

THE MEDIATING EFFECT OF INAUTHENTICITY ON THE RELATIONSHIP BETWEEN
DIVERSITY CLIMATE AND ENGAGEMENT

By

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(Under the Direction of Kecia M. Thomas)

ABSTRACT

Fostering a successful climate for diversity can have many positive outcomes for organizations and their employees. This paper investigates the impact of diversity climate on employee engagement. It is hypothesized that the impact of diversity climate on employee engagement will be mediated by employee inauthenticity and that this mediation relationship will be stronger for minority employees. The study was conducted using 417 employees from a large southeastern university. Results indicate that diversity climate led directly to employee engagement for both whites and minorities. Furthermore, inauthenticity was found to be a mediator, but only for minority employees. Theoretical and practical implications of the study are discussed along with recommendations for future research.

INDEX WORDS: Diversity Climate, Engagement, Inauthenticity, Race, Inclusion

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DEDICATION

To my Mom, Dad, Wesley, Amber and Brad thanks for your endless love and support, you are my inspiration. And to Kecia for your guidance and support, thank you for my future.

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CHAPTER 1

INTRODUCTION

As the workforce becomes increasingly diverse, organizations who wish to be competitive will find they are at an advantage by hiring a diverse body of individuals (Cox, 1993; Thomas & Ely, 1996; McKay, Avery & Morris, 2008). These competitive advantages not only have the potential to increase profitability, they often increase organizational and individual growth, creativity, learning, flexibility, and the successful adjustment to rapid changes in the market (Thomas & Ely, 1996). There has been little debate on diversity's potential to advance organizations, but what advantages do diverse individuals receive when working for these organizations? Successful organizational strategies can aid in the development of employees' career goals, but at times attempts to increase workplace diversity have backfired, which can result in many negative outcomes for employees of color, such as decreased engagement (Thomas & Ely, 1996).

Since the relatively new line of investigation, engagement, was introduced into the literature, researchers have sought to expand its nomological network. However, there is a deficiency in the literature with regard to its antecedents and consequences (Saks, 2006; Robinson, Perryman, & Hayday, 2004), specifically in a diverse context. Thus this paper will aim to address this link. Research has shown that lack of engagement can lead to reduced job satisfaction, decreased work performance, withdrawal behaviors, and turnover (Saks, 2006). Therefore it becomes costly and time consuming for organizations to recruit and train new employees for replacement into the vacant positions.

Because individuals spend a major portion of their lives at work, investigation of the outcomes and antecedents of engagement in one's workrole is important for the understanding of employee psychology (Cooper-Hakim & Viswesvaran, 2005). Various organizational contextual variables have been demonstrated to affect the way employees react to their organizations and how they perform their jobs. Research has shown that when employees feel supported by their employers they will be more engaged in their work (Chalofsky & Krishna, 2009). Therefore, it is important to understand what specific organizational factors help support the demonstration of employees' engagement in their work roles.

According to the Interactional Model of Cultural Diversity (IMCD) proposed by Cox (1993), an organizational climate for diversity can influence career outcomes for employees. Diversity climate is conceptualized as including individual-level, group-level, and organization-level factors. In line with this theoretical framework, there are a myriad of factors associated with diversity climate (Cox, 1993), and the current study will focus on diversity climate as a whole, while simultaneously analyzing the differential impact that separate climate dimensions may have for whites versus members of minority status. Specifically, this paper will focus on perceptions of supervisor support, human resource diversity policies, and perceptions of inclusion, due to their high potential for impact.

Effective leadership and management of diversity is crucial to planning and implementing organizational systems and practices so that all employees, regardless of their group membership, have the ability achieve their full work potential and contribute to the success of the organization (Cox, 1993). Successful leverage of employees' potential can foster an environment that allows individuals to feel valued and supported by their organization,

leading to an increase in one's engagement. Similarly when an organization implements policies and practices that support diversity initiatives, such as training to increase awareness, affinity groups, and recruitment initiatives (Jayne & Dipoye, 2004), employees will feel psychologically safe and are more willing to commit to their organizations (Kahn, 1990). Furthermore, as an organization supports a climate for diversity, individuals will likely gain access to important resources and crucial information, thus feeling more included (Mor Barak & Cherin, 1998). Understanding the links that climate has with outcomes is a main goal of this research, however it is also of interest to determine ways in which this relationship can be strengthened. In other words, this paper will aim to shed light on that black box through which human resource practices affect organizational and employee outcomes.

Specifically, employee inauthenticity is examined as a mediator to the diversity climate-engagement relationship. Minority group members must constantly consider how their group identification influences outside group members perceptions of their personal character or professional competence (Roberts, 2005), thus presenting a challenge to reveal their true authentic selves at work. Decreasing inauthenticity in the workplace would be highly beneficial to organizations because as, Roberts (2005) posits, authentically participating in interpersonal exchanges can result in increased psychological wellbeing, task engagement, performance ratings, and workgroup cohesion and creativity. To my knowledge this paper will be the first to empirically test the consequences of inauthentic behavior and its link to diversity climate.

Diversity is no longer just a moral and legal imperative; it increases organizational effectiveness by “[lifting] morale, [bringing] greater access to new segments of the marketplace, and [enhancing] productivity” (Thomas & Ely, 1996). This paper, using Cox's (1993) Interactional Model of Cultural diversity as the operating framework, adds to the existing

literature by further determining the predictive capacity of diversity climate on measures of engagement. Additionally, this paper seeks to identify the mediating effect that inauthenticity has on employee outcomes.

Because engagement leads to important organizational outcomes, I hope to inform the research on the antecedents to engagement, especially for minorities. Understanding the connections of engagement to the workplace and determining the preceding variables, will allow researchers, practitioners and managers to develop powerful tools and strategies, such as increased communication, successful recruitment/retention, and the implementation of diversity committees, that can greatly improve loyalty, employee satisfaction, and fulfillment (Jayne and Dipoye, 2004; Chalofsky&Krishna, 2009).

CHAPTER 2

LITERATURE REVIEW AND HYPOTHESES

Theoretical Framework

The Interactional Model of Cultural Diversity (IMCD), developed by Cox in 1993, explains the impact that diversity can have on an individual's career outcomes and overall organizational effectiveness. The IMCD is a generalized model that is designed to address the effects of diversity climate for various group identities, including but not limited to religion, physical ability, sexuality, ethnicity, race, age, and gender.

Cox (1993) proposes that there are two distinct effects that diversity climate can have on an organization's bottom line. The first, labeled as equal opportunity and motivation to contribute (EOMC) effects, operate under the assumption that "in many organizations diversity dynamics such as ethnocentrism, stereotyping, and cultural differences interact with a highly imbalanced power structure...to produce work outcome disadvantages for members of out groups" (p.16). Thus, when individuals perceive a disadvantaged workplace it can have major implications for their performance outcomes, which ultimately has consequences for the organization. The second set of effects, labeled as direct effects, suggest that organizational processes such as problem solving, communication, and creativity may be enhanced by the mere presence of diverse individuals. Thus it is extremely important for an organization to actively maintain a diverse workforce.

With these effects in mind, it is beneficial to understand the process by which employees of color perceive and react to their organizational environment. In the IMCD, several individual-,

intergroup-, and organizational-level factors all work together to define an organization's diversity climate. The nature of the climate for diversity subsequently impacts individual career outcomes. When individual career outcomes are enhanced there are, in turn, subsequent positive implications for overall organizational effectiveness.

Individual outcomes are thought to be either affective or achievement related, where affective outcomes “refer to how people feel about their work and their employer” and achievement outcomes are related to actual work performance (Cox, 1993 p.10). This research will focus on the affective outcome engagement. Engagement is theorized to lead to both direct and indirect positive outcomes for the organization. At the first level, organizational effectiveness measures such as turnover, withdrawal behaviors, attendance, work quality, recruiting success, creativity, problem solving and workgroup cohesiveness are all impacted, further translating to several indirect outcomes, allowing the organization to gain more profits, market share, and achieve goals (Cox, 1993).

Although the model proposes that individual, intergroup and organizational processes collectively contribute to the diversity climate, it is arguable that it is only in an organization's power to change the organizational-level factors. Using this model as a guideline this research seeks to determine those factors, specifically supervisor support, diversity practices and inclusion, that can impact engagement in underrepresented groups. Furthermore when employees see their organization's goals as congruent with their own (i.e. a minority employee will see an organization committed to diversity as congruent with their goals), they will feel psychologically safe and better able to reveal their authentic selves at work (Kahn, 1990). Thus it is expected that an employee's level of inauthenticity will mediate the relationship between organizational-level diversity climate factors and engagement.

The Outcome: Engagement

Originally, Kahn defined engagement as “harnessing of organization members' selves to their work roles” expressing themselves physically, cognitively, and emotionally during role performances (1990 p. 694). Kahn’s theory proposes that employees are more engaged when they are psychologically available in settings that contain more meaningfulness and psychological safety. In support, May, Gilson, and Harter (2004), developed a measure to investigate Kahn’s theory finding psychological safety, availability, and meaningfulness all to be significantly related to engagement.

According to the social exchange theory (SET), engagement acts as a means of repaying one’s organization in exchange for the amount of resources received. SET, according to Cropanzano and Mitchell (2005) operates under the assumption that relationships are reciprocal and lead to trusting and loyal partnerships as they evolve over time. Thus, when an individual receives career and social related support from their organization they will feel the need to repay their organization by way of being engaged. Research has supported this, finding rewards and recognition, workload, perceived fairness, values, and community and social support to precede engagement (Maslach, Scaufelli, & Leiter, 2001).

Additionally, research has found that perceived organizational support, perceived supervisor support, procedural justice and distributive justice are all antecedents of engagement (Saks, 2006). Employee engagement has been found to correlate with business unit profitability, customer satisfaction and loyalty, and safety outcomes (Harter, Schmidt, & Hayes, 2002). And similar to commitment, job satisfaction, turnover intentions, and OCB have been identified as consequences of engagement (Saks, 2006). Engagement has not been as clearly defined in the

literature as other affective attitudinal outcomes, but none-the-less it is an important variable leading to various positive outcomes for the organization.

While engagement is not explicitly included in the IMCD it is still considered to be an affective individual career outcome that behaves similarly to other outcomes such as organizational commitment (Hallberg & Schaufeli, 2006). It is imperative that organizations seek to strengthen the affective outcomes that have the potential to translate into enhanced organizational effectiveness for all employees, especially employees of color. For example African American and Hispanic employees have been shown to perceive more workplace discrimination against themselves than do white employees (McKay, Avery, Tonidandel, Morris, Hernandez, and Hebl. 2007). And research has shown that employees who are non-white report lower levels of social support and job satisfaction (Jones and Schaubroeck, 2004). Triana and Garcia (2009) found that the negative relationship between workplace discrimination and perceptions of procedural justice was attenuated when employees perceived that their organization was making efforts to support diversity. Additionally, when employees perceive congruence between their own goals and the organization's goals, they report having a higher level of commitment (Kahn, 1990; Vancouver & Schmitt, 2006; Joo, 2010). Thus, employees who value diversity and who work for an organization that is committed to maintaining a climate for diversity will be more engaged in their organizational roles. The first step to increasing engagement for our increasingly diverse workforce is to identify the aspects of organizational climate that will translate into these outcomes.

Hypotheses: Antecedents to Engagement

Diversity Climate

An organization that supports diversity maintains practices and policies that permeate throughout the organization to ensure an inclusive climate for diversity. Diversity climate is defined as “employees’ shared perceptions that an employer utilizes fair personnel practices and socially integrates underrepresented employees into the work environment” (McKay, Avery & Morris, 2008). A successful climate for diversity incorporates many strategic initiatives including: (a) recruitment, retention, and development of underrepresented groups, (b) external supplier partnerships and community outreach, (c) communication efforts such as awards, newsletters, frequent updates, (d) awareness through training, and (e) dedicated diversity staffs and committees that work to support the infrastructure (Jayne and Dipoye, 2004). There have been two main frameworks for organizations that wish to establish a climate for diversity. In the first camp are those who wish to stress the assimilation ideology commonly referred to as “colorblindness.” This represents the common misconception that everyone should be treated equally and group differences should be ignored or minimized (Plaut, Thomas, & Goren, 2009). On the other side is the pluralistic ideology, multiculturalism, which is the idea that group differences should be recognized and celebrated (Plaut et al, 2009). Organizations that adopt a multicultural approach to diversity find that their employees are more satisfied. And in fact, Plaut et al. (2009) found that minority employees were more engaged when their White co-workers supported a multicultural ideology. The operating ideology of the organization is very important step in establishing a solid climate for diversity, however it is only meant to act as a framework in establishing systemic policies and practices. Thomas & Ely (1996) have determined the 3 most common paradigms for managing diversity including the discrimination-and-fairness, the

access-and-legitimacy, and the learning-and-effectiveness paradigms. The discrimination-and-fairness paradigm stresses the importance of diversity, through recruitment, and programs designed to retain underrepresented groups, in an effort to comply with federal laws. The access-and-legitimacy paradigm falsely celebrates differences by exploiting minorities and placing them into positions that are designed to capture niche (a.k.a. minority) markets. The final paradigm, the learning-and-effectiveness paradigm, aims to “incorporate employee’s perspectives into the main work of the organization and to enhance work by rethinking primary tasks and redefining markets, products, strategies, missions, business practices and even cultures” (Thomas & Ely, 1996, p.86). Ely and Thomas (2001) found support for the learning-and-effectiveness paradigm reporting that minority employees in firms that effectively manage diversity feel more valued by their firms. Thus, there are many challenges and adjustments an organization must make to instill a successful climate but research has shown that the pay offs for its employees are often large.

For example, perceptions of a fair diversity climate have been shown to lead to higher positive outcomes, such as organizational commitment and lower turnover intentions regardless of race (Butner, Lowe, & Billings-Harris, 2010). Del Carmen Triana, García, and Colella (2010) found that the negative effects of perceived racial discrimination on affective commitment are alleviated by organizational efforts to support diversity. Additionally a successful diversity climate, backed by strong diversity practices and policies has the potential to directly influence a person’s job performance. For example McKay et al. (2008) found that “diversity climate related to greater increases in sales per hour among Blacks and Hispanics, relative to whites” (p.365).

Revisiting the IMCD, diversity climate is made up of individual, intergroup and organizational level factors that all interact to establish the climate. Importantly for this study,

the organizational level factor such as diversity practices and leadership are argued to be important for increasing affective individual outcomes. As an organization instills diversity practices, they are communicating a message that is supportive of all employees, both of dominant and underrepresented statuses. The congruence between the values of the organizational and the individual employees values is very important in the determination of levels of engagement. Because, according to Kahn (1990), when individuals find that their organizationally demanded job expectations are not in line with their own values or goals they feel taken advantage of, devalued, and less willing to commit to their work roles. Members of minority groups have a greater self-interest in diversity and would be more apt to interpret organizational efforts to support diversity as congruent with their own goals (Kossek & Zonia, 1993). Thus I propose that perceptions of diversity practices will increase an employee's level of engagement if these policies are congruent with an employee's own values. This paper will seek to expand the literature by extending it to the construct of engagement, determining the potential for employees' race to moderate these effects. Thus the expected findings are:

Hypothesis 1(a): Diversity climate will have a positive relationship with engagement. 1(b): the relationship will be moderated by race, such that an individual who is a member of a minority group will feel more engaged when they perceive their organization's diversity climate to be successful, as compared to their White counterparts.

But because diversity climate is collectively made up individual-, intergroup- and organizational-level factors (Cox, 1993) it is important to define what specific factors are contributing to the overall climate. Additionally, it would be relevant to analyze how the different individual

dimensions might differentially impact minority group members over their white counterparts. Thus the remaining review of the literature will focus on the individual dimensions that would contribute to overall diversity climate.

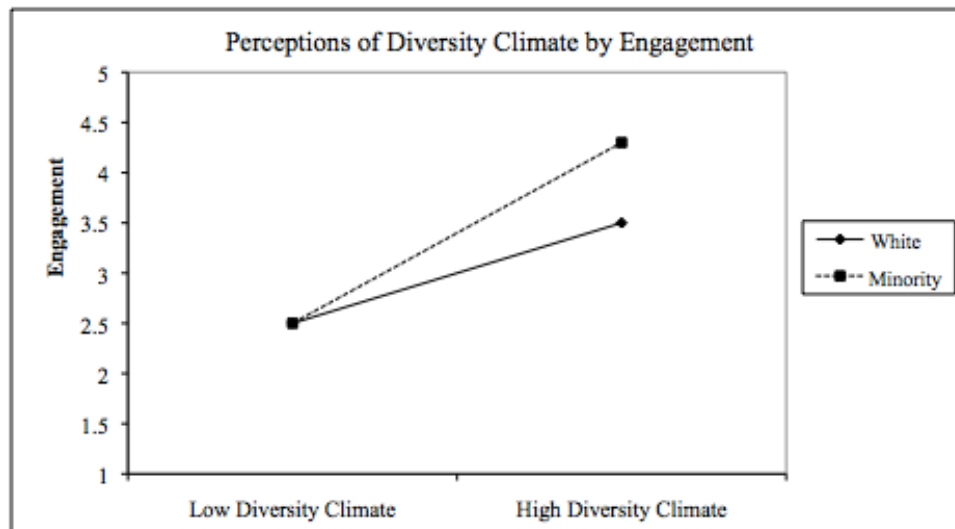


Figure 1.

Supervisor Support

Organizations have focused on developing the mentoring skills of management because supervisors play a crucial role in supporting the organizational culture (Joo, 2010, p. 71). There are several theories that have been used to explain the supervisor-subordinate relationship, including the LMX theory, which states that the quality of the leader and follower relationship is determined by the amount of support and resources, both tangible and intangible, that are exchanged (Liden, Sparrowe, & Wayne, 1997). Research has shown that the quality of the supervisor-subordinate relationship can lead to many positive outcomes for employees. For example, supervisor support has been demonstrated to be negatively related to turnover intentions and turnover (Rhoades and Eisenberger 2002), positively related to job satisfaction (Gerstner & Day, 1997), commitment (Stinglhamber, Florence, & Vandenberghe 2003), and

engagement (Saks, 2006; Joo, 2010). Because supervisor support has already been linked to engagement I will anticipate discovering similar findings, yet I expect that this relationship will be unique for different racial groups.

Organizations often experience systemic obstacles to institutionalizing diversity that are deeply ingrained in the organizational culture, thus it is extremely important that the leadership fully supports its employees and the policies and practices that enhance diversity (Lyness, 2002). According to Cox (1993), successful leaders who wish to increase individual and organizational outcomes should take on an active role in managing diverse workgroups. He refers to leadership as “the need for champions of the cause of diversity who will take strong personal stands on the need for change, role-model the behaviors required for change, and assist with the work of moving the organization forward” (Cox, 1993, p. 230). To be a successful leader who emulates the Cox definition, one should allocate resources, include diversity as a business strategy, adjust HR practices, and establish diversity as a core value. As proposed by the IMCD, supervisor support is an organizational level factor that contributes to a successful diversity climate. By uncovering its relationship with employee outcomes, we can determine how to prepare supervisors to provide adequate support to their employees, specifically employees of color.

While there have been several papers arguing the importance of leadership to diversity (DiTomaso, & Hooijberg, 1996; Chen & Velsor 1996; Thomas, 2001; Chin & Sanchez-Hucles, 2007; Eagly & Chin, 2010; Chin, 2010; Pittinski, 2010; Ng & Wyrick, 2011; etc.), there have been few that have empirically tested the benefits of a supportive supervisor to a person of color’s job outcomes. Several lines of research have examined the outcomes for individuals who are in racially unmatched supervisor-subordinate pairs, and the findings are inconsistent but tend to show negative results (Suazo, Turnley, & Mai-Dalton, 2008). For example, Thomas (1990)

found that subordinates in mixed-race relationships received less psychosocial support than employees in same-race relationships. Psychosocial support is important because, as stated by Rich et al. (2010), “supportive management and interpersonal relationships foster feelings of psychological safety that increase willingness to engage fully in work roles” (p.621). In other words, when employees feel psychosocially supported by their management they will be more committed and engaged in their jobs, particularly in instances when support is not the expected norm, as is in the case with minority workers. By empirically examining the effects that supervisor support has on the affective job outcome variable, engagement, this research might add to the literature that details the benefits it has on minority sub-group populations. Thus it is expected that:

Hypothesis 2(a): Supervisor support will have a positive relationship with engagement. 2(b):

This relationship will be moderated by race, such that an individual who is a member of a minority group will feel more engaged when they perceive high supervisor support, as compared to their White counterparts.

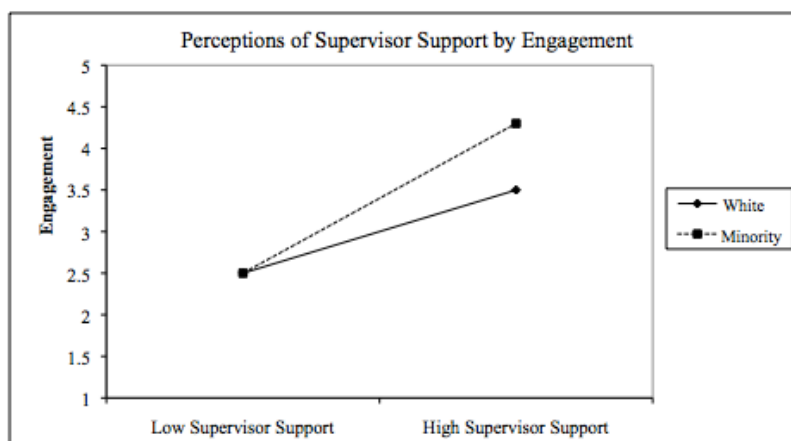


Figure 2.

Diversity Policies

Even after years of attempts to influence diversity policies within organizations, continued advocacy for policies that seek to increase representation and integration of marginalized groups are still needed (Fassinger, 2008). Policies such as these are commonly known as affirmative action policies, which refer to “voluntary and mandatory efforts undertaken by federal, state, and local governments; private employers; and schools to combat discrimination and to promote equal opportunity in education and employment for all” (APA, 1996, p. 2). Essentially, the overall goal of affirmative action is to eradicate discrimination against ethnic minorities and women in an effort to right past wrongs of discrimination in the United States (Kravitz, et al., 1997). Equal opportunity is the implicit goal of affirmative action policies, however they are in reality distinct policies (Crosby, Iyer, & Clayton, 2003). Equal Employment Opportunity is a more passive federal law that prohibits the intentional discrimination on the basis of race, gender, religion and national origin. Thus, as long as an organization has eliminated overt discriminatory practices, then it is assumed under the federal law that equal opportunity exists for all group members (Cosby et al, 2003). Yet because discrimination is not only defined in terms of overt practices, it becomes the job of affirmative action policies to take the more active approach in calling for actions that make certain discrimination of all kinds is minimized and equal opportunity is present. . Often organizations achieve this by drafting non-discrimination and anti-harassment (NDAH) documents that outline policies and procedures for reporting discretions.

These NDAH policies often receive a substantial amount of backlash in organizations, however Crosby and colleagues (2003) argue that affirmative action policies that support diversity in the workplace have more benefits than costs. On the one hand, affirmative action has

increased diversity, simply by increasing the amount of people of color and women who enter the workplace. Furthermore, with increased diversity there will be benefits for organizations as a whole (Crosby, 2003; Reskin, 1998; Cox, 1993). According to Reskin (1998) diversity increases economic advantage in two different ways. The first being an increase in an organization's ability to respond to challenges in the market due a variety of view-points, and the second being the ability to tap previously untapped markets. In addition to the anecdotal evidence, empirical evidence has supported these claims with studies that have found that ethnically diverse workgroups, as compared to homogenous workgroups, had a higher quality and a greater range of ideas over time (Watson, Kumar, & Michaelsen, 1993; McLeod, Lobel & Cox, 1996). Firms who have been publically recognized for affirmative action policies have seen positive effects on stock prices and even increased return on stocks (Wright, Ferris, Hiller & Kroll, 1995; Bellinger & Hillman, 2000). Likewise, deliberately widening the scope of the organization's marketing strategy will directly increase profitability (Reskin, 1998).

However, despite these and many more data that suggest affirmative action and NDAH polices are beneficial for organizations, people still feel resentment towards these policies. Often people who oppose these policies use the merit argument, or the idea that it is unfair to hire any person based on any attribute other than the quality of their work (Crosby, 2003). The counter-argument would be that most groups in the United States are not afforded the same favorable treatment that might be experienced by the majority group members. This paper argues that minority group members have a special vested interest in policies and practices that are most congruent with their own experiences (Kahn, 1990; Kossek & Zonia, 1993), thus it is expected that minority individuals would be more engaged as perceptions of diversity policies increase.

Additionally, because these policies would likely be incongruent with a White worker's own experiences, they will likely not be affected by affirmative action policies. Thus, more formally: Hypothesis 3(a): The Diversity policies to Engagement relationship will be moderated by race such that for an individual who is a member of a minority group there will be a positive relationship with engagement and for a white individual there will be no relationship.

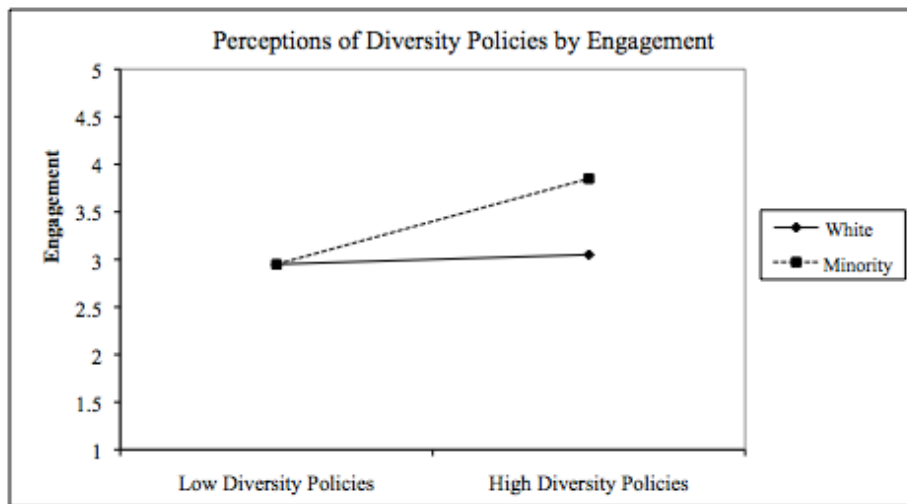


Figure 3.

Inclusion

Recently, diversity research has explored the construct of inclusion as a separate indicator of diversity climate. Inclusion is defined as the degree to which employees feel a part of essential organizational processes including influence over the decision-making process, involvement in critical work groups, and access to information and resources (Mor Barak & Cherin, 1998; Roberson, 2006). Roberson (2006) conducted a study with top diversity officers of major companies and determined that the term "diversity" is associated with the demographic makeup of the workforce, whereas inclusion involves the integration of those diversity practices into organizational goals and supporting overall employee involvement throughout the

organization. Organizations support inclusion efforts by leveraging employee differences and increasing access to workgroups (Jayne & Dipoye, 2004).

Under the optimal distinctiveness theory, originally proposed by Brewer (1991), humans have an innate need to find the perfect balance between distinctiveness and belongingness. When an individual is highly individualized, they may risk having feelings of isolation and tokenism. But an individual will risk becoming interchangeable as they become too similar to other group members. Therefore, people seek to maintain a balance between the two, which is fulfilled through “an optimal level of inclusion” in groups to which they belong and are accepted (Shore, Randel, Chung, Dean, Ehrhart, & Singh, 2011). Applying this theory to work groups, Shore et al (2011), propose that uniqueness and belongingness interact to create feelings of inclusion (or exclusion) in a 2X2 framework (Figure 4). Inclusion is optimized when there is both high belongingness and uniqueness. In this quadrant, the employee is encouraged to maintain their unique qualities and they are supported and treated as an insider, valued by their organization. In the opposite quadrant, employees will experience exclusion when there is both low belongingness and uniqueness. This often occurs when an employee feels isolated and is not treated as an insider, but there are other employees who are treated as insiders. When there is high belongingness and low value in uniqueness, Shore et al. (2011), referred to this as assimilation. This is when an individual is treated as an insider only when they conform to the dominant cultural norms. This quadrant of the framework is similar to the popular colorblind ideology in which cultural differences are downplayed. Finally, the last quadrant represents differentiation. This is when there is high value in uniqueness but low belongingness. The individual is considered valuable for their unique characteristics that may be required for group success, but they are not treated as an insider when important decisions are made.

	Low Belongingness	High Belongingness
Low Value in Uniqueness	Exclusion Individual is not treated as an organizational insider with unique value in the work group but there are other employees or groups who are insiders.	Assimilation Individual is treated as an insider in the work group when they conform to the organizational/dominant culture norms and downplay uniqueness.
High Value in Uniqueness	Differentiation Individual is not treated as an organizational insider in the work group but their unique characteristics are seen as valuable and required for group/organizational success.	Inclusion Individual is treated as an insider and also allowed/encouraged to retain uniqueness with in the work group.

Figure 4. Inclusion Framework; (Shore et al, 2011)

Perceptions of inclusion are particularly important for minority individuals. Research has found that minority group membership has been associated with exclusion from beneficial informal networks and crucial decision-making processes (Cox, 1994; Millikin & Martins, 1996; Mor Barak, 2005). Lack of access to informal networks can be dangerous in regards to holding an employee's career back, presenting less opportunity for positive mentoring relationships and fewer occasions to network.

A recent study determined a significant relationship between ethnicity and perceptions of inclusion, with Whites exhibiting the highest perceptions above African Americans and Native Americans (Mor Barak, 2008). Additionally, in a survey of manufacturing plant employees, Pelled and Colleagues (1999) found that individuals whose race and gender were outside the organizational norm were less likely to be included in the workplace. Male and White employees report feeling more included in the organization, such as being included in important social networks and being asked to participate in making decisions, than do women and non-Whites (Mor Barak & Levin, 2002).

Inclusion has previously been linked to commitment and job performance with findings

suggesting that the level of perceived inclusion is strongly predictive of both constructs (Cho & Mor Barak, 2008, Mor Barak & Levin, 2002, Mor Barak, Findler, & Wind, 2001). Denison (1990) found that higher levels of employee participation were related to better organizational performance. Women and minority employees who reported feeling less included also reported being less committed to their jobs (Findler et al., 2007). Inclusion is another organizational level factor, according to the IMCD, that contributes to the diversity climate and translates into individual outcomes. The inclusion framework helps us understand the effects that organizational values have on perceptions of inclusion. The literature has not yet considered inclusion's link with engagement. Thus, this research will add to the literature and extend the findings to include engagement.

Hypothesis 4(a): Perceptions of Inclusion will have a positive relationship with engagement.

4(b): the relationship will be moderated by race, such that an individual who is a member of a minority group will feel more engaged when they perceive high inclusion, as compared to their White counterparts.

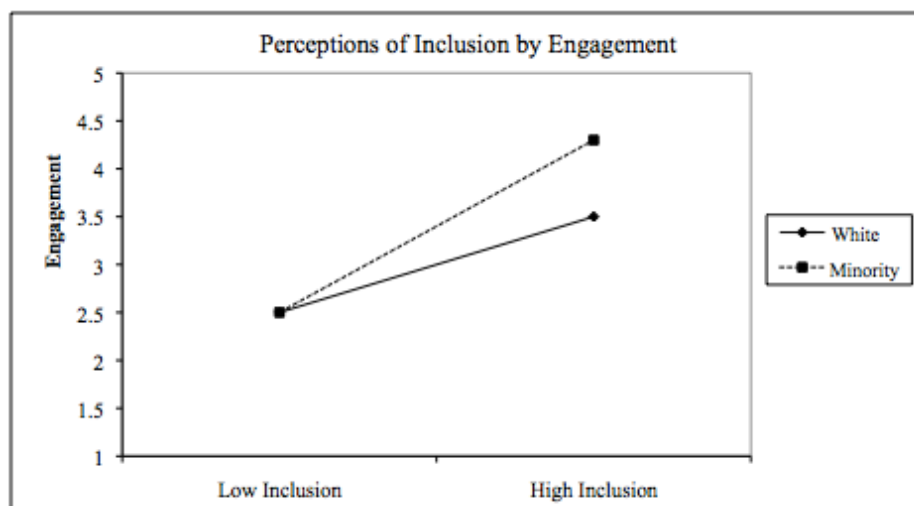


Figure 5.

The Mediator: Inauthenticity

Organizations operate in a larger society and, in the United States that larger society historically caters to the cultural default: the heterosexual, middle-class, and able-bodied white male (Jones, 2002). Thus, it is often psychologically challenging to be employed by an organization that does not implement policies designed to support employees from all cultural backgrounds. Minority group members must constantly consider how their group identification influences outside group members perceptions of their personal character or professional competence (Roberts, 2005). This presents a challenge for many minority workers to feel comfortable or capable to reveal their true, authentic selves while at work. Individuals spend a large portion of their lives at work and it is often a source of self-meaning, contributing to one's overall identity (Collin & Young, 1992; Gini, 1998). Thus it is increasingly important to help employees integrate the multiple facets of their identities because doing so leads to several positive psychological and performance outcomes (Dutton, Roberts, & Bednar, 2010; Roberts, 2005).

The authenticity literature has a limited breadth of knowledge in the organizational context, and much of its conclusions are drawn from research on identity. Authenticity is defined as “the subjective experience of alignment between one's internal experiences and external expressions” (Roberts, Cha, Hewlin, & Settles, 2009, p. 151). A person's internal experiences include their feelings, thoughts and behavioral preferences, and his or her external expressions include verbal expressions and outward behavior. When misalignment between the internal and external components occur, the person will experience an identity conflict (Bell & Nkomo, 2001). In other words feelings of inauthenticity are often rooted in emotional reactions to violations of commitment to one's self-identity (Erickson, 1995), and it is important for

employees to reconcile conflicts that may arise from hiding certain aspects of their identity while at work.

Identity is typically referred to as a composite of perceptions and ideas that an individual has about his/her values, abilities, weaknesses, accomplishments, and faults (Guardo & Bohan, 1971). One's work identity encompasses the aspects of their identity that are salient while participating in tasks, activities and groups associated with their occupation (Dutton, Roberts, Bednar, 2010). According to the complementarity hypothesis, "Given the multifaceted nature of identity, an individual's identity structure is more positive when the multiple facets of the identity are in a balanced and/or complementary relationship with one another (Dutton, et al. 2010, p. 273). When the identities are in competition internal conflict may arise causing emotional tension and reduced performance (Bell & Nkomo, 2001; Dutton et al, 2010).

However, the better a person is at integrating their identities the more positive outcomes they will have (Rothbard, 2001; Caza & Wilson, 2009). Specifically, they will possess more cognitive resources that can act as a psychological buffer from potential conflict, and increase potential social and instrumental support sources (Caza & Wilson, 2009). Research supporting the importance of complementarity of identities has shown that minority group members who integrate their minority viewpoints into their work may be more successful at contributing ideas than those members who hide their cultural backgrounds (Ely & Thomas, 2001).

There has been almost no empirical research that has looked at the consequences that inauthenticity can have on actual workplace performance outcomes. Researchers have theoretically hinted that being in organizational contexts that support authentic behavior will enhance work experiences (Kahn, 1990; Roberts, 2005). For example Kahn (1990) suggested that in order to be fully engaged in one's work role requires the employee's full self.

Additionally he theorized that employees will feel devalued, and taken advantage of when their role expectations are not congruent with their internal experiences, thus being less engaged (Kahn, 1990, 1992). Additionally, as other theorists have pointed out, when individuals are able to access different aspects of their identity at work they expand their opportunities to develop relationships with co-workers, thereby increasing potential access to social support and resources (Dutton et al, 2010; Rothbard and Ramarajan, 2009). Roberts (2005) posits that inauthentically participating in interpersonal exchanges can result in decreased psychological wellbeing, task engagement, performance ratings, and workgroup cohesion and creativity.

Looking back at the IMCD, minority employees will be better performers when they are in an environment that supports them fully (Cox, 1993). Additionally as Kahn (1990) suggests, individuals in supportive organizational environments are able to expose their real selves and take risks without fearing the consequences of social rejection. Therefore I believe that employee inauthenticity will mediate the relationship between climate perceptions and engagement. In other words, employees who perceive a successful climate for diversity will be less inauthentic at work, enhancing their levels of engagement. Therefore it is expected that :

Hypothesis 5: Diversity climate will lead to employee engagement through the employee's level of inauthenticity. However, the relationship between inauthenticity and engagement will be moderated by employees' minority status, such that when inauthenticity for minority employees is low, they will report more workplace engagement.

Hypothesis 6: The relationship between supervisor support, diversity policies and inclusion separately with engagement will be partially mediated by the employee's level of inauthenticity, and the relationship from inauthenticity to engagement will be stronger for minority employees.

This paper is important to organizational research because it will help us to understand the constructs through which employers can improve employee's outcomes, especially as the number of diverse individuals continues to increase in the workforce. In order for employees to be fully engaged at work, a certain level of authenticity should be fostered by organizations. Contexts in which individuals can be authentic, especially individuals from marginalized groups, are created by organizational efforts to support diversity, such as supervisor support, diversity practices and inclusion. By enhancing the climate for diversity, organizations can increase the potential for high performance that translates into increased profitability, market share, and attainment of overarching goals.

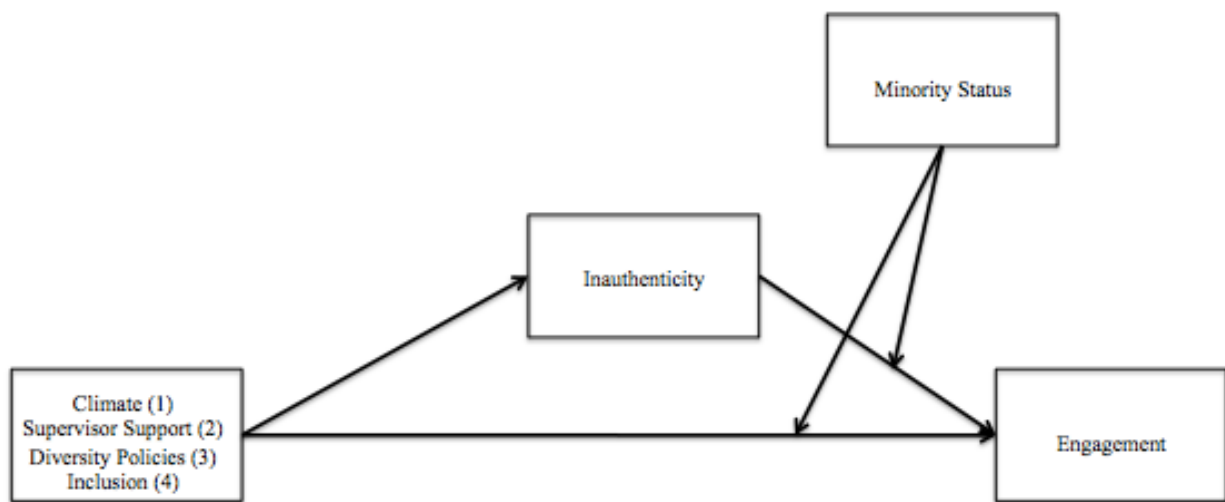


Figure 6. Conceptual Model of the Second Stage and Direct Effects Moderated Mediation

CHAPTER 3

METHODS

Participants and Procedures

Survey data were collected as part of a web-based “diversity climate and inclusion” survey for the faculty and staff at large southeastern university. Of the 591 participants (23.5% response rate), 417 responded to the race question. 79.5% identified as White, 13.4% identified as a member of a racial-minority group, and 7.1% did not report race. 45.9% identified as male. The participants work within two different colleges within the same university, Arts and Sciences (47.9%) and Agriculture and Environmental Studies (52.1%), thus this study will control for participant’s college. The items used were part of a larger diversity climate assessment consisting of 93 items that cut across 11 dimensions.

Measures

Engagement. Five items were used to assess employee’s level of engagement (Schmader, Major, & Gramzow, 2001). Employees rated the degree to which they agree or disagree with each item using a 5-point Likert scale, with 1 being strongly disagree and 5 being strongly agree. Sample items include: “I believe in the goals and objectives of my department/unit” and “doing well in my job is an important part of who I am.” The coefficient alpha is .776.

Supervisor Support. A 5-point Likert scale was used to assess six items, developed by the Research for Engagement and Diversity Lab at the University of Georgia, designed to capture employee perceptions of supervisor support. Responses ranged from 1- strongly disagree

to 5- strongly agree. Sample items include: “One-on-one communication with my supervisor/department head/director occurs through open, give-and-take discussions” and “My supervisor/department head/director provides me with the information on what I need to do in order to be promoted or to advance in my job.” With a coefficient alpha of .899 the scale was found to be reliable.

Diversity Policies. A two-item scale was developed to assess employee’s perceptions of diversity practices. Using a 5-point Likert scale employees indicated the degree to which they agree with each item (1 being strong disagree and 5 being strongly agree). The items include: “there is zero tolerance for any form of harassment in my department/unit” and “Anti-discrimination and harassment policies are enforced in my department/unit.” The items were correlated with a value of .804.

Inclusion. Eight items were used to evaluate the employee’s perceptions of inclusion, and 2 negatively worded items were used to assess exclusion. Items on this scale were developed based on Roberson (2006). Employees indicated, on a 5-point Likert scale, the degree to which they strongly disagree (1) to strongly agree (5) with each item. Example items include: “All viewpoints, including those differing from the majority opinion, are carefully considered before any decisions are made by my department/unit” and “I have limited access to informal networks in my department/unit.” The scale was reliable with a coefficient alpha of .921.

Inauthenticity. 8 items were used to assess levels of employee inauthenticity (Roberts, 2005). Using a 5-point Likert scale, employees rated the degree to which they agree or disagree with each item (1 being strongly agree and 5 being strongly disagree). Example items include: “sometimes I feel like I’m two different people-one when I am on campus and another when I am not” and “there are times when I find my self calculating the risks of being my true self while on campus.” The scale was found to be reliable with a coefficient alpha of .923.

CHAPTER 4

RESULTS

The means, standard deviations and bivariate correlations of the independent, mediator, moderator and dependent variables are reported in Table 1. The hypotheses were tested using the conditional process model (Preacher and Hayes, in press) to test for the conditional indirect effects (moderated mediation) as outlined by Preacher, Rucker, and Hayes (2007). By using moderated mediation it “gives the analyst insight into the contingent nature of the independent variable’s effect on the dependent variable through the mediator, depending on the moderator” (Hayes, in press, p.8). This approach uses OLS regression to represent the relationships among variables as path models. The current model represents a second stage and direct effects moderated mediation model with employee minority status hypothesized to moderate the direct effect of the independent variable, diversity climate, to the dependent variable, engagement. Additionally, employee minority status is moderating the direct effect of the mediator, inauthenticity, on the outcome, engagement. The College of the participants was included as a control in all analyses but it was not found to contribute significantly to any of the models tested, thus it is not reported on here.

Overall the model provided support for hypothesis 1a, revealing a statistically significant path between diversity climate and engagement ($b=.324$, $SE=.037$, $p<.001$). Employees’ perceptions of diversity climate have a direct impact on employee engagement. However, results for hypothesis 1b, the interaction of diversity climate with minority status, failed to be supported ($b=.132$, $SE=.085$, $p=NS$; See Figure 7). Thus, the impact of diversity practices on employee engagement is the same for both minority employees and white employees.

Because the relationship between diversity climate and engagement was significant, a second analysis was conducted in order to probe the relationship further to determine if the separate climate dimensions would have unique relationships with engagement for white employees versus minority employees. Three different models were tested in which each independent variable was included in the model as the predictor, with the other variables left to co-vary in the model. The results for hypothesis 2a indicated that the direct effect of supervisor support to engagement was significant ($b=.086$, $SE=.034$, $p<.001$), but there was no difference between minority and white employees ($b=.067$, $SE=.074$, $p=NS$; See Figure 8). Thus, hypothesis 2a was fully supported, but hypothesis 2b was not. Analyzing the direct effect for diversity policies on engagement, the path is found to be statistically non-significant ($b=.021$, $SE=.025$, $p=NS$; See Figure 9), thus disconfirming hypothesis 3a. Interestingly, the interaction was found to be statistically significant ($b=.106$, $SE=.05$, $p<.05$; See Figure 10), thus providing support for hypothesis 3b and indicating that diversity policies are important for minorities' engagement but not for whites'. Next, hypothesis 4a was tested and supported with results revealing that perceptions of inclusion significantly predict employee engagement ($b=.18$, $SE=.042$, $p<.001$), but race did not moderate this relationship ($b=.092$, $SE=.077$, $p=NS$; See Figure 11), thus providing no support for hypothesis 4b.

In assessing the conditional indirect effects (moderated mediation) of minority status moderating the mediating relationship of inauthenticity between diversity climate and engagement (hypothesis 5), bootstrapped 95% confidence intervals were created. With bootstrapping there are no assumptions made about the shape of the sampling distribution as there are in the traditional normal-theory tests of mediation (Preacher, et al, 2007), and this method has been advocated by several researchers as a superior method over tests such as the

Sobel test (Lockwood & MacKinnon, 1998; MacKinnon, Lockwood, & Williams, 2004; Preacher and Hayes, 2004; Shrout and Bolger, 2002; Preacher et al, 2007). If the bootstrapped confidence intervals does not contain zero, the null hypothesis of no conditional indirect effect can be rejected (Preacher et al, 2007). Therefore, if the confidence interval does contain zero then there is no support for the hypothesis. Hypothesis 5 was not supported for minority employees, despite the confidence interval ($b = -.051$; 95% CI $[-.131, .009]$), which does not contain zero. Additionally, the confidence interval for white employees does not support the test of the conditional indirect effect ($b = .003$; 95% CI $[-.034, .035]$). In isolation, inauthenticity appears to be a mediator for minority employees' engagement levels however, the interaction was non-significant which suggests that, although there is some effect for minority employees, they are not significantly different from Whites. This suggests that both groups' levels of engagement are equally not affected by inauthenticity, but this could likely be due to the low number of Minority participants. Results for the conditional indirect effects for the separate dimensions of diversity climate (hypothesis 6), supervisor support, diversity practices, and inclusion, reveal non-significant relationships for all three when they are used as stand-alone predictors (See Tables 2 and 3 for a summary of the conditional effects).

Table 1. Means, Standard Deviations, and Correlations of all Study Variables

	M	SD	1	2	3	4	5	6	7
1. Climate	3.864	0.766	1						
2. Supervisor Support	3.887	0.857	.846**	1					
3. Diversity Policies	3.998	1.178	.685**	.437**	1				
4. Inclusion	3.810	0.847	.892**	.616**	.622**	1			
5. Inauthenticity	2.084	0.898	-.538**	-.396**	-.382**	-.548**	1		
6. Engagement	4.578	0.504	.523**	.406**	0.372	.486**	-.266**	1	
7. Minority Status	0.144	0.351	-0.05	-0.037	-0.057	-0.05	0.008	-0.01	1
8. College	0.480	0.500	-0.06	-0.058	-.108*	-0.06	0.089	-.108*	0.07

N=417, * $p < .05$, ** $p < .01$; White was coded as 0 and College of Agriculture was coded as 0.

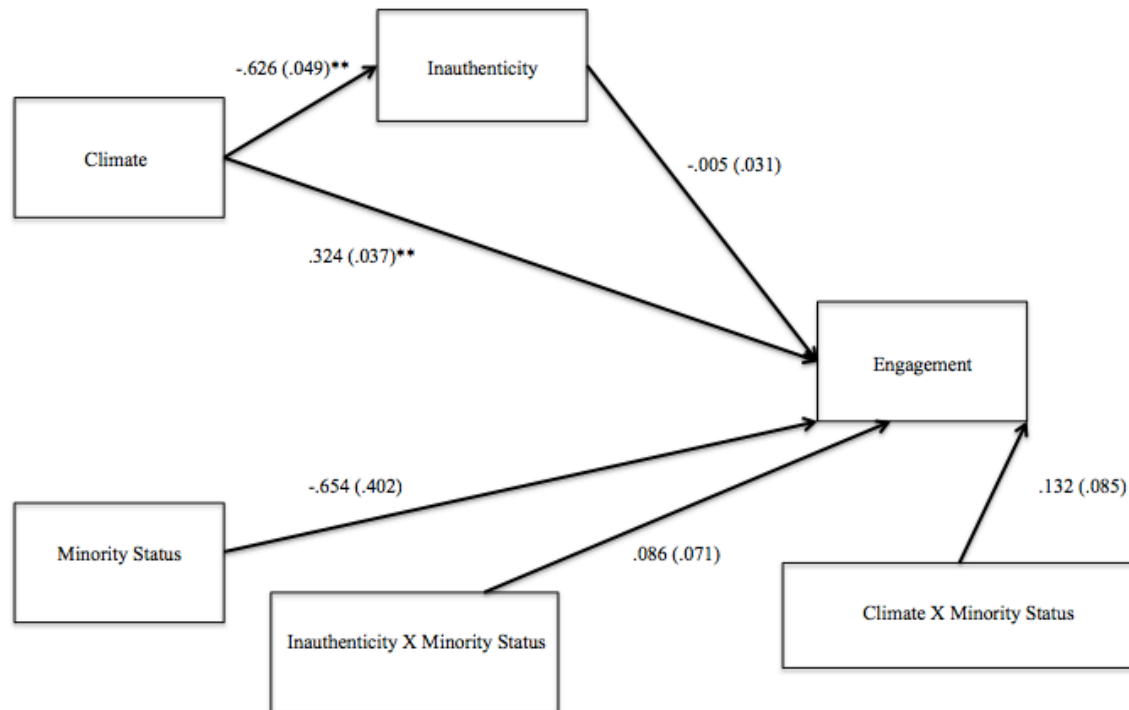


Figure 7. Statistical Model of the Moderated Mediation with Diversity Climate Predicting Inauthenticity and Engagement. Coefficients are unstandardized; values in parentheses are standard errors; * $p < .05$; ** $p < .01$

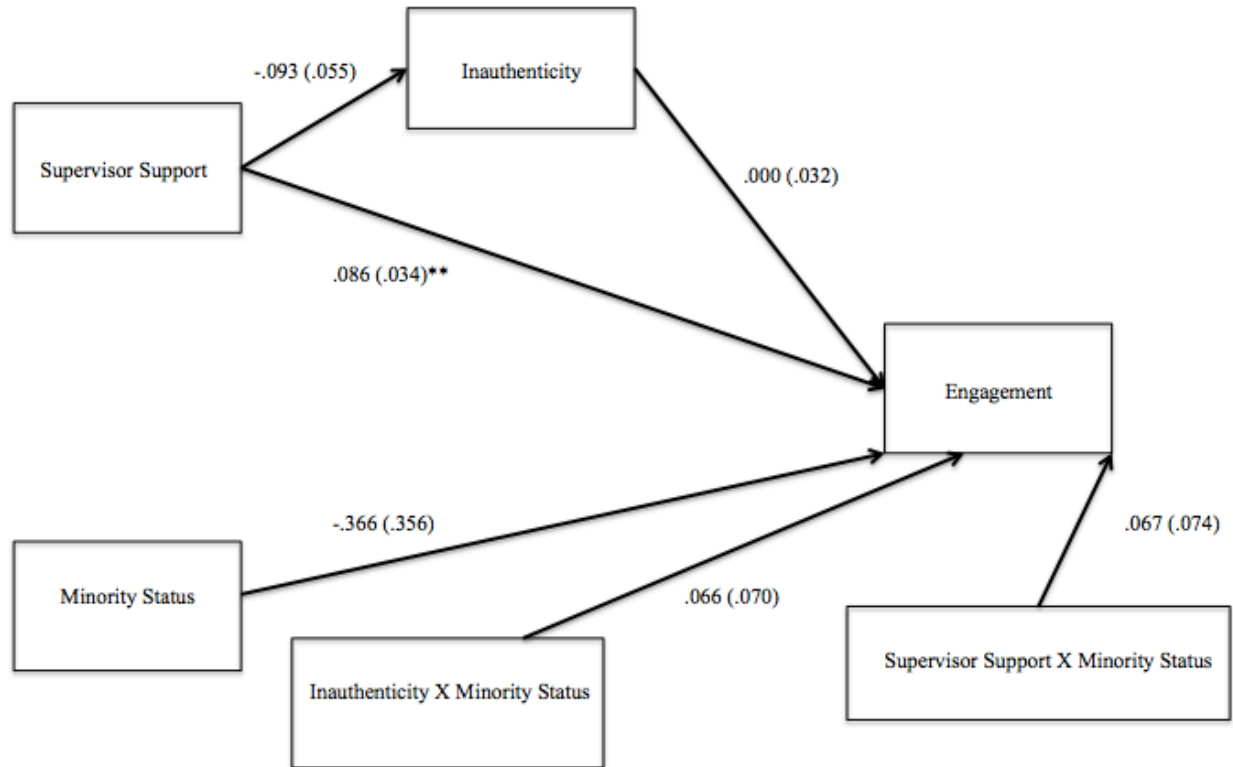


Figure 8. Statistical Model of the Moderated Mediation with Supervisor Support Predicting Inauthenticity and Engagement. Coefficients are unstandardized; values in parentheses are standard errors; * $p < .05$; ** $p < .01$

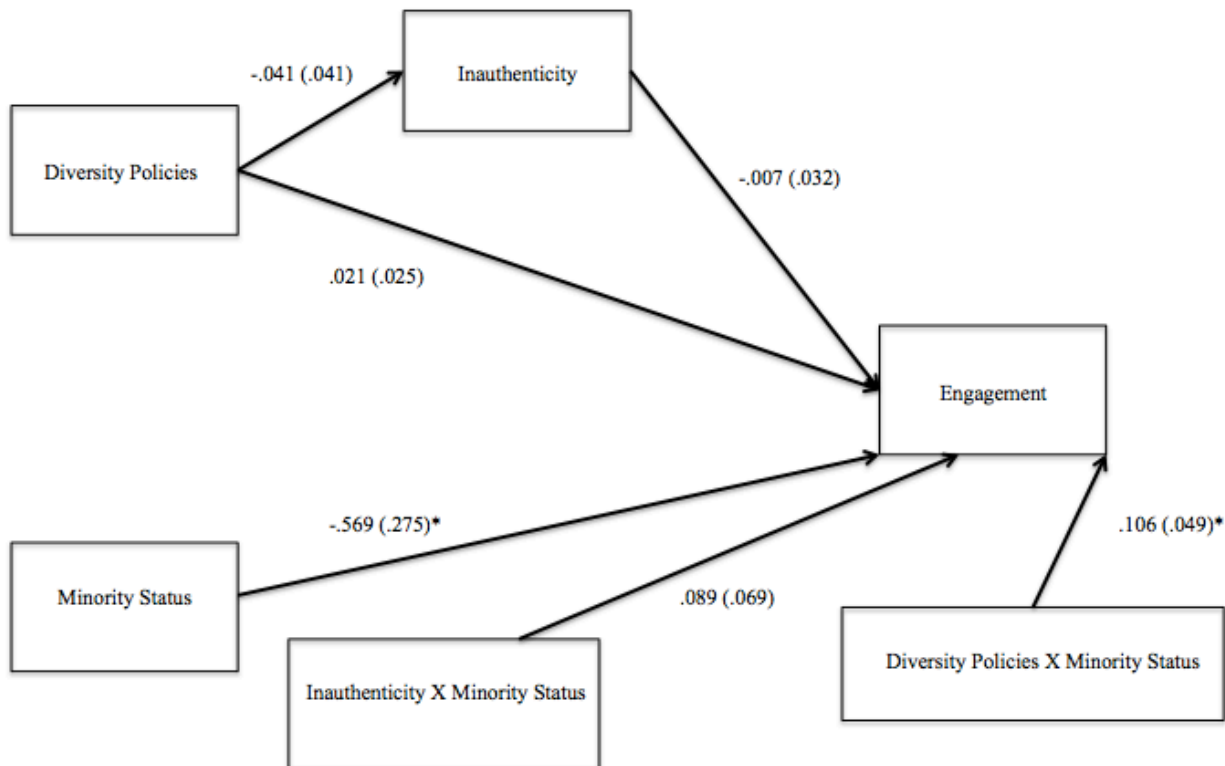


Figure 9. Statistical Model of the Moderated Mediation with Diversity Policies Predicting Inauthenticity and Engagement. Coefficients are unstandardized; values in parentheses are standard errors; * $p < .05$; ** $p < .01$

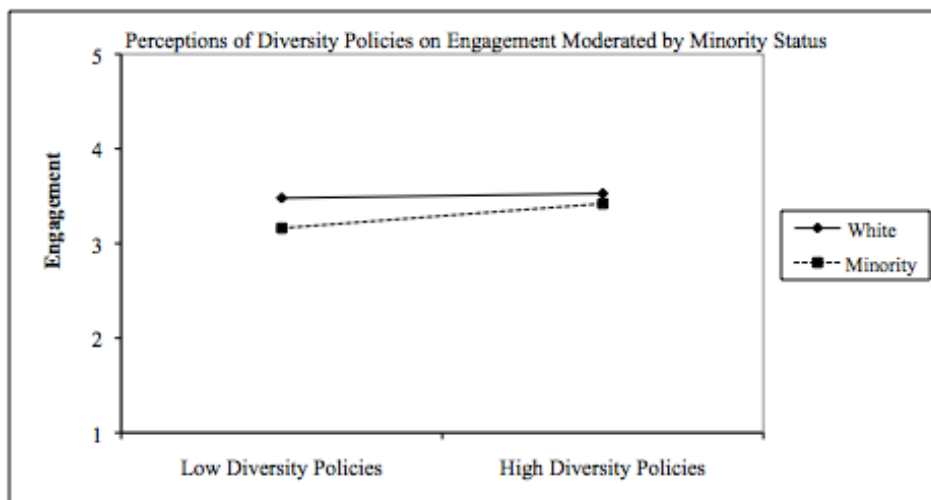


Figure 10.

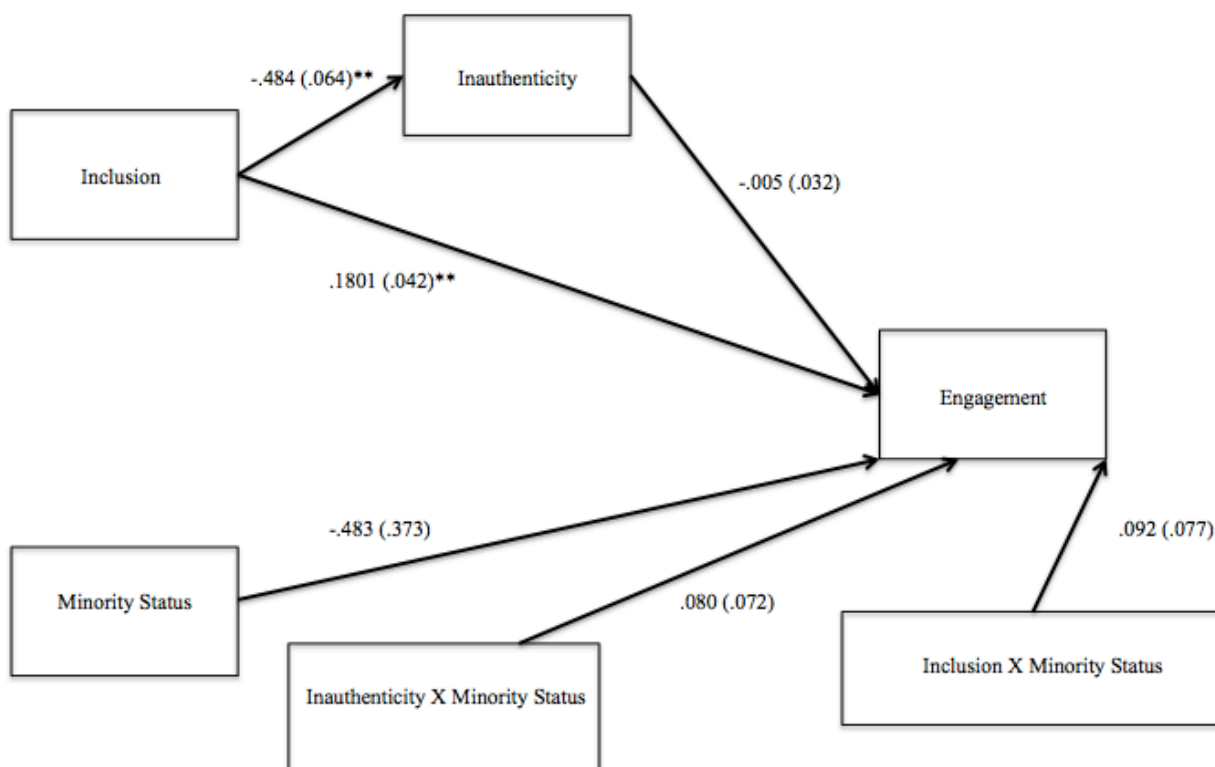


Figure 11. Statistical Model of the Moderated Mediation with Inclusion Predicting Inauthenticity and Engagement. Coefficients are unstandardized; values in parentheses are standard errors;

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

Table 2. Conditional Direct Effects of the Predictor on Engagement

Predictor	Status	Effect	SE
Climate	White	0.3241**	0.037
	Minority	0.4565**	0.076
Supervisor Support	White	0.0861**	0.034
	Minority	0.1531*	0.071
Diversity Policies	White	0.0251	0.025
	Minority	0.1265**	2.753
Inclusion	White	0.1801**	0.042
	Minority	0.2723**	0.074

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

Table 3. Conditional Indirect Effects of the Predictor on Engagement

Predictor	Status	Effect	SE	95% Lower Bound CI	95% Upper Bound CI
Climate	White	0.003	0.017	-0.034	0.035
	Minority	-0.051	0.034	-0.131	0.009
Supervisor Support	White	0.000	0.003	-0.007	0.006
	Minority	-0.006	0.007	-0.032	0.001
Diversity Policies	White	0.000	0.002	-0.002	0.006
	Minority	-0.003	0.005	-0.021	0.003
Inclusion	White	0.002	0.014	-0.025	0.029
	Minority	-0.036	0.027	-0.101	0.013

CHAPTER FIVE

DISCUSSION

This study examined the impact of diversity climate on an employee's inauthenticity and subsequently their levels of engagement at work. It also looked at the impact that minority status would have on both the direct effect of diversity climate on engagement as well as the inauthenticity to engagement link. Additionally, the same model was tested for three separate dimensions of diversity climate to detect if there were any differences between groups on the three constructs of supervisor support, diversity policies, and inclusion.

As the results indicated, diversity climate is a significant predictor of employee engagement (hypothesis 1a), however contrary to expectations, engagement levels for whites and minorities were not significantly different from each other (hypothesis 2a). To my knowledge this is the first paper that has linked diversity climate to the construct of engagement.

Researchers have discovered that racial minorities who work for organizations that support a multicultural diversity ideology are more engaged (Plaut, et al, 2009). However the implications of this research extend beyond that of Plaut and colleagues (2009) in two distinct ways. First, it includes the perceptions of actual policies and practices that make up the organization's diversity practices, not just the operating ideology. Secondly, this research has demonstrated that diversity climate, despite previous reports of employee backlash and negativity towards diversity initiatives (Mobley & Payne, 1992; Felton-O'Brien, 2008, Cocchiara et al, 2010), leads to engagement for all employees equally, not just minorities. While this was not expected, it is actually quite positive news, and has also been supported elsewhere in the literature. In fact, researchers have demonstrated that even with aggressive pro-diversity climates that result in

increased performance for racial Minorities, they do not result in decreased performance for Whites (McKay et al, 2008). However, this research is the first to empirically link diversity climate to the construct of employee engagement, thus it has major theoretical implications.

As Cox (1993) detailed in the IMCD, diversity climate is made up of several interacting variables that work together to create the overall climate. Thus, it was the intended goal with this research to determine if three important dimensions of diversity climate- supervisor support, diversity policies, and inclusion had differential impacts on engagement for minority versus white employees. Interestingly, diversity policies was the only variable of the three that was moderated by minority status (hypotheses 2b, 3b, & 4b respectively). Both inclusion and supervisor support are equally important for minority and white employees' engagement levels. However, consistent with hypothesis 3b, diversity policies were significant in determining the engagement of minority employees but made no impact on whites' engagement. Organizations are required by law to establish equal employment practices within their organization, but often these requirements are not specific and only require elimination of intentional discrimination (Crosby et al, 2003). The presence of such policies may not have an impact on Whites' engagement, but they are important for predicting Minority well being. This research provides evidence of benefits that extend beyond legal arguments for equal employment laws prohibiting discrimination, and supports the argument that they are beneficial to increasing minority employees' work attitudes. Additionally this research helps us to see why it is important to look at various dimensions of diversity climate separately, instead of in the aggregate, because the separate dimensions may be impacting majority and minority group members differently based on experiences in the workplace. By doing this we can begin to understand how to alleviate negative experiences for all employees.

Analyses of the conditional indirect effects revealed that when it comes to the mediating relationship of inauthenticity for employees, supervisor support, diversity policies, nor inclusion were predictive of engagement as stand alone processes. Furthermore, for diversity climate as a whole, inauthenticity for minority employees did not partially mediate the relationship to employee engagement either. At this point, there is no conclusive evidence that authenticity is relevant for minority employees' levels of engagement as compared to their white counterparts.

However, the theoretical literature strongly suggests the importance of authenticity for minority individuals. For example, because ethnic minorities in the United States are embedded in a larger society that historically caters to the cultural default (Jones, 2002), they must constantly consider how their group identification may influence other's perceptions of their competence or character (Roberts, 2005). Additionally, a member of a minority group will have a greater self-interest in diversity and would be more apt to interpret organizational efforts to support diversity as congruent with their own goals, thus seeing more congruence between organizational goals and personal values (Kahn, 1990, Kossek & Zonia, 1993). This allows for an increase in psychological safety to reveal their true selves, thus experiencing an increase in engagement (Kahn, 1990). Why would this be important? Because minority group members who integrate their minority viewpoints into their work may be more successful at contributing ideas than those members who hide their cultural backgrounds (Ely & Thomas, 2001). This helps to expand opportunities to develop relationships with co-workers, and increases access to social support and resources (Dutton et al, 2010; Rothbard and Ramarajan, 2009). Thus, I feel this area may still be a fruitful line of research considering the previous theoretical literature. Perhaps if the sample of minority employees was larger there would be more power to detect a relationship, thus this should be a goal for future research.

Together, this research may have major implications for organizations seeking to increase and maintain their diverse workforce. Importantly, it has shown that having a successful climate for diversity can impact engagement for all employees. We know that increasing engagement has several positive outcomes for the organizational bottom line (Saks, 2006), thus it is in an organization's best interest to make efforts to increase employee's wellbeing. Theoretically, this is the first line of research to directly link diversity climate to employee engagement, and it even took it a step farther to reveal which specific climate variables were valued by Whites and Minorities differentially. This is important because in the aggregate diversity initiatives can signal organizational support to all employees (Cox, 1993), but by analyzing the efforts individually we can understand which practices and policies are the most beneficial for overall performance. Diversity policies, although they are not found to be important for white employees, are meaningful for minority employees and actually impact their engagement. Importantly, they were not shown to negatively impact white employees. Additionally, this research is one of the first papers to empirically test the consequences of inauthentic behavior. Although, it was inconclusive in regards to authentic behavior at work, it may still impact employee well being which should be tested further in future research.

Limitations and Future Directions

As with any research, there are some limitations of this study. This research relied on the use of self-report measures. This can lead to issues such as socially desirable responding and common method variance. However, as Chan (2001) has pointed out, this limitation is often overstated in the literature, and that in reality, self-report measures represent the most appropriate way to assess a self-perceptual variable, like those I have in this study (Chan, 2009).

Similarly, The fact that the data are cross-sectional in nature presents another limitation to this study. This complicates the ability to infer causality, but with the use of the Interactional Model of Cultural Diversity (Cox, 1993) as a framework, I feel there is a strong theoretical basis for all specified paths in the model. Although all scales used reached acceptable levels of reliability (Nunnally, 1978), our adapted scales present another limitation to the study. It would be best if a more established and statistically proven measure of engagement were used. Additionally, the sample size was moderate, but the lack of representation of minority employees in the University as a whole, presented a challenge in collecting a large number of data from minority employees. Perhaps future research should collect a larger and more diverse sample. This would afford the opportunity to analyze finer nuances between minority sub-group populations, instead of collapsing different groups (i.e. Blacks, Hispanics, Asians, and American Natives) into one. This would also be beneficial for identifying other unique populations that may have difficulty integrating multifaceted identities, such as the LGBT population. Previous research suggests that while members of the LGBT population are also marginalized in the workplace, they experience unique forms of discrimination (Velez & Moradi, 2012). Therefore it would be beneficial to explore the effect of inauthentic behavior within the LGBT population to further explore the nuances between marginalized groups in our society and workplaces.

Additionally, as previous research suggests, diversity practices are sensitive to organizational context (Jayne & Dipoye, 2004), therefore this research may be difficult to apply to other unique contexts. Our research was conducted in a large University in the south, thus both the unique context of the educational setting coupled with the region's history may contribute to the findings of the study. The issues with socially desirable responding may also be related to context. Employees received the confidential survey through their on-campus emails thus they may not have felt comfortable revealing their true feelings about their organization for fear of

being exposed. Perhaps in future studies, a measure of self-disclosure would help to detect this issue. It would also be beneficial to test this model using different contexts and in organizations where there is more diversity. Future research may consider conducting a multilevel analysis to assess how diversity practices may operate in different types of organizations.

Importantly, future research should further explore the construct of inauthenticity in organizations. In future studies, researchers should collect data with a larger sample of minority employees. In addition to the small sample size, the construct of inauthenticity displayed weak variability that may have contributed to the small, non-significant effect sizes. Collecting data across different contexts may help with this issue. Furthermore, it would be beneficial to collect information about where employees fall on established identity measures. I would predict that employees low on the identity scale would not feel that authenticity was a necessary part of being at work. Thus perhaps no relationship was found because the employees who responded were low on personal identity. Future research should continue to uncover mediators of the diversity climate to employee attitudes link. This would be beneficial to communicating the importance of focusing organizational time and resources on diversity initiatives.

Conclusion

In conclusion, I have developed a model to conceptualize how diversity climate, specifically supervisor support, diversity policies, and inclusion interact to impact inauthenticity and subsequently minority employee engagement. Importantly, diversity climate has a strong impact on engagement for all employees. Minority employees report more negative work related experiences than do White employees (Cox, 1993), thus it seems to follow that they have unique work experiences. Therefore as researchers, we should seek to understand the unique processes and mechanisms that can remedy negative experiences for minorities versus Whites. Future diversity research should continue to work towards this goal.

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