Global Scientific and Academic Research Journal of Economics, Business and Management
ISSN: 2583-5645 (Online)
Frequency: Monthly
Published By GSAR Publishers
Journal Homepage Link- https://gsarpublishers.com/journals-gsarjebm-home/

The Practices of Diversity Management: How can diversity policies impact organizational performance?

BY

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Article History

Received: 05/02/2024
Accepted: 12/02/2024
Published: 14/02/2024

Vol – 3 Issue – 2

PP: -59-66

Abstract

This research study addresses whether organizations' diversity management (DM) practices in organizational structures within academic institutions impact employee performance and productivity rates compared to profit. It uses a quantitative method to analyze organizations' performance management procedures in diversity implementation considerations through stratified population sampling. Finally, the findings compare organizations' cultural awareness methods regarding the best diversity business practices within Hubbard's diversity return on investment (DROI) analysis model.

Keywords: Diversity Management, Cultural Competency, and Cultural Differences

INTRODUCTION

This paper on diversity management (DM) practices investigated diverse inclusiveness that inspires the cultural diversity mindset practices that drive innovation by exchanging different cultural perspectives. Diversity management processes help drive the value creation of innovation to generate competitiveness in organizations through diversity practices (Corsi, 2022). Thus, this study primarily focused on profit and nonprofit organizations, such as higher education institutions, regarding the unique ways some organizations are working to manage the best diversity practices based on Hubbard's diverse return on investment (DROI) analysis model that measures a company's diversity initiatives within tangible and intangible measurements (Canas & Sondak, 2014). The study also measured the positive relationship between cultural diversity and firm performance to determine the controlling factors for various organizations' characteristics within the previous research by Dodd and Bowen (2022).

The study examined cultural competency as a key indicator to help a more diverse organization grow, which can help achieve better performance (Hunt et al., 2015). Thus, the nature of the problem focused on *profit and nonprofit organizations to determine if a lack of cultural diversity awareness results in a loss of productivity and performance outcomes based on diversity management (DM) practices within organizations' cultural competency*. This problem addresses any literature gap within Hubbard's diverse return on investment (DROI) analysis model from practitioners' and scholars' knowledge and peer-reviewed sources in the literature review process.

LITERATURE REVIEW

A previous study by Daft (2018) found that diversity can help bring different cultural perspectives in group or team settings. The study also discussed being more creative and innovative in finding ways to solve challenges and conflicts within the group. That study was substantiated by Janošik et al. (2022); the researchers found that possessing intercultural competencies of other cultures can help shape business behavior, build organizational culture, and establish communication methods that enable managers to communicate successfully with members of different cultures. The Diversity Management (DM) study, focused on cultural competency, inspires the practices of cultural diversity mindset that drive innovation by exchanging different cultural perspectives. The DM study focused on diverse inclusiveness activities that impacted an organization's performance outcomes, leading to competitive behavior (Corsi, 2022).

Barker's (2020) study, "Creating Change and Cross-Cultural Competence While Conducting Business on the Global Stage," found that using change models to determine cross-cultural competencies can assist professionals in knowing how to conduct business in business environments. Barker's study relates to Calza et al. (2013), who also found that

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adaptation to host cultural values can significantly enhance business and social relationships, which can be used as a cultural bridge to ensure the success of an organization's cultural competencies. Additionally, Salgado and Moscoso's (2022) study of employees' subjective well-being examined the cultural values perspective to determine how diversity behavior measures influenced organizational performance. Dodd and Zheng's (2022) study found that cultural differences measures associated with three out of Hofstede's six dimensions, such as uncertainty, long-term orientation, and masculinity regarding cultural diversity, have proven to determine performance in an organization's structural positions positively.

Hofstede's six dimensions also played an important role in Schwartz's identity motivation modeling on how people value competitiveness. For instance, the people within the collectivist perspective strive to focus on hierarchy and egalitarian values. The opposite was that people from masculinity can positively affect the relationship between identity motivation and collection action when valuing competitiveness. However, the study concluded that a stronger masculinity dimension preferred an identity motivation to drive collective action for people to achieve competitiveness goals (Agostini & van Zomeren, 2021).

Furthermore, cultural transmission motives (CTM) were also used to describe the heuristic mechanism of acculturation testing of how people desire to maintain conformity to cultural origin using emotional tendencies from one's cultural heritage or cultural learning actions from a companion's culture taken to preserve an individual's cultural identity (Bernardo & Giner-Sorolla, 2022). The preservation of an individual's cultural identity was further explored, focusing on diverse platforms. For instance, it has been shown to provide creativity and problem-solving measures and use input from culturally adaptive tactics. The cultural adaptions linked to people's life experiences bring value to organizations' operations to sustain growth in the business environment (Gallou et al., 2022). Also, Nadarajah et al.'s (2022) study found top management should always consider implementing diversity policies in the workforce within its operational functionalities because it can help achieve performance outcomes, especially for organizations operating within individualistic cultural environments.

The mentioned studies are linked to this study regarding the nature of the problem of cultural awareness to determine productivity and performance. The following studies described the team cultural approach in organizational diversity practices. For example, a Forbes survey focused on a diverse workforce to address diversity and inclusion management within the team format. It also discussed that diversity and inclusion management leaders were useful to help mitigate and deal with organization competitors' objectives by teaching cultural inclusion that encourages people to think out of the box to address operational challenges. This diversity-inclusive method allowed people to accept cultural differences to achieve performance objectives (Egan, n.d.). It also can be stated that the cultural differences among group members within leader-member exchange (LMX) help each person to independently contribute and enhance productivity outcomes in organization operations through team format (Shaban, 2016). Finally, diversity management (DM) practices have been shown to play a leadership role in the diversity of cultural differences in a diverse team or group framework, which positively and moderately affected the relationship between the value of diversity and team leadership within the project team performance (Li et al., 2022).

Unfortunately, the above-researched studies mostly focused on some diversity management (D.M.) practices in diverse workplaces regarding culture to measure performance and productivity in academic institutions and profit organizations. Therefore, this research will aim to fill a gap in the literature comparing the best diversity management (DM) practices on profit versus nonprofit organizations that could determine the positive and adverse implications of diversity practices that focused on Hubbard's diverse return on investment (DROI) analysis model of cultural competencies regarding employees' productive performance environments with the nature of the problem.

PROBLEM STATEMENT

The *problem* statement focused on whether *organizations' diverse practices use return on investment (DROI) to determine employee performance and productivity rates within a cultural competency approach*. This problem statement illuminated a previous study using the cultural competency method regarding cultural leadership and training practices (Upadhyay et al., 2022). The nature of the problem was analyzed within a research design to shed new light on the best industries' diversity practices and whether diversity affects organizational performance.

RESEARCH DESIGN

The research design applied a stratified random sample approach to the population to deal with significant problems. This basic research method tries to understand and explain the basic nature of some phenomena (Kuusio et al., 2021). This sampling relied on for-profit organizations and nonprofits, like academic institutions. The sampling method validated variables within a confidence interval for the Mean with a known population standard deviation to determine it (Evan, 2016).

For example, the study used two market research techniques, including secondary data analysis from Diversity Management (DM) practice surveys. *McKinsey & Company* has conducted surveys on profits and nonprofit organizations regarding studies on 366 public organizations in various industries across regions, such as the United States, Canada, United Kingdom, and Latin America, from August 17, 2022, which contained more than 1,000 large organizations in 15 countries (n.d.). The *Nonprofit-HR-2022-DEIJ-Practices-Survey-Results* examined 588 entities, of which 10 percent were educational institutions and 3 percent were health education/advocacy in the United States and Canada (Nonprofit H.R., 2022 Diversity Survey Reports, n.d.). Then,

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the *2019 Nonprofit Diversity Practices Survey results* contained responses from 566+ organizations, of which 16 percent were academic institutions and health and services education institutions in the United States and Canadian provinces, including Ontario and British Columbia (Nonprofit H.R., 2019 Diversity Survey Reports, n.d.).

The study also applied a primary data research quantitative approach to analyze variables (dependent and independent measures) data using Survey Monkey's statistical application within the assigned researched questions to sample a population of 205 respondents, which allowed for saturation when respondents met the surveyed saturated set amount of 200 and no more data gathering was sparked by the survey (Creswell, 2014). The primary data collection exceeded the previous study of 78 independent samples of participants from a prior survey by Salgado and Moscoso (2022) on the subject well-being (SWB) that described job performance relationship results, cognitive and affective SWB which were the predictors of job performance to provided evidence of cross-cultural effects.

Furthermore, the research used closed-ended questions to survey and address whether organizations' diversity policies in academic institutions impact employee performance and productivity rates compared to profit organizations. The study will also use a Likert scale rather than a "yes" or "no" model, a suitable analytical method to distribute the questionnaire of people's matters of interest in nonparametric methods (Mircioiu & Atkinson 2017). The questionnaire survey close-ended questions were configured as follows.

How do your organization's diversity practices accept different cultural values?

Does your organization's diversity practices use Hubbard's diversity return on investment (DROI) analysis model?

Can implementing Hubbard's diversity return on investment (DROI) help measure your performance based on workplace diversity?

Do you believe your organization's diversity practices provide cultural awareness training that influences performance to produce value outcomes?

To what degree do your organization's diversity practices seek to understand how cultural differences impact your overall performance?

The survey questions were also used to explore Hofstede's cultural values and differences described in the Barber et al. (2019) performance management study. This study also analyzed the usage of organizational diversity metrics within Hubbard's diverse return on investment (DROI) analysis model, as shown.

$DROI = (Diversity\ Benefit - Initiavtive\ Costs)/(\text{Initiatives Costs})$
in Canas and Sondak's 2014 study.

This DROI analysis model was compared to a diversity study titled *The ROI of Inclusion Tool Kit Designing Diversity, Equity, and Inclusion (DEI) Initiatives for Business Results,* conducted by the Return of Investment (ROI) Institute Research Report that discussed an organizational DEI metric which was used to assess and address the return on investment (ROI) of diversity, equity, and inclusion (DEI) efforts in diversity programs regarding leadership commitment, and employee engagement, and business effectiveness. For example, the DEI metric compared the benefit-cost ratio (BCR) or/and ROI percentage (ROI%) on how diversity benefits have impacted employee performance regarding an organization's return on investments (Sabattini & Phillips, 2021). In addition, this study addressed the DROI model by analyzing a sample population within a hypotheses testing.

HYPOTHESIS TESTING

The hypotheses testing provided directions for the quantitative study design and collection of primary data to examine the probability of the static test value equal to or greater than the obtained sample data. It also describes whether the null hypothesis has been equal to the p-value or observes whether the alternative hypothesis has at least one mean difference from the rest based on the significance level using the SPSS statistical measurement (Malhorta, 2019). The study's statistical measure focused on hypothesis testing - an analysis of variance (ANOVA) approach in testing differences of various means. For example, ANOVA of the test statistic for testing focused on the null hypothesis for gender, which was configured as H0: $\mu 1 = \mu 2 = ... = \mu m$, based on the following statistical equation.

$$SS_b = n\sum(\bar{X} - \bar{X}_j)^2$$
$$SS_w = \sum(n_i - 1)s_i^2$$
$$SS_t = \sum(X_ij - \bar{X})^2$$
$$MS_b = \frac{SS_b}{DF_b}$$
$$MS_w = \frac{SS_w}{DF_w}$$
$$F = \frac{MS_b}{MS_w}$$

And the alternative hypothesis was H_1: at least one of the means is different or unequal (Hoffman, 2021). Nevertheless, the ANOVA of the testing was used to expand on a previous study on subjective well-being (SWB). This study analyzed the hypothesis significance to one sample test for the variance to determine organizational outcomes of employee engagement contributing to productivity workers (Salgado & Moscoso, 2022). In addition, the analytical measurements were used to analyze the statistical analysis.

STATISTICAL ANALYSIS

The statistical study used an SPSS statistical application that focused on the dependent variables to describe two or more variables simultaneously effects, helping to understand how one variable relates to another, such as gender statistical format, which focused on Descriptive Statistics Summary, ANOVA: Single Factor within the Mean Case Processing Summary, and Hypothesis Test Summary and One-Sample Chi-Square Test Summary (Malhorta, 2019). For example, a previous Forbes study found that a diverse workplace with the inclusiveness of gender, age, and ethnicity has much to do

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with how well an organization's financial performance and achievement are above the average percentile within the median industry standard (Egan, n.d.). This research study applied the best design practice to gain information on cultural differences in the diversity program analysis, significantly benefiting the study application. This quantitative method also addressed the data analysis.

DATA ANALYSIS

The data analysis replicated Bernardo and Giner-Sorolla's (2022) study, whereby the majority endorses diverse cultures being cultural transmission, relying on model learning to analyze the sample population. For example, the study examined the datasets from McKinsey's three surveyed reports on the impact of diverse workplaces, such as Why Diversity Matters (2015), Delivering through Diversity (2018), and Diversity Wins: How Inclusion Matters (2020). The McKinsey data analysis showed that 52 percent of most employees surveyed positively supported diversity, and the companies that support diversity practices have a strong correlation between diversity and business performance. Employee performance has contributed to the above-average organizational profitability, between 21 percent in 2017 and 15 percent in record 2014 based on surveyed companies' 2019 data analysis. The data analysis also showed that the greater the organization's diversity, the more likely it is to outperformance companies from 10-30, and most gender-diverse companies outperform 48 percent of the least gender-diverse companies (McKinsey & Company, n.d.).

Nonprofit-HR-2022 data analysis found that organizations changed diversity practices/policies within the human resource development programs in the interviewing/hiring with the procedures/policies by 70 percent and engagement and retention practices by 37 percent. Leadership development practices by 40 percent, mentoring, and other peer/learning practices by 29 percent have impacted promotion practices/policies by 27 percent, compensation and benefits practices/policies by 41 percent, and performance management practices/policies by 31 percent. DEIJ efforts/initiatives were also measured using diversity metrics to determine the progress within human resource development programs. It also showed organizations' diversity metrics were 50 percent on race, gender, and age-diverse programs, 22 percent in determining promotion demographics, and 17 percent on diversity training programs (Nonprofit H.R., 2022 Diversity Survey Reports, n.d.).

Nonprofit-HR-2019 data also revealed that some organizations had implemented diversity metrics to measure progress in diversity efforts and initiatives regarding race/gender/age by 36 percent, minority retention by 13 percent, and understanding employees' pay gaps by 16 percent. However, the data analysis also found that 55 percent of organizations surveyed did not implement diversity metrics (Nonprofit H.R., 2019 Diversity Survey Reports, n.d.). In addition, statistical measurements were used to discuss the Survey Monkey results.

RESULTS

The Survey Monkey's stratified sampling population of 205 respondents was analyzed using Evans 2016 applied statistics. For example, Figure 1 below shows that over 36 percent of respondents believed cultural differences impact diversity practices.

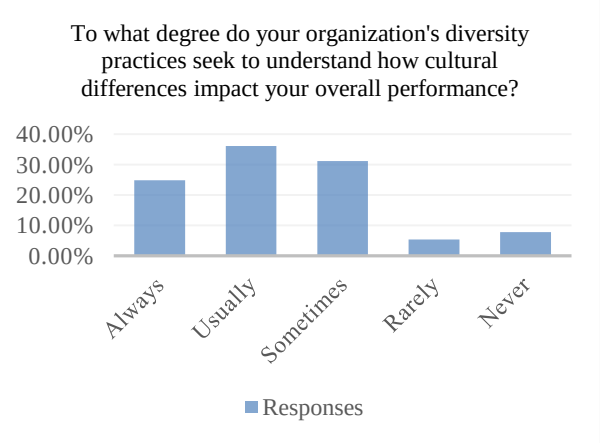

Figure 1

Figure 2 below found that over 35 percent of respondents believed cultural values are associated with diversity practices.

Figure 2

Figure 3 shows that around 50 percent of the respondents believed cultural awareness training has influenced performance outcomes.

Figure 3

Figure 4 shows that 43 percent of respondents believed DROI implementation helped measure workplace performance.

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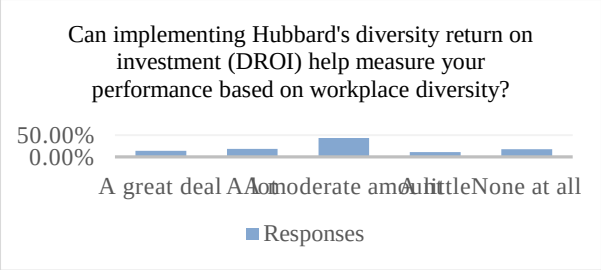

Figure 4

Figure 5 shows that 57 percent of respondents believed their organization uses the DROI analysis model in diversity practices

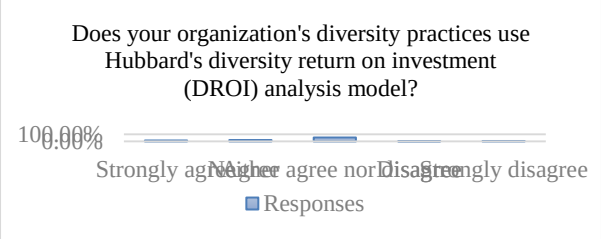

Figure 5

The descriptive statistics summary below, Figure 6, shows the surveyed demographics of the United States regions. Figure 7 also explained that genders responded differently, whereby 117 females made up 57 percent, and 42 percent of the males comprised 88 of the respondents, which was based on independent variables displaying distinct or separate values. Lastly, Figure 8 shows that 59 respondents fell within 30-44, which included 29 percent of responses, and 69 respondents aged 45-60 comprised 34 percent, which was based on dependent variables. The statistical data addressed the study's stratified sample population within diverse workplaces.

Major US Region

Answer Choices	Response Percent	Responses
East North Central	14.85%	30
East South Central	6.44%	13
Middle Atlantic	21.29%	43
Mountain	5.45%	11
New England	4.95%	10
Pacific	14.85%	30
South Atlantic	17.82%	36
West North Central	5.45%	11
West South Central	8.91%	18
Answered		202
Skipped		3

Figure 7

Age

Answer Choices	Responses	
18-29	21.95%	45
30-44	28.78%	59
45-60	33.66%	69
> 60	15.61%	32
< 18	0.00%	0
Answered		**205**
Skipped		**0**

Figure 8

The IBM SPSS for Introductory Statistics statistical applications described by Morgan et al. (2013) and Malhotra (2019 Marketing Research: An Applied Orientation) were used to analyze the null hypothesis. The results are as follows. The Analysis of Variance (ANOVA) hypothesis testing was composed of Mean sample usage of the DROI analysis model based on 205 respondents, within gender (female and male), which showed around 57 percent believed their organization used DROI and 43 percent believed the implementation of it helped measure workplace performance as shown in Table 1 Mean Case Processing Summary.

Table 1

Mean Case Processing Summary

	Cases					
	Included		Excluded		Total	
	N	Percent	N	Percent	N	Percent
Does your organization's diversity practices use Hubbard's diversity return on investment (DROI) analysis model? * Gender	29	14.1%	176	85.9%	205	100.0%
Does your organization's diversity practices use Hubbard's diversity return on investment (DROI) analysis model? * Gender	42	20.5%	163	79.5%	205	100.0%
Does your organization's diversity practices use Hubbard's diversity return on investment (DROI) analysis model? * Gender	10	4.9%	195	95.1%	205	100.0%
Does your organization's diversity practices use Hubbard's diversity return on investment (DROI) analysis model? * Gender	14	6.8%	191	93.2%	205	100.0%
Does your organization's diversity practices use Hubbard's diversity return on investment (DROI) analysis model? * Gender	116	56.6%	89	43.4%	205	100.0%
Can implementing Hubbard's diversity return on investment (DROI) help measure your performance based on workplace diversity? * Gender	29	14.1%	176	85.9%	205	100.0%
Can implementing Hubbard's diversity return on investment (DROI) help measure your performance based on workplace diversity? * Gender	38	18.5%	167	81.5%	205	100.0%
Can implementing Hubbard's diversity return on investment (DROI) help measure your performance based on workplace diversity? * Gender	89	43.4%	116	56.6%	205	100.0%
Can implementing Hubbard's diversity return on investment (DROI) help measure your performance based on workplace diversity? * Gender	22	10.7%	183	89.3%	205	100.0%
Can implementing Hubbard's diversity return on investment (DROI) help measure your performance based on workplace diversity? * Gender	36	17.6%	169	82.4%	205	100.0%

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Table 2

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.[a,b]	Decision
1	The categories of RespondentID occur with equal probabilities.	One-Sample Chi-Square Test	1.000	Retain the null hypothesis.
2	The categories of StartDate occur with equal probabilities.	One-Sample Chi-Square Test	1.000	Retain the null hypothesis.
3	The categories of EndDate occur with equal probabilities.	One-Sample Chi-Square Test	1.000	Retain the null hypothesis.
4	The categories of CustomData1 occur with equal probabilities.	One-Sample Chi-Square Test	1.000	Retain the null hypothesis.
5	The categories defined by gender = 1 and 2 occur with probabilities .500 and .500.	One-Sample Binomial Test	0.051	Retain the null hypothesis.
6	The categories of age occur with equal probabilities.	One-Sample Chi-Square Test	0.002	Reject the null hypothesis.
7	The categories of major_us_region occur with equal probabilities.	One-Sample Chi-Square Test	0.000	Reject the null hypothesis.
8	The categories of devices occur with equal probabilities.	One-Sample Chi-Square Test	0.000	Reject the null hypothesis.
9	The categories of household_income occur with equal probabilities.	One-Sample Chi-Square Test	0.000	Reject the null hypothesis.

a. The significance level is .050.

b. Asymptotic significance is displayed.

Table 2 of the Hypothesis Test Summary above shows the independent variables. The age with a significant level of 0.002 was analyzed within the One-Sample Chi-Square Test, which produced less than the required significance level of 0.050. Thus, it rejects the null hypothesis within categories of age occurring with equal probabilities. However, the gender portion defined by 1 (male) and 2 (female) was analyzed within a One-Sample Binomial Test that produced a significance level of 0.051, which meant the required significance level of 0.050, which allowed for retaining the null hypothesis. In addition, the discussion section interpreted the statistical inference of sample data and discussed the results characteristics of the previous studies related to this study's findings.

DISCUSSION

Survey Monkey's results substantiated recent findings from Bernardo and Giner-Sorolla's 2022 study; most organizations have endorsed diverse cultures model learning. The results validated Upadhyay et al.'s 2022 study on cultural competency methods to understand cultural leadership and training practices. Its effects also support Salgado and Moscoso's recent 2022 study on the subjective well-being (SWB) outcomes of employee engagement contributing to productivity in the workplace.

Survey Monkey statistics also substantially support the recent diversity inclusiveness analysis survey to understand the root cause of productivity and performance within the cultural diversity practices in nonprofit and profit organizations based on previous diversity practices that were surveyed from McKinsey and Nonprofits Surveys of Companies (McKinsey & Company, n.d; Nonprofit H.R., 2022 Diversity Survey Reports, n.d.; Nonprofit H.R., 2019 Diversity Survey Reports, n.d.) findings. The Analysis of Variance (ANOVA) hypothesis testing of the Mean and the One-Sample Binomial results supports a recent development (Sabattini & Phillips, 2021) on how diversity (ROI%) has impacted organizations' employee performance. It concurred with this study survey's findings regarding profit and nonprofit organizations' usage of

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the DROI analysis model based on Canas and Sondak's 2014 study.

The Survey Monkey had limitations associated with the population's sampling procedures, with sample outcomes only using quantitative techniques. Still, no statistical assumptions of ANOVA were violated within the sampling method because the significance level being studied represented the stratified population that showed no responding errors. It also used nonparametric tests that do not require assumptions that were measured randomly and independently obtained, normally distributed, and found equal variances within the SPSS statistical program.

CONCLUSION

Research on Diversity Management (DM) practices within a cultural competency (i.e., cultural leadership and training) approach was imperative to understand how for-profit and nonprofit organizations (within academic institutions) have applied Hubbard's return on investment (DROI) model to measure employee performance and productivity rates. The researcher confirmed that with an Analysis of Variance (ANOVA), hypothesis testing of the Mean sample of the DROI analysis model can be relevant to how diversity affects organizational performance outcomes. However, the researcher recommends future research on Diversity Management (DM) practices within a qualitative analysis by focusing on Opie and Washington's stated study inquiry, "*Why Companies Can - And - Should Recommit to DEI in the Wake SCOTUS Decisions,"* in the Harvard Business Review (HBR), July 2023 publication. This scholarly journal discussed why higher educational institutions should continue their commitment to Diversity, Equity, and Inclusion (DEI) Initiatives measures based on the U.S. Supreme Court ruling on the affirmation action decision on race-conscious admission in public colleges and universities within a qualitative analysis. It also discussed studying diversity recruitment and training programs that affect employees' performance, pay, and promotion decisions regarding auditing reviews if people's personalities are being processed equitably.

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