is only statistically significant for heterosexual and not for LGB individuals, it is assumed that the pro-diversity approach is not related for LGB individuals at all.

Put differently, both heterosexual and LGB individuals take advantage of the pro-equality approach but LGB individuals do mostly. The pro-diversity approach works for heterosexuals but not at all for LGB individuals. The first finding is in line and the second finding is in contrast to hypothesis 6. All together, hypothesis 6 is partly accepted since it is completely in line with the results from the ethnicity model but only to a certain extent with the results regarding gender and sexual orientation.

Table 10: Results SEM and Wald-test for heterosexual and LGB individuals (n=6329)

<i>Structural Paths</i>		<i>Std. Estimates</i>	<i>χ²</i>
Bullying	← Pro-equality approach		
	<i>Heterosexual indiv.</i>	-.16***	4.43*
	<i>LGB indiv.</i>	-.35***	
Bullying	← Pro-diversity approach		
	<i>Heterosexual indiv.</i>	-.26***	6.33*
	<i>LGB indiv.</i>	-.01	
Unequal treatment	← Pro-equality approach		
	<i>Heterosexual indiv.</i>	-.13***	1.40
	<i>LGB indiv.</i>	-.20*	
Unequal treatment	← Pro-diversity approach		2.76
	<i>Heterosexual indiv.</i>	-.17***	
	<i>LGB indiv.</i>	-.00	

Fit statistics: CFI = .90; RMSEA = .06

*** = $p < .001$; ** = $p < .01$; * = $p < .05$

H7: Both the negative and pro-diversity approach are stronger related to negative treatment experienced by women and non-Western individuals compared to LGB individuals.

The last multiple group model presents the same structural paths as above but now only for the minority groups. This involves women, non-Western and LGB individuals.⁷ Also this model fits the data satisfactory (RMSEA .06; CFI-value of .89). Table 11 shows that all structural paths are statistically significant for women and non-Western individuals ($p < .01$) but not for LGB individuals. Only the pro-equality approach has a statistically significant effect on bullying for all ($p < .01$). Table 12 suggests that this effect is stronger for non-Western and LGB individuals compared to women ($p < .05$). The relation between the pro-equality approach and unequal treatment is only statistically significant for women and non-Western individuals. Again, its effect is stronger for non-Western individuals than for women ($p < .05$).

Furthermore, the pro-diversity approach is only statistically significantly related to bullying and unequal treatment for women and non-Western individuals ($p < .01$). No differences in the strength of this relation were found. It is remarkable that the Wald-statistics do not suggest statistically significant differences between women and non-Western individuals compared to LGB individuals as the relations mentioned are not statistically significant for the last group. Nevertheless, it is assumed that the pro-diversity is strongest related to negative treatment for women and non-Western individuals.

In other words, women and non-Western individuals benefit both from the pro-equality and pro-diversity approach in the combat against negative treatment. The pro-equality approach works best for

⁷ In contrast to the groups in the previous models, the categories women, non-Western and LGB may overlap each other in case a respondent is for example a non-Western lesbian woman. Despite this overlap, a multiple group model is considered suitable to compare the minority groups for the reason that SEM corrects for overlapping categories by calculating three different structural paths. This is originally a feature of regression analysis which has much in common with SEM. Moreover, including multiple overlapping variables in one model reduces changes of 'confounding'. This means that the effect of, for example, being a woman on the relation between diversity approaches and negative treatment is corrected for the two other variables.

non-Western individuals. LGB individuals profit only partly from the pro-equality approach and not at all from the pro-diversity approach. All in all, diversity approaches barely work for LGB individuals, much better for women and best for non-Western individuals. Hypothesis 7 is therefore accepted. An overview of all hypotheses and conclusions can be found in table 13.

Table 11: Results SEM for women, non-Western and LGB individuals (n=3980)

<i>Structural Paths</i>		<i>Std. Estimates</i>
Bullying	← Pro-equality approach	
	<i>Women</i>	-.08**
	<i>Non-Western indiv.</i>	-.35***
	<i>LGB indiv.</i>	-.29**
Bullying	← Pro-diversity approach	
	<i>Women</i>	-.31***
	<i>Non-Western indiv.</i>	-.25***
	<i>LGB indiv.</i>	-.02
Unequal treatment	← Pro-equality approach	
	<i>Women</i>	-.11**
	<i>Non-Western indiv.</i>	-.23***
	<i>LGB indiv.</i>	-.17
Unequal treatment	← Pro-diversity approach	
	<i>Women</i>	-.15**
	<i>Non-Western indiv.</i>	-.22***
	<i>LGB indiv.</i>	-.09

Fit statistics: CFI = .89; RMSEA = .06

*** = $p < .001$; ** = $p < .01$; * = $p < .05$

Table 12: Results Wald-test

<i>Structural Paths</i>		χ^2 NW	χ^2 LGB
Bullying	← Pro-equality approach		
	<i>Women</i>	15.95***	4.36*
	<i>Non-Western indiv. (NW)</i>	0.23	
Bullying	← Pro-diversity approach		
	<i>Women</i>	0.02	6.20*
	<i>Non-Western indiv.(NW)</i>	6.83**	
Unequal treatment	← Pro-equality approach		
	<i>Women</i>	4.86*	0.51
	<i>Non-Western indiv.(NW)</i>	0.35	
Unequal treatment	← Pro-diversity approach		
	<i>Women</i>	2.41	0.28
	<i>Non-Western indiv.(NW)</i>	2.06	

*** = $p < .001$; ** = $p < .01$; * = $p < .05$

Table 13: Overview of hypotheses and conclusions

<i>Hypotheses</i>	<i>About the...</i>	<i>Accepted?</i>
Hypothesis 1	prevalence of negative treatment across sectors	Partly
Hypothesis 2a	prevalence of the pro-equality approach across sectors	Partly
Hypothesis 2b	prevalence of the pro-diversity approach across sectors	Partly
Hypothesis 3	relation between diversity approaches and negative treatment	Yes
Hypothesis 4	strength of this relation comparing the two approaches	No
Hypothesis 5a	effect of the pro-equality approach across sectors	No
Hypothesis 5b	effect of the pro-diversity approach across sectors	No
Hypothesis 6	effect of both approaches for minority compared to majority groups	Partly
Hypothesis 7	effect of both approaches comparing minority groups	Yes

CONCLUSION AND DISCUSSION

The purpose of this thesis was twofold. First, its aim was to describe the prevalence of diversity approaches and negative treatment across the public, semi-public and private sector. The second purpose was to examine the relation between diversity approaches and negative treatment in general and for various groups of employees. Literature on workforce diversity and discrimination was used to formulate hypotheses which were tested either by using variance analysis or (multiple group) Structural Equation Modelling.

Part one of the result section suggests that negative treatment is least experienced within the semi-public sector. Public and private sector employees experience negative treatment to an equal extent. Furthermore, although no sector approaches diversity in one way only, the pro-equality approach predominantly characterizes public and semi-public workplaces. The pro-diversity approach is mainly embedded in semi-public workplaces and, again, no differences between the public and private sector were found. In conclusion, public, semi-public and private organizations approach workforce diversity differently but public and private organizations are not as different as expected. Semi-public organizations tend to be rather public with regard to the pro-equality approach and private regarding the pro-diversity approach.

These findings have important theoretical implications which future research should take into account. One of these implications is related to the New Public Management literature (e.g. Osborne & Gaebler, 1992; Verhoest, Van Thiel, Bouckaert & Laegreid, 2012). As Groeneveld and Van der Walle (2010) already suggested, public organizations have probably copied the business case on diversity from the private sector for rational reasons. As such, public and private workplaces have become more similar which works through to the perceptions of employees. Although the semi-public sector does not seem to be exactly positioned in between the other two sectors with respect to the hypotheses, some results are more in line with theoretical characteristics of the public (prevalence of negative treatment and the pro-equality approach) and some to the private sector (prevalence of the pro-diversity approach). This shows that the semi-public sector is neither public nor private but rather hybrid if it concerns diversity approaches. In terms of NPM, public sector organizations copied perhaps more workforce diversity aspects from the private sector than semi-public sector organizations did. Other aspects spilled relatively

more over to semi-public sector organizations. It would be interesting for future research to examine this hybridity regarding remaining aspects of workforce diversity. For example, diversity policies or the composition of the workforce. It is therefore recommended that further research on workforce diversity includes a threefold division rather than a simplified distinction between public and private organizations as usually.

Furthermore, the findings of the current study partly support the argument by Wright and Nishii (2012) that organizational policies are not necessarily perceived by employees at the workplace in the way they are intended. Previous studies indicated that public organizations adopt policies in line with the social justice case and private organizations in line with the business case (Groeneveld & Verbeek, 2012; Kirton & Greene, 2010). The present study contributes in the sense that the pro-equality approach is most frequently indicated by public sector employees while no differences were found between the public and private sector concerning the pro-diversity approach. Together, it is prudently concluded that diversity policies and approaches are in accordance within the public sector. Besides this, either public sector employees perceive the pro-diversity approach more than policy intended or private sector employees perceive it less than policy intended. Many factors might influence the implementation process, for example, the way a team manager approaches diversity (Pitts, 2007). Future research should focus on sectoral differences influencing the implementation process of diversity policies. It would then be a promising avenue to examine the relation between intended, actual and perceived instruments based on the same data.

Part two of the result section indicates that, generally, both diversity approaches are related to negative treatment. Contrary to the expectations, the pro-diversity approach turned out to be stronger related than the pro-equality approach. These findings differ among various groups of employees. Public and private sector employees benefit from both approaches but those in the public sector mostly benefit from the pro-equality approach. Negative treatment experienced by semi-public sector employees needs to be combated by the pro-diversity approach. Comparing socio-demographic groups, the pro-equality approach works not necessarily best for minority groups as men benefit more from this approach than women. Furthermore, the pro-diversity approach does not reduce negative treatment to an equal extent for all employees. LGB individuals do not benefit from this approach at all. Comparing only minority groups, both diversity approaches work best for non-Western individuals, well for women but hardly for LGB individuals. The conclusion is that both the pro-equality and pro-diversity approach affect negative treatment in general but each approach is differently related for the various groups of employees.

It is theoretically interesting that the pro-diversity approach turned out to reduce negative treatment, even more than the pro-equality approach. Groeneveld and Verbeek (2012) and Kirton and Greene (2010) already argued that the theoretical goals and practical implications of diversity policies can be different from each other. The present study contributes by finding differences between goals and implications of diversity approaches as well. It was argued that the pro-diversity approach aims at stimulating positive outcomes of diversity but it seems to reduce negative treatment, and possibly also other negative outcomes, as well. A potential explanation is that, because the pro-diversity approach does not discriminate between majority and majority groups (Wise & Tschirhart, 2000; Wrench, 2007), it is less likely for social categorizations to occur, thereby reducing the likeliness of negative treatment. An alternative reason is that employees respect differences among their colleagues as the pro-diversity approach is associated with believing in the value of diversity (Homan, Van Knippenberg, Van Kleef & De Dreu, 2007; Van Knippenberg & Haslam, 2003). Future research should examine these potential explanations and the affect of the pro-equality approach on positive outcomes of diversity.

Moreover, differences between the theoretical target group and empirically targeted group were found. It was hypothesized that the pro-equality approach particularly focuses at minority groups while the pro-diversity approach focuses at all groups of employees. The study's findings do not completely support these expectations. It is supported that diversity approaches work best for women and non-Western individuals compared to LGB individuals. Perhaps this is due to the fact that diversity policy is usually focused on women and ethnic minorities rather than sexual minorities (Ashikali & Groeneveld, forthcoming; Groeneveld & Van der Walle, 2010; Zanoni, Janssens, Benschop & Nkomo, 2010) and as such less attention is paid to sexual diversity at the workplace. An alternative explanation might be that LGB employees choose to 'stay in the closet'. Perhaps they have less need for diversity approaches because they are less visible than women and non-Western individuals are wherefore they experience less negative treatment. Future research should study negative treatment experienced by minority groups and, if relevant, at alternative solutions for LGB individuals.

Despite the good effort put in the present study, there are some limitations to mention. First, negative treatment is measured by only two indicators, bullying and unequal treatment, which might be limited to measure such a comprehensive concept. As such, only a certain part of the concept is captured and findings need to be interpreted cautiously. Unfortunately, the dataset used did not provide more indicators. However, for future data collection it is highly recommended to develop a more refined measurement which includes additional aspects.

Second, it is questionable whether the items of the pro-equality and pro-diversity approach (for the specific items see table 1) actually measured an approach. Although the questions clearly emphasize either a negative or positive aspect of diversity, the items of the pro-diversity approach are about valuing diversity while the items of the pro-equality approach also concern more concrete policy instruments like the presence of discrimination policy and possibilities to report negative treatment. Diversity approaches were defined as 'the way diversity is culturally embedded in the workplace' which is rather intentional than concrete in character. The items of the pro-diversity approach seem therefore to be more in line than the items used to measure the pro-equality approach. Moreover, the alpha of the pro-equality items together is relatively low ($\alpha = .68$ compared to $\alpha = .86$). Probably this is due to combining intentional and concrete items as well. One should also take into account that respondents' perceptions of approaches were measured rather than actual diversity approaches. As Wright and Nishii (2012) argued, these levels are not necessarily similar to each other which might have had influence on the study's findings.

Third, although the addition of the semi-public sector to the public-private distinction turned out to be relevant, the way the sectors are defined in this study might be somewhat inaccurate. Respondents did not indicate themselves in which sector they work. This was done by the author of this thesis afterwards. Based on the organizational activities included in the questionnaire, only education and health care organizations could be identified as semi-public organizations while there are many other kind of organizations being semi-public in character. It might also be that, for example, some respondents are identified as semi-public sector employees while they are private sector employees in case they work at private schools or health care centres. Furthermore, respondents working at research centres (except for universities) and service organizations are identified as private while they could also be (semi)public sector employees. This all might have incorrectly influenced results with reference to sectoral differences. In future organizational research, respondents should be asked for the type of organization (public, semi-public or private) instead of or in addition to its activities.

Fourth, it would have been more accurate to take the composition of the workforce into account. Majority and minority groups were defined based on their social status. As such, there was a risk that in some organizations social minorities differ from numeric minorities. For example in education and health care sectors of which the workforce composition includes more women than men usually (Van der Klein et al., 2009). The dataset used was not appropriate to examine this for gender, ethnicity and sexual orientation unfortunately. Results concerning a particular group of employees are thus applicable to that group in general but, depending on the workforce composition of the organization, it might be that the relation between diversity approaches and negative treatment differs for individuals within that group.

The fifth limitation has to do with the results of the factor analysis when comparing majorities and minorities in a multiple group SEM-model. The estimates of the measurement paths are presented in the attachment. Although not the central focus of this study, it is important to remark that some items load differently for various respondents. In other words, the measurements are not all equivalent which indicates that the meaning of an item may differ across groups. However, it is believed to be realistic that latent concepts are differently interpreted by employees belonging to different groups. It is also worth mentioning that, with regard to 7 out of 38 items, one or two estimates are below the threshold of .5. This indicates that these items are not well enough related to the particular latent variable. For comparative purposes, these items are not deleted though.

Besides the suggestions for future research on workforce diversity mentioned above, the research agenda should pay more attention to interrelated diversity dimensions. This means that not one characteristic but several characteristics concern the same person. For example, an employee can be a heterosexual non-Western man or a lesbian Western woman. Perhaps someone belonging to multiple minority groups has different experiences than someone associated with only one minority characteristic. Research addressing this interrelatedness would be more in line with the complexity of contemporary workplaces. Also, theory about majority and minority groups can be extended by knowledge about employees having both majority and minority characteristics.

Despite its limitations, minister Asscher of Social Affairs and Employment can benefit from the study's findings with regard to his policy program aimed at combating negative treatment at workplaces. Rather than developing a general policy program, it is highly recommended to differentiate between public, semi-public and private organizations for two reasons. First, public and private sector employees need special attention since they experience more negative treatment than semi-public sector employees. Second, each sector should approach workplace diversity differently as public, semi-public and private sector employees benefit from different diversity approaches.

Recently, Asscher introduced a smartphone app in order to ease reporting discrimination. In terms of prevention is better than cure, it would be more effective to inform organizations about ways of avoiding negative treatment. The SER already suggested a national campaign. This campaign should address public, semi-public and private organizations separately making employers and employees aware of the most appropriate diversity approach in their sector. Negative treatment in public sector organizations can best be reduced by the pro-equality approach and partly by the pro-diversity approach. For semi-public sector organizations it is only beneficial to embrace the pro-diversity approach while both approaches work equally well in the private sector to combat negative treatment. *Diverse approaches to be treated the same* would be a suitable campaign slogan.

Acknowledgement

Sandra Groeneveld (EUR) and Lisette Kuyper (SCP) were my supervisors and Sandra van Thiel (RU) acted as second reader. I am grateful for their interesting discussions during the research process. Besides, I highly appreciate the opportunity to do an internship at the Netherlands Institute for Social Science.

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APPENDIX: MEASUREMENT PATHS SEM-MODELS 2-6

Measurement Paths	Model 2	Std. est.	Model 3	Std. est.	Model 4	Std. est.
PE1 ← Pro-equality approach	Public sector Semi-public sector Private sector	<u>.47</u> .51 .62	Men Women	.61 .56	Western Non-Western	.59 .60
PE2 ← Pro-equality approach	Public sector Semi-public sector Private sector	.52 .51 .64	Men Women	.64 .58	Western Non-Western	.60 .62
PE3 ← Pro-equality approach	Public sector Semi-public sector Private sector	.60 .51 .52	Men Women	.56 <u>.49</u>	Western Non-Western	.52 .50
PE4 ← Pro-equality approach	Public sector Semi-public sector Private sector	.53 .58 .65	Men Women	.66 .61	Western Non-Western	.64 .66
PD1 ← Pro-diversity approach	Public sector Semi-public sector Private sector	.72 .77 .76	Men Women	.75 .77	Western Non-Western	.78 .68
PA2 ← Pro-diversity approach	Public sector Semi-public sector Private sector	.83 .85 .85	Men Women	.84 .86	Western Non-Western	.85 .86
PD3 ← Pro-diversity approach	Public sector Semi-public sector Private sector	.84 .85 .87	Men Women	.86 .89	Western Non-Western	.87 .87
B1 ← Bullying	Public sector Semi-public sector Private sector	.54 .50 .58	Men Women	.56 .56	Western Non-Western	.54 .67
B2 ← Bullying	Public sector Semi-public sector Private sector	.57 <u>.49</u> .60	Men Women	.59 .55	Western Non-Western	.56 .65

B3 ← Bullying	Public sector Semi-public sector Private sector	.56 .47 .52	Men Women	.52 .49	Western Non-Western	.52 .51
B4 ← Bullying	Public sector Semi-public sector Private sector	.62 .52 .61	Men Women	.61 .56	Western Non-Western	.58 .66
B5 ← Bullying	Public sector Semi-public sector Private sector	.70 .59 .69	Men Women	.68 .65	Western Non-Western	.65 .76
B6 ← Bullying	Public sector Semi-public sector Private sector	.67 .57 .67	Men Women	.68 .63	Western Non-Western	.64 .69
B7 ← Bullying	Public sector Semi-public sector Private sector	.72 .75 .74	Men Women	.73 .77	Western Non-Western	.74 .79
B8 ← Bullying	Public sector Semi-public sector Private sector	.55 .48 .52	Men Women	.54 .48	Western Non-Western	.51 .52
B9 ← Bullying	Public sector Semi-public sector Private sector	.65 .60 .55	Men Women	.52 .62	Western Non-Western	.57 .51
B10 ← Bullying	Public sector Semi-public sector Private sector	.76 .69 .69	Men Women	.69 .68	Western Non-Western	.70 .65
B11 ← Bullying	Public sector Semi-public sector Private sector	.68 .68 .67	Men Women	.62 .69	Western Non-Western	.65 .72
B12 ← Bullying	Public sector Semi-public sector Private sector	.78 .71 .73	Men Women	.72 .73	Western Non-Western	.73 .77
B13 ← Bullying	Public sector Semi-public sector Private sector	.64 .63 .61	Men Women	.63 .64	Western Non-Western	.62 .67
B14 ← Bullying	Public sector Semi-public sector Private sector	.70 .58 .60	Men Women	.62 .61	Western Non-Western	.61 .68
UT2 ← Unequal treatment	Public sector Semi-public sector Private sector	.71 .79 .83	Men Women	.80 .81	Western Non-Western	.80 .83
UT3 ← Unequal treatment	Public sector Semi-public sector Private sector	.93 .92 .95	Men Women	.93 .96	Western Non-Western	.94 .99
UT4 ← Unequal treatment	Public sector Semi-public sector Private sector	.83 .84 .84	Men Women	.82 .86	Western Non-Western	.83 .89

Measurement Paths	Model 5	Std. est.	Model 6	Std. est.
PE1 ← Pro-equality approach	Homosexual LGB	.59 .57	Women Non-Western LGB	.57 .60 .53
PE2 ← Pro-equality approach	Homosexual LGB	.61 .53	Women Non-Western LGB	.56 .58 .51
PE3 ← Pro-equality approach	Homosexual LGB	.52 .51	Women Non-Western LGB	.51 .51 .52
PE4 ← Pro-equality approach	Homosexual LGB	.64 .64	Women Non-Western LGB	.63 .67 .64
PD1 ← Pro-diversity approach	Homosexual LGB	.76 .78	Women Non-Western LGB	.76 .67 .76
PA2 ← Pro-diversity approach	Homosexual LGB	.85 .87	Women Non-Western LGB	.85 .85 .85
PD3 ← Pro-diversity approach	Homosexual LGB	.87 .89	Women Non-Western LGB	.89 .87 .89
B1 ← Bullying	Homosexual LGB	.55 .58	Women Non-Western LGB	.56 .67 .57
B2 ← Bullying	Homosexual LGB	.56 .62	Women Non-Western LGB	.54 .65 .61
B3 ← Bullying	Homosexual LGB	.51 .54	Women Non-Western LGB	.51 .51 .55
B4 ← Bullying	Homosexual LGB	.59 .60	Women Non-Western LGB	.60 .67 .62
B5 ← Bullying	Homosexual LGB	.67 .65	Women Non-Western LGB	.68 .78 .67
B6 ← Bullying	Homosexual LGB	.65 .62	Women Non-Western LGB	.71 .74 .68
B7 ← Bullying	Homosexual LGB	.75 .77	Women Non-Western LGB	.78 .79 .79
B8 ← Bullying	Homosexual LGB	.52 <u>.48</u>	Women Non-Western LGB	.50 .55 .51

B9 ← Bullying	Homosexual LGB	.61 .58	Women Non-Western LGB	.59 <u>.43</u> .51
B10 ← Bullying	Homosexual LGB	.69 .67	Women Non-Western LGB	.69 .63 .69
B11 ← Bullying	Homosexual LGB	.67 .69	Women Non-Western LGB	.67 .67 .64
B12 ← Bullying	Homosexual LGB	.73 .74	Women Non-Western LGB	.73 .76 .73
B13 ← Bullying	Homosexual LGB	.65 .60	Women Non-Western LGB	.67 .70 .61
B14 ← Bullying	Homosexual LGB	.62 .65	Women Non-Western LGB	.62 .68 .64
UT2 ← Unequal treatment	Homosexual LGB	.80 .83	Women Non-Western LGB	.81 .83 .81
UT3 ← Unequal treatment	Homosexual LGB	.94 .93	Women Non-Western LGB	.95 .98 .90
UT4 ← Unequal treatment	Homosexual LGB	.84 .85	Women Non-Western LGB	.86 .90 .83
