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**THE DIVERSITY ECOSYSTEM: TOWARD AN UNDERSTANDING OF ITS
ROLE ON INTERNAL MARKETING IN DIVERSITY GOALS AND
OUTCOMES**

A Dissertation

Submitted to the Graduate Faculty of the
University of South Alabama
in partial fulfillment of the
requirements for the degree of

Doctor of Philosophy

in

Business Administration, Marketing

May 2022

by

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May 2022

To Uncle Lawrence

ACKNOWLEDGMENTS

To the other members of the Original Six: Mom, Dad, Emily, Roxanne and Charlotte. Through the highs and lows, your support has been steadfast. You are the blessing of my life.

To Dr. Joe Hair, who mentored me and offered a vision of what an academic future can be.

To Dr. Greg Marshall, whose ideas inspired me.

To Dr. Alvin Williams, who nurtured this dissertation through its early idea stage to completion.

To Stacy Wellborn, who encouraged me to start this journey at just the right moment.

To Tommy Boller, who walks with me.

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LIST OF ABBREVIATIONS

AVE	=	Average Variance Extracted
CCA	=	Confirmatory Composite Analysis
HTMT	=	Heterotrait-Monotrait Method
PLS	=	Partial Least Squares
SEM	=	Structural Equation Modeling
VIF	=	Variance Inflation Factor

ABSTRACT

Zoghby, Jennifer C., Ph.D., University of South Alabama, May 2022. The Diversity Ecosystem: Toward an Understanding of its Role on Internal Marketing of Diversity Goals and Outcomes. Co-Chairs of Committee: Greg Marshall, Ph.D. & Joe F. Hair, Ph.D.

Organizational leaders may announce diversity initiatives, yet often these goals are never fully realized. When organizational leaders establish diversity goals, they frequently rely on internal marketing teams to implement them. Internal Marketing's ability to influence Diversity Outcomes and Self-Rated Employee Performance may differ due to the moderating effects of the organization's Diversity Ecosystem. The Diversity Ecosystem is a novel construct that involves an employee's interpretation of an organization's openness, aspects of organizational justice, need for diversity and voice. Does the strength of an organization's Diversity Ecosystem moderate the relationship between Organizational Commitment to Diversity and Internal Marketing?

An employee's level of Job Involvement may also mediate Internal Marketing's effect on Diversity Outcomes and Self-Rated Employee Performance. In turn, how does an employee's Job Involvement mediate the relationship between Internal Marketing and Diversity Outcomes and Self-Rated Employee Performance. This research began in the summer of 2020 as organizations faced pressure to diversify after the death of George Floyd. The researcher began the project with a series of qualitative interviews with governmental and corporate leaders to aid in hypothesis development. After initial

qualitative interviews, an initial quantitative survey was developed and sent to as a pre-test to full-time employees. From those results and after a thorough literature review, an initial qualitative survey was sent to a pilot sample of full-time employees nationwide. After an analysis of the pilot sample, a quantitative survey was sent to 364 full-time employees across the United States. The survey was designed in Qualtrics and administered through Prolific. The survey data was analyzed through Partial Least Squares Structural Equation Modeling. The development and understanding of a Diversity Ecosystem offer a key academic research contribution and potential managerial implications for diversity efforts.

CHAPTER I

INTRODUCTION

From corporations to the public sector, organizational leaders made commitments in 2020-21 to increase diversity, signaling a new era of increased focus on this area. Corporate and governmental leaders professed diversity goals in public settings, often to great fanfare. Yet, how do leaders ensure their diversity goals are accomplished? One option is to punt the project to the Internal Marketing team, which may or may not have the tools or resources to operationalize these goals. While the diversity goals may make a good headline, this research asks, how do employees' perceptions of organizational characteristics help or hinder the efforts of the Internal Marketing team? In what ways, can companies move from merely talking about Diversity goals to actual Diversity Outcomes? What are the employee's perceptions of these attempts at Diversity?

The concept of a Diversity Ecosystem will be introduced and illuminated in this research. The central hypothesis of this research is that the Diversity Ecosystem may have a moderating effect on the success of Internal Marketing efforts to achieve Diversity Outcomes. A Diversity Ecosystem is a novel construct that encompasses an employee's view of an organization's Openness, Justice, Need for Diversity, and Voice (Butner et al., 2012; Colquitt, 2001; Edmondson, 1999; Maynes & Podsakoff, 2014; Susskind et al., 1998). The construct of Justice has four dimensions, including procedural, distributive, interpersonal and informational (Colquitt, 2001). A key objective of this research is to

probe the contours of this new construct of a Diversity Ecosystem: What are its elements? To what extent does a Diversity Ecosystem affect the relationship between stated Corporate Commitments to Diversity and Internal Marketing's efforts toward Diversity?

Beyond the illumination of a Diversity Ecosystem, this research will study the extent to which a Diversity Ecosystem affects Internal Marketing's efforts to operationalize diversity goals. How does a stated corporate commitment to Diversity move through a Diversity Ecosystem, through Internal Marketing to affect Job Involvement, Diversity Outcomes and Employee Satisfaction? What are the effects of Internal Marketing efforts on Diversity Outcomes and Employee Satisfaction when these are mediated through Job Involvement? What are the direct effects of the Internal Marketing effort on Diversity Outcomes and Employee Satisfaction? To what extent do these effects differ?

Several theories guide this research, including Stakeholder Theory and Network Theory. Stakeholder Theory frames many distinct audiences as having an interest in an organization, broadening the view from mere shareholders to stakeholders, which may include groups such as employees, external customers, shareholders/ investors, potential customers, and the media (Donaldson & Preston, 1995; Freeman, 1984; Hult, 2011).

Network theory, or social network theory as applied to organizations, calls on Granovetter's (1973) strong and weak ties to discuss how relationships among and between actors may inform an organization's needs and its ability to perform. (Granovetter, 1973; Hult, 2011; Thorelli, 1986).

Diversity goals require organizational change. The academic literature on organizational change is a relevant discussion here as diversity goals may be seen as yet

another organizational change for organizations that have not had as systemized an approach prior to the new corporate commitment to diversity.

Kotter and Schlesinger (1979) recommend that all change should begin with a thorough situational analysis. What change is needed? What is the environment like? How much power does the change faction have versus the resistor faction? How urgent is the need for change? (Kotter & Schlesinger, 1979). The answers to these questions will determine the type of tactic used, which will be one of six methods for reducing the resistance to change: education and communication; participation and involvement; facilitation and support; negotiation and agreement; manipulation and co-optation; and explicit and implicit coercion. The different approaches have their costs and benefits; some of these costs have to do with time, others have to do with money. Some of the benefits have to do with speed and the use of political capital. Some of these determining factors are situational: resistance (anticipated and experienced); the power of the initiator of the change versus the resisters (this explains why Top Management Team buy-in for diversity initiatives is so vital); data and energy required to affect the change; and, the stakes involved (Kotter & Schlesinger, 1979). The Kotter and Schlesinger framework is durable because it is practical: it understands the political nature of organizational change; the power of the resisters; the power of the initiators; and the effects of the six different strategies on the employees.

While diversity follows some patterns common in other types of organizational change, in some ways it differs. Diversity goals and outcomes, and their operationalization, may uncover deep-seated unconscious bias among employees, managers and/ or members of the management team.

Nielsen (1981) emphasized consensus in organizational change. His framework starts by identifying the key groups or individuals whose support, or non-opposition, is crucial to the organizational objective. Then, a leader would identify the special interest goals/ needs of the individual or group in terms of how they are related to the strategic plan of the organization. Next, the leadership team (or management team) would “discuss, evaluate and negotiate the optimization of the institution’s central strategic objective while reasonably satisfying the special interest goals/needs” (Darling & Taylor, 1989, p. 37).

Darling and Taylor (1989) built on the aforementioned system by suggesting an analysis of environmental factors and how these environmental factors affect organizational objectives. After this analysis, the organization must make appropriate changes in its strategies, and then develop changes in its marketing plans to implement the existing or new organizational strategies. Even after the environmental analysis and initial or subsequent adaptations, a marketing plan does not remain static, and the tactics of the six from Kotter and Schlesinger mention may change (Darling & Taylor, 1989).

At this point, a firm must ask how the organizational strategies affect the personal objectives of different groups in the firm and whether there is a perceived negative cost of these changes. Is time an element? What groups may be the key resisters to the change? The answers to these questions will determine which of the six methods for reducing the resistance to change will be most effective. For example, education and communication may be important when it comes to explaining the move toward increased diversity in a company, but if certain groups within the firm feel threatened by this, then another tactic may be necessary. The analysis of an existing diversity

ecosystem is an important factor in determining the environmental analysis and planning both organizational strategies and marketing tactics appropriately.

Deuten and Rip (2000) discuss how narrative stories told in companies shape the organization, as well as the storytellers themselves. While they delve into an interesting postmodern discussion of the notion of story and meaning, the relevant theme for this research is how narrative stories told and retold in an ecosystem affect individual actors and how the actors relate to one another. Hartmann et al. (2018) refer to these narrative infrastructures and their power to shape and reshape the ecosystem. When a corporate commitment to diversity is articulated, leaders are adding to the organizational narrative with a new chapter, or retelling, of the story of the organization. Yes, leaders and internal marketing experts use the power of story to influence the actions of those in the organization, particularly in the case of how employees relate to the organization, and these same leaders (chief narrators) are also influenced by the telling of the story (Deuten & Rip, 2000). It's the interaction between story and teller and audience — or in the case of an organization, the interaction between story and manager and employee — that becomes the most important when considering narrative's power on an ecosystem.

“When the constitutive role of narrative is recognized, stories become more than a tool: they shape the organizational landscape” (Deuten & Rip, 2000, p. 72).

Trener and Paradies (2012) discuss how a key approach to assessing diversity efforts and its effectiveness is an organizational assessment, which is often overlooked in favor of easier to administer (and assess) individual, quantitative surveys. Of the 52 tools reviewed for the article, only eight met all the author's criteria for assessment tools based on a strong theoretical basis, reliability and validity, and being “relevant, practical and

feasible” (Trenerry & Paradies, 2012, p. 20). The six key themes common in these organizational assessments are: theoretical and empirical development; operationalized domains; practicality and feasibility of implementation; context relevance; a range of response formats; and moving beyond self-assessment (Trenerry & Paradies, 2012). The paucity of organizational assessment tools, and the inherent complexity and difficulty of assessing at the organizational level is a problem not lost on Trenerry and Paradies (2012), or this author. While the need for this organizational level of research is intense, it is difficult, costly and often not even seen by organizational leaders.

Organizational assessments that move beyond self-assessment include a process for documenting and discussing practices, processes and outcomes. Absent strong power dynamics, a committee to guide the assessment process supports multiple perspectives is preferable to reliance on an individual staff member. Gathering data through document review or interviews/focus groups with staff also provides a broader view of the organization where external parties may therefore play a role in reducing bias by providing an independent voice and perspective to the assessment process (Treneery & Paradies, 2012, p. 21).

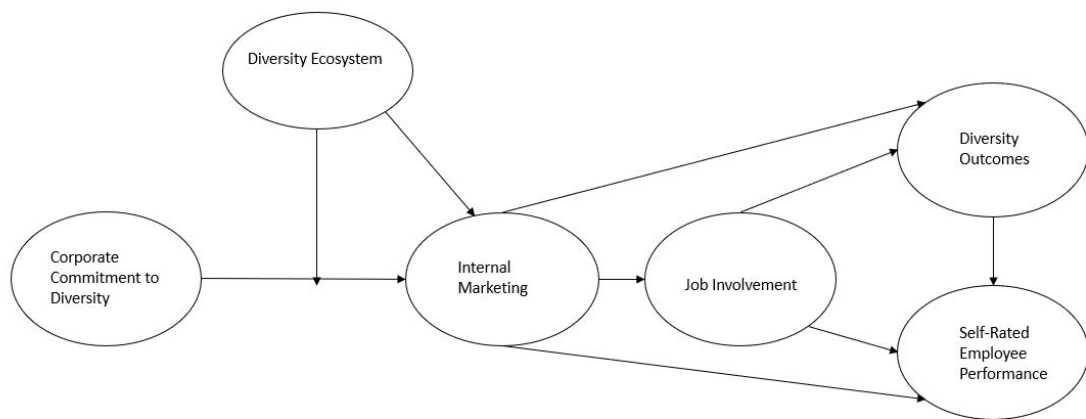


Figure 1. The Impact of Organizational Commitment and Diversity Ecosystem on Internal Marketing, Job Involvement, Diversity Outcomes and Self-Rated Performance.

CHAPTER II

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Corporate Commitment to Diversity

A corporate commitment to diversity may be viewed as a strategic change for an organization, which allows this research to reference to the academic literature on strategy and strategic change. Dutton and Duncan (1987) discuss strategic planning in a framework wherein the planning leads organizational leaders to form a “strategic issue array” which then leads to the “initiation and implementation of strategic change” (p. 104). The implementation of the strategic change, in this case diversity affects the strategic planning process, which is also influenced by the array of strategic issues identified by the firm. The strategic planning process itself offers both an instrumental and symbolic function for an organization, according to Dutton and Duncan (1987). It acts as a performance program, with a reference back to Cyert and March’s seminal 1963 work, “absorbing uncertainty by reducing the information load facing decision-makers” (Dutton & Duncan, 1987, p. 105). In a symbolic way, the process of strategic planning builds consensus among organizational leaders as to their future direction or opinions about certain organizational units or functions (Dutton & Duncan, 1987).

In this way, a commitment to diversity would represent a strategic change for an organization and the corporate (leadership) commitment to diversity would move through

the various stages of the Dutton and Duncan (1987) framework, aided by internal marketing to share the corporate commitment throughout the organization. The strategic planning process has four attributes that help define it. First, the planning focus may be either bottom-up or top down. The next attribute is the degree of planning formality. Third, the process may include only a few people or many people. The more people that are involved, the more possibility of conflict. The fourth attribute is planning intensity, a gauge of how frequently planners will meet.

After a review of the Dutton and Duncan (1987) framework, as well as numerous other studies by scholars such as Alderfer, one common road to successful organizational changes toward diversity involves a top-down commitment, known as planning focus, that also includes a wide range of participants, known as planning diversity, as well as frequent contacts between the members of the strategic planning change committee and a commitment on their parts to spread the word of the change, a high level of planning intensity (Alderfer & Tucker, 1996). Yet even if these conditions are all achieved, and the academic research literature shows it is rare that that happens, strategic change still demands both an initiation and implementation phase that involves political will and technical (informational) knowledge. Dutton and Duncan (1987) reviewed innovative processes in companies, and this research takes their framework to review a move toward diversity.

In the initiation phase, change advocates must have the political capital or prowess to build interest in the issue by decision-makers, and they must then have “sufficient information to assess the nature of the issues, as well as information on at least one avenue to resolve it” (Dutton & Duncan, 1987, p 109).

In the implementation phase, from a political perspective, “there must be a broad base of personal acceptance and interest in the change for acceptance and utilization to occur” (Dutton & Duncan, 1987, p. 109). When strategic change is coupled with “political interest and personal commitment” from an organization’s leaders, the academic literature points to a higher level of implementation success (Dutton & Duncan, 1987, p. 109).

From a technical or informational lens, the implementation team must have the knowledge of how (or to what extent) the change is occurring in order to make all-important modifications and adaptations. Internal marketing, with its focus on employees as a stakeholder group, may help bridge both the political and technical aspects mentioned in the literature. That is one reason Internal Marketing is pivotal in this research, and that employees were asked their opinions about Diversity Goals and Outcomes. Dutton and Duncan (1987) point out that the academic literature stresses the “importance of adaptations and modifications to an innovation over time,” which can be best accomplished by access to information (p. 109). Yet the employee’s perception of a lasting organizational commitment to long-term objectives, such as increasing diversity, is meaningful here. Employees seem to have a good sense of sussing out actual commitment to goals, such as diversity, versus mere lip-service or mimicry.

Elsass and Graves (1997) discuss how important leaders’ attitudes toward diversity can be in terms of leading the push toward individual employee change in attitudes toward people of different races or genders. “[G]roup members are likely to comply with leader-established norms concerning the treatment of women and people of color” (Elsass and Graves, 1997, p. 965). Research before and since Elsass and Graves

(1997) confirms their contention that the leader, or top management team, can have an outsized effect on the organizational stance toward diversity efforts.

McMahon (2010) offers a survey of the empirical findings of diversity assessment research from 2000 - 2009, with the overall view that:

Organizations can manage diversity effectively by building senior management commitment and accountability with a thorough needs assessment of the people. Employee surveys, focus groups and exit interviews could be useful in uncovering issues faced by the organization. Developing a well-developed strategy to realize realistic business goals also ensures diversity success (p. 41).

Moreover, while many of the studies failed to prove a direct link between diversity efforts and firm performance, either from a positive or negative perspective, the decade of empirical research did shift the way organizations approach diversity efforts and other Human Resources initiatives, as well as Internal Marketing, this research argues.

The report looks beyond the existing business case by adopting an analytical approach of linking Human Resources practices to business performance. It supports experimentation and evaluation and not simply sticking to the old frame of the business case. To inculcate a culture of mutual learning and cooperation, organizations should implement appropriate management and Human Resources policies in addition to training programs for diversity management (McMahon, 2010, p. 41).

The research review also covers whether multicultural or diverse groups work best with a task-orientation or social-orientation. A group's work tasks have been shown to affect the success of the group, as described below.

The most effective multicultural groups tend to have a tight coupling in task related structural domain and loose coupling in non-task cultural domain. While the former results in consensus, cohesion, effectiveness and stability, the latter leads to diversity, accuracy, creativity, and flexibility. Structural coupling could be achieved by clarifying the group's objectives, dividing group tasks into interdependent subtasks, assigning task roles, allocating responsibilities and authority, and determining the norms of task related interactions. The cultural coupling is accomplished by creating an atmosphere of mutual respect and acceptance, and signaling approachability for smoothing differences (McMahon, 2010, p. 41).

This research explores the time after a stated commitment to diversity and hopes to unpack its path toward actual Diversity Outcomes. One stand-in between what Corporate Leaders publicly commit to and what they actually do, is a scale for Ethical Leadership developed by Brown et al. (2005). Ethical Leadership is proposed as one way of measuring actual commitment versus mere lip-service. Another way to measure Corporate Commitment to something such as Diversity is to adapt and extend a Corporate Social Responsibility scale, such as the one originally designed by Turker (2009), to measure corporate commitment to protecting the natural environment for future generations.

Hypothesis 1: Organizational Commitment to Diversity has a direct, positive effect on Internal Marketing.

Diversity Ecosystem

An organization's commitment to diversity is very different from the realization of the diversity goals. While a corporate commitment is necessary to achieve these goals, it is not sufficient to achieve them. Often, corporate commitments are announced with great fanfare, but corporate leaders subsequently punt the operationalization of the goal to the Internal Marketing Team.

The concept of a Diversity Ecosystem is a novel and unique construct to the academic literature and one of the primary contributions of this research. After a thorough literature review, it seems an employee's perception of the Diversity Ecosystem of an organization, and its effect on the employee's perception of stated Organizational Commitment to Diversity as well as Diversity Outcomes, has not been considered. The Diversity Ecosystem, while a novel and unique construct, follows foundations based in the existing scholarly literature. It builds on the ecosystem concept of sales discussed in 2018 by Hartmann et al. That article took the duality framework of a sales relationship and transformed it into an enmeshed, ecosystem concept which seemed closer to the reality of the modern sales transaction.

Building on the Vargo and Lusch (2004, 2016) Service-Dominant Logic perspective, Hartmann et al. (2018) reframe the sales process as one that is complex and interwoven in an ecosystem, "a framework that points to discursive and dialogical interactions among broad sets of actors" (Hartmann et al., 2018, p. 2). The ecosystem is,

at least in part, built upon narrative structures, as in the stories organizations tell about themselves and how they evolve over time. “[C]ombined narrative infrastructures can craft coherence among social actors and mobilize support for particular practices” (Wieland, 2014, p. 107). That is, only combined narrative infrastructures can lead to the shaping of institutional arrangements (Araujo & Easton, 2012).

The Sales Ecosystem approach moves beyond the two-person traditional sales approach by appreciating the nested, overlapping institutional arrangements inherent in the sales environment, by acknowledging an ecosystem that has been in existence. The ecosystem describes the “nested and overlapping institutional arrangements, as well as institutional frictions that can be found among and within many groups of actors” such as organizations, professional networks, companies and families (Hartmann et al., 2018, p. 12). It understands and accommodates this broad set of actors, as well as the various and layered communication between them. The ecosystem accounts for the alignment of institutional arrangement of actors and exchange and value co-creation between dynamic sets and subsets of actors, as well as the fact that the actors are receiving and applying knowledge in order to form mutually beneficial relationships. Yet due to the nested, overlapping approach of the institutions involved, the selling actors have a limited ability to change the thinking and actions of the buying actors (Hartmann et al., 2018).

The Diversity Ecosystem is defined as those factors that give organizational stakeholders indicators as to the organization’s true willingness to move toward achieving Diversity Outcomes. The ecosystem approach does not negate the contributions of the dyadic perspective common in other sales literature; rather, these dyads are conceptualized in a complex, coherent structure of an ecosystem that allows

seemingly disparate relationships to coexist for mutual benefit. In the same way that Hartmann et al. (2018) move from the dyadic perspective of sales to the enmeshed, complex, co-creation of the ecosystem, so the Diversity Ecosystem may help explain the outcomes of Diversity Goals when operationalized through the process of Internal Marketing. The main research question here is the effect of the Diversity Ecosystem on the process of moving from stated Diversity Goals through Internal Marketing and Job Involvement to the outcome variables of Diversity Outcomes and Self-Rated Employee Performance. The goal of this research is to begin understanding the Diversity Ecosystem and its effects on Diversity Outcomes through Internal Marketing.

Organizational change exists in a complex, multi-layered, inter-connected world. Corporate commitments to diversity spring from this fertile ground. They are conceived in this ecosystem, and the commitments must flourish or flounder in this ecosystem. Yet, the academic literature does not have a concept of the diversity ecosystem — what it would take to make these commitments have a higher chance at succeeding, versus what it would take to discourage these commitments. Often, diversity goals, while well-intentioned, end with middling results, which remain a mystery to well-intentioned members of the C-suite as well as purchasing managers. The concept of the Diversity Ecosystem attempts to address this gap and move toward a fuller, richer understanding of how Organizational Change is affected by the Ecosystem as defined as an employee's perception of the Organization's true commitment to increased diversity.

When crafting the concept of the Diversity Ecosystem, the researcher combined several existing scales, including Openness, Organizational Justice (Procedural Justice, Distributive Justice, Interpersonal Justice, and Informational Justice) as well as scales

that measured the Need for Diversity, and Voice. These scales were selected after a round of initial qualitative interviews with diversity officers and purchasing agents across the country who are engaged in bringing more diversity to their organizations.

Each of these scales was adapted on the dimension of how an individual within the organization perceives the organization, and each of them was adapted to be measured on an 11-point Likert scale. The construct scale design was monitored by members of the dissertation research committee, and it was formulated over several months and rounds of edits. A pilot study showed some flaws with aspects of the construct, particularly on the Need for Diversity scale. This led to an additional round of qualitative interviews with professionals who manage diversity and inclusion efforts in the corporate or governmental sectors, and those who advise companies on diversity goals and outcomes. The items were modified and edited for additional clarity prior to the final quantitative survey.

Openness

When building the construct of the Diversity Ecosystem, the researcher searched for an established scale to assess an employee's openness to change at work. There is a paucity of research that describes an employee's feelings about a move toward greater diversity at work. However, after a thorough literature review, a scale that rated employee's feelings about Chaos and Openness during a period of employee changes due to layoffs was adapted for this research (Susskind et al., 1998). That study evaluated employees in the large, corporate hospitality firm at two different times following layoffs. While the study was focused on identifying structural holes in relationships due to the

layoffs, the Openness items were adapted toward organizational changes related to diversity for the purposes of this study. The chaos items were not relevant here.

Justice

Colquitt (2001) discusses the different foundations of the concept of organizational justice, and he validates a four-factor model of measuring it that builds and expands upon previous research. He tested the construct validity of the measure in two intentionally different contexts: a university setting and a field setting of employees in an automotive parts manufacturing facility. He discusses approaching the concept of fairness as an indirect measure, and asking questions from a procedural, distributive, interpersonal and informational standpoint of the respondents.

The concept of Procedural Justice was first tested in legal settings, where both the courtroom process and the verdict were studied. Later, researchers applied this concept to nonlegal settings where groups sought concepts such as consistency, bias suppression, accuracy of information, and correctability. Using this, procedural justice was later applied as a group-value, rather than an individual interest.

Distributive justice refers to the “allocation of an outcome being consistent with the goals” (Colquitt, 2001, p. 389). It tests the extent to which an individual feels his or her outcome is related to his or her contribution.

Interactional justice captures the connection an individual feels with his or her supervisor or other leaders in the organization, and it is measured on justification, truthfulness, respect and propriety, with each of these four measures on a continuum between explanations and sensitivity (Colquitt, 2001). Because the explanations and sensitivity metrics of Interactional Justice have been shown to have independent effects,

Colquitt tests a fourth factor in informational justice, which focuses on how the explanations are given to employees by the managers or organizations and the subsequent perceptions.

The four factors in Colquitt's (2001) cosmos allow for a clearer way to approach organizational justice than had previously been explained. This scale, which has been tested and validated in both Colquitt's (2001) studies and also in other studies in the intervening decades, was a particularly clear way of asking survey participants about their perceptions of organizational justice. These four factors of procedural, distributive, interactional and informational are distinct from each other under Colquitt's (2001) system, while their high correlation had caused a blurring prior to his tests. The concept of organizational justice illuminates an employee's perception of the organizational process of diversity changes proposed by management. It was a main artery to the heart of the Diversity Ecosystem concept.

Need for Diversity

The literature on employees' perception of the Need for Diversity has mirrored the policy changes in America. Prior to the Civil Rights legislation of the 1960s, academic literature made the case that diversity was the right thing to do. Then, it shifted to how corporations could comply with federal statutes. In recent decades, the business case has been made for diversity, due to the shifting demographics of America and its increasing percentages of diverse consumers and job applicants (Buttner et al., 2012). Diversity literature ranges from racial diversity, primarily in the United States focused on the opinions of Black applicants and consumers, with some studies devoted to gender diversity. In recent years, academic literature has expanded to examine diversity of

different ethnicities, mixed race, various sexual orientations, and people with accommodations due to a disability. In the summer of 2020, due to the death of George Floyd and subsequent protests, these issues were once again brought to the forefront of public consciousness. Floyd's death at the hands of police officers sparked a wave of protests among an American citizenry already angered by police brutality in other cases, and which had gained national attention due to social media and coverage by traditional media outlets. Moreover, because Floyd's death occurred in the early days of the COVID-19 pandemic, Americans and citizen groups worldwide took to the streets in protests during the first summer of pandemic restrictions. These protests led to corporate and governmental leaders vowing to address both police brutality and systemic, institutionalized racism.

The literature focuses on a wide variety of diversity issues, and for the sake of this research, and this aspect of this higher-order construct, perceptions of diverse employees were studied. Scales focused on employees' perceptions of the diversity climate in their organization and how that affected turnover intentions. Earlier research was reviewed to determine if various strands of employee intention affected how employees felt about the firm and whether that led to a decline in their productivity or intention to leave the firm, which would also lead to a decline in the firm's productivity.

Voice

When first researched by Hirschman in 1970, voice was discussed as a well-intentioned method of accomplishing change from within an organization, rather than exiting the organization. In the decades since, and particularly since the mid-1990s, voice has been developed as an academic construct that represents "an individual's voluntary

and open communication directed toward individuals within the organization that is focused on influencing the context of the work environment” (Maynes & Podsakoff, 2014, p. 88). While this may seem the most obvious aspect of voice, the academic construct includes other aspects that offer it depth and additional interest. Other facets of the construct cover the use of voice by individual employees, as well as voice used in a way that is anonymous or neutral. Voice may also be used in opposition to others, which may then affect or even damage interpersonal relationships at work (Maynes & Podsakoff, 2014).

More recent scholarly research demonstrates that voice may not be used as a change agent and also may not be well-intentioned. Maynes and Podsakoff’s (2014) research reviewed types of voice regarding work-related policies, practices, and procedures. The four types are: supportive, voluntary expressions of support and speaking out in defense of organizational behaviors; constructive, voluntary expression of affecting organizationally functional change; defensive, opposition to changing organizational behaviors, even when the change has merit or is necessary; and destructive, voluntary expression of “hurtful, critical, or debasing” opinions (Maynes & Podsakoff, 2014, p. 91). They followed a comprehensive protocol to develop a thorough and extensive scale development process, which included a vast theoretical review, qualitative interviews with professionals across many fields and rounds of exploratory and confirmatory factor analysis.

Hypothesis 2: The Diversity Ecosystem has a direct effect on Internal Marketing.

Hypothesis 3: The Diversity Ecosystem moderates the effect of an Organizational Commitment to Diversity on Internal Marketing.

Internal Marketing

While employees are a key target market, and a key “customer” base, they are not the same as an external customer (Rafiq & Ahmed, 1993). They need to be treated differently, with face-to-face communication taking a lead role. An employee’s relationship with an immediate supervisor is key, and the immediate supervisors must be considered as serving a marketing function when it comes to internal marketing (Rafiq & Ahmed, 1993). The idea of internal marketing, which was at one time under the auspices of Human Resources and has now moved into its own realm, must be concerned on an organizational, strategic level, and be involved with strategic management. Cross-functionality is key: “[w]e suggest that strategic management be responsible for implementing internal marketing. This would help indicate to employees the level of organizational commitment to internal marketing and hence emphasize the need to achieve high quality, customer sensitive product delivery” (Rafiq & Ahmed, 1993, p. 231).

Rafiq and Ahmed (2000) detail three different theoretical foci of Internal Marketing research as employee satisfaction, customer orientation and strategy implementation or change management (Rafiq & Ahmed, 2000). While the first two were initially conceptualized under the construct, it is the third that is most relevant for this research. In the 1980s, researchers viewed Internal Marketing as a way of “managing employees toward the achievement of institutional goals” (Rafiq & Ahmed, 2000, p. 452). Internal Marketing’s ability to span functions within an organization, reduce friction and move employees toward the adoption and implementation of organizational

goals is encompassed by Rafiq and Ahmed's 1993 definition of the construct as "planned effort to overcome organizational resistance to change and to align, motivate and integrate employees towards the effective implementation of corporate and functional strategies" (Rafiq & Ahmed, 2000, p. 452). From a similarly conceptual mode, Internal Marketing of stated Diversity Goals is a vehicle by which different groups converge to accomplish the Diversity Goals of the leadership team. It moves Internal Marketing from a mere company function (or purpose of one discrete sector of a firm) into a more general mindset, that encompasses both the marketing and human resources functions as well as other managerial tactics to move the organization toward its goals.

After a thorough review of the literature, Rafiq and Ahmed used their 2000 work to revise their 1993 definition of Internal Marketing.

Internal marketing is a planned effort using a marketing-like approach to overcome organizational resistance to change and to align, motivate and interfunctionally coordinate and integrate employees towards the effective implementation of corporate and functional strategies in order to deliver customer satisfaction through a process of creating motivated and customer-oriented employees" (Rafiq & Ahmed, 2000, p. 452).

While a blend of marketing and human resources techniques may better describe Internal Marketing for organizational change, managers are cautioned by Rafiq and Ahmed (2000) that this approach must be handled delicately if it is to have the greatest success of achieving the desired ends. "Managers, therefore, need to carefully examine which marketing techniques are appropriate and how they are going to adapt them for their

organization as not all marketing techniques can be applied without adaptation to the internal ‘market’” (Rafiq & Ahmed, 2000, p. 548).

Ahmed and Rafiq’s (2003) discussion of Internal Marketing issues and challenges foreshadows the ecosystem approach of Hartmann, Weiland, and Vargo (2018). Both provide a scholarly arch of research to this current study. Ahmed and Rafiq (2003) describe Internal Marketing and an internal customer-supplier network, which depends on cross-functionality and understanding of different people, relationships, and interactions. They describe an ecosystem-like approach as the method by which Internal Marketing may be most effective for organizational objectives.

IM examines and manages the total set of relationships and interactions that bring about additional value-added. Companies must gain an understanding of how to develop and manage these internal relationships, with individuals and groups of individuals. [...] Involvement and commitment coupled with a clear sense of purpose are prerequisite for the much-needed coherence and focus that are ultimately required to produce successful outcomes” (Ahmed & Rafiq, 2003, p. 1179).

The involvement and commitment mentioned by theorists may move beyond statements of commitment to budget priorities, such as an investment in computer software to track diversity initiatives and outcomes or recruitment expenses for diversity employees. These investments in Internal Marketing may help guide the “coordination and motivation of the internal employees, who service the external customers, to accomplish higher levels of customer orientation” (Yildiz & Kara, 2017, p. 344). Through Internal Marketing, organizations may experience improved relationships with employees, which will

contribute to the reduction in suspicion and hostility among parties, benefiting the employees in terms of improved quality of work life while simultaneously benefiting the company in terms of improved business performance (Brettel et al., 2012).

In this sense, Internal Marketing may be seen as a “coordinating philosophy” that harmonizes all internal and external relationships, as well as interactions and collaborations, across the “internal supply chain” (Ahmed & Rafiq, 2003, p. 1180). Internal Marketing’s focus on employees, the jobs they perform, and the organizational environment is all with the aim of external customer satisfaction as well as organizational productivity (Ahmed & Rafiq, 2003). Again, in a prefiguring of the ecosystem that would be described 15 years later, scholarly literature on Internal Marketing assumes that “a major goal of management is to plan and build appropriate, close and flexible, relationships with internal parties to improve internal processes continuously” (Ahmed & Rafiq, 2003, p. 1180).

Foreman and Money (1995) discuss the limits of the internal market under this context as consumers who are also employees are bound by constraints not felt by other consumers in a free-market economy. Foreman and Money (1995) discuss the history of internal marketing as an academic construct and ask

whether it is workable when there could be an element of coercion in the exchange where the internal ‘product’ may be unwanted, yet employees may feel compelled as a customer by the contractual nature of the employment. [...] Lusch et al. state that it is inappropriate to consider that internal and external exchanges are mutually exclusive; rather they are at opposite ends of a spectrum or continuum, “...there exists an infinite number of points between the two end

points, each representing a unique configuration of exchanges or value creation behavior” (p. 759-759).

The scale proposed by Foreman and Money (1995) and used over the intervening decades in the research literature, focuses on three key attributes: vision, rewards and development.

The vision dimension was related to sharing organization’s preferred future image with the employees; the rewards dimension was related to rewards provided to employees based on performance evaluation; and the development dimension was related to educational and training opportunities offered to employees to meet their needs of adaptation and betterment (Yildaz & Kara, 2017, p. 347).

Beyond the theoretical battles over the concept of Internal Marketing, scholars agree that for some employees, particularly in professional services firms, they may approach the employee public as it would an external public. That it is selling the employees on the brand or policy, and that the employees in turn sell the external customers on the product. Internal Marketing has a crucial role to play in employees’ views about the organization and how employees see themselves in relation to the organization, which also signifies an employee’s commitment to the organization. Srivastava et al. (1999) discuss how marketing must focus on the core business process to gain proper cross-functional stature among the leaders of the firm. They focus on product development management, supply chain process and customer relationship management and process. Their writing serves as a bridge to the discussion of internal marketing. While the 1999 piece does not discuss internal marketing specifically, it alludes to two core processes under the product development management column that prefigure the

ecosystem approach and rely on internal marketing: identifying and managing internal functional and departmental relationships; and developing and sustaining networks of linkages with external organizations (Srivastava, et al., 1999).

The paper also prefigures the ecosystem approach of Hartmann et al. (2018) when it discusses marketing's potential role in moving businesses from stand-alone competition to networked rivalry, defining it as "developing and managing a network of relationships with other entities (such as rivals, channels, end users and market professionals) to identify, reach and satisfy customers in ways that otherwise would be impossible" (Srivastava, et al., 1999, p. 171). In other words, the academic literature stresses that it takes environmental adaptation to conceive and to operationalize diversity goals through internal marketing.

Hypothesis 4: Internal Marketing has a direct, positive effect on Job Involvement.

Hypothesis 4a: Internal Marketing has a direct, positive effect on Diversity Outcomes.

Hypothesis 4b: Internal Marketing has a direct, positive effect on Self-Rated Job Performance.

Job Involvement

Lodahl and Kejner (1965) established often-used scales of the construct for the next 36 years. Saleh and Hosek (1976), as quoted by Comer et al. (1995) discuss the four dimensions of Job Involvement as a construct. They determine these to be: work as a central life interest, which is central to a person's identity and fulfills important needs; active participation in the job, which involves the feeling that one has an opportunity to

make decisions that have an important contribution and lead to feelings of self-determination; performance as central to self-esteem, or central to an individual's self-worth; and performance consistent with self-concept, or consistent that the individual's job performance is in tune with the individual's sense of self (Comer et al., 1995).

While these four dimensions offer insight into the construct, over the decades since the widely used Lodahl and Kejner scale was adopted many different definitions led to confusion about the concept. Meanwhile, the importance of an individual's Job Involvement became more obvious as organizations looked for commitment from individuals, especially as technology and team-approaches to selling led to additional members of the team becoming more involved with their customers beyond the bounds of the traditional, hierarchical, analog (pre-tech) systems of earlier generations.

Reeve and Smith (2001) also discuss how the Lodahl and Kejner (1965) scale has been used over the decades, even though the original authors in their 1965 work discuss the need for further development. Reeve and Smith (2001) point to the importance of Job Involvement as a studied area of research, and yet they also point to the lack of conceptual and empirical commonality amid the topic. They discuss the ways researchers in the past have used a seemingly random selection of the original Lodahl and Kejner (1965) 20-item scale for research purposes. Reeve and Smith (2001) advocate the use of a combination of five different methodologies to test the 20-item scale. The five methodologies are: qualitative content analysis; classical item analysis; item-response theory analysis; partial confirmatory factor analysis; and discriminant validity analysis. While this approach shows numerous items of the original Lodahl and Kejner (1965) scale are inadequate, it also verifies that a core group of terms have "superior item

statistics and conceptually match the definition of JI” (Reeve & Smith, 2001, p. 91). The authors advocate for a convergent evidence approach when testing the validity of scales and the ability of the said scales to measure the concept.

In 2001, Lask et al. took the original Lodahl and Kejner (1965) scale and adapted it from 22 items to 12 items that stood up to rigorous scale-development tests following accepted psychometric procedures. They began with qualitative interviews to determine the aspects of Job Involvement in a modern sales context, and they then tested these through a quantitative approach with salespeople in organizations nationwide. The 12 items they uncovered and tested for reliability and validity may have been designed with the sales context in mind, but they have been adapted for the items about Job Involvement for this research.

Hypothesis 5 Job Involvement has a direct, positive effect on Diversity Outcomes.

Hypothesis 5a: Job Involvement has a direct, positive effect on Self-Rated Job Performance.

Hypothesis 6: Job Involvement acts as mediating influence of Internal Marketing’s effect on Diversity Outcomes (indirect, mediated).

Hypothesis 6a: Job Involvement acts as a mediating influence on Internal Marketing’s effect on Self-Rated Job Performance (indirect, mediated).

Diversity Outcomes

Heitner et al. (2013) use a Delphi Method, an iterative approach, to advance a way to measure the success of diversity initiatives. They discuss both internal and external factors and eventually conclude, through three rounds of questionnaires with

seasoned and well-educated professionals, that employee life cycle, perceptions of leaders and organizational culture may be the most important ways to assess the success of diversity efforts. Their findings are in line with this research, which emphasizes the primacy of corporate commitment (perceptions of leaders), the power of the diversity ecosystem (which encompasses organizational culture) and employee life cycle. While Heitner et al. (2013) focus on internal and external factors, they end up discussing the importance of triangulation for three, largely internal factors, of employee life cycle, perceptions of leaders and diversity efforts. Their research is also hindered by a small sample size. While Round 1 of the questionnaire development process included 78 people, Rounds 2 and 3 saw the sample size shrink to 33.

Jayne and Dipboye (2004) discuss how empirical findings do not prove a direct link between diversity outcomes and business performance. While they discuss the need for diversity from a corporate image standpoint, as well as ethical and corporate citizens' concerns, their review of the literature does not prove a definite link. "Research examining the impact of demographic heterogeneity on workgroup performance as well as overall organizational performance has produced mixed results at best" (Jayne & Dipboye, 2004, p. 410). The move toward inclusion as a corporate catchphrase and goal may have led, either intentionally or inadvertently, to a de-emphasis on equal employment opportunity or affirmative action programs, which were meant to address past racial injustices. "One concern raised is that the movement toward inclusion has led some companies to place less emphasis on affirmative action programs" (Jayne & Dipboye, 2004, p. 410).

The authors define diversity outcomes as ranging from: recruiting; retention; development; external partnership; training; and staffing and infrastructure. The organization's climate, actions and managerial support are important factors for the success of diversity efforts, as well as a growth mindset or growth period for the company, as opposed to a down-sizing mentality or period of retrenchment. Rather than merely, and often inaccurately, frame diversity as good for organizational performance, the authors suggest diversity be put in a different framework.

[D]iversity is perhaps best framed as a business reality, and organizations that rise to the challenge with a committed, long-term, systematic and strategic approach are likely to mitigate the potential negative outcomes of diversity and may succeed in capitalizing on the benefits of diversity, leading to better overall organizational performance (Jayne & Dipboye, 2004, p. 417).

Managers must understand that diversity can lead to conflict among team members, either task-related conflict or increased emotional conflict. Managers must learn the effects of diversity on teams and how to manage the potential for increased conflict in order to harness the power of diversity, if improved organizational performance is to have a chance at all. "Given the impact that effective group processes can have on the productivity and performance of diverse teams, organizations must help managers develop the leadership and group process skills needed to facilitate constructive conflict and effective communication" (Jayne & Dipboye, 2004, p. 419).

Diversity Outcomes may also be affected by how diverse people feel about their role in a group, as well as how majority people feel about the diverse people in their group. Elsass and Graves (1997) illuminate the perceptions of women and people of color

in groups, breaking down the interactions in groups as instrumental and social exchanges. The relative strength of the instrumental exchange (from high to low) when paired on a matrix with the relative strength of the social exchange (again, from high to low) can lead to four outcomes: Exclusion (low-low); Complementing (low on instrumental, high on social); Contributing (high on instrumental; low on social); and Engagement (high on both), (Elsass & Graves, 1997).

While Engagement is the goal, it is also the least likely to be experienced, according to the research. “[M]ost likely to experience this pattern when individual and situational factors minimize the effects of categorization and facilitate the individuals' participation in task and social interactions” (Elsass & Graves, 1997, p. 958).

Hypothesis 7: Diversity Outcomes have a positive effect on Self-Rated Employee Performance.

Self-Rated Employee Performance

Self-rated employee performance has an effect on how an employee views a role in an organization, and it also affects how others view the employee. Psychological studies have focused on self-rated employee performance as a key to uncovering which employees are victimized by others in a work setting. The Hawthorne studies of the 1920s showed that social factors and job satisfaction may influence employee work productivity to a larger extent than certain environmental factors (Mayo, 1933).

The Hawthorne Studies also serve as a basis for future generations of studies about the effects of workplace ostracism, which can manifest as covert victimization of high performers and overt victimization of low performers. Jensen et al. (2012) use a self-

rated employee performance scale as a starting point before testing the ramifications of workplace ostracism on people. Their scale asks the employee to assess the employee's own: amount of effort put into work; quality of work performed; quantity of work accomplished; creativity, which refers to "original and useful ideas, methods or products"; and extra work-related activities performed that are not part of the job explicitly (Jensen et al., 2012, p. 301).

Theories/Theoretical Foundation

Stakeholder Theory

Stakeholder Theory moves beyond the narrow view of shareholders as the primary driver of organizations to a more nuanced, complex multi-group framework that includes many stakeholders as having an influence on the organization (Mena & Chabowski, 2015). "[S]takeholder theory represents a conceptual shift from the shareholder paradigm, broadening management attention from a single-minded focus on shareholders to the inclusion of the organization's various stakeholders" (Mena & Chabowski, 2015, p. 431).

Freeman and Reed's 1983 work set out the stakeholder approach, which Freeman then elaborated on in a 1984 book. In the stakeholder approach, Freeman built on work from other disciplines and business by both European and American scholars. Donald and Preston describe the power of the Stakeholder approach in a 1995 article, which also seeks to clarify some concepts of a then-new, and very popular, business, and

organizational concept. Stakeholder theory may be viewed from three different perspectives: normative, descriptive, and instrumental (Donald & Preston, 1995).

The normative framework, based on a moral foundation, recognizes that all stakeholders' interests should be respected because each group has value. The descriptive lens focuses on stakeholder relationships, and the instrumental perspective views the management of stakeholder relationships as a way to accomplish organizational goals (Donald & Preston, 1995). The research shows that “simply responding to the stakeholders does not guarantee superior performance, but how the organization responds, matters just as much” (Mena and Chabowski, 2015, p. 446). Two types of knowledge acquisition, based on observations of other organizations, are associated with having a positive effect on stakeholder responsiveness: vicarious knowledge acquisition and contact knowledge acquisition.

By continuously engaging in both knowledge acquisition mechanisms to obtain stakeholder-related information, an organization can master this skill over time.

This, in turn, allows the organization to efficiently synthesize the complementary information acquired, prompting it to respond more effectively to its stakeholders (Mena and Chabowski, 2015, p. 446).

The combination of experiential learning and contact knowledge was found to have a negative effect on stakeholder responsiveness, perhaps because this combination requires an organization to scan its environment for clues about its stakeholders, versus looking at other organization's (vicarious knowledge acquisition and contact knowledge acquisition) with which it has ties or connections.

Mena and Chabowski (2015) explore the ties between Stakeholder Theory and Organizational Learning. This research illuminates how internal drives (organizational learning) has an effect on stakeholder theory, which complements the external drivers of stakeholder theory. Their research discusses how four aspects of stakeholder-focused organizational learning affect an organization's response to stakeholders and its performance. The four learning processes are: knowledge acquisition; information distribution; information interpretation; and organizational memory (Mena & Chabowski, 2015).

Stakeholder theory has become increasingly popular since Freeman first discussed it in 1983. The rise of social media and digital communications has given more power and cohesion to groups beyond traditional shareholders, and these stakeholders groups, including consumers, media groups and activists, have exerted pressure on organizations. An example of the power of stakeholders to influence organizational behavior is Corporate America's reaction to the protests and stakeholder outrage following the death of George Floyd in May 2020. Throughout the summer of 2020, stakeholder groups, fueled by in-person protests and social media technology, demanded corporate America address aspects of institutionalized racism. The Washington Post conducted systematic review of the combined nearly \$50 billion corporations across the country pledged to address racism (Jan et al., 2021).

After the murder of George Floyd ignited nationwide protests, corporate America acknowledged it could no longer stay silent and promised to take an active role in confronting systemic racism. From Silicon Valley to Wall Street, companies proclaimed "Black lives matter." JPMorgan Chase CEO Jamie Dimon adopted the

posture of former NFL quarterback Colin Kaepernick's protests against police brutality and took a knee with bank employees. McDonald's declared Floyd and other slain Black Americans "one of us" (Jan et al., 2021, para. 1-2).

While the 2021 article questions the effect and motivations of this investment, corporate America's move toward acknowledging and addressing structural racism in 2020 is a direct example of the power of stakeholder theory in action.

The current research focuses on employees as a primary stakeholder group. Future research could explore the effects of the Diversity Ecosystem on other key stakeholder groups. In addition, future research will probe the medium- and long-term effects of the 2020 investments on American society, organizations, and various stakeholder groups.

Social Network Theory

Social Network Theory explains the power of both strong and weak ties (Granovetter, 1973) and it also examines social structure as systems or networks of relationships (Chabowski et al., 2011). Network theory, or social network theory, seems particularly well suited to explain both ecosystem effects and internal marketing's operationalization of diversity goals to diversity outcomes (Hult, 2011). This gives theoretical underpinning to the diversity ecosystem construct, as well as highlights the boundary-spanning role of internal marketing among employees in an organization. The theory sees marketing activities as a mix of actors, resource ties and activity links (Hult, 2011). Internal marketing teams may develop strong and weak ties "on a case-by-case basis rather than strategically across marketing organizations" (Hult, 2011, p. 519). Rather than a patchwork approach, this blend of strong and weak ties should be nurtured, according to Social Network Theory and an ecosystem approach (Hult, 2011). "A blend

of strong and weak ties that matches the firm's marketing needs should be created proactively in order to maximize performance for each organization within the network" (Hult, 2011, p. 519). This advice echoes Granovetter's (1973) insight that the "significance of weak ties, then, would be that those which are local bridges create more, and shorter, paths" (p. 1365).

Internal marketing is bridging, just as network theory would suggest, the chasm between diversity goals and diversity outcomes. The structure described in social network theory is important, as it anticipates and describes interactions between different entities in a relational context. Internal marketing teams typically have a variety of strong and weak ties across and beyond their organization. This also speaks to the network approach. Again, the academic literature shows the ancestral ideas that would lead to the ecosystem approach discussed in a sales context by Hartmann et al. (2018). That ecosystem approach moves beyond the sales realm into the diversity/ organizational change realm for this research.

CHAPTER III

METHODOLOGY

An online survey instrument was designed using Qualtrics and administered to a Prolific survey panel of full-time employees ages 18 - 70 in the United States. This approach was executed to assess the employees' perspectives of their organization's Diversity initiatives from the stage of organizational commitment, through operationalization by the organization's Internal Marketing procedures, and ultimately the potential relationship with the endogenous variables of Diversity Outcomes and Self-Rated Performance.

Prior to the administration of the survey, Institutional Review Board approval was obtained for a series of confidential and anonymous telephone interviews. Based on industry contacts, a series of initial qualitative interviews was conducted with organizational leaders across the United States who lead procurement or marketing efforts in their organizations. In each case, the interviewee had been assigned the operationalizing of the organization's commitment to increased diversity, which followed the events of the summer of 2020. Those events included the death of George Floyd and the subsequent nationwide and worldwide protests against police brutality and institutionalized racism. This was happening at the start of the COVID-19 pandemic. Each interviewee reported encountering structural as well as attitudinal roadblocks to

increased diversity. These interviews, conducted throughout the spring of 2021, helped the researcher craft hypotheses as well as define the contours of the Diversity Ecosystem. The proposed research hypotheses were strengthened following a comprehensive literature review.

A preliminary online survey was sent to membership of a civic and professional group in a 300,000+ metropolitan area in the southeastern United States. Their membership spanned various organizational roles, ages, and genders. The membership includes a cross-section of representatives from a variety of types of organizations, such as corporations, governmental agencies, small businesses, and non-profit groups. The survey was also sent to members of another civic organization dedicated to the development and beautification of a downtown tax district in the same metropolitan area. A third group of non-profit leaders was sent the survey through a newsletter of a major non-profit, that included distribution to a broad range of demographic sectors. Finally, a Millennial generation professional in the Mississippi Gulf region distributed it through her LinkedIn account. Collectively, these four groups yielded a representative body of respondents.

The preliminary efforts from both the qualitative interviews and the initial quantitative survey offered insights which facilitated construct adaptations and improvements as well as development of the final quantitative survey. For example, as a large number of initial responses were received from White, non-Hispanic respondents. As a result, additional efforts were made to include more diverse respondents. In addition, the respondents identified additional selection choices, such as a “full support” option in the question about a respondent’s feelings about diversity

efforts in an organization. Finally, employee role options were added for both CEO/President and Human Resources Manager.

Following the scale adaptation process, a longer, more extensive survey was sent to a pilot sample of 30 participants. The survey was again designed in Qualtrics and was administered to respondents through Prolific — an online participant recruitment and survey research company. Partial Least Squares Structural Equation Modeling was used as a statistical analysis tool using Smart-PLS software (Ringle et al., 2015).

The results of the pilot survey led to additional qualitative interviews with business leaders in internal marketing. Some questions were again reworded for greater clarity. Other changes after the pilot survey included: elimination of some answer options and simplifying categorical variables in the demographic part of the survey.

A total of 356 respondents agreed to take the revised questionnaire. Of these, 25 were returned incomplete or with a preponderance of missing data, and 15 failed a basic attention check. The final sample included 316 cases, which represents an 88.7% success rate for all respondents. The sample size of meets the minimum threshold recommendation set out by Hair et al. (2022).

Sample Characteristics

The final sample represented a cross-section of full-time employees in the United States. For parsimony, the researcher divided the job roles into three broad categories: Owner/ Manager; Employee; and Other. The first category, which represented 93 respondents or 29.4% of the sample, included those who identified as either the Owner,

Chief Executive or Manager. The second category, which represented 185 respondents or 58.6%, included those who identified as an Employee. The third category, which represented 38 or 12.1%, included those who selected Other, a category which included those who identified as a Venture Capitalist, Journalist, Social Media Influencer, Business Expert, Other or left the question blank.

The number of years of work experience in their current role varied widely among the respondents. Respondents reported their work tenure as: one year or less (98 respondents, 31.1%); more than one year to five years (139 respondents, 44.%); and more than five years (79 respondents, 25.0%).

When asked whether the events of the last year had caused a change in the organization's level of interest in diversity, the respondents were given five choices: Definitely yes; I believe so; I'm unsure; I don't believe so; and Definitely not. The median score of the responses was 2.0, which translated to "I believe so," and the mean score of 2.54, which fell between "I believe so" and "I'm unsure."

Next, the respondents were asked to note what precipitated the change in diversity interest, if it occurred. They were allowed to pick more than one category. The first category included National Events. The second category included: Company or Agency Leaders; New Committee or Department formed to increase diversity; or Other, since other included other changes. The third category was No Change. Of the 430 responses by the 316 respondents, 154 or 35.9% responded in the first category; 161 or 37.% responded in the second category, and 115 or 26.% responded in the third category of No Change.

The next question asked whether there was a stated goal to increase diversity in employees, vendors, suppliers or in another way. The three choices were: Yes (1), I'm Not Sure (2) and No (3). Of the 316 respondents, 313 answered the question with a mean of 1.84, closer to I'm Not Sure than Yes, a median of 2.0 and a Standard Deviation of .776.

Respondents were asked if their organization had tried to increase diversity in the past, and they were given three answer responses: Yes; Maybe/ I don't know; No. Of the 316 respondents, 313 answered the question with a mean of 1.71, closer to Maybe / I don't know, than Yes, a median of 2.0 and a Standard Deviation of .647.

The next question asked respondents to describe the nature of current diversity efforts with a range of seven choices. The descriptions of the choices are as follows: Non-Existent (1); a new diversity office with just one employee (2); an established diversity office with multiple employees (3); an established diversity office and a commitment from leaders (4); an established diversity office with a commitment for leaders and the support of investors, employees and vendors (5); a well-established, fully functioning network across the organization committed to diversity (6); and other (7). Of the 316 respondents, 313 replied, with a mean of 3.21 (closest to an established diversity office with multiple employees), a median of 3.0 and a Standard Deviation of 2.027.

The next two questions address Internal Marketing efforts. First, respondents were asked "Has your organization tried to promote its diversity efforts through communications with its employees?" The choices for answer were: Yes (1); I'm not sure (2); and No (3). The mean was 1.65, edging toward "I'm not sure," the median was 1.0 and the Standard Deviation was .827.

Next, respondents were asked about the types of Internal Marketing tactics. Some respondents choose more than one option, for a total of 583 responses. This higher denominator was used to calculate the following percentages. For research parsimony, the choices were divided into three groups. The first group of choices was people-led efforts, such as a new committee or group meetings (215; 36.0%). The next option was written communication either digitally (i.e., emails, intranet, social media) or on paper (i.e., flyers) (331; 56.8%). The third choice was “Other” (37; 6.%).

The next question asked the attitude toward diversity efforts. The choices included: Fully Support (11); Good idea but not practical for our organization (1); Good idea but don’t have enough choices of diverse employees or suppliers (2); Good idea but we won’t be able to accomplish it until the next generation (3); Neutral (4); Against any systematic approach because every business should be treated the same (7); Against any systematic approach because it would take too much effort and too many resources (8); Against any systematic approach because our organization wants things done for the lowest cost (9); and Other (10). Three respondents left the question blank, and only chose the Other category. The mean was 9.62, and the median was 11, which reflects those 254 respondents who said they fully supported diversity efforts. The Standard Deviation was 3.050.

The ethnicity of the respondents was: Hispanic (21 respondents; 6.7%) and non-Hispanic (289 respondents; 91.4%). Four respondents left the question blank.

The race of the respondents was: American Indian or Alaska Native (1; .04 %); Asian (22; 7.0%); Black or African American (6; 1.9%); White (262; 83.9 %); Other (15; 4.8%); and I’d rather not answer (3; 0.9%). Four respondents left the question blank.

The respondents were asked to identify the gender they were assigned at birth. Of the 310, 249, or 78.8% reported female, and 64, 20.3% reported male. Three respondents left the question blank.

The next question asked respondents to indicate how they currently describe themselves: Female (249, 75.9%); Male (62, 19.7%); Transgender Male (1, 0.4%); Transgender Female (1, 0.4%); Other or I'd rather not answer (9, 2.9%). Three respondents left the question blank.

Next, respondents were asked to describe how they think of themselves: Gay or Lesbian (16, 5.1%); Straight, that is not Gay or Lesbian (214, 67.8%); Bisexual (69, 21.9%); Something Else (11, 3.5%); I don't know (1, 0.04%); or I'd rather not answer (1, .04%). Four respondents left the question blank.

Respondents were asked if their organization provided them with accommodation based on a disability. Yes (68; 21.6%); No (239; 75.6%); and I'd rather not answer (6; 1.9%). Three respondents left the question blank.

The age range of the respondents spanned 18 - 63. The survey company was empowered to solicit responses from full-time employees ages 18 - 70. The respondents' ages fall into the following categories: 18 - 29 (172, 54.2%); 30 - 39 (89, 28.2%); and 40 - 63 (52, 16.5%).

Common Method Variance and Bias

The design of the survey instrument minimized the potential for common method variance, which could have led to common method bias in the results (Podsakoff et al., 2012). In the survey, the independent and dependent variables were situated far apart and

the scale format was varied, which creates psychological separation in respondent perception. (Podsakoff et al., 2012; Babin et al., 2016; Fuller et al., 2016)

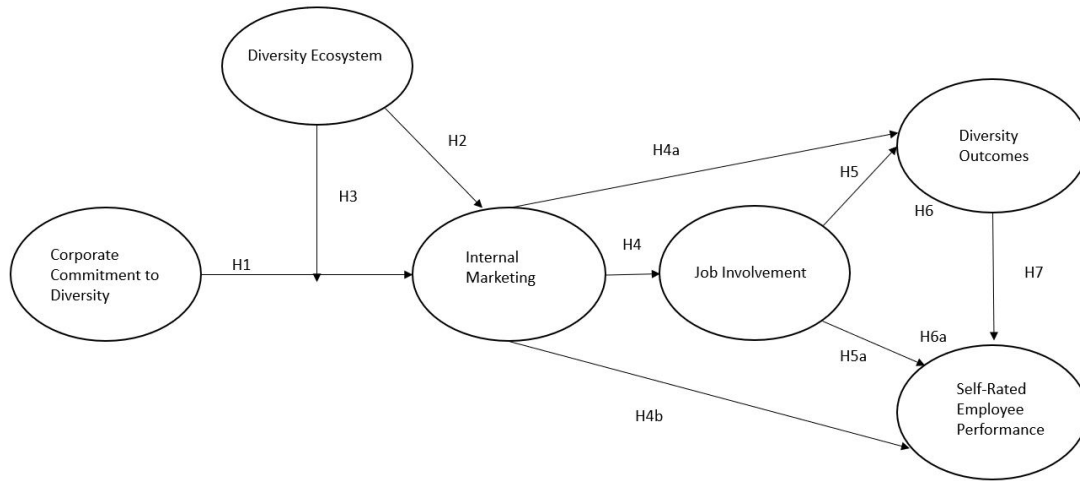


Figure 2. Hypothesized Relationships represented by arrows.

Measures

For many of the survey constructs, items from established scales were adapted and modified. Development of the novel construct of a Diversity Ecosystem, however, required extending and combining several established scales. The scale items from the four established scales measuring discrete constructs were adapted, edited, and combined to measure the Diversity Ecosystem. Details about each measure are described below, with descriptive statistics and correlations noted in Table 1.

Cronbach’s alpha and composite reliability calculate the reliability and quality of any measure based on its internal consistency. The process enables the researcher to have greater assurance that high-quality measures will produce similar results in repeatable

situations. A Cronbach's Alpha of above .70 is considered acceptable, and, of course, the reliability and quality of the measure becomes even higher when it approaches one (Hair, Risher et al., 2019; Hair, Sarstedt et al., 2019).

Organizational Commitment to Diversity

For the purposes of this research, and after an extensive literature review, Organizational Commitment to Diversity is measured by combining scales for Ethical Leadership (Brown, et al. 2005) and Corporate Social Responsibility (Turker 2009). The Ethical Leadership instrument included an overall lead-in and then a series of metrics. The introductory statement is "Thinking about your organization, to what extent do its leaders..." Then respondents were asked to rate whether leaders: "Conduct their personal lives in an ethical manner;" "Listen to what employees have to say;" "Make fair decisions;" "Exhibit trustworthiness;" and "Have the best interest of the employee in mind." For the adapted Corporate Responsibility Scale, respondents were asked: "Thinking about your organization generally, does it. . ." Then, as a few examples, they were asked to rate the following clauses: "In decision making, ask what is the right thing to do?"; "Seek diversity in growth in employees;" and "Emphasize the importance of its social responsibility to society, including diversity."

The respondent was prompted to answer with a 0 – 10 Likert scale from Completely Disagree to Completely Agree. The sliding scale bar was set at the neutral mid-point when the respondents were presented with the question. The Cronbach's Alpha for this measure is 0.928.

Diversity Ecosystem

The construct of Diversity Ecosystem is proposed as a combination of Organizational Openness, Justice, Need for Diversity and Voice (Buttner et al., 2012; Colquitt, 2001; Maynes & Podsakoff, 2014; Susskind, et al. 1998). The established scales were adapted for the purposes of this research. An example of the seven-question Openness scale asked the respondent to rate the items in reference to the processes used throughout the respondent's organization that have led to the organization's changes related to diversity. The respondent is asked to rate their feelings about your organization's increased emphasis toward diversity. Examples of the five questions are: "I consider myself 'open' to changes at my organization related to diversity;" and "I am quite receptive to considering changing the way my organization works in the context of diversity." The respondent was prompted to answer with a 0 – 10 Likert scale from Completely Disagree to Completely Agree. The sliding scale bar was set at the neutral mid-point when the respondents were presented with the question.

Colquitt's (2001) scale measures an employee's perception of an organization's justice and includes four dimensions, all of which were reflected in the survey. The four dimensions are: Procedural, Informational, Distributive, and Interpersonal.

The Procedural scale includes seven items that probe respondents' views about: organizational changes; the respondent's influence; process consistency; freedom from bias; accurate information; the appeals process; and ethical standards. For example: "You have been able to express your views during the organizational changes toward

an increased emphasis on diversity,” and “The processes toward increased diversity have been free from bias.”

The five-item Information Justice dimension probes candid communication, the thoroughness and reasonableness of explanations; timely communication; and tailoring communication to an individual’s specific needs. An example is “In general, leaders in my organization have been candid in their communications with me.”

The four-item Distributive Justice dimension asks about a respondent’s feeling that work efforts are reflected in accomplishments and progress. An example is “My accomplishments at work are justified, given my performance.”

The four-item Interpersonal Justice dimension asks the respondent whether organizational leaders’ treat employees in a polite manner, with dignity, with respect and without improper remarks. An example is “In general, leaders in my organization treat me in a polite manner.” For each item across the four dimensions of Organizational Justice, the respondent was prompted to answer with a 0 – 10 Likert scale from Completely Disagree to Completely Agree. The sliding scale bar was set at the neutral mid-point when the respondents were presented with the question.

The Need for Diversity scale by Buttner et al. (2012) required some editing for clarity, after a pilot study uncovered confusion among respondents. Each of the eight items in the original scale was modified for the purpose of this research. An example of the original scale is: “For my organization to remain excellent in the future, it needs to recruit and retain more ethnic minorities.” An example of the modified item is: “My organization needs to recruit and retain more ethnic minorities.” The items ask about ethnic minorities, women, people with disabilities and people who identify as LGBTQ.

The first four questions ask the degree to which the respondent feels an organization should hire from among these groups. The second four questions ask the degree to which the respondent feels that an increase in diversity, in one of these four ways, will help the organization. An example of the original wording of these items is “My organization should continue to work toward ensuring that all jobs and services are fully accessible to people with disabilities.” An example of the modified version of this item is “My organization should ensure all jobs and services are fully accessible to people with disabilities.” For each item, the respondent was prompted to answer with a 0 – 10 Likert scale from Completely Disagree to Completely Agree. The sliding scale bar was set at the neutral mid-point when the respondents were presented with the question.

Voice addresses the extent to which an employee feels comfortable voicing an opinion openly about an organization process or decision. The research uses a six-item measure adapted from Maynes and Podsakoff (2014). Examples are “I often defend organizational programs that are worthwhile when others unfairly criticize the programs” and “I rarely make critical comments regarding how things are done in my organization.” The respondent was prompted to answer with a 0 – 10 Likert scale from Completely Disagree to Completely Agree. The sliding scale bar was set at the neutral mid-point when the respondents were presented with the question. The Cronbach’s Alpha for the measure of Diversity Ecosystem, which is a Higher Order Construct, is .918. (Sarstedt et al., 2019)

Internal Marketing

Internal Marketing is the art and practice of marketing to internal organizational audiences, such as employees. A 15-item scale developed by Foreman and Money (1995) was adapted for this research. The items ask the respondents level of agreement/ disagreement with concepts such as: vision; employee training; rewards for teamwork; rewards for performance tied to vision; employee participation; organizational flexibility; and organizational communication. An example of an item is “My organization places considerable emphasis on communicating with its employees.”

The respondent was prompted to answer with a 0 – 10 Likert scale from Completely Disagree to Completely Agree. The sliding scale bar was set at the neutral mid-point when the respondents were presented with the question. The Cronbach’s Alpha for this measure is 0.959.

Job Involvement

Job Involvement represents a person’s “psychological identification or commitment to his/her job” (Lassk et al., 2001, p. 291). The items for this measure for this study were adapted from a two-factor, 22-item scale development effort in 2001 (Lassk et al., 2001). A co-author of the study serves as co-chair of this dissertation. Nine-items were used to rate Job Involvement, and they were modified from the original sales context to a general employment context. Examples of the items are: “I view my job as more than just a paycheck,” “I am willing to go the extra mile in my job for my organization,” and “I take a lot of initiative in my job.” The respondent was prompted to answer with a 0 – 10 Likert scale from Completely Disagree to

Completely Agree. The sliding scale bar was set at the neutral mid-point when the respondents were presented with the question. The Cronbach's Alpha for this measure is .855.

Diversity Outcomes

The measure for Diversity Outcomes was adapted from a scale established by Heitner et al. (2013). The original scale uses six dimensions for testing Diversity Outcomes. For this purpose, the items were pared down to parts of three dimensions: Topic 1: Importance of internal factors regarding success; Topic 3: Importance of definitions regarding tangible benefits; and Topic 4: Importance of definitions regarding intangible benefits. All 12 items were used from Topic 1, and all six items were used from Topic 3. Only the first four items were used from Topic 4. Three topics were eliminated: Topic 2: Importance of external factors regarding success; Topic 5: Importance of approaches for measuring tangible benefits; and Topic 6: Importance of approaches for measuring intangible benefits.

The 17-items retained items probed areas such as: leaders' buy-in, employee engagement; accountability; organizational culture; level of trust; increased staff knowledge; diversity at all levels; team performance; and commitment to diversity. Examples of the items include "At your organization, to what extent do these factors regarding diversity exist?"; the response topics include "Accountability," "Level of Trust," and "Commitment to diversity institutionalized." The respondent was prompted to answer with a 0 – 10 Likert scale from Completely Disagree to Completely Agree. The sliding scale bar was set at the neutral mid-point when the respondents were presented with the question. The Cronbach's Alpha for this measure is .960.

Self-Rated Job Performance

The measure for Self-Rated Performance was adapted from Jensen, et al. (2014). The five-items probed an employee's satisfaction with work: effort; overall quality; overall quantity; overall creativity and originality; and extra work-related activities. Examples of the items are: “I am satisfied with the amount of effort that I put into my work”, and “I am satisfied with the extra work-related activities I perform, referring to activities for my organization outside my direct job requirements.” The respondent was prompted to answer with a 0 — 10 Likert scale from Completely Disagree to Completely Agree. The sliding scale bar was set at the neutral mid-point when the respondents were presented with the question. The Cronbach’s Alpha for this measure is .862.

Table 1. Measures Included in the Study: Descriptive Statistics. This table provides general information about the constructs.

Table 1 Measures Included in the Study: Descriptive Statistics						
Variable	Measure	Mean	Min	Max	SD	
1 Age Self-Reported	Years	40.5	18	63		
2 Gender	Category	8.9	8	12	0.681	
3 Organizational Commitment	Scale	68.79	9	100	17.49	
4 Diversity Ecosystem	Scale	271.04	150	378	47.9	
5 Internal Marketing	Scale	91.8	0	140	28.87	
6 Job Involvement	Scale	62.58	21	90	14.88	
7 Diversity Outcomes	Scale	103.56	5	170	35.19	
8 Self-Rated Job Performance	Scale	37.53	4	50	8.74	
Sample Size: n=316. Gender: 75.90% Female; 19.70% Male						

Analysis

Measurement Model

For Partial Least Squares Structural Equation Modeling, the Confirmatory Composite Analysis (CCA) procedure is followed to assess the measurement models prior to executing structural equation modeling (Hair et al., 2020). The measurement model, and the procedures described below, allow a thorough testing of the model. This research used SmartPLS for statistical analysis (Ringle et al., 2015; Hair, Hult et al., 2017; Hair, Hult et al., 2022).

The procedure used for the measurement model assessment was Confirmatory Composite Analysis (CCA) (Hair et al., 2020). To execute the process, the item loadings and significance are evaluated first. The items must load at the level of at least .708 and have an associated t-statistic of +/- 1.96 to be significant at the 5% level.

Table 2. Outer Model Analysis: Item Loadings and Statistical Significance. This table shows how survey items relate to constructs.

Variable	Loading	<i>p-value</i>	Variable	Loading	<i>p-value</i>
1 Organizational Commitment			3 Internal Marketing		
Q2_1	0.688		Q12_1	0.828	***
Q2_2	0.907	***	Q12_2	0.833	***
Q2_3	0.899	***	Q12_3	0.85	***
Q2_4	0.925	***	Q12_4	0.821	***
Q2_5	0.914	***	Q12_5	0.788	***
Q3_1	0.812	***	Q13_1	0.79	***
Q3_2	0.812	***	Q13_2	0.784	***
Q3_3	0.81	***	Q13_3	0.784	***
Q3_4	0.799	***	Q13_4	0.812	***
Q3_5	0.795	***	Q13_5	0.769	***
			Q14_1	0.738	***
2 Diversity Ecosystem			Q14_2	0.776	***
Q4_1	0.868	***	Q14_3	0.793	***
Q4_2	0.843	***	Q14_4	0.778	***
Q4_3	0.846	***	Q14_5	0.823	***
Q4_4	0.769	***			
Q4_5	0.836	***	4 Job Involvement		
Q5_1	0.669		Q15_1	0.705	
Q5_2	0.662		Q15_2	0.841	***
Q5_3	0.841	***	Q15_3	0.852	***
Q5_4	0.852	***	Q15_4	0.664	
Q5_5	0.851	***	Q15_5	0.73	***
Q5_6	0.661		Q16_1	0.741	***
Q5_7	0.771	***	Q16_2	0.774	***
Q6_1	0.852	***	Q16_3	0.476	
Q6_2	0.917	***	Q16_4	0.327	
Q6_3	0.922	***			
Q6_4	0.861	***	5 Diversity Outcomes		
Q6_5	0.883	***	Q18_1	0.757	***
Q7_1	0.873	***	Q18_2	0.599	
Q7_2	0.875	***	Q18_3	0.769	***
Q7_3	0.878	***	Q18_4	0.719	***
Q7_4	0.899	***	Q18_5	0.814	***
Q8_1	0.937	***	Q18_6	0.782	***
Q8_2	0.959	***	Q19_1	0.747	***
Q8_3	0.95	***	Q19_2	0.81	***
Q8_4	0.79	***	Q19_3	0.755	***
Q9_1	0.798	***	Q19_4	0.811	***
Q9_2	0.179		Q19_5	0.798	***
Q9_3	0.159		Q19_6	0.795	***
Q9_4	0.078		Q20_1	0.827	***
Q10_1	0.738	***	Q20_2	0.807	***
Q10_2	0.895	***	Q20_3	0.808	***
Q10_3	0.839	***	Q20_4	0.805	***
Q10_4	0.816	***	Q20_5	0.829	***
Q11_1	0.523				
Q11_2	0.832	***	6 Self-Rated Job Performance		
Q11_3	0.76	***	Q17_1	0.836	***
Q11_4	0.807	***	Q17_2	0.841	***
Q11_5	0.737	***	Q17_3	0.73	***
Q11_6	0.788	***	Q17_4	0.835	***
			Q17_5	0.771	***

*** $p > .001$, ** $p > .01$, * $p > .05$, ns = not significant

Several items failed the guideline of a minimum of .708. One item in the Ethical Leadership construct (Q2_1) was .688. In the Diversity Ecosystem, several items did not meet the guideline. This is a novel, higher order construct, and the following items in the component parts failed the .708 test: three items in Procedural Justice (Q5_1: .669; Q5_2: .662; Q5_6: .661); three items in the Need for Diversity (Q9_2: .179; Q9_3: .159; Q9_4: .078); one in Voice (Q11_1: .523). In Job Involvement, several items failed (Q15_1: .705; Q15_4: .664; 16_3: .476; 16_4: .327), and in Diversity Outcomes, one item failed: (18_2: .599). (Sarstedt et al., 2019) Due to the range of acceptable loadings below .708 for research purposes, the Structural Model will retain all the “close” items loading in the .60 or above range (Hair, Babin, et al., 2019; Hair, Hult et al., 2017; Hair, Hult et al., 2022). Several failed to meet this standard (Need for Diversity Q9_2, Q9_3, Q9_4; Voice Q11_1; and Job Involvement Q16_3, Q16_4), and they were eliminated from the respective theoretical measurement models.

Next, indicator reliability was calculated. To do so, the individual indicator loadings are squared, and the result provides “a measure of the amount of variance shared between the individual indicator variable and its associated construct” (Hair et al., 2020, p. 104). Results indicate all indicator loadings are above the recommended guideline.

Table 3. Outer Model Analysis: Reliability, Convergent and Discriminant Validity. This table describes reliability and validity of the constructs, according to composite reliability, average variance extracted (AVE), and the heterotrait-monotrait method (HTMT).

		Cronbach's Alpha	rho_A	Composite Reliability	(AVE)	HTMT	2	3	4	5	6
1	ORG COM	0.928	0.934	0.94	0.612						
2	DIV ECO	0.918	0.947	0.917	0.311	0.819					
3	IM	0.959	0.96	0.963	0.637	0.863	0.826				
4	JI	0.855	0.881	0.89	0.487	0.553	0.637				
5	OUT	0.96	0.963	0.963	0.609	0.716	0.68	0.461			
6	PERF	0.862	0.861	0.901	0.646	0.317	0.504	0.663	0.465		

The third step is a review of Cronbach's Alpha and Composite Reliability of the constructs. The Composite Reliability statistic, calculated using weighted indicator loadings, is more accurate than the unweighted Cronbach's Alpha. The benchmark for Cronbach's Alpha is .70, and all constructs (with all original items) met this standard. Moreover, most constructs met the Composite Reliability standard as well, with only Internal Marketing and Diversity Outcomes at the .95 level or higher. Internal Marketing had a Composite Reliability of .963, and Diversity Outcomes had a Composite Reliability of .963. When a Composite Reliability of a level of .95 or higher is reached, it indicates the individual items were measuring essentially the same concept and are therefore redundant.

The fourth step in the CCA Measurement Model process involves examining the Average Variance Extracted (AVE) for each construct. Here, there were issues with the Diversity Ecosystem and Job Involvement constructs due to the relatively low loadings of some items. The AVE between the construct and its individual indicators should be .50 or higher to achieve convergent validity (Hair et al., 2022). Job

Involvement was just below the recommended guideline of .50 (.487), while Diversity Ecosystem was considerably lower (.306.) The Diversity Ecosystems construct was very recently proposed and has not been previously validated in the business discipline. Moreover, the novel nature of the construct and low AVE value indicates the need for further scale development to better define and validate the new construct.

Next is assessment of Discriminant Validity, which measures the distinctiveness of each construct (Hair et al., 2022). Discriminant Validity is demonstrated when the shared variance within a construct (AVE) exceeds the shared variance between all constructs. The Fornell-Larcker Criterion, as well as the newer, more precise Heterotrait-Monotrait Ratio (HTMT), were applied. The Fornell-Larcker Criterion and the HTMT both indicate discriminant validity were met for the Higher Order constructs. (Sarstedt et al., 2019) The Need for Diversity construct, a specific component of the Higher Order Construct of the Diversity Ecosystem, failed to meet the guidelines. Others were .01 above the recommended guideline of .85 so were considered acceptable (Hair et al., 2022; Hair, Hult et al., 2017; Hair, Hult et al., 2022): Internal Marketing to Organizational Commitment (HTMT .863); Informational Justice to Ethical Leadership (HTMT .860); and Informational Justice to Internal Marketing (HTMT .860). The Information Justice issues were not of concern, as Informational Justice was just one small piece of the Diversity Ecosystem construct.

Nomological Validity, the sixth step in the CCA process, offers an additional method of assessing construct validity (Hair et al., 2020). It is the process of correlating the construct score of each construct with one or more other constructs (concepts) in the nomological network. “The nomological network (or nomological

net) is a representation of the concepts (constructs) that are the focus of a study as well as the interrelationships between the concepts” (Hair et al., 2020, p. 104). The goal here is to demonstrate that “results are consistent with the theoretical direction as well as the size and significance of the correlations” (Hair et al., 2020, p. 104). Nomological validity was established for all constructs (Hair et al., 2020).

The final step in the CCA Measurement Model assessment is the test of predictive validity, which assesses the extent to which a construct score predicts scores on some criterion measure (Hair et al., 2020). Predictive Validity is similar to concurrent validity since both types are measured in terms of the correlations between a construct score and some other criterion measure. Yet, predictive validity involves using the construct score to predict the score of a criterion variable that is collected at a later point in time. Concurrent validity, therefore, assesses the correlation between the scores of two variables when the data is collected at the same time. PLS Predict offers a means to complete this task. The measurement model performed well on this test.

Structural Model

The structural model is analyzed through a six-step process, also specified in the CCA process (Hair et al., 2020). The process involves calculation and consideration of: multicollinearity; path coefficients and significance; total variance explained by R^2 (or adjusted R^2) of the dependent variables; effect size f^2 of the independent variables; in-sample prediction, measured by Q^2 ; and out-of-sample prediction, which can be derived through the PLSpredict procedure (Hair et al., 2020; Shmueli et al., 2019).

First, multicollinearity of several items are slightly above 3.0, but not sufficient to create problems. If the values are below the 3.0 threshold, then multicollinearity is not an issue (Hair et al., 2020). Those constructs with VIF values above three are: Informational Justice (items 2 & 3); Interpersonal Justice (items 1, 2 & 3); Need for Diversity (items9_4); Internal Marketing (items 12_4 & 13_4); Diversity Outcomes (item 19_5). See Table 4 for detailed results.

Table 4. Inner Model Analysis: Variance Inflation Factor (VIF). When VIF is below 3, multicollinearity is not influencing the results of the structural model.

Table 4: Inner Model Analysis: VIF		DIV ECO	IM	JI	ORG COM	OUT	PERF
1	Org Commitment		3.272				
2	Diversity Ecosystem		3.166				
3	Internal Marketing			1		1.363	2.468
4	Job Involvement					1.363	1.371
5	Moderating Effect 1		1.112				
6	Diversity Outcomes						2.209
7	Self-Rated Job Perf						

Next is the evaluation of the structural model path coefficients and significance levels. This step tests the hypothesized relationships among the constructs. As Hair et al. (2022) note, “Whether a coefficient is significant ultimately depends on its standard error that is obtained by means of bootstrapping. ... The bootstrap standard error enables computing the t values and p values for all structural path coefficients” (p. 192). The bootstrapping procedure was applied with 5,000 cases using SmartPLS. The path coefficients are standardized values that may range from +1 to -1, but they seldom approach +1 or -1. “The closer the path coefficient values are to 0 the weaker they are

in predicting dependent (endogenous) constructs, and the closer the values are to the absolute value of 1 the stronger they are in predicting dependent constructs” (Hair et al., 2020, p. 109).

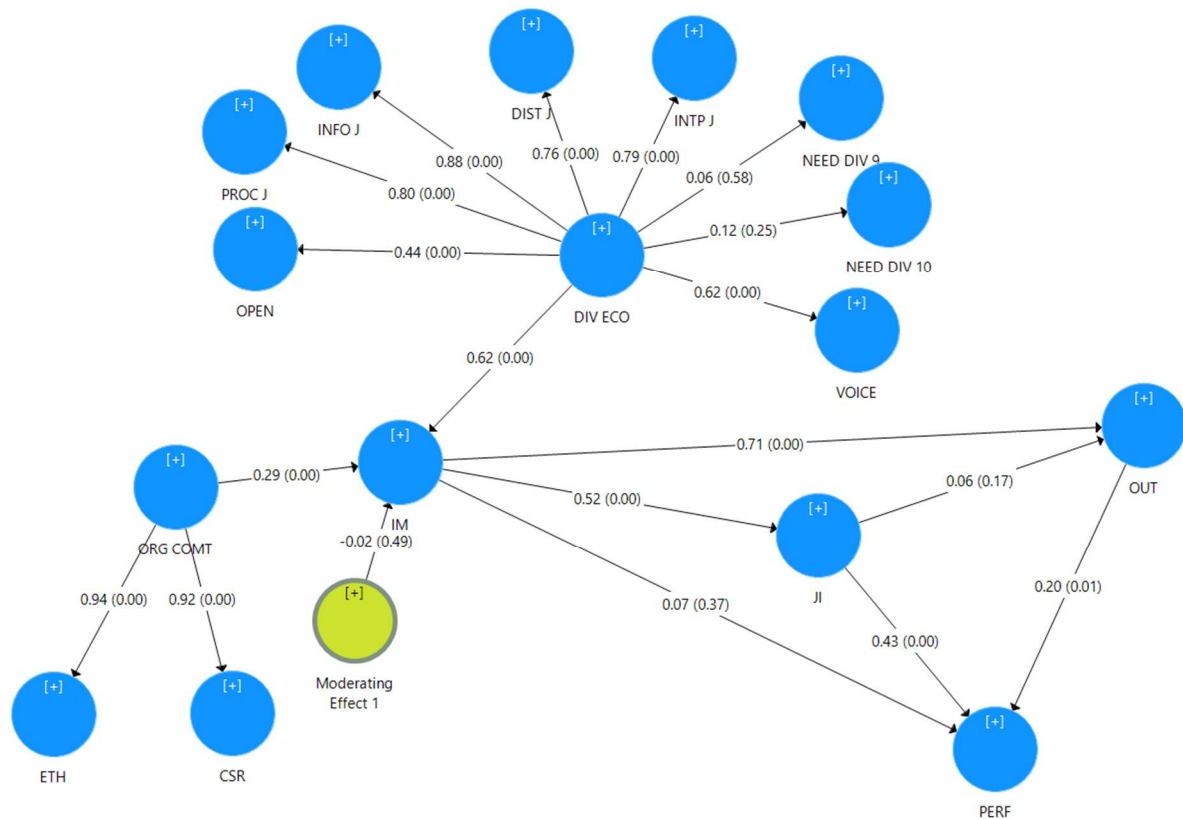


Figure 3. Inner Model Analysis: Path Coefficients. This shows the strength of the relationships between the various constructs. Each of the arrows represents a hypothesis tested through this research.

Figure 3 visually displays the path relationships for the theoretical model and includes the bootstrapping result. Each of the directional arrows for the structural relationship represents a hypothesis tested with this research. Statements of the hypotheses and the results are below:

Hypothesis 1: Organizational Commitment to Diversity has a direct effect on Internal Marketing is positively supported with a path coefficient of 0.29 ($p < .05$).

Hypothesis 2: Diversity Ecosystem has a direct effect on Internal Marketing is positively supported by a path coefficient of 0.62 ($p < .05$).

Hypothesis 3: Diversity Ecosystem moderates the relationship between an Organizational Commitment to Diversity and Internal Marketing is unsupported with a negative path coefficient of -0.02 ($p < .05$).

Hypothesis 4: Internal Marketing has a direct, positive effect on Job Involvement is supported with a positive path coefficient of .52 ($p < .05$).

Hypothesis 4a: Internal Marketing has a direct, positive effect on Diversity Outcomes is supported with a positive path coefficient of .71 ($p < .05$).

Hypothesis 4b: Internal Marketing has a direct, positive effect on Self-Rated Employee Performance is supported with a positive path coefficient of .07 ($p < .05$).

Hypothesis 5: Job Involvement has a direct, positive effect on Diversity Outcomes is supported with a positive path coefficient of .06 ($p < .05$).

Hypothesis 5a: Job Involvement has a direct, positive effect on Self-Rated Employee Performance is supported with a positive path coefficient of .43 ($p < .05$).

Hypothesis 6 that Job Involvement acts as a mediating influence on Internal Marketing's effect on Diversity Outcomes is unsupported with a positive path coefficient of .05 and Total Indirect Effects of 0 ($p < .05$).

Hypothesis 6a that Job Involvement acts as a mediating influence on Internal Marketing's effect on Self-Rated Employee Performance is supported with a positive path coefficient of 0.46 and Total Indirect Effects of .01 ($p < .05$).

Hypothesis 7: Diversity Outcomes have a positive effect on Self-Rated Employee Performance is supported with a positive path coefficient of .20 ($p < .05$).

Moderation and Mediation Analysis

The R^2 value, also referred to as the Coefficient of Determination, is a measure of the in-sample prediction of all endogenous constructs, and ranges from 0 to 1. Both R^2 and R^2 - adjusted were examined (Hair et al., 2020). R^2 explains the variance explained in the endogenous variable by the exogenous variables. An R^2 of .75 is considered substantial; an R^2 of .50 is considered moderate; while an R^2 of .25 is considered weak (Hair et al., 2022). For Internal Marketing, R^2 was substantial at .780, with an R^2 -adjusted of .778. Job Involvement exhibited a much smaller R^2 of .266, and an R^2 - adjusted of .264. Diversity Outcomes exhibited a moderate R^2 of .547 and an R^2 - adjusted of .544. Finally, Self-Rated Performance had a moderate R^2 of .355 and an R^2 - adjusted of .349.

The fourth step is to review the independent variable effect sizes measured by f^2 . This is a way to estimate the predictive ability of each independent construct in the model. “The effect size, referred to as an f^2 , is ranked as small, medium and large. Values above .02 and up to .15 are considered small; values of .15 and up to .35 are medium; and values .35 and above are large effects. The effect size is also considered as an in-sample predictive metric” (Hair et al., 2022).

In this case, the f^2 of the direct effect of Organizational Commitment on Internal Marketing was medium (.115), and the moderating effect of Diversity

Ecosystem on the relationship between Organizational Commitment to Internal Marketing was low (.002). The Diversity Ecosystem exhibited a large effect on Internal Marketing at .558. Also, the effect of Internal Marketing on Self-Rated Performance was also low (.003). Internal Marketing exhibited a large effect on Job Involvement at .358, and Internal Marketing had an even larger effect on Diversity Outcomes at .811. The effect of Job Involvement on the Diversity Outcomes was low (.006) Job Involvement showed a medium-sized effect on Self-Rated Performance at .206. Overall, all effect sizes were positive, exhibiting meaningful results.

For the next step, an additional in-sample prediction measure known as Blindfolding was examined. All the Q^2 measures were meaningful as they were all above 0. Values below 0 indicate a lack of predictive relevance in this measure. Q^2 values larger than .25 and .50 represent medium and large predictive relevance of the PLS-SEM model (Hair et al., 2020). Internal Marketing was predicted at .491, indicating a medium predictive relevance. Job Involvement was predicted at .153, a low predictive relevance. Diversity Outcomes were predicted at .321, a medium predictive relevance. Self-Rated Performance was predicted at .220, a low predictive relevance.

PLSpredict has recently been proposed as a more rigorous prediction metric (Hair & Sarstedt, 2021; Shmueli et al. 2019). In-sample prediction uses the same sample to estimate the model and also to predict dependent variable responses. This approach overstates the model's predictive ability. In contrast, out-of-sample prediction metric provide a more accurate assessment of model prediction. To obtain out-of-sample prediction metrics, the PLS Predict procedure randomly splits the total

sample into subgroups that are equal in size. Each subgroup is called a fold and the number of subgroups is k . The default option divides the total sample into 10 groups (folds), and the method selects $k-1$ and combines them into a single analysis sample. The remaining subgroup becomes the holdout sample that the analysis sample attempts to predict. The recommended minimum for subgroups is $N = 30$, which this research exceeded (Hair et al., 2020). Depending on the initial sample size the number of subgroups will vary, with smaller sample sizes relying on a smaller number of folds.

To assess PLSpredict results, the prediction error of the key endogenous construct of the theoretical model is identified and evaluated. To do so, the Q^2 prediction metric of the key target construct is evaluated first. Evaluation involves determining whether PLS path model predictions outperform the most naïve prediction benchmark (means of the analysis sample indicators) (Shmueli et al., 2019). Next the distribution of the RMSE error statistic is examined. If the prediction distribution of the RMSE error is highly non-symmetric, the MAE prediction statistic should be used (Shmueli et al., 2019). The procedure involves comparing the RMSE (or MAE) values with a naïve benchmark. The recommended naïve benchmark is the errors produced by a linear regression model (LM) to generate predictions (Danks & Ray, 2018). The RMSE (or MAE) errors are compared to the LM errors and the following guidelines are applied (Shmueli et al. 2019; Manley et al., 2020):

- If the PLS-SEM prediction errors for RMSE (or MAE) for all indicators are higher compared to the naïve LM benchmark, the structural model has no predictive power.

- If a majority of the prediction errors (RMSE or MAE) of the dependent construct indicators for PLS-SEM are higher compared to the naïve LM benchmark, then the structural model exhibits low predictive power.
- If a minority (or the same number) of the prediction errors of the PLS indicators are higher compared to the naïve LM benchmark, the structural model exhibits medium predictive power.
- If none of the prediction errors of the indicators for RMSE (or MAE) for PLS-SEM are higher compared to the naïve LM benchmark, the structural model exhibits high predictive power.

Given the guidelines for interpreting the results of the PLSpredict procedure, all of the prediction errors for the dependent variable for RMSE or MAE for PLS-SEM are lower compared to the naïve LM benchmark. Therefore, the structural model exhibits medium predictive power.

Table 5. Predictive Power of Model. This table shows the relationship between the Partial Least Squares method and a Linear Regression method in order to estimate the predictive power of the structural model.

PLS					LV				
	RMSE	MAE	MAPE	Q ² _predict		RMSE	MAE	MAPE	Q ² _predict
Q3_3	1.69	1.244	infinite	0.474	Q3_3	0	0	infinite	1
Q3_1	1.163	0.876	infinite	0.706	Q3_1	0	0	infinite	1
Q3_4	1.535	1.138	infinite	0.514	Q3_4	0	0	infinite	1
Q3_2	1.732	1.28	infinite	0.493	Q3_2	0	0	infinite	1
Q3_5	1.639	1.232	infinite	0.527	Q3_5	0	0	infinite	1
Q7_1	1.621	1.179	infinite	0.449	Q7_1	0	0	infinite	1
Q7_3	1.482	1.13	infinite	0.525	Q7_3	0	0	infinite	1
Q7_4	1.627	1.194	infinite	0.416	Q7_4	0	0	infinite	1
Q7_2	1.824	1.294	infinite	0.371	Q7_2	0	0	infinite	1
Q2_4	1.124	0.815	infinite	0.74	Q2_4	0	0	infinite	1
Q2_1	1.466	1.082	infinite	0.411	Q2_1	0	0	infinite	1
Q2_5	1.223	0.934	infinite	0.746	Q2_5	0	0	infinite	1
Q2_2	1.143	0.863	infinite	0.754	Q2_2	0	0	infinite	1
Q2_3	1.109	0.795	infinite	0.723	Q2_3	0	0	infinite	1
Q14_3	1.832	1.381	infinite	0.432	Q14_3	1.906	1.469	infinite	0.385
Q13_4	2.04	1.594	infinite	0.439	Q13_4	2.177	1.71	infinite	0.362
Q13_5	2.028	1.584	infinite	0.421	Q13_5	2.266	1.747	infinite	0.278
Q14_5	1.615	1.268	infinite	0.562	Q14_5	1.641	1.24	infinite	0.548
Q13_2	2.077	1.597	infinite	0.438	Q13_2	2.28	1.687	infinite	0.323
Q12_3	1.696	1.364	infinite	0.564	Q12_3	1.702	1.353	infinite	0.56
Q14_1	1.842	1.415	infinite	0.41	Q14_1	2.016	1.574	infinite	0.294
Q12_2	1.604	1.238	infinite	0.601	Q12_2	1.67	1.281	infinite	0.568
Q12_4	1.633	1.275	infinite	0.553	Q12_4	1.607	1.237	infinite	0.567
Q14_4	1.732	1.364	infinite	0.486	Q14_4	1.909	1.48	infinite	0.375
Q12_5	1.628	1.237	infinite	0.487	Q12_5	1.753	1.332	infinite	0.406
Q12_1	1.52	1.173	infinite	0.619	Q12_1	1.65	1.252	infinite	0.551
Q13_1	1.818	1.394	infinite	0.509	Q13_1	1.965	1.455	infinite	0.426
Q13_3	2.102	1.651	infinite	0.397	Q13_3	2.314	1.789	infinite	0.269
Q14_2	1.973	1.559	infinite	0.428	Q14_2	2.087	1.63	infinite	0.359
Q6_2	1.522	1.14	infinite	0.667	Q6_2	0	0	n/a	1
Q6_4	1.695	1.326	infinite	0.574	Q6_4	0	0	infinite	1
Q6_3	1.521	1.142	infinite	0.631	Q6_3	0	0	infinite	1
Q6_1	1.621	1.21	infinite	0.554	Q6_1	0	0	infinite	1
Q6_5	1.671	1.294	infinite	0.62	Q6_5	0	0	infinite	1
Q8_1	1.305	0.969	18.069	0.513	Q8_1	0	0	0	1
Q8_2	1.302	0.987	infinite	0.586	Q8_2	0	0	infinite	1
Q8_4	1.866	1.355	infinite	0.376	Q8_4	0	0	infinite	1
Q8_3	1.307	0.998	infinite	0.593	Q8_3	0	0	infinite	1
Q16_1	1.604	1.237	20.69	0.108	Q16_1	1.58	1.193	19.004	0.134
Q15_1	2.631	2.138	infinite	0.194	Q15_1	2.769	2.169	infinite	0.108
Q15_2	2.177	1.691	infinite	0.277	Q15_2	2.297	1.754	infinite	0.195
Q16_2	1.93	1.507	27.953	0.092	Q16_2	1.991	1.53	27.283	0.033
Q15_5	1.866	1.401	infinite	0.212	Q15_5	2.019	1.503	infinite	0.077
Q15_4	2.831	2.349	infinite	0.112	Q15_4	3.129	2.538	infinite	-0.084

Table 5, continued.

PLS					LV				
	RMSE	MAE	MAPE	Q ² _predict		RMSE	MAE	MAPE	Q ² _predict
Q15_3	2.17	1.734	infinite	0.199	Q15_3	2.234	1.675	infinite	0.151
Q10_1	2.463	1.981	infinite	-0.009	Q10_1	0	0	infinite	1
Q10_4	2.55	1.972	infinite	-0.012	Q10_4	0	0	infinite	1
Q10_3	2.011	1.629	infinite	0.006	Q10_3	0	0	infinite	1
Q10_2	2.157	1.676	infinite	0.005	Q10_2	0	0	infinite	1
Q9_1	2.318	1.919	infinite	-0.007	Q9_1	0	0	infinite	1
Q4_4	2.158	1.664	infinite	0.108	Q4_4	0	0	infinite	1
Q4_2	1.702	1.256	infinite	0.105	Q4_2	0	0	infinite	1
Q4_5	1.833	1.433	infinite	0.168	Q4_5	0	0	infinite	1
Q4_3	1.783	1.329	infinite	0.092	Q4_3	0	0	infinite	1
Q4_1	1.455	1.178	16.288	0.151	Q4_1	0	0	0	1
Q18_5	1.91	1.518	infinite	0.388	Q18_5	2.11	1.625	infinite	0.253
Q20_2	2.098	1.636	infinite	0.285	Q20_2	1.916	1.424	infinite	0.404
Q18_6	1.858	1.478	infinite	0.47	Q18_6	1.877	1.427	infinite	0.459
Q19_4	2.118	1.702	infinite	0.343	Q19_4	2.022	1.543	infinite	0.401
Q18_4	2.14	1.711	infinite	0.286	Q18_4	2.243	1.743	infinite	0.215
Q20_5	2.223	1.748	infinite	0.284	Q20_5	2.243	1.724	infinite	0.271
Q18_1	2.434	1.911	infinite	0.205	Q18_1	2.359	1.795	infinite	0.253
Q19_3	2.212	1.79	infinite	0.308	Q19_3	2.249	1.77	infinite	0.284
Q19_2	1.939	1.568	infinite	0.394	Q19_2	2.07	1.587	infinite	0.309
Q20_4	2.158	1.702	infinite	0.245	Q20_4	2.102	1.612	infinite	0.284
Q20_1	1.869	1.454	infinite	0.333	Q20_1	1.966	1.49	infinite	0.261
Q19_6	2.256	1.82	infinite	0.211	Q19_6	2.17	1.663	infinite	0.271
Q19_5	2.379	1.935	infinite	0.225	Q19_5	2.129	1.685	infinite	0.379
Q20_3	1.954	1.553	infinite	0.326	Q20_3	2.075	1.608	infinite	0.24
Q19_1	2.023	1.589	infinite	0.264	Q19_1	2.14	1.606	infinite	0.176
Q18_2	2.404	1.924	infinite	0.15	Q18_2	2.522	1.98	infinite	0.065
Q18_3	1.963	1.503	infinite	0.341	Q18_3	2.103	1.624	infinite	0.244
Q17_4	1.832	1.357	infinite	0.103	Q17_4	1.97	1.474	infinite	-0.038
Q17_13	1.65	1.194	infinite	0.106	Q17_13	1.743	1.281	infinite	0.003
Q17_1	2.01	1.509	infinite	0.116	Q17_1	2.13	1.605	infinite	0.007
Q17_22	2.277	1.823	infinite	0.139	Q17_22	2.252	1.762	infinite	0.157
Q17_8	2.381	1.87	infinite	0.126	Q17_8	2.379	1.861	infinite	0.127
Q5_3	1.949	1.52	infinite	0.405	Q5_3	0	0	infinite	1
Q5_4	1.747	1.367	infinite	0.492	Q5_4	0	0	infinite	1
Q5_6	2.127	1.682	infinite	0.263	Q5_6	0	0	infinite	1
Q5_1	2.161	1.707	infinite	0.253	Q5_1	0	0	infinite	1
Q5_2	2.456	2.041	infinite	0.245	Q5_2	0	0	infinite	1
Q5_7	1.518	1.156	infinite	0.454	Q5_7	0	0	infinite	1
Q5_5	1.596	1.265	infinite	0.462	Q5_5	0	0	infinite	1
Q11_6	2.388	1.967	infinite	0.232	Q11_6	2.526	2.047	infinite	0.141
Q11_4	2.404	1.925	infinite	0.235	Q11_4	2.495	1.996	infinite	0.175
Q11_2	2.287	1.912	infinite	0.335	Q11_2	2.453	1.951	infinite	0.234
Q11_5	1.94	1.514	infinite	0.176	Q11_5	2.01	1.546	infinite	0.116
Q11_3	1.977	1.532	infinite	0.173	Q11_3	2.128	1.644	infinite	0.042

CHAPTER IV

DISCUSSIONS, IMPLICATIONS, AND CONCLUSIONS

Discussion

The key finding of this research is the specification and validation of the Diversity Ecosystem construct as a meaningful component of future diversity research. The construct provides researchers and managers a new avenue for understanding what is likely to be a key influence on the success of diversity efforts through internal marketing. The direction of this research also opens up an additional avenue for better understanding of how Internal Marketing and Job Involvement affect Diversity Outcomes and Job Performance. This research did not show support for the hypothesis that the Diversity Ecosystem moderated the effect of the Organizational Commitment on Internal Marketing. But it did support the finding that the Diversity Ecosystem directly affects Internal Marketing. Meanwhile, the research tested whether Job Involvement serves as a mediator between Internal Marketing and Employee Satisfaction and Diversity Outcomes. While a mediated effect was demonstrated for Job Involvement on Self-rated Job Performance, the findings do not support a mediating effect of Job Involvement on Diversity Outcomes.

Finally, the hypothesis that Diversity Outcomes had a positive effect on Self-rated Job Performance was supported, and that finding could be considered one of its key

findings of this research. If Diversity Outcomes lead to higher performance outcomes by employees, this could have positive ramifications for other performance enhancing factors for organizations.

Theoretical Implications

Through the development of the of the Diversity Ecosystem construct, this research delineates reasons for varying degrees of success of internal marketing efforts when promoting diversity efforts. It also provides a way to discuss strategic change in a diversity context — a research gap in the strategy literature. In this era of increased awareness about and societal interest in increasing diversity across organizations, from businesses to non-profits, further study of strategic change in a diversity context is warranted. However, the scales used to assess the Need for Diversity in organizations and Diversity Outcomes both proved to be unclear and difficult for the pilot sample respondents to understand. The Need for Diversity scale by Buttner et al. (2012) required some editing for clarity, after a pilot study uncovered confusion among respondents. Meanwhile, the Diversity Outcomes scale by Heitner et al. (2013) also needed editing and clarification after the pilot stage. These types of scales are vitally important for future academic research in this area, and the scale instruments must be clarified to provide more meaningful insight for researchers and managers.

Internal Marketing as a discipline and its implications has been understudied in recent decades, and yet it remains a fertile ground for interpretation and organizational change. The Internal Marketing team is often the organizer and operationalization arm of the C-suite, and as such, it serves a vital role in all organization change. The pivotal role

of Internal Marketing as a resource for organizational change has been neglected in academic study. This offers a new avenue for future research and theoretical insight. For change to happen in an organization, the change must be operationalized throughout the different levels of employees, and Internal Marketing is most equipped to accomplish this.

Managerial and Policy Implications

Corporations and governmental leaders may discuss the need for diversity in various contexts for many reasons, including catering to external shareholders, mimicry or virtue signaling. This research should lead to a better understanding of how organizational leaders, whether in the corporate, governmental, or non-profit sector, can move from stated commitments and goals to actual outcomes. It will also begin the process of offering a road map to traverse the rocky path from organizational stated commitments to diversity to actual Diversity Outcomes. The construction and understanding of a Diversity Ecosystem also may offer concrete tools for internal marketers and other managers who want to move their companies or agencies toward diversity goals. Moreover, additional research in the fields of Internal Marketing and Job Involvement may help managers better understand how their employees feel about their roles, and it could lead to higher retention rates. In the era of the Great Resignation, elements of this research could be a significant help to employers. Indeed, a greater understanding of the relationship between Internal Marketing and Job Involvement on actual Diversity Outcomes and Self-Rated Job Performance could improve Diversity in organizations and help employers retain top talent.

Without an understanding of how (or if) Diversity is accomplished within organizations, the pronouncements of a Corporate Commitment to Diversity ring hollow to stakeholder audiences. While the announcement of the Commitment may placate leaders' ego needs, it may simultaneously offend certain target audiences who have been disappointed in the past.

The originality of this research and the primary contribution centers on the specification of the Diversity Ecosystem construct. The effects of the heretofore unstudied Diversity Ecosystem may help researchers move to a better understanding of why some corporate commitments to diversity, as operationalized through internal marketing, have stronger influences on the performance metrics associated with Job Involvement and Diversity Outcomes.

Future Research

Future research possibilities include examining the effects of the Diversity Ecosystem on other stakeholder groups in an organization, and whether they are direct, mediating, and moderating effects on organizational actions of the other stakeholder groups. Given the background of this researcher as a journalist and a public relations professional, these two groups are of immediate interest. Additional venues for research on the effects of the Diversity Ecosystem could include universities, hospitals, health care systems, local governmental agencies, and non-profit groups.

Future studies may investigate the Diversity Ecosystem's effect on external stakeholders, such as shareholders, the media, and other corporate competitors. Other studies could examine the Diversity Ecosystem in non-US contexts. For example, cross-

cultural studies could be helpful to understand the context and whether the findings of this research are specific to the United States market, with its unique history, or if they are present in other cultures and contexts with different backgrounds and ethnic groups. Finally, longitudinal studies examining all six dimensions of the Heitner et al. (2013) scale would be of interest to Diversity research. Access to longitudinal data would be valuable in developing and extending the preliminary ideas discussed in this research.

Future research projects would also include scale refinement and new scale development for constructs such as the Need for Diversity and Diversity Outcomes. The scales used in this research required modifications follow confusion experienced by respondents in the pilot study. These types of scales will become increasingly more important in this era of academic research investigating the medium- to long-term effects of commitments to diversity.

Limitations

The study relies on employees' opinions of the organization as a focus for understanding the effects of the organizational Diversity Ecosystem. While employees are a key stakeholder group and client of internal marketing efforts, the employee focus necessarily limits the implications of this research. Other research approaches, such as examining the perceptions of stakeholder groups such as journalists or shareholders, or other external stakeholder groups, could further extend our understanding of organizational change.

The study is limited by its selection of full-time employees, versus a combination of full-time and part-time employees. Moreover, by using a sample of only United States

employees, it is limited in its generalizability to other countries. In addition, the cross-sectional nature of this survey data limits its generalizability across time and across groups.

Conclusions

This research investigates the possible effects of a Diversity Ecosystem on Internal Marketing's efforts in securing greater diversity across an organization. A meaningful direct effect of the Diversity Ecosystem on Internal Marketing was demonstrated. Internal Marketing also has a positive effect on Diversity Outcomes and Self-Rated Job Performance. This demonstrates the power of Internal Marketing as a force for organizational change and is consistent with prior academic literature in this area. Internal Marketing could be a transformative power within organizations, and its role should be given greater prominence in future studies.

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APPENDICES

Appendix A: IRB Approval

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INSTITUTIONAL REVIEW BOARD
April 15, 2021

Principal Investigator: Jennifer Zoghby, MPA
IRB # and Title: IRB PROTOCOL: 21-083
[1650896-2] Diversity Goals and Diversity Outcomes

Status: APPROVED Review Type: Limited Review
Approval Date: April 5, 2021 Submission Type: New Project
Initial Approval: April 5, 2021 Expiration Date:

Review Category: 45 CFR 46.104 (d)(2): Research that only includes interaction involving the use of educational tests (cognitive, diagnostic, aptitude, achievement), survey procedures, interview procedures or observation of public behavior (including visual or auditory recording):

iii. The information obtained is recorded by the investigator in such a manner that the identity of the human subjects can be readily ascertained, directly or through identifiers linked to the subjects, and an IRB conducts a limited IRB review to make the determination required by 45 CFR 46.111(a)(7)

This panel, operating under the authority of the DHHS Office for Human Research and Protection, assurance number FWA 00001602, and IRB Database #00000286 or #00011574, has reviewed the submitted materials for the following:

1. Protection of the rights and the welfare of human subjects involved.
2. The methods used to secure and the appropriateness of informed consent.
3. The risk and potential benefits to the subject.

The regulations require that the investigator not initiate any changes in the research without prior IRB approval, except where necessary to eliminate immediate hazards to the human subjects, and that **all problems involving risks and adverse events be reported to the IRB immediately!**

Subsequent supporting documents that have been approved will be stamped with an IRB approval and expiration date (if applicable) on every page. Copies of the supporting documents must be utilized with the current IRB approval stamp unless consent has been waived.

Notes:

There are adequate provisions to protect the privacy of subjects and to maintain the confidentiality of data

Appendix B: Survey Items Used

Box in Model: Corporate Commitment to Diversity

Measure: Ethical Leadership

Adapted from Brown et al. (2005).

Scale end points are Completely Disagree to Completely Agree

Thinking about your organization, to what extent do its leaders:

1. Conduct their personal lives in an ethical manner.
2. Listen to what employees have to say.
3. Make fair decisions.
4. Exhibit trustworthiness.
5. Have the best interests of employees in mind.

Measure: Corporate Social Responsibility

Scale end points are Completely Disagree to Completely Agree

Adapted from Turker (2009).

Thinking about your organization generally, does it:

6. In decision making, ask “what is the right thing to do?”
7. Seek diversity in growth in employees.
8. Emphasize the importance of its social responsibility to society, including diversity.
9. Encourage employees to develop their skills leading to more successful careers.
10. Support employees who want to acquire additional education.

Box in Model: Diversity Ecosystem

Measure: Openness

Scale end points are Completely Disagree to Completely Agree

Adapted from: Susskind et al (1998).

The following items refer to your feelings about your organization’s increased emphasis toward diversity.

1. I consider myself “open” to changes at my organization related to diversity.
2. Right now, I am generally receptive to changes in my organization related to diversity.
3. I am quite receptive to considering changing the way my organization works in the context of diversity.
4. I think the implementation of the diversity efforts positively affect how I accomplish my work.
5. From my perspective, the increased emphasis on diversity initiatives has been for the better.

Measure/ Higher-Order Construct: Organizational Justice: Procedural Justice

Dimension: Procedural Justice

Scale end points are Completely Disagree to Completely Agree
Adapted from Colquitt (2001).

The following items refer to the processes used throughout your organization that have led to the organization's changes related to diversity. Indicate to what extent:

1. You been able to express your views during the organizational changes toward an increased emphasis on diversity.
2. You have had influence over the organizational changes arrived at by these processes.
3. These processes toward increased diversity have been applied consistently.
4. These processes toward increased diversity have been free from bias.
5. These processes toward increased diversity procedures have been based on accurate information
6. It is possible to appeal the outcome of these diversity procedures.
7. These diversity procedures uphold ethical standards.-

Dimension: Informational Justice

Adapted from Colquitt (2001).

Scale end points are Completely Disagree to Completely Agree

Going back to the processes mentioned above, these items refer to organizational leaders, including your boss. Indicate to what extent:

1. In general, leaders in my organization have been candid in their communications with me.
2. In general, leaders in my organization explain the processes thoroughly.
3. In general, organizational leaders offer reasonable explanations of processes.
4. Leaders communicate in a timely manner.
5. Leaders tailor communications to individuals' specific needs.

Dimension: Distributive Justice

Scale end points are Completely Disagree to Completely Agree

Adapted from Colquitt (2001).

The following items refer to aspects of your current work situation. Indicate to what extent:

1. My accomplishments at work reflect the efforts I have put into my work for the organization.
2. My progress at work is appropriate for the work I have completed at the organization.
3. My work efforts are viewed by leadership as my having made contributions to the organization.
4. My accomplishments at work are justified, given my performance.

Dimension: Interpersonal Justice

Adapted from Colquitt (2001).

The following items refer to organizational leaders, including your boss. Indicate to what extent:

1. In general, leaders in my organization treat me in a polite manner.
2. In general, leaders in my organization treat me with dignity.
3. In general, leaders in my organization treat me with respect.

4. Leaders refrain from improper remarks.

Measure: Need for Diversity

Adapted from Buttner et al. (2012).

Scale end points are Completely Disagree to Completely Agree

Indicate your level of agreement/disagreement with the following statements:

My organization needs to recruit and retain more ethnic minorities.

My organization needs to recruit and retain more women.

My organization needs to recruit and retain more employees with disabilities.

My organization should recruit and retain more employees who identify as LGBTQ.

Increased gender diversity would improve my organization.

Greater ethnic minority representation in my organization would promote greater multi-racial understanding.

My organization should ensure all job and services are fully accessible to people with disabilities.

An increase in LGBTQ diversity is an important step for diversity in my organization.

Measure: Voice

Adapted from Maynes and Podsakoff (2014).

Scale end points are Completely Disagree to Completely Agree

Indicate your level of agreement/disagreement with the following statements:

1. I often defend organizational programs that are worthwhile when others unfairly criticize the programs.
2. I rarely bad-mouth my organization's policies.
3. I often express support for productive work procedures when others express uncalled-for criticisms of the procedures.
4. I rarely make insulting comments about work-related initiatives.
5. I often speak up in support of organizational policies that have merit when others raise unjustified concerns about the policies.
6. I rarely make critical comments regarding how things are done in my organization.

Measure: Internal Marketing

Adapted from Foreman and Money (1995).

Scale end points are Completely Disagree to Completely Agree

Indicate your level of agreement/disagreement with the following statements:

1. My organization offers employees a vision they can believe in.
2. My organization communicates its vision well to employees.
3. My organization prepares its employees to perform well.
4. My organization views the development of knowledge and skills in employees as an investment rather than a cost.
5. Skill and knowledge development of employees happens as an ongoing process in my organization.
6. My organization teaches employees "why they should do things" and not just "how they should do things."
7. My organization's rewards for performance encourage employees to work together.

8. My organization measures and rewards employee performance that contributes most to the organizational vision.
9. My organization uses data gathered from employees to improve their jobs.
10. My organization uses data gathered from employees to develop organizational strategy.
11. My organization communicates the importance of service roles to employees.
12. In my organization, those employees who provide excellent service are rewarded for their efforts.
13. In my organization, the employees are properly trained to perform their service roles.
14. My organization has the flexibility to accommodate the differing needs of employees.
15. My organization places considerable emphasis on communicating with its employees.

Measure: Job Involvement

Adapted from Lassk et al. (2001)

Scale end points are Completely Disagree to Completely Agree

Indicate your level of agreement/disagreement with the following statements:

1. I view my job as more than just a paycheck.
2. I am willing to go the extra mile in my job for my organization.
3. I look for opportunities to make my organization a better place.
4. I will work late to stay up-to-date on my job.
5. I keep up with the most current changes in my organization.
6. I provide value-added skills to my organization.
7. I take a lot of initiative in my job.
8. I am flexible enough to work alone or in a team.
9. I set my own schedule for the day.

Measure: Self-Rated Performance

Adapted from Jensen et al (2014).

Scale end points are Completely Disagree to Completely Agree

Indicate your level of agreement/disagreement with the following statements:

1. I am satisfied with the amount of effort that I put into my work.
2. I am satisfied with the overall quality of my work that I do.
3. I am satisfied with the overall quantity of my work, referring to how much I complete.
4. I am satisfied with the overall creativity of my work, referring to my originality on the job.
5. I am satisfied with the extra work-related activities I perform, referring to activities for my organization outside my direct job requirements.

Measure: Diversity Outcomes

Adapted from Heitner et al. (2013).

Scale end points are Completely Agree to Complete Disagree

At your organization, to what extent do these factors regarding diversity exist?

1. Systematic policies and procedures that support diversity and inclusion
2. Leaders' buy-in
3. Employee engagement
4. Accountability
5. Organizational culture
6. Level of trust
7. Increased staff knowledge
8. Demonstrated fairness in human resources systems across the board
9. Ability to recruit top talent
10. Improved retention of diverse employees
11. Greater diversity at all levels of the organization
12. Greater diversity in the pipeline
13. Improved team performance
14. Policies support diversity and inclusion
15. More creative problem-solving
16. Commitment to diversity institutionalized
17. Diverse voices at the table

Demographic Questions

Please provide some information below about your organization and yourself.

My primary role in my organization is:

- Chief Executive Officer (1)
- Procurement Officer (2)
- Supplier Diversity Officer (3)
- Marketing Officer (4)
- Elected Official (5)
- Small Business Owner (6)
- Woman-led Small Business Owner or Employee (7)
- Minority-led Small Business Owner or Employee (8)
- Chamber of Commerce Executive (9)
- Small Business Investor: Angel Investor (10)
- Small Business Investor: Venture Capital (11)
- Journalist (12)
- Social Media Influencer (13)
- Business Expert (14)
- Other (please specify) (15) _____

How many years of experience do you have in your current role? _____

Have you noticed a change in your organization's Diversity discussions since the summer of 2020?

- Definitely yes (1)
- I believe so (2)
- I'm unsure (3)
- I don't believe so (4)

- o Definitely not (5)

If there was a change in Diversity discussions, what do you believe was the primary cause of the change?

- o National Events (1)
- o Company or Agency Leaders (2)
- o New committee or department formed to increase Diversity (3)
- o No change (4)

Does your organization have a stated goal to increase diversity in employees, vendors or suppliers or in another way?

- o Yes (1)
- o I'm not sure (2)
- o No (3)

Had your organization attempted to increase Diversity prior to the summer of 2020?

- o Yes (1)
- o Maybe/ I don't know (2)
- o No (3)

Which statement best describes your company or agency's current Diversity system?

- o Non-existent (1)
- o A new diversity office with just one employee (2)
- o An established diversity office with multiple employees (3)
- o An established diversity office, and a commitment from leaders (4)
- o An established diversity office, a commitment from leaders and the support of investors, employees and vendors (5)
- o A well-established fully functioning network of people across the company or governmental agency committed to Diversity (6)
- o Other (please specify) (7)

Has your organization tried to promote its Diversity efforts through communications to employees?

- o Yes (1)
- o I'm not sure (2)
- o No (3)

If so, in what ways has your organization communicated its Diversity efforts? Check all that apply.

- o A committee process (1)
- o Emails (2)
- o Flyers (3)
- o Group meetings (4)
- o Social media (5)
- o Intranet (6)
- o Other (please specify) (7)

What one statement below best describes your general attitude toward Diversity in the workplace?

- o Fully support diversity efforts. (1)

- Good idea but not practical for our business or agency. (2)
- Good idea but we don't have enough choices of diverse employees or suppliers. (3)
- Good idea but we don't won't be able to accomplish it until the next generation. (4)
- Neutral about the idea. (5)
- Against any systematic approach because every business should be treated the same. (6)
- Against any systematic approach because it would take much effort and resources. (7)
- Against any systematic approach because our organization wants things done by the lowest bidder. (8)
- Other (please specify) (9) _____

Ethnicity

- Hispanic or Latino (1)
- Non-Hispanic (2)

Race

- American Indian or Alaska Native (1)
- Asian (2)
- Black or African-American (3)
- Native Hawaiian or Other Pacific Islander (4)
- White (5)
- Other (please specify) (6) _____
- I'd rather not answer

Gender / LGBTQ:

What sex were you assigned at birth on your original birth certificate?

- Male (1)
- Female (2)

How do you currently describe yourself?

- Male (1)
- Female (2)
- Transgender Male (3)
- Transgender Female (4)
- Other (please specify) (5) _____
- I'd rather not answer

Which of the following best represents how you think of yourself?

- Gay or lesbian (1)
- Straight, that is not gay or lesbian (2)

- Bisexual (3)
- Something else (please specify) (4) _____
- I don't know (5)
- I'd rather not answer (6)

Disability

Does your organization provide you accommodation based on a disability?

- Yes (1)
- No (2)
- I'd rather not answer (3)

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