**Speaking up about Diversity: Moderating Role of Inclusion**

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Abstract

To foster equality and increase productivity, many organizations have gender diversity policies in place and seeking for effective ways to promote it. Recently, scholars proved that whether employees support or resist these measures is crucial for their effectiveness. This paper contributes to the growing literature body by researching the role of perceived individual inclusion in translation of attitudes towards gender diversity policies into behavior. The online survey was conducted among employees of European companies with ongoing gender diversity policies. Results confirmed the positive relationship between endorsement of gender diversity policies and activism, while inclusion could not be confirmed as a moderator of this link. On top of it, Jansen et al. (2015) framework about four inclusion states was exploratively tested and partially confirmed using cluster analysis. The importance of gender diversity policies in organizations is emphasized, implications and limitations of the study are discussed.

*Keywords:* endorsement, activism, gender diversity, diversity policies, inclusion.

**Speaking up about diversity: moderating role of inclusion**

Due to the ever-changing demographic composition of the workforce and in order to foster equality and increase the productivity of the workforce, many worldwide organizations have recently started adopting diversity programs (Gündemir et al., 2017). Since a growing body of research proves that gender diversity has a number of positive effects, on top of the ethical implications, there are practical purposes to pursue diversity in the workplace. The evidence shows a positive effect of women representation on performance (Campbell & Mínguez-Vera, 2008; Dwyer et al., 2003; Hoogendoorn et al., 2013), lower risk taking and better overall company performance (Perryman et al., 2017), corporate social performance (Boulouta, 2012), team productivity (Vasilescu et al., 2005), and innovation (Díaz-García et al., 2013).

Thus wise, researchers and practitioners are seeking better ways to increase workforce diversity (Byrd & Scott, 2018) designing gender diversity policies (GDP). There is no fully comprehensive list of gender diversity policies available in the literature. However, Kalev, Dobbin and Kelly (2006) described seven most common types of diversity policies: (a) affirmative action plans, (b) diversity committees and task forces, (c) diversity managers, (d) diversity training, (e) diversity evaluations for managers, (f) networking programs, (g) and mentoring programs. All those various policies are designed to achieve the one ultimate goal – to reduce the inequality of men and women in the workplace.

However, this process is not without its complications. Despite the positive and socially beneficial goals of diversity policies, it has been met with significant resistance (Harrison et al., 2006), especially among non-minority employees. The research of Benschop and Verloo (2006) was conducted on gender mainstreaming initiative at the Ministry of the Flemish Community in Belgium. The authors stated that the initiative was faced with a notable resistance among high-ranking male civil servants. Someone can argue that this example is an extreme one since the study was conducted in a very masculine and «male-owned» sphere. However, in recent years, there has been an increasing amount of literature on adverse reactions towards diversity policies among current employees and, more specifically, males (Alserhan et al., 2010; Dobbin & Kalev, 2016; Jansen et al., 2016). One of the possible explanations of that effect is that male employees may be afraid of losing their privileges (Pleasants, 2011).

Such resistance is troublesome for governments and organizations implementing such policies because it may hinder the positive effects of gender diversity (Crosby et al., 2006). An

in-depth look at this issue is paramount, considering the fact that resistance has been identified as a critical factor for the efficiency of diversity initiatives within companies (Wentling, 2004).

We expect that behaviour supporting or undermining the policy ultimately determines its effectiveness. Therefore, it is essential to improve our understanding of the extent and conditions (such as inclusion) in which employees' positive or negative feelings towards GDP translate into behaviour.

**Gender diversity policies and attitudes towards it**

There has been little research investigating how an organization's diversity management affect employees (see McNab & Johnston, 2002 for more). Even less research is available on precisely gender diversity policies (Freeman, 2003; K. M. Thomas & Wise, 1999). So, the research body on attitudes towards diversity policies is somewhat limited and produced mixed findings. For instance, whereas some researchers have shown that females reacted positively to GDP benefiting women (e.g., Beaton & Tougas, 2001; Tougas & Beaton, 1993), others have found the opposite (e.g., Matheson et al., 1994).

Additionally, attitudes towards diversity policies are closely connected to various aspects of those policies, such as their prescriptiveness, which is «the amount of consideration that diversity policy (or affirmative action policy) gives to applicants' demographic traits» (Harrison et al., 2006, p. 1014).  More specifically, "softer" forms of affirmative action are favoured over "harder" forms such as programs that use the diversity factor as a tiebreaking factor in hiring decisions (Kravitz & Klineberg 2000). Additionally, perceived fairness of the policy plays a crucial role in the attitude towards it (Bobocel et al. 1998). Similarly, another research has also found that respondents who deny discrimination in the workplace are unlikely to support GDP, seeing them as unnecessary (e.g., Swim et al., 1995; Tougas & Veilleux, 1990).

**Endorsement and Activism**

For a better understanding of attitudes towards GDP, we consider Avery (2011) theoretical model to be highly useful. The author stated that "an individual's level of support can vary in terms of both its *endorsement* (i.e., the extent to which it is attitudinally supported intrinsically) and *activism* (i.e., the extent to which one's behaviours support or oppose diversity)" (p.241). It is worth noting that attitudinal and behavioural aspects of support (or the lack thereof) do not necessarily align, as can be seen in the matrix of four common behaviours in regards to the diversity created by Avery (see Figure 1).

The first type, called *Silence* includes people who support diversity, but it is not manifested in the person's actions. This is opposite to those in the next quadrant called *Championing*, whose attitudes both support diversity and openly demonstrate it. The third quadrant, called *Subtle Resistance* illustrates passive negative attitude, while *Flagrant Discrimination* is actively displaying this opposition to workplace diversity.

**Figure 1**
*Avery's Framework of Attitudes towards Diversity*



Apart from theoretical explorations, few studies investigated the relationship between attitudes and subsequent behaviour (Spanierman et al., 2008). Furthermore, the link between endorsement of diversity policies and activism has not been empirically tested whatsoever (not even using the correlational design), and much uncertainty still exists about the strength of this relationship and factors that moderate it. This is likely due to various reasons, such as a lack of collaborative effort between academics and practitioners, high complexity of the constructs used, and difficulties in the operationalization of constructs. Moreover, only longitudinal research designs can test the causality of this link.

However, some studies on the topic have been conducted. In the research of Hiemstra et al. (2017), attitudes were found to be the most reliable driver of individuals' actual intentions to

promote diversity at work, which consecutively predicted behaviour. Another study by Cunningham and Sartore (2010) examined antecedents of championing diversity and found that extraversion, racial and sexual prejudice held stronger associations with the actions than demographical factors. Moreover, those factors were all predictive of championing behaviour. Taken together, these findings lead us to our first hypothesis:

*Hypothesis 1*: Endorsement of diversity policies is positively related to diversity activism.

As mentioned above, supporting or undermining the policy behaviour ultimately determines the effectiveness of diversity policies, so it is important to improve our understanding of the extent and conditions in which employees' attitudes towards GDP translate into behaviour. In its turn, the current study aims to provide some insights into the role of perceived individual inclusion in this process.

**Inclusion: Moderating Role and Four states**

A great deal of research has focused on workgroup diversity, but management scholars have only recently focused on *inclusion*. According to Jansen et al. (2014), "inclusion is the degree to which an individual perceives that the group provides him or her with a sense of belonging and authenticity" (p. 11).

Perceived organizational inclusion is an essential factor that may play a role in the link between individuals' endorsement of GDP and activism. According to the Theory of Planned Behaviour, when both the intention and the perceived situational control are sufficient, the desired behaviour will be performed (Ajzen, 1991). Similarly, employees with a higher level of inclusion would probably feel more able to control the situation (more chances to be heard by colleagues), which in turn might result in voicing up. Commenting on a similar topic, Mor Barak et al. (2016) argues: "A climate for inclusion may lower individual boundaries aimed at separating employees from one another and increase commonality and the ability for individuals to relate to one another within the organization" (p.11).

This view is supported by Shore et al. (2011) and Stamper & Masterson (2002) studies, that both indicated that inclusion is positively related to engagement in productive discretionary work behaviour. Similarly, diversity activism which goes beyond the requirements of the job duties can be defined as productive discretionary work behaviour. Recently, using a sample of

4,597 health sector employees, it has been found that diversity practices tend to have a minimal association with a climate of trust, but the relationship is greatly improved when workers believe they are included (Downey et al., 2015). Taken together, these studies support the notion that the level of inclusion increases the willingness to act based on one's attitudes, which leads us to the next hypothesis:

*Hypothesis 2*: The positive relationship between endorsement of gender diversity policies and activism is stronger as people perceive to be more included.

This study also aims to exploratively examine whether belonging or authenticity can be empirically distinguished. If so, separately moderate the relationship between endorsement and activism. It is worth noting that in the original paper of Jansen et al. (2015), authenticity and belongingness were highly correlated. However, the authors found support for the multidimensional nature of the construct. Also, it was stated that distinguishing between those two subcomponents is likely to be context-dependent, so the data and insights obtained in this study must be interpreted with caution.

**Inclusion states**

Building upon the conceptualization mentioned earlier, Jansen et al. (2015) stated that employees could find themselves in one of four states, depending on the extent to which their needs for belongingness and authenticity are satisfied. These four situations are visually represented in Figure 2 (below).

**Figure 2**
*Framework of Inclusion states (Jansen et al., 2015)*
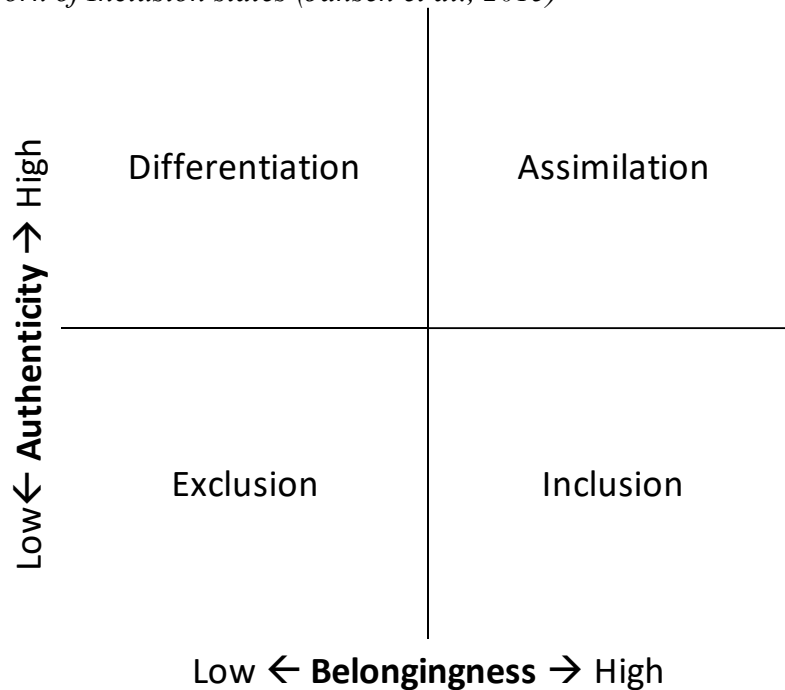


The Exclusion state refers to a situation when an individual perceives that he or she is not being treated as part of the organization, in which his or her values are not relevant for the workforce (low authenticity, low belongingness). It is opposed to the Inclusion, when an individual is not only treated as part of the company but also encouraged to stay genuine to his or her uniqueness (high authenticity, high belongingness). Thereupon, Assimilation reflects the acceptance of an individual, which comes at the cost of their authenticity (high belongingness, low authenticity). Finally, Differentiation occurs when an individual is perceived to be treated as an outsider of the workgroup, however, uniqueness is not compromised (low belongingness, high authenticity).

However, no attempts to test the role of adherence to a specific state of inclusion on diversity endorsement and translation into activism has been made. Based on the existing body of literature, we expect to see that those who fall into Differentiation or Inclusion states will show the strongest link between their attitudes and activism about gender diversity policies due to the high authenticity level. In contrast, those who are falling more onto the Belongingness side

will prefer to keep their attitudes separated from intended behaviour. Additionally, in a study of Melton & Cunningham's (2014) it was found that individuals who hold 'marginalized identities may distance themselves from controversial issues in an effort to avoid negative appraisals from others' (p.203), so similarly we expect the Exclusion state represents the weakest link between attitudes and activism.

To summarize, the study has two primary aims: to investigate the role of perceived inclusion in the translation of endorsement into activism; and to explore the nature of inclusion states and the effects of it on the translation of endorsement into activism. It is the purpose of this study to fill the research gap discussed above, by answering the question: "What is the role of inclusion in translating intrinsic attitudinal support of diversity into subsequent activism?"

From the academic perspective, the present study extends the previous research in two ways. First, it sheds light on the role of individual inclusion in support of the diversity policy. Second, it offers valuable insights into the translation of endorsement into activism and whether it depends on the extent to which employees perceive to be included. Also, this study explores the idea of inclusion states, which has never been tested before.

## Methods

### Design and Procedure

We used a one-wave self-report survey design offered for filling in English and Dutch. Data was collected among multitude of companies without any restrictions regarding the business area. In order to inform participants about the purpose of this study, a written instruction was provided, where anonymity, confidentiality and importance of the study were stressed. The advertisements were first circulated within several posts on LinkedIn, Facebook and professional forums and groups related to Diversity. Using a network of researchers, then short messages were sent to employees of large corporations based in the Netherlands. As one of the measures to raise the response rate, a lottery with a financial incentive equivalent to 50 euros was conducted.

### Participants

From 348 participants that completed the survey, only 89 fully completed the survey, and met all eligibility criteria were included in the data analyses (28.1% female, 69.7% male and 2.2% other). The subjects' ages ranged from 22 to 70 years old (M=39.91, SD=12.8) with the slight skew to the young people aged from 22 to 26. Overall, respondents illustrated great

diversity in terms of nationalities, yet the majority reported Dutch or Russian nationality, 77% and 7.9% respectively. Just over half of them worked in their current organisation between 6 month and 5 years (51.7%), while the rest had worked for longer than 5 years (48.3%). Absolute majority of the sample were employees of large (250+) companies, making up 94%.

The eligibility criteria for participating in the survey were as follows: the participant had to be employed by the company of at least 10 people for at least 20 hours per week (part-time), with a tenure of at least three months. To be included in the final sample the organisation of the individual has to have ongoing gender diversity policies and he or she has to be aware of it. To assess this criterion there were two questions: Y/N "Are there any gender diversity policies in your organisation?" and subsequent open-ended questions to describe those policies. The reasoning behind this eligibility criteria described above was to have a sample of individuals who have adapted to the new workplace, build relationships and work long enough to form an opinion towards gender diversity policies and personal perception of the atmosphere in the team and personal role in it. The 3+ months tenure was determined according to previous literature body. Specifically, as reported in Chen and Klimoski (2003), the newcomers' adaptation of individuals and teams lasts about 2 to 3 months.

**Measures**

This section of the paper outlines the specific measures used within this research. In particular, the questionnaire was designed to measure three following constructs: activism as the dependent variable, endorsement as the main independent variable and perceived inclusion as an independent moderator variable. All survey questions utilised a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (agree strongly).

**Demographics.**

The study began with several survey questions that were designed to check the eligibility of the respondent. In the interest of granting absolute anonymity we limited demographic questions to gender, age and nationality. However, at one point an incentive program was introduced, so those participants who wanted to take part in it were expected to indicate their email, which obviously makes the data traceable.

**Inclusion measurement.**

Inclusion was measured with eight items from the original 16-item Perceived Group Inclusion Scale (Jansen et al., 2014) with two subscales: belongingness and authenticity. The

original scale has been validated and has been proved to be highly reliable ($\alpha$ = .90) (Jansen et al., 2014), so we decided to use a shortened version for the current research. Belongingness scale consists of four items (e.g., «this group gives me the feeling that I belong», «this group treats me as an insider», and others). Authenticity also was measured with four items (e.g., «this group allows me to express my authentic self», «this group allows me to present myself the way I am», and others). Following a preliminary analysis, belongingness and authenticity proved to be not multicollinear, hence, they were used as separate components of inclusion.

**Endorsement and activism measurement.**

To assess participants' attitudes towards gender diversity policies launched in their companies, "Diversity resistance & support" scales with four items for each of them (based on Avery, 2011).  Examples of endorsement scale being: «I have a positive stance towards the gender diversity policy of my organization» and «I think the diversity policy of my organization is useful». An example item of activism scale is «I publicly display that I have a positive stance towards the gender diversity policy of my organization».

**Data analysis**

Data analysis was carried out using IBM SPSS Statistics. First, there were no missing data for any of the variables used. Next, all answers to the open-ended question "What kind of gender diversity policies does your organisation have?" were analysed and only participants who had GDP policies and were aware of them were included in the study. Then, factor analysis of all variables was conducted to establish the dimensionality of the data. After that, descriptive statistics (means, standard deviations) and internal reliability and intercorrelations were computed for the main study variables (see Table 2). To enable testing of interaction effects, standardized scores for the three independent variables were calculated. Next, hypotheses were tested using cluster analysis K-Means and hierarchical multiple linear regression analyses working with a 95% Confidence Interval and an alpha of 5%.

## Results

Before testing hypotheses, the preliminary data exploratory analysis was conducted. Firstly, in order to establish the convergent and discriminant validity of measurements, all 16 items were subject to exploratory factor analysis. An oblique rotation (oblimin) was used since the factors were expected to be interrelated. I specified the number of extracted factors to four because my research model consisted of four constructs. As expected, nearly all items loaded on

the respective factors of their scales, with cross-loading of two items: both «My organisation appreciates me» and «My organisation likes me» loaded on component 3, authenticity, as well as on component 4, belongingness. Three factors had eigenvalues over Kaiser's criterion of 1 and in combination, explained 79.6% of the variance. Table 1 shows the factor loading after rotation, factor loadings smaller than .4 were suppressed.

**Table 1**

*Standardized Factor Loadings for Belongingness, Authenticity, Endorsement and Activism Scales (N = 89)*

| Item | Factor loading | | | |
|---|---|---|---|---|
| | 1 | 2 | 3 | 4 |
| **Factor 4 - Belongingness** | | | | |
| My organization gives me the feeling that I belong | | | | .86 |
| My organization gives me the feeling that I am part of it | | | | .96 |
| My organization likes me | | | .49 | |
| My organization appreciates me | | | .40 | .50 |
| **Factor 3 - Authenticity** | | | | |
| My organization allows me to be authentic | | | .80 | |
| My organization allows me to express my authentic self | | | .96 | |
| My organization encourages me to express my authenticity | | | .91 | |
| My organization encourages me to present myself the way I am | | | .87 | |
| **Factor 1 - Endorsement** | | | | |
| I have a positive stance towards the gender diversity policy of my organization | .87 | | | |
| I think the gender diversity policy of my organization is useful | .97 | | | |
| I hope that the gender diversity policy of my organization will be successful | .82 | | | |
| I support the gender diversity policy of my organization | .85 | | | |
| **Factor 2 - Activism** | | | | |
| I publicly display that I have a positive stance towards the GDP of my organization | | .73 | | |
| I let others know I think the diversity initiatives of my organization are useful | | .75 | | |
| I play an active role in making the gender diversity policy of my organization a success | | .88 | | |
| I publicly declare that I support the gender diversity policy of my organization | | .93 | | |
| Eigenvalues | 6.29 | 4.32 | 1.30 | .81 |
| % of variance | 39.30 | 27.10 | 8.10 | 5.10 |

*Note:* Extraction Method: Principal Component Analysis. Rotation Method: Oblimin with Kaiser Normalization. Rotation converged in 8 iterations. Loadings under .40 were hidden from the table.

**Descriptive statistics**

Consequently, I conducted a descriptive statistical analysis of the main study variables. The data is normally distributed and satisfies linearity and heteroscedasticity assumptions. I carried out a reliability analysis on all four scales. Cronbach's alpha showed the scales to reach acceptable reliability, α ranges from .86 to .92. A positive correlation between two subcomponents of inclusion, belongingness and authenticity, were found; also, endorsement and activism variables are proved to be positively intercorrelated. Table 2 presents the results of the analysis.

**Table 2**
*Means, standard deviations, and intercorrelations of main study variables*

| Variable | *M* | *SD* | *α* | *1* | *2* | *3* | *4* |
|---|---|---|---|---|---|---|---|
| Belongingness | 4.09 | 0.85 | .86 | — | | | |
| Authenticity | 3.68 | 0.97 | .92 | .455** | — | | |
| Endorsement | 4.11 | 0.96 | .92 | .164 | .156 | — | |
| Activism | 3.30 | 1.11 | .91 | -.050 | .069 | .548** | — |

*Note. N = 89,* **Correlation is significant at the 0.05 level (2-tailed).

After that, the multicollinearity test was conducted to check if the data met the assumption of collinearity. It indicated that multicollinearity was not a concern. The result of the test for each variable is as follows: Authenticity, Tolerance = .68, VIF = 1.48; Belongingness, Tolerance = .65, VIF = 1.53, Endorsement, Tolerance = .94, VIF = 1.07.

Since multicollinearity was not a concern, the first hypothesis, which stated that endorsement of GDP is positively related to activism, could be tested. Therefore, a linear regression analysis was conducted (see Table 3). The model showed a significant positive relationship between endorsement of GDP and activism, $\beta$ =.56 (p < .001). Thus, the first hypothesis was confirmed.

To test the hypothesis 2, authenticity and belongingness variables were added to the model. It revealed a small $R^2$ change by .02 (p < .001) resulting in a total adjusted $R^2$ of .33, while the significance of the F change was .44, which can be interpreted as a non-significant. The results of a hierarchical linear regression can be found in Table 3. Thus, inclusion subcomponents

and interaction between them were found not to be moderators of the link between endorsement of GDP and activism.

**Table 3**

*A linear regression of the relationship between Endorsement of gender diversity policies and Activism, moderated by Belongingness and Authenticity*

| Variable | B | SE (B) | β | p |
|----------|-----|--------|------|-------|
| Model 1 | | | | |
| Constant | .01 | .08 | | 1 |
| Endorsement (E) | .56 | .89 | .55 | .00* |
| Model 2 | | | | |
| Endorsement x Authenticity | .65 | .11 | .84 | .55 |
| Endorsement x Belongingness | -.37 | .11 | -.05 | .74 |
| Endorsement x Authenticity x Belongingness | -.06 | .48 | -.18 | .22 |

*Note. N = 89, **Correlation is significant at the 0.05 level (2-tailed). $R_2$ for Model 1 = .31; $R_2$ for Model 2 = .33.

Then, K-Means Cluster Analysis was conducted to test hypothesis 2 in an alternative way. The number of clusters was set to four. As can be detected in Figure 1, obtained clusters fit the framework proposed by Jansen et al. (2014). The first cluster turned out to be the densest and high on both scales, while the rest of them lied lower. Obtained clusters and its centroids can be found in Table 4 and Figure 3 below.

**Table 4**

*K-Means Cluster analysis results: cluster centres and number of cases in each cluster, N = 89*

|  | Clusters | | | |
| --- | --- | --- | --- | --- |
|  | *1* | *2* | *3* | *4* |
| Authenticity Cluster Center | .89 | -1.77 | -.69 | -.31 |
| Belongingness Cluster Center | .63 | -2.40 | .54 | -.61 |
| Number of cases | 37 | 7 | 18 | 27 |

*Note.* Convergence achieved due to no or small change in cluster centers in iteration 5. The minimum distance between initial centers is 2.062.

**Figure 3**

*K-Means Cluster analysis: Four clusters obtained on the scales Authenticity and Belongingness*
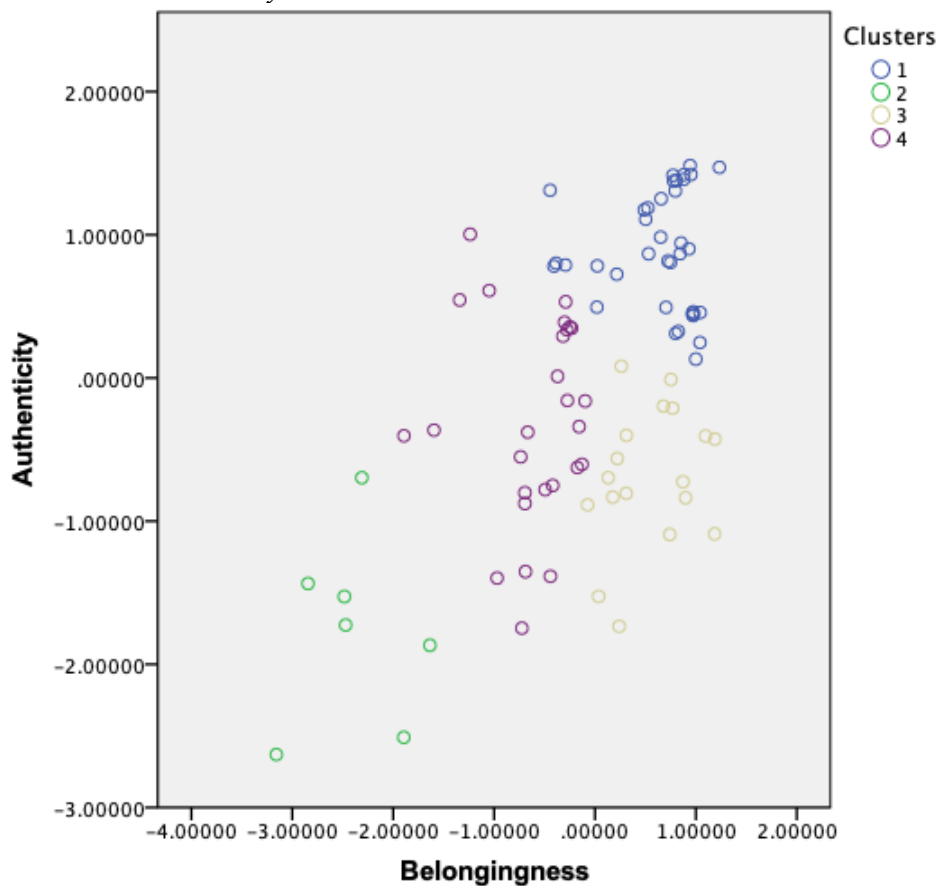
To explore the moderating effect of clusters in the link between endorsement of GDP and activism, a dummy coding was used. Additionally, the main variables scores were standardized, and their interaction term was construed based on these standardized scores. After that, hierarchical linear regression was built. Cluster 1, including the largest number of cases, was taken out as a reference group. However, contrary to expectations, including the moderating effects of four clusters in the model (Step 2 in Table 5) did not change it significantly ($R^2$ change = .01, p = .67), and neither of the three moderating effects were significant (Cl2 x E, $\beta$ = -.06, p = .58, Cl3 x E, $\beta$ = .30, p = .38, Cl4 x E, $\beta$ = -.09, p = .66). No significant interaction effect was found. Thus, hypothesis 2 was rejected. The results of hierarchical linear regression can be found in Table 5 and Figure 4 below.

**Table 5**
*A linear regression of the relationship between Endorsement of GDP and Activism across clusters of participants*

| Variable | B | SE (B) | $\beta$ | p |
|---|---|---|---|---|
| Step 1 | | | | |
| Constant | .01 | .08 | | 1 |
| Endorsement (E) | .58 | .91 | .58 | .00* |
| Cluster 2 | .53 | .35 | .14 | .13 |
| Cluster 3 | -.85 | .24 | -.03 | .72 |
| Cluster 4 | .29 | .21 | .01 | .89 |
| Step 2 | | | | |
| Constant | -.04 | .14 | | .79 |
| Cluster 2 * E | -.16 | .29 | -.06 | .58 |
| Cluster 3 * E | .30 | .34 | .09 | .38 |
| Cluster 4 * E | -.09 | .21 | -.05 | .66 |

*Note.* $R^2$= .33 for Model 1; $R^2$= .34 for Model 2 (ps < .001).

**Figure 4**

*The interaction effect of Endorsement of GDP and Inclusion states on Activism*
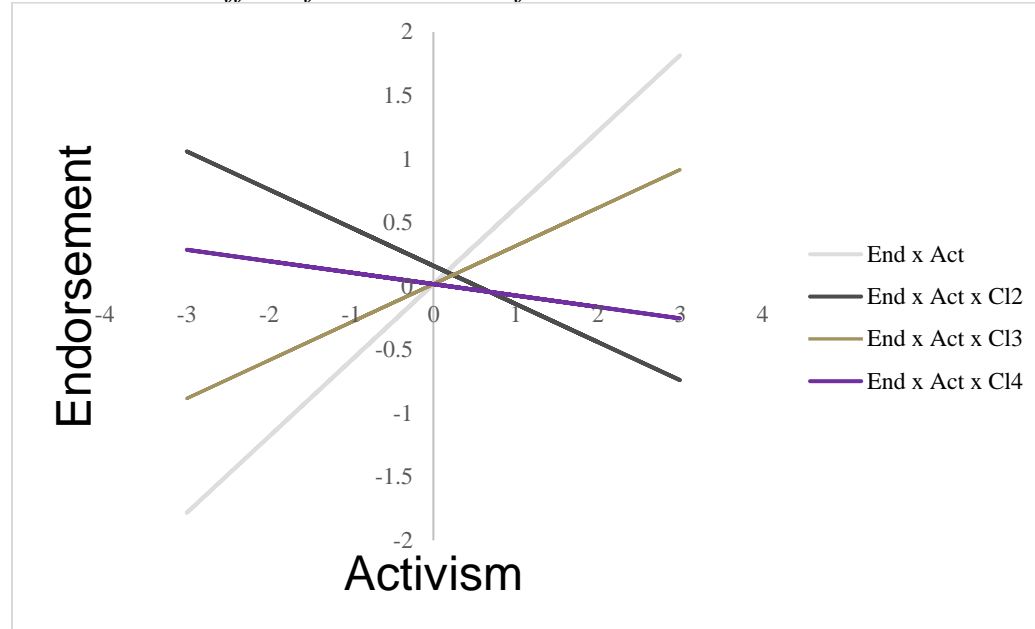
**Discussion**

The current study examines the relationship between endorsement of GDP and activism among employees. It was conducted also with the aim of assessing the role of perceived inclusion in the translation of attitudes into behavioral support. It was also hypothesized that the link between endorsement and activism will be affected by inclusion state of the respondent.

In line with our expectation, we found that the more a person endorses gender policies within the organization, the more he or she tends to be active in promoting it. This finding corroborates with earlier studies, such as theory of planned behavior (Ajzen, 1991) and, more specifically, Hiemstra, Derous & Born (2017), who found that attitude towards diversity promotion was the main driver of behavioral support of it. This finding does not require an in-depth explanation, since it supports the well-established idea of the strong connection between attitudes and subsequent behavior. Individuals base their activism on the attitudes towards the topic, which is totally reasonable.

On the other hand, the moderating effect of inclusion and its subcomponents on the abovementioned link have not been confirmed. This fact is not in line with earlier research. Contrary to the finding of Shore et al. (2011) and Stamper & Masterson (2002), in this research inclusion did not prove to strengthen the link between endorsement of GDP and activism. In another study of Packer (2008, 2011) loyalty and concern for the group (can be interpreted as belongingness) were found to be reasons for rebellion, and highly identified group members dissent because they care about the group. Findings of the current research demonstrated that this is not necessarily true. It is difficult to explain such results, however, one explanation might be that the said effect is highly subjective and dependent on a number of external factors. On the other hand, it could be possible that limitations or the overall design of the current study discussed below have influenced this outcome.

It was assumed that employees might fall on one of the four inclusion states depending on the way they are perceived to be included within the team (Jansen et al., 2014). The scatter of four clusters obtained reflect the Jansen's assumption of four inclusion states. Also, most participants perceived themselves to be highly included, which can be explained by the exclusion criteria we used. Apparently, those employees who do not feel themselves to be included in the team, tend to leave company within six months.

Turning now to describing particular inclusion states, it's worth noting that the majority of cluster 1 turned out to be the most included. So that it can be labelled following Jansen's classification as an "Inclusion" state, since participants who fall into this state feel the most belonged to the group, as well as authentic.

On the other side, cluster 2 can be labelled as an «Exclusion» state, since both measures of inclusion appeared to be much lower than the average. It should be noted that this cluster is the least dense and includes only 7 cases, so the results should be interpreted with caution to avoid the effect of outliers. Two remaining clusters (Cluster 3 and Cluster 4) represent the level of authenticity below average, but vary in the level of belongingness. Particularly, one of these clusters was defined by slightly higher perceived belongingness to the organization, while the others reported a lower level. Those results are almost perfectly aligned with the Jansen et al. (2014) framework of inclusion states. Since individuals in clusters 3 and 4 show relatively low level of authenticity, the Differentiation state has not been identified. As a result, a proposed idea of four states of inclusion was partially supported.

Following such scholars as Jansen (2014), Downey, Van der Werff, Thomas and Plaut, (2015), we expected the level of the authenticity and belongingness would affect the translation of endorsement of policy into activism, in a way that the more included individual perceives him or her within the organization, the more his or her attitudes will affect promoting behavior. This would have entailed that people who find themselves in different inclusion states would translate their attitudes into behavior differently. However, no actual effect was found, so individual inclusion of the person does not seem to play a significant role in his or her activism.

To summarize, the results in this study are, therefore, partially in line with previous research and expand the current knowledge in the field. The idea of inclusion states deserves future research, aiming to understand the nature of diversity activism.

**Theoretical and practical implications**

These findings, although preliminary, provide insights on the factors affecting attitudes and behaviors towards gender diversity policies. The hypothesis of the role of individual perceived inclusion was tested, measurement tools were checked for validity and translated to Dutch. This enhancement might help future researchers working with Dutch sample.

From a more practical standpoint, the current study findings point to the role that attitudes towards policy play in its translation into supporting behavior. These findings suggest that in order to achieve more gender equality in the workplace, diversity policy designers should focus on the ways to make those policies more appealing for everyone, such promotion leading to higher endorsement of such policies, in turn enhancing the level of activism. With an increasingly diverse workforce worldwide, this paper advances understanding of individual drivers to support gender diversity at the workplace.

**Limitations and future research**

This study includes several limitations that require further discussion. In order to make the data anonymous, most of the demographic data were left out of a survey. Also, some of the subscales were shortened in order to reduce the filling duration. Relevant demographic factors such as age, tenure, function within an organization could help achieve a better understanding of the factors influencing the attitudes and behaviors towards GDP. Also, no data on the business field in which the companies are operating were collected, so we cannot draw any conclusion on that or control for those factors.

Another source of uncertainty is the design of the research. As described earlier, in order to explore the characteristics of GDP, participants were asked two questions: one about the existence of the ongoing GDP within the company and an another open ended question to elaborate on the type of the policies they have. Even though a description of most common GDP was provided, the quality of the open-ended answers was rather low, resulting in a lack of accuracy in the dataset. Although all the answers were meticulously considered and sorted, one can question the quality of the data collected using this survey. Firstly, there is no possibility to trace the company a respondent works for and diversity policies that are present in this organization. Also, no information on the prescriptiveness and other aspects of the policies were provided, which is limiting the scope of information we collected in regards to the policies.

A review of the general design of the study could be highly beneficial for future studies on the attitudes towards GDP. One of the alternative designs is using a theoretical example of GDP presented to every participant, instead of asking them to recall a real GDP they have in the companies. This could help to fix the aspects of GDP while researching specifically the link between endorsement and activism and a role of inclusion within an organization. However, it is

essential to bear in mind that the ecological validity of this research would be lower than of the current study.

Future studies should also aim for a higher number of participants to strengthen the validity of findings. The possible skewness of the sample might be taken into account. Since the survey was distributed openly in social media and among HR and Diversity & Inclusion specialists, there could be a bias such that only people with the more extreme attitude towards it took part in the research. In that case, this sample will not be as representative of general sampling.

## Conclusion

The most prominent finding to emerge from this study is that endorsement of GDP is positively related to activism. Inclusion has not been proven to be a moderator of this link, as well as a role of inclusion states. However, valuable insights were collected about an inclusion states framework. Four inclusion clusters were identified, a general pattern was described. The findings of this research complement those of earlier studies.

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**Appendix 1**

Attitudes towards gender diversity questionnaire

Dear respondent,

We would like to ask you to participate in this research.

**The goal of this research**

The purpose of this study is to get more insight in attitudes towards gender diversity policies and in the attributes of such policies. The research can offer new perspectives regarding the implementation of diversity policies as well as new knowledge on which future diversity researchers may build.

**Your right to withdraw/discontinue**

To complete the survey you need to answer every question. However, you are free to quit the survey and stop participation at any time. It may take up 10 minutes to complete this survey.

**The confidentiality of your data**

All information gathered from this survey will be confidential. Participation is anonymous and the data will be accessible only to the researchers and their faculty advisor.

**Incentive**

When you participate in this survey you will have a chance of receiving 50 euro's by inputting your e-mail at the end of the questionnaire. If you choose to input your e-mail, it will be used purely to be included in the raffle pool, and will be deleted once the raffle prize is given out.

**Researcher contact information**

This research study is being conducted by Utrecht University students Antonius Dimas Prasasto, Sander Konings, Anna Witteveen and Alexandra Molokostova. The faculty supervisor is dr. Wiebren Jansen. If you have questions or concerns about results or your participation in this study, you may contact the researchers via email: a.molokostova@students.uu.nl or s.konings@students.uu.nl.

**Eligibility**

The first part of the survey contains several questions to determine if you are eligible for this research. If this is not the case, the survey will end immediately.

**Verification of adult age**

By participating in this survey, you attest that you are 18 years or older and that you have consented to participate in this research study.

○        I have read and understood the terms of participating.

How many employees does this organisation approximately have?

○        less than 10

○        10-49

○        50-249

○        >250

How long have you worked for this organisation?

○        <6 months

○        6 months - 5 years

○        >5 years

Do you currently work for one organisation for at least 24 hours a week?

○        Yes

○        No

Are you formally a supervisor?

○ Yes

○ No

What is your gender?

○ Male

○ Female

○ Other _____

What is your age?

What is your nationality?

Following questions concern gender diversity policies. There are different types of gender diversity policies. To give you an overview, we listed the most common ones below. This is, however, not an exhaustive list.

**Types of gender diversity policies:**

- Voluntary or mandatory training about gender diversity
- Recruitment measures that ensure no discrimination based on gender
- Mentoring programs, designed to reduce gender discrimination
- Diversity task force: a department or an employee, that makes sure that no gender discrimination occurs within the company
- Gender diversity goals, in which numerical goals concerning the representation of male & female employees are established

Are there any gender diversity policies in your organisation?

○   Yes

○   No

What kind of gender diversity policies does your organisation have? Please elaborate.

_____

| | Completely not diverse | More not diverse than diverse | Neutral | More diverse than not diverse | Completely diverse |
|---|---|---|---|---|---|
| To what extent do you perceive your organisation to be diverse in terms of gender? | ○ | ○ | ○ | ○ | ○ |

The following statements concern your individual experience of working in the company. Indicate to what extent you agree with the statements below from strongly agree to strongly disagree.

| | Strongly disagree | Somewhat disagree | Neither agree nor disagree | Somewhat agree | Strongly agree |
|---|---|---|---|---|---|
| **My organisation** | | | | | |
| …gives me the feeling that I belong | ○ | ○ | ○ | ○ | ○ |
| ...gives me the feeling that I am part of this group | ○ | ○ | ○ | ○ | ○ |
| ...likes me | ○ | ○ | ○ | ○ | ○ |
| ...appreciates me | ○ | ○ | ○ | ○ | ○ |
| ...allows me to be authentic | ○ | ○ | ○ | ○ | ○ |
| ...allows me to express my authentic self | ○ | ○ | ○ | ○ | ○ |
| ...encourages me to express my authentic self | ○ | ○ | ○ | ○ | ○ |
| ...encourages me to present myself the way I am | ○ | ○ | ○ | ○ | ○ |

The following statements are about your own feelings and beliefs about the gender diversity policy in your organisation.

| | Strongly disagree | Somewhat disagree | Neither agree nor disagree | Somewhat agree | Strongly agree |
|---|---|---|---|---|---|
| I have a positive stance towards the gender diversity policy of my organisation. | ○ | ○ | ○ | ○ | ○ |
| I think the gender diversity policy of my organisation is useful. | ○ | ○ | ○ | ○ | ○ |
| I hope that the gender diversity policy of my organisation will be successful. | ○ | ○ | ○ | ○ | ○ |
| I support the gender diversity policy of my organisation. | ○ | ○ | ○ | ○ | ○ |

The following statements are about your own feelings and beliefs about the gender diversity policy in your organisation.

| | Strongly disagree | Somewhat disagree | Neither agree nor disagree | Somewhat agree | Strongly agree |
|---|---|---|---|---|---|
| I publicly display that I have a positive stance towards the gender diversity policy of my organisation. | ○ | ○ | ○ | ○ | ○ |
| I let others know I think the diversity initiatives of my organisation are useful. | ○ | ○ | ○ | ○ | ○ |
| I play an active role in making the gender diversity policy of my organisation a success. | ○ | ○ | ○ | ○ | ○ |
| I publicly declare that I support the gender diversity policy of my organisation. | ○ | ○ | ○ | ○ | ○ |

Thank you for your participation in this research!

If you have any questions about this study, please contact us: a.molokostova@students.uu.nl

If this is not of great trouble for you, could you share the link with 1-2 of your colleagues?

If you are here from SurveySwap, go to this link to receive your credits

https://surveyswap.io/sr/z6HJktJn0ePobnz5


Have a nice day!

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If you would like to be included in the raffle, please insert your e-mail address* here:

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*Your e-mail is used exclusively to be included into the raffle pool, and will be permanently deleted from our database once the raffle prize is awarded.