

A Theoretical Model of the Potential Impact of Diversity Cultures on Individual Level Outcomes

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Research suggests diversity within an organization is related to greater creativity (Cox & Beale, 1997), higher quality (Watson et al., 1993), increased employee commitment, reduced employee turnover, (Robinson & Dechant, 1997), and greater organizational productivity (Wright et al., 1995). However, these benefits cannot be reached without effectively managing diversity (Doherty & Chelladurai, 1999). Diversity management may be accomplished through creating a value diversity culture and creates policies, procedures, and environmental structures to attract, retain, and benefit from diverse individuals.

Organizational culture affects an organization's ability to perform (Cameron & Freeman, 1991), increases volunteer commitment (Cuskelly et al., 1998), and is related to employee retention, satisfaction, and productivity (Wallace & Weece, 1995). Furthermore, researchers have found a strong positive organizational culture is linked to staff alignment (Barney, 1986), greater consensus toward strategic decisions (Pfeffer, 1981), and improved role clarity (Louis, 1983). Given the effects organizational culture may have on organizational, group, and individual levels, it is important to understand whether value in diversity cultures engender similar benefits.

Utilizing Fink and Pastore's (1999) diversity management strategies, I discussed potential impacts diversity cultures may have on individual level outcomes. For instance, I proposed the affect diversity cultures may have on managerial stereotypes, motivation to transfer learning, organizational commitment, organizational citizenship behavior, work-family conflict, and psychological safety. Using the current literature, I put forward the following propositions:

Proposition 1: Proactive organizations reduce "think manager, think white male" stereotypes. Alternatively, other cultures will engender the "think manager, think white male" stereotype.

Proposition 2: Proactive cultures increase employee's motivation to transfer learning, whereas other cultures will not have similar effects.

Proposition 3a: Perceived diversity culture which is congruent with an individual's values, beliefs, and goals will be strongly correlated to affective and normative commitment.

Proposition 4: Proactive cultures will engender a feeling of value in others, and thus individuals will demonstrate higher levels of organizational citizenship behavior than other cultures.

Proposition 5: A proactive culture will reduce work-family conflict, and conversely, non-compliant, compliant, and reactive cultures will not reduce work family conflict.

Proposition 6: A proactive culture will enhance individual psychological safety levels; whereas, non-compliant, compliant, and reactive organizations will detract from an individual's psychological safety levels.