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Diversity climate, burnout, and employee engagement: Considering the moderating effects of positive and negative affect as individual differences

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Introduction

Over the past few decades, globalization has made the U.S. labor force more diverse in race and culture. Globalization has facilitated cross-border mobility by connecting people from different cultural, geographic, and socio-economic backgrounds. This has led to a workforce composed of individuals from various countries, languages, and diverse perspectives. Additionally, changing social trends in women's education and workforce attainment, economic pressure, and a stronger emphasis on attaining higher education degrees have entirely transformed the current American labor force to be more ethnically and demographically diverse (Wallace, 2021). While globalization has contributed to increasing cultural inclusivity in the workplace, diversity still presents a challenge to fostering an environment where varying perspectives are valued and respected. Organizations increasingly recognize the need for diversity and inclusion in the workplace based on a growing body of research demonstrating how diverse workplaces lead to improved creativity, innovation, and productivity (Kaur et al., 2020). Thus, in an effort to change the organizational environment to foster diversity and inclusion, diversity climate has emerged as a crucial factor influencing employees' experiences in the workplace. Diversity climate can be described as employees' shared perceptions of how much their organization values diversity as reflected in the organization's policies, practices, and procedures (Perry et al., 2019). A positive diversity climate describes an organization committed to promoting and supporting individuals of different backgrounds, while a negative diversity climate reflects an organization with problems of discrimination, bias, and exclusion (Hofhuis et al., 2016). A review of literature concluded that a positive diversity climate has been linked to improved organizational performance, employee satisfaction, engagement, well-being, and reduced turnover intention (Mckay et al., 2007). However, worker health outcomes have received less attention in this literature. It is important to

study such outcomes to understand how workplace culture influences employees' health differently based on possible individual differences and also contributes to community health standards and issues. Therefore, my thesis investigated individual differences in demographic and personality characteristics in the effects of how employees perceive and experience diversity climate.

Diversity climate within the workplace is influenced by a range of physical factors such as age and gender, as well as personal characteristics like gender identity. These characteristics collectively shape the organizational environment and how individuals are impacted by diversity initiatives and policies (Patrick et al., 2012). Many studies on diversity climate show that organizations with less diverse workforces and inclusive organizational practices risk increased age prejudice or gender discrimination in negatively influencing worker well-being (Bellotti et al., 2022). Such factors create barriers in acceptance of individual differences and are a strong predictor of worker mental health (Marchiondo et al., 2019). As such, how a company values and nurtures the unique skills, experiences and personal qualities of its employees can greatly influence their sense of worth and commitment, towards helping the organization accomplish its objectives.. For example, negative organizational attitudes such as age discrimination directed at older employees have shown evidence of significant negative effects on job satisfaction and job withdrawal (Griffin et al., 2016). On the other hand, research on organizational support for individual differences in diversity climate has shown that it fosters a positive work environment that lead to valued outcomes of acceptance in different perspectives, experiences, and expertise (Joshi et al., 2009, Nishii et al., 2013, Shore et al., 2011,). Further advantages of a positive diversity climate include increased adaptability, flexibility and employee engagement, all of which strengthen organizational performance in the long run (Shore et al., 2011 & Rink et al., 2015).

For these reasons, fostering a positive diversity climate in an organization must consider individual characteristics to focus on making employees feel more valued and included in long-term organizational goals (Shore et al., 2011 & Rink et al., 2015). However, past research on diversity climate has focused on group experiences of discrimination, bias, and perception on the impact of overall workplace atmosphere, with limited consideration to the individual's experience itself. More specifically, recognizing and analyzing intersectionality, which refers to the complex interplay of multiple social identities that an individual holds, is vital for comprehending why certain individuals are more prone to face unique stressors and challenges than other individuals in a workplace setting, which is highly crucial to understanding of positive diversity climate. Intersectionality is reflected in an individual's unique personality traits which can be leveraged to understand which traits are more receptive and supportive to a positive diversity climate. It is essential to investigate how these individual interactions can influence more significant outcomes in organizational settings and to adequately consider internal factors that may influence experiences of diversity climate and burnout in the workplace (Imose et al., 2018).

Diversity climate, as a conceptual framework that organizes concepts of diversity and inclusion in the workplace, can be supported by empirical evidence from surveys, interviews, and observations to measure the impact of positive workplace culture over time. This suggests that diversity climate is a crucial tool to changing prevailing negative attitudes, norms, and perceptions within an organization. Several diversity climate theories have been proposed to explain the mechanisms that influence individual attitudes and behaviors within an organization. These theories can then be used by organizations in designing new organizational policies that promote the diverse needs of individuals in hiring, promotion, training, and resource allocation. The present study utilizes diversity climate theories to support the understanding of the gaps in the effects of

diversity climate based on individual personality characteristics. I advance the literature by focusing on dispositional roles of positive and negative affect - the tendency to experience positive or negative emotions - on the proposed relationships between diversity climate, employee engagement and burnout.

Theoretical Framework of Diversity Climate

Cox's (1994) Interactional Model of Cultural Diversity (ICMD) was the first comprehensive theoretical framework. This theory expanded on Social Identity Theory (Tajfel & Turner, 1986), which states that individuals experience collective identity regarding their membership in social groups, such as racial/ethnic and gender identities, and that this has implications in favoring one's in-group in comparison to out-group members. By recognizing the vital role social identities and comparison play in shaping people's work experiences, the Interactional Model of Cultural Diversity posits that the type and form of diversity (e.g., race, gender, abilities) in a defined social system, such as a school, a business firm, or a nation, will interact with characteristics of the climate (e.g., attitudes, values, behaviors) in that system to impact individual and collective outcomes. The areas influenced involve employees' affective (e.g., satisfaction, commitment) and achievement outcomes (e.g., performance, organizational citizenship behaviors) (Murray et al., 2021). Researchers have integrated the reasoning behind IMCD with social identity theory and social exchange theory (Blau, 1964; Tajfel & Turner, 1985) to explain how the effects of diversity climate occur.

Diversity climate can facilitate positive intergroup contact by creating opportunities for employees to interact with and learn from individuals from diverse backgrounds. A positive diversity climate that encourages and supports such interactions may increase understanding, empathy, and positive attitudes toward diversity (McKay, 2018). Therefore, organizations with a

strong positive diversity climate increase workers' perceptions of inclusiveness and social value, thus improving workers' job attitudes and efforts towards the organization and decreasing withdrawal.

Organizational justice theory, also known as justice theory or organizational fairness theory, offers an alternative theoretical perspective on diversity climate. This theory can explain how perceptions of justice within an organization affect employees' attitudes, behaviors, and outcomes (Greenberg, 1987). Justice theory suggests that individuals in organizations have a fundamental need for fairness and justice. Therefore, employees' perceptions of fairness or unfairness in the workplace influence their likelihood of having positive work attitudes which can significantly impact their motivation, job satisfaction, commitment, and performance (Colquitt, 2012). According to organizational justice theory, when employees perceive that they are treated fairly they are more likely to have positive attitudes towards their work and the organization, be more motivated, and exhibit higher levels of job satisfaction, commitment, and performance.

Individuals' perception of fairness in the workplace can be attributed to the three dimensions of justice - distributive, procedural, and interactional - in which the balance of these factors can ensure collaborative culture and positive interpersonal interaction (Pan et al., 2018). Distributive justice refers to the fairness of resource allocations in a workplace, such as fair share of rewards, promotions, benefits and pay. When individuals perceive that they are treated fairly in terms of promotions and recognition, it contributes to a positive diversity climate. However, when individuals feel that they were treated unfairly, they feel discriminated against because of their background (Togioka et al., 2023). Procedural justice relates to the fairness of procedures or processes used for decision-making and ensuring equal voice for all individuals. When employees perceive that procedures related to hiring or promotions were inclusive of diverse perspectives in

the decision-making process, this promotes a climate where individuals regardless of diverse background feel valued. Finally, interactional justice regards fairness of interpersonal treatment and communication in organizations. This focuses on the actual treatment of employees' experiences from colleagues, supervisors, and customers that encourages dialogue and mutual respect in interpersonal interactions for a positive diversity climate (Buttner et al., 2010).

Psychological mechanisms can explain how the three dimensions of justice influence an individuals' perception of fairness in the social and organizational context (Decety & Yoder, 2016). Social comparison, the process in which individuals compare their rewards and treatment to others to determine their personal worth, plays a large role in how individuals perceive fairness and relationships to others in their organization (Festinger, 1954). Another process, self-control, refers to an individual's desire to have influence on outcomes and positive results in their life, which can shape an individual's motivation to work towards organizational goals. Specifically, if an individual perceives their opinion is considered and has influence over an outcome, they are more likely to positively influence individuals around them towards organizational goals (Bandura, 1977). Additionally, individuals psychologically categorize themselves into social groups based on shared characteristics in which they are influenced by in-group norms, such that certain organizational treatment or resource allocation may be perceived fair by some groups while injustice by other groups (Mannix & Neale, 2005). Lastly, attribution explains the most influential psychological process on individual perceptions in associating organizational outcomes to the cause of events or behaviors (Kelley & Michela, 1980). In the context of justice and diversity climate, individuals with positive attributions (e.g., competence, fairness) experience positive perceptions of diversity climate, while individuals with negative attributions (e.g., bias, favoritism) promote discrimination in the workplace (Yunhyung et al., 2011). Overall, Organizational justice

theory has important implications for organizational management and human resource practices. By emphasizing employees' work environment and interpersonal interactions, this theory provides an important insight into how perceptions of fairness in the workplace can create a positive work environment that enhances employee well-being, engagement, and productivity. Implementing fair policies, respectable interactions and increased employee participation can contribute significantly to promoting a positive diversity climate in ultimately improving employee well-being and satisfaction.

Both the Interactional Model of Cultural Diversity and Organizational justice theory provide a supportive theoretical framework for why diversity climate is such a relevant area of research for occupational health psychologists. These theories signify that a positive diversity climate creates a more inclusive and supportive work environment at the individual level, improving employee well-being. Furthermore, in looking at the organizational level benefits, a positive diversity climate can improve overall workforce performance, retain employees from diverse backgrounds and enhance teamwork (Brimhall et al., 2014). For example, a cross-sectional study on the impact of diversity climate on female employees' turnover intentions found a positive association between a positive diversity climate and job retention. With better perceptions of fairness and utility, the results emphasized the importance of support within an organizational context (Al-zawahreh et al., 2017).

Burnout and Diversity Climate

Among the organizational outcomes of a diverse climate on employee well-being, burnout is crucial to mitigating and managing due to its significant negative impact on individuals. Burnout has become a major concern for employees and organizations due to its cost in work performance and long-term health issues. Burnout is a chronic state of physical and emotional exhaustion in

response to interpersonal stressors on the job (Maslach, 1998). Burnout is highly prevalent in many occupations and has been associated with high turnover intentions and low well-being (Ducharme et al., 2008). It can harm employees' mental health, job satisfaction, and job performance, as well as organizational outcomes such as turnover and absenteeism (Lu et al., 2022). In a meta-analytic review of burnout, a range of factors, such as high job demands, low job control, low organizational justice, and lack of meaningfulness in work were related to burnout (Gene, 2011).

Burnout is a multifaceted phenomenon that can be described in three dimensions: emotional exhaustion, depersonalization, and reduced personal accomplishment (Brady et al., 2020). These three dimensions are interconnected and contribute to the comprehensive experience of burnout. Emotional exhaustion refers to a prolonged state of physical, mental, and emotional fatigue. Depersonalization, or cynicism, refers to the lack of emotional connection towards work, where cynicism can arise as a coping mechanism to work-related stress. Lastly, reduced personal achievement, involves feelings of reduced effort or competence in the workplace due to prolonged experiences of high demand without any reward. These three dimensions reinforce each other such that emotional exhaustion contributes to negative job attitude and detachment, depersonalization reduces sense of meaning and purpose in one's work, which then contribute to an individual's overall reduced personal accomplishment (Brady et al., 2020).

The Maslach Burnout Inventory (MBI) was the first burnout measure based on a three-dimensional model assessing emotional exhaustion, depersonalization and personal accomplishment (Maslach et al., 1997). While the MBI is commonly used in research to assess burnout among employees, the Shirom-Melamed Burnout Measure (SMBM), also known as the Shirom-Melamed Burnout Questionnaire (SMBQ), proposed an alternative measure of burnout grounded in resource theories (Shirom & Melamed, 2006). The SMBM is based on a more holistic

theory of burnout emphasizing the interplay between physical and emotional characteristics in individuals which characterizes burnout as three forms of resource depletion: physical, cognitive, and emotional. The Shirom-Melamed Burnout Measure (SMBM) is an example of a theoretical model of burnout which examines dimensions of burnout that differ from the Maslach measure. The use of the SMBM scale provides a more comprehensive assessment for understanding burnout in various domains and populations that goes beyond just the emotional and psychological aspects covered by the MBI (Shirom & Melamed, 2006).

According to the Substance Abuse and Mental Health Service Administration (2012), various prevention and intervention strategies have been proposed and tested to address burnout, including individual-level interventions (such as stress management and resilience training), job redesign (such as reducing job demands and increasing job control), and organizational-level interventions (such as promoting a positive organizational culture, providing social support, and enhancing work-life balance). A study showed that higher levels of burnout and emotional exhaustion lead to greater depersonalization. This was also associated with diminished organizational commitment and increased groupthink (Leiter, 1988).

While still small, a growing body of research has begun to link diversity climate to burnout. For example, a study found that employees who perceive a positive diversity climate (i.e., a workplace culture that values diversity and inclusion) experience lower levels of burnout (Demerouti et al., 2014). Another study related to burnout and occupational outcomes found that employees who perceive a positive diversity climate are less likely to experience emotional exhaustion, a key component of burnout (Schermyly et al., 2016). The study also found that diversity climate had a more substantial impact on emotional exhaustion than other organizational factors such as workload and role conflict. Similarly, a meta-analytic review found that diversity

climate was negatively related to burnout in which the relationship was stronger for employees from underrepresented groups (Jesse et al., 2011). Other research has focused on expanding the basic three dimensions of burnout as well modifying burnout measures and identifying the positive state identified as "engagement" (Domecq, 2014).

Employee Engagement and Diversity Climate

Research related to mitigating burnout in organizations has identified employee engagement as crucial to understanding prevention and management techniques for creating positive work environments. Employee engagement is the emotional, physical, and cognitive commitment the employee has to the organization and its goals (Kahn, 1990). Khan found that there were three psychological concerns related with engagement at work: meaningfulness, safety, and availability. Engagement concerns how an employee feels about their organization, supervisor, and working conditions, associating negative or positive attitudes to these perceptions. According to the Job Demands Resources (JD-R) Model, employee engagement is influenced by both the demands and resources of a job. While this model primarily emphasizes how burnout resulting from job demands can have effects on health, it also highlights that engagement with its motivating impact can lead to outcomes for organizations such, as improved performance and decreased withdrawal (Bakker & Demerouti, 2007). In the context of diversity climate, a positive diversity climate would help decrease job demands and increase job resources, leading to decreased burnout and increased employee engagement. However, in a negative diversity climate, job demands are high and job resources are low, thus burnout increases while engagement decreases (Bakker & Demerouti, 2007). The social exchange theory also describes how employees engage in their organization more when they perceive a positive exchange with other individuals. Increasing positive exchange in diversity climate, would make employees feel more valued and respected,

leading to more positive interactions in the workplace. Lastly, the positive organizational behavior (POB) theory describes strengths and psychological capacities that contribute to individual and organizational well-being (Luthans et al., 2002). This theory focuses on qualities such as optimism that work to foster a sense of belonging, respect, and positive relationships that align with a positive diversity climate.

In the only study to empirically test Kahn's three psychological conditions, the findings found job enrichment and role fit to be positive predictors of meaningfulness, rewarding coworkers and supportive supervisor relations as positive predictors of safety, and lastly available resources as a positive predictor of psychological availability (May et al., 2004). Other related research on employee engagement has found that it has a major impact on the working environment and coworker relationships, improving organizational performance (Anitha, 2014). Other research related to employee engagement has indicated relationships that employees have with other people in the workplace are strongly correlated to rates of burnout, in which, a lack of support or increased conflict in worker relationships leads to a greater risk of burnout (Edú-Valsania et al., 2022).

An alternative model of engagement that stems from burnout measures, describes engagement as a positive antithesis of burnout (Maslach et al., 2001). According to this, the six areas of work-life: workload - work control, job meaning, interpersonal relationships, recognition, flexibility - impact levels of engagement and burnout in employee well-being (Buruck et al., 2020). Excessive workload can make employees feel overwhelmed, leading to burnout and lack of engagement. Lack of work control or limited autonomy can contribute to burnout while decreasing employees' feelings to invest in their roles. In job meaning, perceiving work as not meaningful can lead to burnout as well as diminished motivation and engagement. Poor interpersonal relationships create conflicts in the workplace that increase burnout and reduce employee sense of belonging

and engagement. Lack of recognition or feedback leads to feelings of being undervalued, contributing to burnout and reduced engagement levels. Lastly, an imbalance in work-life balance creates threats to employee well-being while reducing their productivity, thus contributing to higher burnout and less engagement. In a meta-analytic study on job burnout and employee engagement, it was found that there was high correlation between the dimensions of burnout - emotional exhaustion, cynicism, and reduced professional efficacy- and dimensions of engagement - vigor, dedication, and absorption (Cole et al., 2012). This meant that factors influencing burnout were also associated with influencing engagement such that controlling for burnout can impact the strength of the relationship between engagement and its correlates (Cole et al., 2012). The findings support the notion that burnout and engagement are independent constructs and are important considerations for studying well-being and organizational outcomes. Such findings have established a link between diversity climate on burnout, employee well-being, and employee engagement, providing insight into organizational factors that can be targeted for workplace interventions (Brimhall et al., 2014).

Positive and Negative Affect as Moderating Variables

While there is strong evidence supporting a positive diversity climate in reducing burnout and increasing employee engagement, it is important to acknowledge that dispositional affect can interact with diversity climate to shape an individual's experience based on their unique characteristics and experiences. Within affect literature, trait affect and state affect are two concepts used to differentiate between emotional experiences (Hamilton et al., 2017). Trait affect, or dispositional affect, refers to consistent emotional tendencies or dispositions that individuals exhibit over time. This reflects an individual's baseline response style towards experiencing positive or negative emotions (Deverts et al., 2017). Conversely, state affect refers to the more

immediate emotional state experienced by individuals towards specific situations or circumstances. State affect is context-dependent and can fluctuate throughout the day or across different situations (Fredrickson, 2001).

Positive Affect (PA) and Negative Affect (NA) are described as two dimensions of Dispositional Affect that describe how individuals experience and express their feelings over time (Watson et al., 1988). PA refers to the experience and expression of positive emotions such as joy, happiness, excitement, and contentment. It is characterized by feelings of pleasure, enthusiasm, and engagement with the environment (Fredrickson, 2002). Specifically, Fredrickson's (2001) broaden-and-build theory proposes that experiences of positive emotions build personal aspects such as physical, intellectual, and psychological resources. People with high dispositional (trait) Positive Affect tend to view the world positively, experience a higher sense of well-being, and generally have a greater optimistic outlook. Thus, PA is associated with various positive outcomes, such as increased resilience, better physical health, and improved social relationships. Research findings have supported this by indicating that increased Positive Affect experiences can prompt individuals to increase interactions with their environment and motivation within the workplace (Cacioppo et al., 1999).

On the other hand, Negative Affect refers to the experience and expression of negative emotions such as sadness, anger, fear, and distress. It is characterized by discomfort, aversion, and withdrawal from the environment (Diener, 2000). People with high dispositional (trait) NA tend to experience more negative emotions and adverse outcomes, such as poorer mental health, decreased well-being, and increased risk of physical health issues (Diener et al., 1991).

PA and NA have been shown to influence emotional reaction, well-being, engagement, and motivation in diversity climate (Finan & Garland, 2015). For example, individuals with higher

levels of positive affect may be better equipped to cope with negative experiences or challenges in the diversity climate. They may have higher resilience, optimism, and positive emotions, which can help mitigate the negative impact of a less supportive diversity climate on their well-being, job satisfaction, or performance. Conversely, individuals with a higher level of negative emotional affect may be more sensitive to the cues and experiences related to the diversity climate. They may interpret ambiguous situations more negatively and experience stronger emotional responses.

Regulatory Focus Theory (RFT) provides a good framework to understand some of the motivational differences that may contribute to varied reactions to diversity climate perceptions (Higgins, 2012). Regulatory Focus Theory explains how individuals make goals and decisions based on two motivational orientations: promotion focus and prevention focus. The theory also describes how motivational orientations influence how an individual reacts or perceives certain scenarios and situations. Individuals with a strong promotion focus are driven by aspirations and the pursuit of positive outcomes. In the context of diversity climate, individuals with promotion focus are more likely to respond positively to inclusive environments and have higher job engagement (Johnson et al., 2015). Individuals with prevention focus are more concerned with negative outcomes and tend to focus on avoiding mistakes and fulfilling obligations. In contrast to promotion focus, prevention focus individuals have a higher tendency to see the negative aspects of situations, which might hinder their ability to positively interact and react to diversity climate. They are more likely to perceive any risk or barrier in the workplace as a threat to their well-being and be more disengaged (Johnson et al., 2015).

The Job Demands-Resources (JD-R) model can also be used to explain the relationship between job demands, job resources, and positive affect and negative affect. In this model, job resources play an important role in promoting positive affect as it helps employees achieve their

work goals, reduce job demand, and stimulate personal growth and development. When employees have access to job resources, they are more likely to experience positive affect at work. Similarly, job demands have a large influence in the experience of negative affect. As job demands require sustained physical or psychological effort from employees, if job demands are high or exceed an employees' ability to cope with them, it can lead to negative affect. High workload is an example of job demand, which can contribute to stress, burnout and other negative emotions if there are not sufficient resources to manage it (Bakker & Demerouti, 2007).

In looking at the relationship between dispositional affect and burnout, there is research that shows how positive and negative affect are directly related to stressors such as work demands, interpersonal conflicts, or life events (Raju et al., 2022). Trait affect (i.e., Dispositional Affect), specifically negative affect, has been found to be related to burnout (Szczygiel et al., 2018). Individuals with high levels of negative trait affectivity perceive situations as more stressful, are more prone to developing emotional exhaustion, and adopting maladaptive coping strategies over time. In contrast, those with higher positive affect are more resilient resulting in a less negative impact on burnout over time.

In a few studies, dispositional affect has acted as a moderator in patient treatment outcomes. In a study done on affect and its relationship to depression and anxiety, PA demonstrated better outcomes on depression, anxiety, stress, and suicidal ideation in comparison to the control group (Craske et al., 2019). Similarly, another study found that when PA and NA act as moderating variables for cognitive behavioral therapy, subsets of anxiety disorder were reduced (Sewart et al., 2019). RFT also provides a good explanation and support as to how PA and NA could moderate diversity climate outcomes. Individuals with promotion focus are more likely to perceive a diverse climate as stimulating their personal development and promote lower levels

of burnout overtime, while individuals with prevention focus are more likely to associate negative outcomes of diversity climate (e.g., interpersonal conflict) as threats and experience higher rates of burnout.

Furthermore, interaction of Dispositional Affect with organizational factors (e.g., promotion-focused individuals rewarded for innovative approaches, prevention-focused individuals provided with clear guidelines and rules) can also moderate engagement in the workplace. For instance, a positive diversity climate may substantially impact engagement for individuals with high positive affect, as they may be more receptive and appreciative of an inclusive work environment. Similarly, a negative work environment may have a stronger negative impact on engagement with high negative Affect, as they may be more sensitive and reactive to adverse work conditions (Liu et al., 2023)

Diversity Climate in Nursing

While much research has been published concerning diversity climate, there are some gaps in the literature study. First, current diversity climate research has been focusing on general workplace settings and characteristics rather than specific industries and organizations. Thus, I specifically focus my organizational setting to nurses in the healthcare environment as there has been limited diversity research prioritizing the nursing profession. There has been great importance given to understanding well-being for physicians that focuses on understanding the experiences of diverse specialities in the healthcare organization. Research on diversity climate perceptions of physicians has highlighted the prevalence of bias and microaggressions experienced by physicians, suggesting that physicians particularly from racial minority groups face the greatest stressors in the workplace (Filut et al., 2020; Nunez-Smith et al., 2009). These studies have shown that a positive diversity climate has significantly contributed to enhanced job satisfaction, improved

patient care and promotion of talent in the medical profession (Filut et al., 2020; Nunez-Smith et al., 2009). However, there have not been many efforts to address these limitations for nurses. As an essential supporting role to physicians and direct support to patient care, it is more important than ever to understand the clinical demands on nurses that contribute to their well-being. Burnout is a significant concern in the nursing profession and multiple studies have shown that nurses are at a higher risk of experiencing burnout compared to other professions (Aiken et al., 2002; Mudallal et al., 2017; Shah et al., 2021;). Thus, my research seeks to understand how diversity climate can contribute to supporting the well-being and challenges nurses face in the healthcare settings, as well as investigate how their experiences in the workplace interact with the diversity climate to influence burnout. This study contributes to past literature research looking at moderating roles of positive and negative affect on diversity climate and burnout for nurses in the healthcare setting. Research on diversity climate among nurses in healthcare can contribute significantly to the field by showing how a diversity climate can positively impact emotional well-being.

Present Study

The present study expands upon the established connection between diversity climate and burnout to include the nursing workforce. Understanding how specific experiences and individual traits among a diverse nursing workforce may indicate important implications for positive patient outcomes, safety and overall quality of care. Furthermore, understanding the diversity climate among nurses can help identify and address biases or disparities in healthcare delivery and patient-centered care. Understanding the organizational outcomes of burnout and engagement among nurses may inform efforts to create supportive environments to mitigate workplace stressors and improve overall mental health. My hypotheses are based upon several studies that have found that

a positive diversity climate, characterized by inclusive practices, supportive policies, and a culture of respect and fairness towards diversity, is associated with lower levels of burnout among employees (Cox & Nkomo, 1990; Shore et al., 2011).

In addition, the Job Demands-Resources model predicts the effects of diversity climate are dependent on individual differences moderating burnout outcomes in nurses. A positive diversity climate can act as a buffer against negative effects of job demands to enhance engagement and reduce burnout in employees' experiences. Similarly, the organizational justice theory predicts that a positive diversity climate fosters distributive, procedural and interpersonal justice which is more likely to lead to a higher engagement and reduced effects of burnout. Demographic characteristics such as age, gender, race, and ethnicity can influence individual perception of a work experience thus acting as a buffer to burnout. For example, personality traits such as agreeableness will increase positive attribution to diversity climate, potentially reducing burnout. However, a personality trait of neuroticism may be more affected by negative aspects of diversity climate, increasing burnout rate. Thus I hypothesize the following as shown in Figures 1 and 2:

H1: A positive diversity climate is negatively associated with burnout.

H2: A positive diversity climate is positively associated with engagement among nurses.

H3: Positive affect moderates the negative relationship between diversity climate and burnout such that the relationship will be stronger for those with higher levels of positive affect.

H4: Positive affect moderates the positive relationship between diversity climate and engagement such that the relationship will be stronger for those with higher levels of positive affect.

H5: Negative affect moderates the negative relationship between diversity climate and burnout such that those with higher levels of negative affect will experience more burnout.

H6: Negative affect to moderates the negative relationship between diversity climate and engagement such that those with higher levels of negative affect will less engagement.

Figure 1

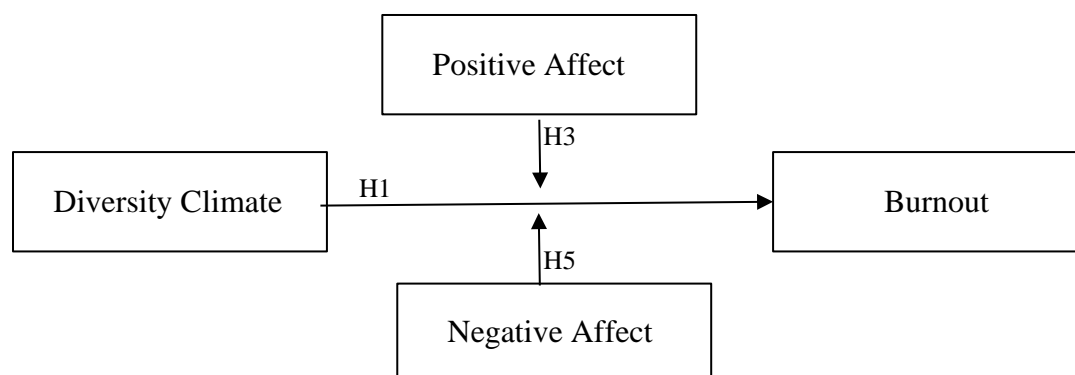
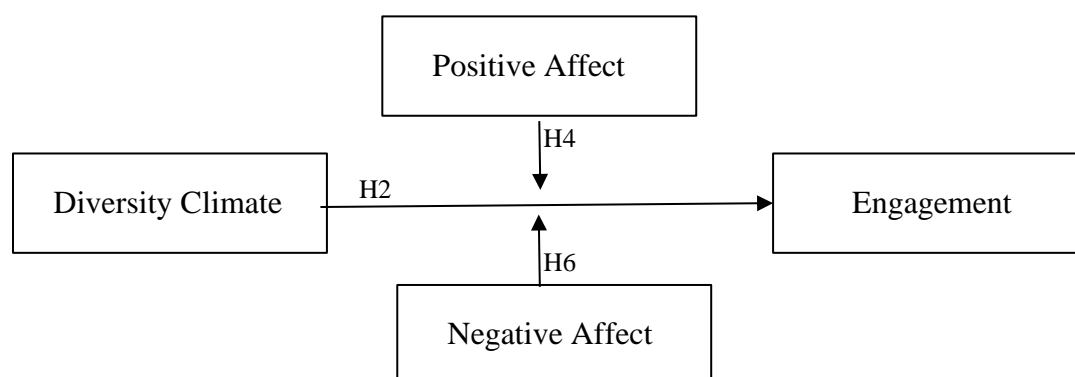


Figure 2



Methods

Participants

The study recruited participants through the Oregon Nurses Association. Participants consisted of registered nurses (RN) from various healthcare settings in the state of Oregon. The nurse participants were selected to best represent diversity within the nursing workforce such as

rural settings and tenured nurses. Nurse members of the Oregon Nurses Association were invited to participate. In Wave 1, 420 nurses were invited to participate, of which a subset of 114 nurses completed up to 12 weeks of a weekly survey. Wave 2 was conducted 8-9 months after Wave 1 with 340 participants who returned the survey. Wave 3, which this study focuses on, was completed 4 years later, and consisted of 192 registered nurses. Most participants were women (92.8%) while 7.2% were men, with most ranging in age from 30-59 years old. Additionally, the participants ethnicity was found to be 92.1% white, 3.4% multi-ethnic, 2.2% Asian, 1.2% Hispanic, 0.5% American Indian, 0.2% Native Hawaiian, 0.2% African American.

Recruitment

To ensure wide participation and representation of nurses from diverse regions within Oregon, a multi-step approach was used to recruit participants. Many of the participants were recruited in conferences organized by the Oregon Nurses Association (ONA), in which the research team was able to communicate the project goals, directly invite nurses to participate in the survey and collect contact information. Furthermore, the Oregon Nurses Association sent out newsletters which included the study details and participation instructions to ONA members. Lastly, participants were able to register through an online registration website created for the study. The website was created and managed by ONA which featured the project description, collected demographic data, personal characteristics such as age and gender, and work-related details. Data, contact information and informed consent collected through these methods were recorded in a database stored by the research team. Any participant that did not provide contact information was excluded from participation in the study.

Research Design

The research employed a design that combined organizational climate and retention questionnaire measures with novel weekly work experience surveys. The survey studies involved a series of qualitative and quantitative assessments. The study aimed to examine the influence of a diverse climate on nurse burnout and engagement, as well as the impact of positive and negative experiences on these outcomes.

A preliminary draft of the baseline survey was created by the research team before recruitment of participants for the study. The survey was created over a course of weeks as it took multiple discussions and examination of existing research instruments to choose which measures best examine the research factors in the study. The purpose was to create a set of measures that were short yet accurate in capturing constructs of the study. Upon compiling the complete survey, a focus group consisting of 8 experienced nurses completed the survey and provided further feedback on the survey content. Based on this, changes and additions of new measures were made by the researchers. Once again, another focus group consisting of 6 nurses were brought to take the modified survey in which similar data, suggestions and feedback on positive and negative events were collected. The final complete version of the survey incorporated all the suggestions made by both groups of nurses. The focus groups increased user acceptability and accuracy of the instruments in the survey.

Measures

Perceived Organizational Diversity Climate Scale. Diversity climate perceptions are measured on a nine-item scale that assesses the overall perceptions individuals have of their organizations' diversity climate. It assesses how employees perceive their organization's commitment to diversity, inclusion, and fairness. The items are rated on a 5-point Likert scale ranging from "strongly disagree" to "strongly agree". This scale can be used by organizations to

identify areas in diversity and inclusion that need improvement and be customized to include specific items relevant to organizational diversity goals and challenges (McKay et al., 2007).

The Utrecht Work Engagement Scale (UWES). The UWES is a self-administered assessment tool to measure work engagement and assess the level of dedication and enthusiasm an individual experiences in their workplace. Developed by Schaufeli, Bakker, and Salanova (Schaufeli et al., 2006), the UWES is divided into 3 subscales of Vigor, Dedication, and Absorption. Vigor assesses an individual's willingness to work and put effort in their work, dedication evaluates an individual's pride in their work, commitment to job, sense of enthusiasm and feeling their work is meaningful, lastly absorption gauges an individual's ability to be immersed in one's work, forgetting other tasks and sense time is passing quickly while being engaged in their duties. The UWES used a Likert-type scale which asks respondents to reflect on their experience at work and express the frequency with which they experience the described feelings on a scale of 0 (never) to 6 (everyday).

The Shirom-Melamed Burnout Questionnaire (SMBQ). The SMBQ is a tool designed to measure burnout in individuals by examining both physical and emotional aspects of exhaustion. Developed by Shirom and Melamed (2006), the SMBP comprises three main dimensions of burnout of physical fatigue, cognitive weariness, and tension. Physical fatigue assesses the extent to which an individual experiences physical exhaustion and tiredness, cognitive weariness looks at an individual's mental exhaustion and cognitive fatigue, and tension measures the extent to which an individual experiences emotional exhaustion and feelings of tension. The SMBQ ranges from a scale of 1(Almost never) to 7 (Almost always) in which respondents rate their personal experiences as described in the statements.

Positive Affect Negative Affect Schedule (PANAS). The PANAS scale is a self-report measure of affect. One of the scales measures positive affect which describes an individual's inclination to experience positive emotions and interact more positively with their environment, while the other scale measures negative affect which is an individual's tendency to interact or view their environment in a more negative way. The scale is intended to show the relationship between positive and negative affect to certain personality traits. PANAS uses a 5-point Likert scale 1 (Very slightly or Not at all) to 5 (Extremely) to describe different emotions and feelings an individual is feeling at a moment or over the past week. A low score represents lower levels of positive or negative affect, while higher scores indicate higher levels of positive or negative affect (Watson et al., 1988).

Procedure

All research conducted as part of this grant was approved by Clemson University and Portland State University Human Subjects Research Review Committee. Prior to beginning the study, participants were contacted by email, obtained through prior participation in the ONRP study for informed consent. Participants were sent a web-based survey link, in which they were asked to give consent before being able to access the survey. All participants received a \$10 compensation in the form of a gift card for completing the web-based survey.

The Wave 3 survey includes measures of burnout, musculoskeletal disorders, health behavior, depression, commitment, retention intentions, and engagement, along with new measures of financial stress that address concepts of current debt status, past financial status, expectations about the future, etc. This survey assessed various aspects of nurses' personal

resources, organizational resources, and their perceptions of the retention pathway. The survey included measures of engagement and burnout from adaptations of existing instruments, while measures of negative and positive events were new instruments developed by the research team for the purpose of the study. New measures were developed before the Wave 1 survey, which involved the process of the research team meeting in the initial months of the project to streamline the selection of a definitive set of instruments. The meetings involved discussing the models guiding the research as well as assessments of existing research tools to create the new positive and negative affect instrument.

Participant nurses were asked to complete a weekly work experience over the course of 12 weeks, in which they were prompted to provide narrative descriptions of both their positive and negative experiences at work from the week. Additionally, participants rated several characteristics of these experiences quantitatively, providing insights into the intensity and impact of each experience, as well as suggest potential interventions to improve their work experiences and mitigate stressful situations in their workplace. The 12-week duration of the weekly survey was designed to collect the most pronounced stressful experiences and events over the span of 3 months. By asking the participants to take the survey weekly, it provided an accurate time frame to accurately report positive and negative work experiences, while allowing participants to reflect on their experiences. This ensured the emotions the surveys captured weren't immediate reactions to situations.

Hierarchical moderated regression analysis was performed to test the hypotheses concerning positive and negative affect as moderating variables in the relationship of diversity climate with engagement and burnout. The results of this analysis are presented in the following section.

Results

Descriptive Statistics and Correlations

Descriptive statistics and correlations among the study variables are provided in Table 1. Descriptive statistics revealed the mean levels and standard deviations for nurse perceptions of diversity climate to be relatively high ($M = 2.94$, $SD = 1.44$). The scores also showed that nurses had high engagement to their job ($M = 3.36$, $SD = .67$), with a relatively high burnout rate as well ($M = 2.97$, $SD = 1.44$). The participants rated their experiences of overall positive emotions each week higher ($M = 3.38$, $SD = 0.67$) than their experiences of negative emotions ($M = 1.83$, $SD = 0.68$).

Variable	<i>M</i>	<i>SD</i>	1	2	3	4	5	6	7
1. Age	37.04	10.20							
2. Race	2.31	1.26	-.04						
3. Job Tenure	5.84	5.93	.51**	.03					
4. Diversity Climate	3.93	0.86	-.05	.05	.01				
5. Positive Affect	3.38	0.67	.18**	.01	.14**	.29**			
6. Negative Affect	1.83	0.68	-.18**	-.04	-.15**	-.32**	-.39**		
7. Burnout	2.97	1.44	-.14**	.00	-.09	-.30**	-.39**	.59**	
8. Engagement	3.36	0.67	.08	.01	.16**	.32**	.46**	-.20*	-.49**

Table 1. Means, standard deviations, and correlations

Burnout demonstrated a statistically significant moderate negative correlation with diversity climate ($r = -.30$, $p < .001$), indicating that as perceptions of diversity climate increased, burnout tended to decrease. Negative affect exhibited a significant moderate positive correlation with burnout ($r = .59$, $p < .001$), suggesting that higher negative affect was associated with increased burnout. Positive affect revealed a significant moderate negative correlation with burnout ($r = -.39$, $p < .001$), indicating that higher levels of positive affect were linked to decreased

burnout. These results suggest that diversity climate and individual affective states independently relate to burnout.

Engagement demonstrated a statistically significant moderate positive correlation with diversity climate ($r = .32, p < .001$), indicating that higher perceptions of diversity climate were associated with increased levels of engagement within the studied sample. Negative affect exhibited a significant weak negative correlation with engagement ($r = -.20, p = .004$), suggesting that higher levels of negative affect were associated with decreased engagement.

Positive affect demonstrated a significant moderate positive correlation with engagement ($r = .46, p < .001$), indicating that higher levels of positive affect were associated with increased engagement levels. These findings suggest that diversity climate, negative affect, and positive affect independently relate to engagement.

Hierarchical regression analysis

I conducted hierarchical regression analyses using SPSS to analyze the moderating role of positive and negative affect on diversity climate. This analysis allows me to examine the influence of predictor variables (positive affect, negative affect, and diversity climate) on the outcomes (burnout and engagement) when controlling for other factors.

Hierarchical regression estimates the combined effect of multiple predictors in terms of one dependent variable and examines the contribution of each predictor variable individually. Additionally, inclusion of the interaction terms (e.g., diversity climate \times positive affect, diversity climate \times negative affect) in subsequent steps of the analysis, evaluates if these affective traits moderate the relationship between diversity climate and the outcomes, shedding light on how nurses' emotional experiences influence the impact of diversity climate on burnout and engagement. This approach facilitates understanding of the strength and direction of the

relationship between affective states, perceptions of the diversity climate, and their combined effects on the engagement and well-being of nurses in the workplace.

Conducting a hierarchical regression analysis involves sequentially entering predictor variables into regression equations to examine their individual and interactive effects on an outcome variable. Assumptions for conducting hierarchical regression include linearity, independence of residuals, homoscedasticity (constant variance of residuals), absence of multicollinearity among predictors, and normally distributed residuals. Interpreting the standardized coefficients in the results evaluates the relative importance of predictors and interaction effects. A significant interaction indicates a moderating effect, suggesting that the relationship between the predictor and outcome variables is influenced by the moderating variable.

The hierarchical regression analysis examined the impact of diversity climate, negative affect (NA), positive affect (PA), and their interactions on engagement among the participants. In the initial model, diversity climate significantly predicted engagement ($\beta = 0.244, p < .001$), indicating that for every one-unit increase in diversity climate perceptions, there was a corresponding increase in engagement. Moreover, positive affect emerged as a strong predictor ($\beta = 0.410, p < .001$), demonstrating a strong positive association with engagement. However, negative affect did not significantly predict engagement ($\beta = -0.012, p = .870$). Together, PA, NA, and diversity climate, explained a significant proportion of the variance in engagement, ($R^2 = .272, F(3, 166) = 20.644, p < .001$), accounting for 27.2% of the variance in engagement.

Upon introducing interaction terms in the subsequent model, the main effects remained significant for diversity climate ($\beta = 0.250, p < .001$) and PA ($\beta = 0.404, p < .001$), demonstrating individual impact on engagement. The expanded model was also significant, $F(5,$

164) = 20.644, $p < .001$, indicating an improvement in the model fit. However, the interactions between diversity climate and affective states (NA and PA) did not yield significant effects on engagement ($F(2, 164) = 0.398, p = .672$). The interaction terms for negative affect ($\beta = -0.058, p = .420$) and positive affect ($\beta = -0.032, p = .636$) both demonstrated non-significant associations with engagement. In general, both diversity climate and positive affect had an impact on engagement individually. However, the combination of diversity climate and affect (both positive and negative) did not play a role in explaining the variation in engagement.

The hierarchical regression analysis aimed to explore the influence of diversity climate, negative affect (NA), positive affect (PA), and their interactions on burnout among the participants. In the initial model, diversity climate exhibited a significant negative association with burnout ($\beta = -0.141, p = .038$), indicating that higher perceptions of diversity climate were linked to lower levels of burnout. Additionally, both negative affect ($\beta = 0.350, p < .001$) and positive affect ($\beta = -0.264, p < .001$) emerged as significant predictors of burnout. Higher levels of negative affect were associated with increased burnout, while higher levels of positive affect were linked to reduced burnout. The combination of diversity climate, NA, and PA accounted for a significant proportion of the variance in burnout ($R^2 = 0.310, F(3, 164) = 24.571, p < 0.001$). This model showed that 31.0% of the variability in burnout was explained by these factors

Upon introducing interaction terms in the subsequent model, the overall model's predictive ability only slightly improved ($R^2 = 0.011, F(5, 162) = 15.342, p < 0.001$). However, interactions between diversity climate and affective states (NA and PA) did not yield statistically significant effects on burnout ($F(2, 162) = 1.344, p = 0.264$). Both negative affect ($\beta = 0.099, p = .162$) and positive affect ($\beta = -0.044, p = .506$) demonstrated non-significant associations with

burnout, indicating that the additional interaction effects does not contribute to the variance in burnout beyond the main effects of these variables.

These results suggest that while diversity climate and positive affect independently contribute to higher engagement levels, the interactions between diversity climate and affective states (both negative and positive) did not significantly modify their impact on engagement within this sample. Similarly, while diversity climate, negative affect, and positive affect independently contribute to burnout levels, the interactions between diversity climate and affective states did not significantly modify their impact on burnout.

Simple slope analysis

Further examination using a simple slope analysis showed that the interaction between diversity climate and both negative affect (NA) and positive affect (PA) did not result in significant impact on burnout ($p > .05$). As a result we did not further analyze the relationship between diversity climate and burnout at different levels of NA and PA. The primary focus was placed on understanding the independent effects of diversity climate, as it emerged as a significant predictor of burnout in the hierarchical regression analysis. Burnout maintained the same negative association strength at high, average, and low levels of diversity climate ($\beta = -0.144, p < .01$).

Similarly, the interactions between diversity climate and affective states (negative affect and positive affect) did not yield significant effects on engagement, therefore the analysis was focused on looking at the independent effects of diversity climate at different levels in predicting engagement. For participants reporting high diversity climate perceptions, the analysis revealed a significant positive relationship with engagement ($\beta = 0.30, p < .01$). In contrast, for those with low diversity climate perceptions, the relationship between diversity climate and engagement

was weaker and non-significant ($\beta = 0.08, p = .25$). These results suggest that higher diversity climate perceptions are more strongly associated with increased engagement among individuals who perceive a more positive diversity climate.

Discussion

The current study aimed to extend the existing understanding of the correlation between diversity climate, burnout, and engagement within the context of nursing and its potential influence on patient outcomes. My results provide insights into the influence of diversity climate on workers' well-being and job attitudes. There has been a lot of research looking at the positive role diversity climate plays in the organizational setting. Many studies have shown that diversity climate fosters innovation, increases employee job engagement, and acts to buffer against burnout. Because it increases employee perceptions of feeling included in the organization and provides supporting mechanisms that help employees cope with diversity-related challenges, diversity climate has been a topic of interest to many organizational psychologists. Past research has primarily focused on the relationship between diversity climate and its influence on various organizational outcomes, with limited research examining how unique individual experiences and coping abilities might influence these relationships. Therefore, my study considered how individual differences may influence the relationship between diversity, climate, burnout, and engagement by testing negative and positive affect as moderators.

Diversity Climate and Engagement

The initial hierarchical regression model revealed a significant positive association between diversity climate and engagement. My hypothesis (H2) that positive diversity climate is positively associated with engagement among nurses was supported. Higher perceptions of diversity climate were linked with increased engagement, aligning with prior literature

emphasizing the pivotal role of an inclusive climate in fostering engagement within organizations (Jiang et al., 2022) Additionally, positive affect was the strongest predictor of emphasizing the impact of positive affect on work-related outcomes, highlighting its substantial influence in driving engagement within organizations (Wolfson et al., 2011). Conversely, negative affect did not significantly predict engagement, suggesting its limited direct impact on engagement levels.

My hypothesis (H4) that positive affect moderated the positive relationship between diversity climate and engagement, and hypothesis (H6) that negative affect moderated the relationship between diversity climate and engagement were not supported. The absence of a significant interaction effect between diversity climate and affective states on engagement implies that individual differences in emotional experiences have no combined effect with diversity climate on engagement levels in nurses. Rather, positive diversity climate and positive affect have independent contributions on increasing engagement. This may imply that while a positive diversity climate sets the foundation for engagement, individual affective traits, particularly positive emotions, play a more direct and prominent role in shaping one's level of engagement. Positive emotions may serve as a lens through which individuals interpret and engage with their work environment.

These findings can also be explained using the Job Demands- Resources (JD-R) model. While the demands might include the challenges associated with a diverse work environment or negative affective states experienced by employees, the absence of a direct link between negative affect and engagement suggests that these negative emotions might not inherently deplete engagement but might serve as stressors affecting other aspects of the work experience. Diversity climate can be seen as a job resource, a factor that contributes positively to employee well-being

and engagement. These findings emphasize the need for organizations to consider strategies that cultivate positive emotional experiences among employees to enhance their perceptions of workplace engagement.

Diversity Climate and Burnout

In the analysis exploring burnout, diversity climate demonstrated a significant negative association with burnout levels. My hypothesis (H1) that a positive diversity climate is negatively associated with burnout was supported. Higher perceptions of diversity climate were linked to lower levels of burnout, aligning with the concept that an inclusive climate might mitigate burnout among individuals. This shows that a supportive diversity climate might alleviate emotional exhaustion, reduce cognitive weariness, and mitigate tension, contributing to lower overall burnout scores among nurses. Additionally, both negative affect and positive affect emerged as significant predictors of burnout. Higher levels of negative affect were associated with increased burnout, while higher levels of positive affect were linked to reduced burnout levels. The association between affective disposition (positive and negative) and burnout aligns with the emotional exhaustion dimension of the Shirom-Melamed Burnout Measure. This suggests that emotional experiences captured by the measure are closely tied to the emotional exhaustion dimension of burnout.

Interaction effects between diversity climate and affective states (NA and PA) in the model did not yield statistically significant effects on burnout. My hypothesis (H3) that positive affect moderates the negative relationship between diversity climate and burnout and hypothesis (H5) that negative affect moderates the relationship between diversity climate and burnout were not supported. Similar to the findings from engagement, diversity climate and affect traits (PA and NA) were shown to independently contribute to burnout levels. This may be because a

highly positive diversity climate might already provide significant support, and additional positive affective states might not further decrease burnout substantially. Similarly, if negative affect is already high, a positive diversity climate might not sufficiently counterbalance the impact of high negative affect on burnout. A positive diversity climate might directly alleviate stressors related to workplace conflicts, discrimination, or feelings of exclusion, reducing burnout among employees. On the other hand, affect traits, such as positive and negative emotions, might influence burnout through individual coping mechanisms, emotional regulation, and personal resilience. These independent pathways suggest that while both factors contribute to burnout, they might do so through separate mechanisms that don't necessarily interact significantly to amplify or diminish each other's effects.

These findings align with past research emphasizing the importance of a supportive work environment in mitigating burnout. Studies have consistently highlighted the role of organizational factors, including diversity climate, in influencing burnout levels among healthcare professionals (Tatar & Horenczyk, 2003). Similarly, the link between affective dispositions and burnout has been established in previous research, emphasizing the impact of emotions on well-being and job-related stress (Mojallal et al., 2022). The influence of affective dispositions on burnout aligns with the broader understanding that emotions can significantly impact an individual's coping mechanisms, resilience, and overall well-being in high-stress professions such as nursing.

Implications

The results of this study hold significant implications for the well-being of healthcare nurses, highlighting avenues to mitigate burnout and enhance engagement within healthcare settings. Establishing supportive work environments through strategies that promote a positive

diversity climate emerges as a crucial factor. Creating an atmosphere characterized by inclusivity, fairness, and respect for diversity could potentially alleviate burnout and enhance engagement among nurses.

Recognizing the impact of affective states, particularly positive affect, on nurses' engagement levels offers insights into potential interventions to enhance well-being. Furthermore, designing resources or programs that bolster positive affect might prove beneficial in managing workplace stressors and fostering a resilient workforce. Specific training programs focusing on stress management, coping strategies, and emotional regulation could empower nurses to navigate and mitigate the impact of negative affective experiences.

In broader context, understanding the correlation between diversity climate and employee outcomes underscores the significance of implementing diversity and inclusion initiatives. Such initiatives can positively impact employee well-being and organizational performance. The findings highlight the potential increase in productivity and employee retention through the improvement of diversity climate in organizational settings and the management of affective states.

Limitations and Future Work

While this study offers valuable insights into the relationships between diversity climate, affective states, burnout, and engagement among nurses, several limitations should be acknowledged. Firstly, the data for this study relied on self-reported measures, potentially introducing response bias or social desirability bias. The subjective nature of self-report surveys might lead to over or underestimation of variables, influencing the observed relationships.

Secondly, the demographics of the sample of nurses in this study were majority white female individuals which does not accurately represent the broader diversity within the

nursing workforce. Certain experiences, challenges, or perspectives prevalent among diverse racial or gender groups might not be adequately represented, limiting the study's ability to capture a comprehensive understanding of the subject matter. It also overlooks unique challenges, experiences, or dynamics that are pertinent to underrepresented groups within the nursing workforce. Different racial groups might perceive and experience diversity climate within organizations differently. Factors such as cultural norms, experiences of discrimination, and historical contexts influence how individuals from various racial backgrounds perceive inclusivity and fairness within their work environments. Racially diverse individuals might have varied perceptions of belonging and acceptance within the workplace. A positive diversity climate, characterized by inclusivity and equitable opportunities, might foster a stronger sense of belonging, positively impacting engagement and potentially mitigating burnout. Racial groups might also have unique coping mechanisms in response to workplace stressors. These coping strategies could influence their experiences of positive affect, potentially mitigating the impact of negative affect on burnout. Furthermore, the study focused primarily on affective states such as positive and negative affect, but other individual or contextual factors (e.g., workload, organizational culture, specific demographic characteristics) that could potentially influence the relationships were not extensively explored.

Future research encompassing a more comprehensive range of variables could offer a more nuanced understanding of the complex dynamics affecting nurses' well-being and performance. More research exploring the intersectionality of various identities, including race, gender, ethnicity, and others are needed to comprehend the multifaceted nature of diversity climate and its influence on affective experiences and workplace outcomes. Additionally,

comparative analyses across different cultural contexts and organizational settings could highlight how perceptions vary across diverse regions and industries.

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