

The Effect of Workplace Diversity on Cooperation-Oriented Motivation

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【Abstract】Diversity is a common factor in many organizations. Diversity is categorized into two levels, surface and deep; while the former impedes the performance of individuals and groups, the latter improves it. Although existing research discuss each of these aspects, the effects of their interaction have not been sufficiently explored. In addition, management of the relationship between diversity and performance has not been discussed in-depth. Recent studies have shed light on the concept of “inclusion” in the area of diversity management. The purpose of this study is to examine empirically how inclusion enhances an employee’s work motivation.

How workplace diversity influences an employee’s behavior and how inclusion works in an organization are explained through the social categorical theory, and we have derived hypotheses based on this theory. Data to test the theoretical model were collected through panel survey to avoid common method bias. The findings are as follows: (1) inclusion behavior from organizational management enhanced the degree of an employee’s identification with his / her organization; (2) when organizational identification was high, both surface-level and deep-level workplace diversity positively influenced cooperation-oriented motivation. Additionally, surface-level diversity increased deep-level diversity. However, when organizational identification was low, surface-level diversity decreased cooperation-oriented motivation. Inclusion behavior enhances organizational identification, and thus indirectly manages employees’ cooperation-oriented motivation.

【Keywords】diversity, inclusion, motivation, organizational identification, inclusion behavior

1. Introduction

Reportedly, when a company starts focusing on promoting diversity, this diversity does not necessarily improve employee motivation or group results. This has highlighted the importance of inclusion alongside diversity (Shore et al., 2011). However, research on inclusion is still in its infancy, and empirical research remains insufficient. Thus, this study aims to empirically clarify the mechanisms by which diversity and inclusion increase employee motivation.

Past studies have not examined organizations’ approaches to inclusion separately from organizational members’ awareness. While the former is concerned with the effectiveness of organizational efforts to promote inclusion, it does not consider employees’ psychological mechanisms. In contrast, the latter focuses on the attitudes and behaviors of employees as they perceive inclusion; however, it does not consider the results of organizational efforts to promote that situation. Therefore,

research that explores both organizational initiatives and employee awareness is needed to clarify the mechanisms by which inclusion influences employee attitudes and behaviors.

Accordingly, this study delineates inclusion into two categories, namely organizational initiatives and employee awareness, and discusses the following two aspects. The first is that employee awareness of inclusion regulates the relationship between diversity and employee motivation. The second is that organizational efforts for inclusion increase employees' awareness thereof. Clarifying the mechanisms by which employee awareness of inclusion regulates the relationship between workplace diversity and employee motivation will improve understanding of whether promoting diversity elicits actual results. Moreover, clarifying what organizational efforts increase employee awareness of inclusion, which is a key factor, may yield practical suggestions that connect diversity to real results.

In addition, this study examines the effects of and relationship between surface-level diversity and deep-level diversity, which are thought to have different effects on employee motivation. Previous studies emphasize the importance of boosting organizational outcomes by increasing deep-level diversity, since surface-level diversity does not necessarily affect organizational outcomes (Lee & Farh, 2004). However, the relationship between the two is unclear, and in reality, companies tend to limit their interest to surface-level diversity. In this study, we believe that by simultaneously considering the effects of two types of diversity and those of inclusion, we can elucidate the processes by which diversity impact motivation.

2. Literature Review

2-1. Types of Diversity Research and Their Effects

Previous studies demonstrated that increasing diversity positively impacts employee creativity, labor productivity, and innovation (Shin et al., 2012), and negatively impacts group cohesion and group performance, while amplifying conflict (Choi & Sy, 2010). This highlights the contradictory results of earlier works. These conflicting results have been explained via two approaches, namely the information decision-making perspective and social categorization theory. The former argues that diversity allows diverse people to coexist within an organization to broaden its range of information, insight, and values. Their collaboration promotes suitable decision-making, creativity, and learning, and enables them to perform complex tasks well, thus explaining the positive effects (Ely, 2004). In contrast, the latter assumes that organizational members recognize the similarities and differences between themselves and those around them based on various social categories such as nationality, age, and gender. Accordingly, they collaborate with those who belong to their own group (e.g., Japanese, male) while acting with hostility toward members of other groups. Furthermore, it is argued that diversity introduces diverse categories into the workplace, making it easier for colleagues to engage in hostile behavior and communication within the organization, which explains the negative effects (Tajfel & Turner, 1986).

The positive and negative effects that these two approaches describe manifest under different workplace conditions. As mentioned, previous studies have classified diversity into surface-level diversity and deep-level diversity. Surface-level diversity, which refers to differences in visual features (Ely, 2004), has a high affinity with social categorization theory. In contrast, deep-level diversity refers to differences in characteristics that cannot be visually perceived (personality, values,

knowledge, information; Ely, 2004) and is associated with the information decision-making perspective. The following summarizes the outcomes of each type of diversity.

According to social categorization theory, people try to classify themselves and others into categories through social comparison. Categorization tends to happen with visible categories (van Knippenberg et al., 2004), so that workplace in- and outgroups form in organizations with high surface-level diversity. A meta-analysis of 39 papers published between 1992 and 2009 found that diversity in gender, race, and age negatively impacted team performance (Joshi & Roh, 2009). However, it also showed that the impact on performance was positive in teams with equal proportions in terms of gender and race. Similarly, Mamman et al. (2012) argued that minorities in terms of gender, race, nationality, and so on are less emotionally committed to their organization than those from majority groups, rendering them less likely to take organized civic action. The two studies indicate that not only is surface-level diversity more likely to cause conflicts between groups, but also that group proportions in the workplace influence individual attitudes.

Surface-level diversity is thought to have wholly negative effects because social comparison is easy and social categorization theory is a good fit (Lee & Farb, 2004). However, this theory does not explain deep-level diversity, involving attitudes and educational backgrounds, as it makes social comparison difficult. In contrast, the information decision-making perspective supports the possibility that high diversity facilitates the acquisition of wide-ranging task-related knowledge, skills, and abilities, thus introducing new opinions and ways of thinking into the workplace (van Knippenberg et al., 2004). High-performing organizations need wide-ranging skills, knowledge, information, and values in the form of deep-level diversity (Webber & Donahue, 2001), which is why it is considered to boost performance.

The discussion above introduces studies that postulate the good results of deep-level diversity; however, others raise questions in this regard. Expecting positive effects from deep-level diversity, Ely (2004) hypothesized that workplaces that are diverse in terms of years worked are more creative and better at interacting with customers. However, this was not supported by an analysis of a large-scale sample of more than 7,000 people. Rather, that research found that in workplaces that require collaboration and teamwork, diversity in terms of years worked negatively impacted department performance, and this negative impact depending on the features of team processes. Similarly, Choi and Sy (2010) also reported the negative effects of years worked, indicating that we should not simply argue that deep-level diversity yields desired outcomes.

Moreover, deep-level diversity cannot be visually perceived and in efforts to increase diversity, is strongly impacted by surface-level diversity. As such, the effects of deep-level diversity depend on surface-level diversity (Joshi & Roh, 2009). In other words, since surface-level diversity causes intergroup discrimination through social categorization, the effects of deep-level diversity are less likely to manifest. Thus, it may be expected that the negative effects of such social categorization can be eliminated by inclusion, as discussed below. Therefore, if inclusive efforts work well, surface-level diversity will not negatively affect deep-level diversity, increasing the potential for both to create positive outcomes.

2-2. Inclusion Research

Inclusion is a concept that refers to the degree to which employees are able to access and utilize information resources, be involved in work groups, and influence decision-making processes (Mor-Barak et al., 1998). It signifies efforts to enable employees to discover their individual uniqueness while also welcoming them to be part of the group (Shore et al., 2011; Zanoni & Janssens, 2007).

Successful efforts can promote cross-organizational collaboration and enhance individual capabilities in the workplace (Ely & Thomas, 2001). Moreover, based on an extensive review, Shore et al. (2011) state that better organizational civic action, organizational commitment, and job satisfaction, among other positive outcomes, result when employees perceive inclusion and well-being.

Shore et al. (2011) further emphasize how important it is that an organization's inclusive efforts ensure that employees perceive inclusion to ensure they demonstrate attitudes and behaviors conducive to effectiveness. That is, if an organization is making efforts to help employees use information resources, get involved in work groups, and influence decision-making processes, these may be expected to have an effect once individual employees become aware of the availability of such information resources, their ability to become involved in work groups, and that they can influence decision-making processes. Sabharwal (2014) describes an organization's efforts to make employees aware of inclusion as an organization's Organizational Inclusive Behavior (OIB). OIB is classified into three categories: (1) employees' own ability to influence organizational decision-making, (2) fair and equitable treatment, and (3) top management's commitment to reform. In other words, inclusion is primarily provided through work done by top management and superiors; thus, any initiative will become an empty formality unless they are committed to inclusion. Therefore, superiors should give authority to their subordinates and treat them fairly and equitably. This type of environment facilitates an awareness of inclusion. Moreover, employees become aware of a culture when an inclusive environment has been created (Nishii, 2013). As employees become aware of this climate, they begin to feel comfortable and build good relationships. As a result, ideas and opinions are shared, and mutual trust forged (Ensari & Miller, 2006). This clarifies how the effects of leadership and culture management have been examined as wide-ranging organizational initiatives focusing on inclusion.

However, despite the importance, awareness of inclusion has thus far not been sufficiently investigated. Although some studies have tried to develop scales by conceptualizing awareness of inclusion from the standpoint of optimal distinctiveness theory and self-determination theory, no standard scale exists (Jansen et al., 2014). Optimal distinctiveness theory (Brewer, 1991) and social categorization theory are similar. We emphasize that social categorization theory should not be ignored in discussions on awareness of inclusion. Inclusion requires company-wide initiatives. However, these only work when employees have a strong sense of belonging to the organization. In contrast, the negative effects of diversity emerge when employees belong to groups in which they feel they are part of a lower-order category in terms of gender, race, or age.

According to Pelled et al. (1990), employees are more prone to categorization when surface-level diversity is high, which results in discrimination among groups inhibiting awareness of inclusion. Another interpretation is that the negative effects of diversity can be countered by increasing inclusion. In other words, employees who feel they belong to a lower-order category will come to feel a sense of belonging to the organization category as they become aware of inclusion, thus reducing the negative effects. Conventionally, this process is described by the common ingroup identity model (Gaertner & Dovidio, 2005). According to this model, conflicts arise because ingroups and outgroups coexist in the organization, so that discrimination and conflicts therein can be eliminated by shifting the sense of belonging to the organization as a whole by making it the ingroup.

The state of feeling that you belong to an organization as a whole has been the subject of research on organizational identification.⁽²⁾ Like inclusion, organizational identification can be explained by social categorization theory and proximity theory (Ashforth & Mael, 1989), which both use a similar logic to explain shifts in employee attitudes. First, the expectation is for inclusion to generate good outcomes from diversity, but since research on this topic is still in its infancy, it is difficult to explain

the mechanisms based solely on previous studies. In contrast, much research has focused on organizational identification (Pratt, 1998), advancing knowledge on the mechanisms thereof. Therefore, this study expects to address the problems of inclusion research by framing awareness of inclusion in terms of organizational identification.

Based on the above, this study examines changes in employee awareness brought about by OIB in terms of organizational identification and its effects on the relationship between diversity and motivation. It also discusses the relationship between OIB and organizational identification.

2-3. Hypotheses Development

Social categorization theory leads us to infer that employees' awareness of diversity reduces their motivation to cooperate and collaborate with others in the organization. This is because organizations with a high level of surface-level diversity tend to delineate their employees into categories, which increases exclusionary motivation. However, in reality, as suggested by the information decision-making perspective, organizations seek cooperative behavior among employees. In recent years, such willingness to elicit cooperative behavior has become measurable as cooperation-oriented motivation (Barrick et al., 2002; Ikeda & Morinaga, 2017). This study explores enhancing this cooperativeness through management. It is well known that job characteristics and human relations influence motivation (Hackman & Lawler, 1971). Motivation is also thought to be determined by interactions with various environmental factors including individual differences among employees, work characteristics, and workplace relationships. As such, if there is discrimination among groups, the environment should directly impact motivation.

Nonetheless, if employees' sense of belonging is oriented toward the organization, it is expected that the abovementioned negative effects on motivation should decrease. Experiments have repeatedly shown that people favorably perceive and evaluate their ingroup (Turner, 1999). This tendency has also been observed in organizational identification, where people engage in cooperative behavior toward ingroup members and hostile behavior toward outgroup members (Pratt, 1998). Accordingly, we expect that when organizational identification is high, cooperation-oriented motivation will increase to contribute to the workplace.

Previous studies showed that OIB elicits cross-organizational collaboration (Ely & Thomas, 2001) and organizational civic action (Shore et al., 2011). This is consistent with the behaviors generated by organizational identification, suggesting that OIB may influence behavior through identification. That is, by identifying with the organization, employees are able to act in ways that employ the environment, rather than taking exclusionary action influenced by surface-level diversity. Based on this, the following hypothesis is derived:

- H1: Organizational identification has a moderating effect between diversity and cooperation-oriented motivation.
- H1-1: For employees with low organizational identification, surface-level diversity negatively affects cooperation-oriented motivation.
- H1-2: For employees with high organizational identification, both surface-level and deep-level diversity positively affect cooperation-oriented motivation.

When people perceive they can influence and control their environment, they feel comfortable and a sense of belonging, and identify with that environment (Galvin et al., 2015). OIB signifies efforts to discover the uniqueness of individual employees (Zanoni & Janssens, 2007) and improve their well-

being and job satisfaction (Shore et al., 2011). Among the types of OIB, “efforts to increase the influence of employees” and “fair and equitable treatment” are thought to directly affect the way employees work. Because these two initiatives respect employees’ individuality, interpersonal relationships within the group are improved and mutual dependence is built (Ensari & Miller, 2006). This suggests that employees in organizations that implement OIB may identify with that workplace because they feel they can exercise influence and are comfortable therein.

The three initiatives that comprise OIB can also be classified as “(top) management actions” and “superiors’ actions.” Here, while the actions of superiors directly affect employee identification, their actions are also influenced top management. That is, if top management commits to inclusion, superiors may better understand the importance of inclusion or ensure that company-wide policy is revised to promote it. This would increase their subordinates’ organizational identification because they feel more comfortable.

Moreover, organizational members seek to increase their self-esteem by pivoting praise directed at the organization into praise of themselves (Pratt, 1998). Thus, employees can easily identify with companies that enjoy social recognition (Cannelli et al., 2006). When an organization’s top management shows its commitment to inclusion, this signals the intention to the external environment and helps foster a positive image (Fombrun & Van Riel, 2003). Furthermore, it has been argued that an organization engaging with diversity increases the person-organization fit of minority applicants, nudging them to evaluate it favorably (Ng & Burke, 2005). Essentially, if top management demonstrates an understanding of inclusion, the organization’s reputation will improve and employees will be given a reason to identify with it. Accordingly, the following hypothesis is derived:

H2: Inclusive behavior positively affects organizational identification.

3. Methodology

3-1. Survey Scope

For this study, the independent and dependent variables of the same respondents were surveyed at different times to avoid common method bias (Podsakoff et al., 2003). The questionnaires were distributed and collected through an online survey company. Moreover, the surveys were limited to full-time employees working at companies with 1,000 or more personnel in positions below the rank of manager or sub-section head.

The first survey was conducted in December 2016. Responses were received from 1,100 participants. These respondents were then contacted for the second survey in January 2017, after which a sample of 687 was obtained. The cover sheets of the two surveys were compared. Data were considered to have low reliability if responses were incomplete, and these were excluded from the analysis. As a result, 471 valid respondents were used in the analysis. This included 338 men and 133 women. The average number of years worked was 16.053 years (SD = 9.106). Regarding the size of respondents’ organizations, 93 worked in companies with 1,000 to 1,999 employees, 51 in those with 2,000 to 2,999 employees, 44 in those with 3,000 to 3,999 employees, and 283 in companies with 4,000 or more employees. Finally, the average number of job changes among respondents was 1.76 times (SD = 1.266).

3-2. Measurement Scales

First, cooperation-oriented motivation was measured using a scale from Ikeda and Morinaga (2017). The scale included three questions, for example: “How can I cooperate with my colleagues and superiors better than before?” Cronbach’s alpha coefficient was .842.

Second, scales for both surface and deep-level diversity were developed based on van Dick et al. (2008). Surface-level diversity was measured by diversity in nationality and ethnicity (“My section consists of members of different nationalities and ethnicities”) and deep-level diversity by diversity in experience (“My section consists of members with different experiences”). The two types were measured via these respective items. While this study used scales of subjective diversity, many previous ones measured objective diversity using the Blau index and other approaches. Objective diversity may be considered superior to subjective diversity in that it is less biased in measurement and it is possible for members to share a diverse environment (Harrison & Klein, 2007). However, subjective diversity mediates the impact of objective diversity on group outcomes (Hentschel et al., 2013; Zellmer-Bruhn et al., 2008). Social categorization theory, which has informed diversity research thus far, focuses on recognizing the social environment and classifying surrounding persons into ingroups and outgroups. This process only involves the subjective side of diversity, and objective facts do not have a direct impact (Hentschel et al., 2013). The argument that awareness of the social environment has a stronger impact on behavior than the social environment itself is supported by other studies (Harrison & Klein, 2007; Krackhardt, 1990). This research examines the direct relationship between diversity and motivation, using subjective diversity to measure this relationship with OIB and organizational identification. As mentioned, considering the risk of bias in subjective diversity, we made efforts to avoid common method bias.

Table 1. Descriptive statistics and validation

Variable	Mean	SD	1	2	3	4	5	6	7	8	9	10	CR	AVE	SRAVE
1 Sex (F=1)	0.280	0.451													
2 Tenure	16.053	9.106	-.255 ***												
3 Corporate size	3.100	1.222	.027	.061											
4 Number of job changes	1.760	1.266	.003	-.345 ***	-.034										
5 Surface-level diversity: Nationality/ethnicity	2.370	1.275	-.029	-.134 **	.017	-.027									
6 Deep-level diversity: Experience	3.550	0.944	.063	-.056	.058	.084 †	.086 †								
7 Organizational identification	0.000	0.935	.021	-.084 †	-.005	.005	.274 ***	.229 ***					0.864	0.614	0.784
8 Cooperation-focused motivation	0.000	0.919	.116 *	-.163 ***	.012	.032	.197 ***	.233 ***	.678 ***				0.843	0.642	0.801
9 Ability to influence organizational decisions	0.000	0.962	.046	-.118 *	-.036	.105 *	.294 ***	.394 ***	.468 ***	.507 ***			0.922	0.629	0.793
10 Fairness/equitable treatment	0.000	0.978	.071	-.173 ***	-.045	.027	.262 ***	.389 ***	.484 ***	.487 ***	.844 ***		0.953	0.693	0.832
11 Commitment from top leadership	0.000	0.961	.093 *	-.074	-.026	-.043	.300 ***	.383 ***	.466 ***	.447 ***	.538 ***	.566 ***	0.908	0.588	0.767

† p < .10; * p < .05; ** p < .01; *** p < .001

Note: CR = Composite Reliability, AVE = Average Variance Extracted, SRAVE = Square Root of Average Variance Extracted

Third, organizational identification was measured using a four-item scale from Swaab et al. (2007) (a=.862), which included items such as, “I feel connected to this company.” Fourth, OIB was measured via a scale developed by Sabharwal (2014). OIB comprises three elements: (1) seven items including, “My superiors allow me to be involved in decisions about my work” (a=.922), (2) nine items dealing with fair and equitable treatment such as, “My superiors evaluate the members of my section fairly” (a=.953), and (3) seven items on top management’s commitment to inclusion such as, “Management has policies and programs to promote diversity in the workplace” (a=.904).

Responses for the abovementioned variables were indicated on a five-point Likert scale (“1. Strongly disagree” and “5. Strongly agree”). Diversity and OIB were measured in the first survey, and cooperation-oriented motivation and organizational identification in the second survey. Finally, we employed the confounding variables gender, years worked, company size, and number of job changes. Table 1 shows the descriptive statistics.

4. Results of the Analysis

Before testing the hypotheses, we first examine the convergent and discriminant validity of the variables of this study (Anderson & Gerbing, 1988; Fornell & Larcker, 1981). For this, we use the results of factor extraction through an exploratory factor analysis (maximum likelihood method, Promax rotation) performed for all variables in advance. As Table 1 shows, the mean variance extraction by each latent variable was .050 or greater,⁽³⁾ confirming discriminant validity. Moreover, as a composite coefficient of 0.60 or higher is considered desirable (Bagozzi & Yi, 1988), convergent validity was confirmed because this limit was exceeded in all cases.

To verify the validity of H1, the three OIB factors and organizational identification extracted by the same method as the hypothesis test below were divided into two (high and low) to compare the degree of fit of the simultaneous multi-population analysis performed with the H1 model. The results confirmed that the model using identification had a higher degree of fit with the data than the models using any OIB factor, confirming H1. No apparent linear relationship was found in the scatter plot for organizational identification and cooperation-oriented motivation, with the distribution bulging considerably in the center. Note that analyzing organizational identification in two stages (high and low) risks generating results that ignore data characteristics. Thus, to reflect the distribution of the data in the analysis, we verified organizational identification in three stages (high, moderate, and low).

Simultaneous multi-population analysis was used to verify H1 to statistically observe the strength of causal relationships between variables according to the degree of organizational identification. First, an exploratory factor analysis (maximum likelihood method, Promax rotation) was performed for organizational identification. During factor extraction, only the first factor was extracted from the results of the Kaiser criterion and scree test, which we named organizational identification. The first factor had an eigenvalue of 2.833 and contribution of 70.82%. After exploratory factor analysis, organizational identification was delineated into three groups using the factor scores determined through the regression, giving rise to a low (N=157), moderate (N=154), and high group (N=160).

To evaluate the fit of the analytical models from various perspectives, χ^2 , TLI, RMSEA, CFI, and SRMR were used as indicators.⁽⁴⁾ The fit for the H1 model was as follows: $\chi^2(36) = 21.273$ (n.s.), CFI = 1.000, TLI = 1.093, RMSEA = .000, and SRMR = .021. The fit for the H2 model was: $\chi^2(413) = 1,573.561$ ($p < .001$), CFI = .883, TLI = .868, RMSEA = .077, and SRMR = .281. These results indicate that the H1 model fits well with the data. The criteria for goodness of fit vary slightly between studies. For example, based on the criteria of Ambrose and Schminke (2003) and Bright (2007), the H2 model is considered to have acceptable fit, although it is not sufficient.

Figure 1. Analytical model for H1

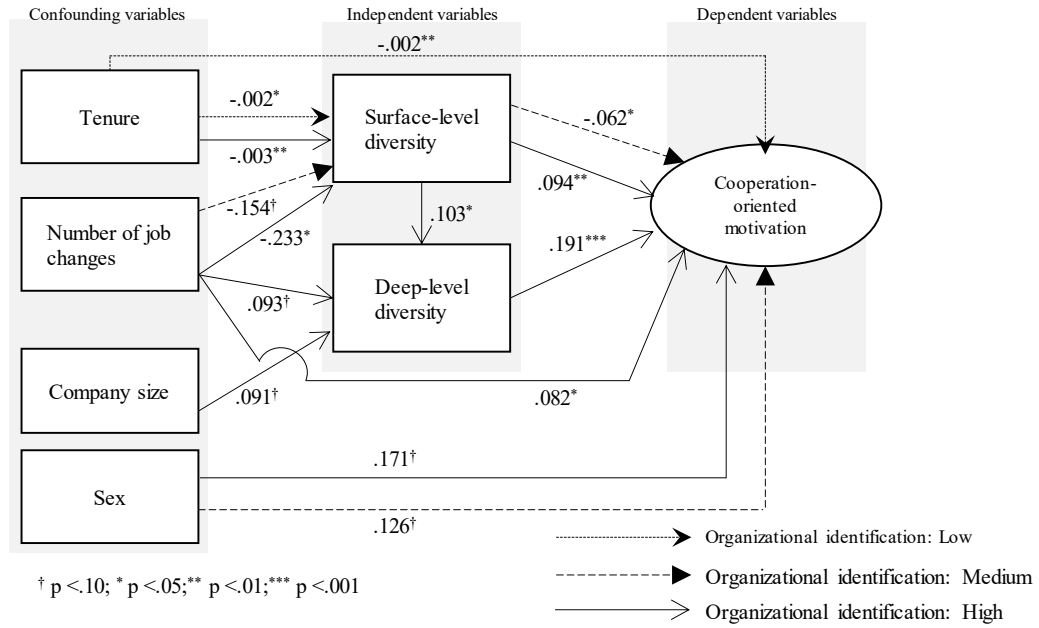
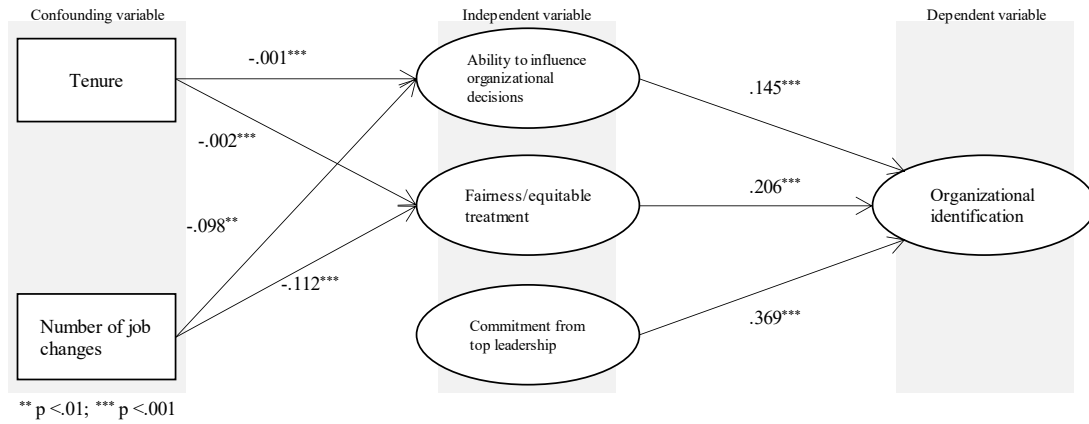


Figure 2. Analytical model for H2



The results of the tests to verify H1 (Figure 1⁽⁵⁾) indicate that in the case of moderate organizational identification, surface-level diversity negatively affects cooperation-oriented motivation. However, when organizational identification is low, no statistically significant effects were observed between surface and deep-level diversity and cooperation-oriented motivation. This means that H1-1 is not supported. Next, it was found that when organizational identification is high, both surface-level diversity and deep-level diversity have statistically significant positive effects on cooperation-oriented motivation, thus supporting H1-2. Although not directly related to the hypotheses, it was also shown that surface-level diversity has a positive effect on deep-level diversity when organizational identification is high.

According to the tests to verify H2 (Figure 2), all three OIB variables had significant positive effects on organizational identification, thus supporting H2. Specifically, it was shown that top

management's commitment to inclusion has a stronger influence on employees' organizational identification than other efforts. Finally, OIB was negatively affected by the confounding variables of years worked and number of job changes.

5. Discussion

The results of the analysis partially supported H1. Employees who strongly identified with the organization displayed high cooperation-oriented motivation for both surface-level diversity and deep-level diversity, and no negative relationship was observed between the two for employees with low identification, contrary to expectations. This might be because low organizational identification is associated with a low sense of belonging and interest in the workplace, rendering the influence of workplace situation on cooperation-oriented motivation not as large as expected.

In this study, diversity reduced the cooperation-oriented motivation of employees with moderate organizational identification. Organizational identification deals with the awareness of being recognized as a "peer" by those around you. Thus, if this is moderate, employees feel a moderate sense of belonging and do not feel sufficiently accepted as peers. At that time, it is likely difficult to act cooperatively when surrounded by colleagues who are visibly different. This leads us to expect that organizational identification moderates the relationship between diversity and cooperation-oriented motivation.

Next, H2 was supported. The OIB used in the analysis is classified into the actions of top management and those of superiors. The path coefficients show that top management's actions have a stronger influence on organizational identification. This is because organizational identification also measures "sense of unity with the organization." Thus, how employees view the organization likely depends strongly on the actions of management. Considered as such, supervisors are only spokespersons for the organization, which decreases their influence compared to that of management. Moreover, regarding superiors' actions, "fair and equitable treatment" seems to influence organizational identification more than "involvement in organizational decision-making." This does not mean the former is more important than the latter. Rather, it indicates that it is not possible to honestly evaluate decision-making experiences in an organization if you are not treated fairly and equitably.

6. Conclusion

The results of this study clarify that high diversity in the workplace can be motivated by increasing organizational identification (awareness of inclusion among employees), and that organizational identification can be increased by implementing OIB.

The first theoretical contribution of this study is that it clarified how employee awareness of inclusion moderates the relationship between diversity and motivation. When employees' awareness of inclusion is high, categorization of the organization as a whole is promoted. This is likely to eliminate the negative effects of categorization caused by perceived surface-level diversity. Moreover, by simultaneously examining the effects of the two types of diversity, the positive effects of surface-level diversity on deep-level diversity only for employees with high organizational identification were empirically confirmed. The second contribution is that the study clarified the effects of OIB in the

workplace. While previous research employed social categorization theory, few studies directly manipulated categorization. This study clarified that OIB is useful in that it regulates how employees categorize and come to feel a sense of belonging within the organization, thus making it an effective way to elicit actual outcomes from diversity.

Furthermore, the results of this study also provide practical suggestions. Previous research showed that deep-level diversity increases motivation, but in reality, it is not easy to increase deep-level diversity in isolation. Our results suggest that enhancing awareness of inclusion and surface-level diversity can be an effective means to boost deep-level diversity. Moreover, this study empirically clarified the effects of an organization's efforts to increase employee awareness of inclusion. The results show that it is not enough for top management to commit to inclusion; rather, it is also necessary to elicit superiors' understanding and actions.

Finally, the limitations of the study are acknowledged. First, the study examined surface-level diversity in terms of nationality and ethnicity and deep-level diversity in terms of experience. However, neither type of diversity is restricted to these aspects. Furthermore, previous studies have also employed gender and educational diversity. Thus, the use of other variables may produce different results, meaning that the analysis here cannot necessarily be generalized to surface and deep-level diversity. This then is an opportunity for future research to explore various related aspects.

- (1) The group to which you belong is called the ingroup, while other groups are outgroups.
- (2) This is defined as "perceived unity with and belonging to an organization" (Ashforth & Mael, 1989).
- (3) AVE should be .50 or higher, and AVE².70 or higher (Fornell & Larcker, 1981).
- (4) In general, TLI and CFI should be higher than 0.95, RMSEA lower than .06, and SRMR lower than .08 (Hu & Bentler, 1999).
- (5) With the confounding variables, those that are not significant or are significant but have a path coefficient of 0 are omitted, because marking all the paths would render the figures too complicated.

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