

Inclusion and Health Moderated by Demographic Status as Numerical Minority/Majority

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Background

- Inclusion has positive effects on outcomes such as intent to remain, job satisfaction, and psychological safety
- There has been only sparse attention to:
 - Health outcomes (see Mor Barak & Levin, 2002, for an exception)
 - Complex relationships with outcomes (e.g., moderation)

Conceptualizing Inclusion

- Belongingness: experiencing strong interpersonal relationships
- Uniqueness: experiencing a sense of being valued for distinctive aspects of the self

Inclusion Framework

Low Belongingness

High Belongingness

Low Value in
Uniqueness

Exclusion

Individual is not treated as an insider with unique value but there are other employees who are insiders

Assimilation

Individual is treated as an insider when they conform to dominant cultural norms and downplay uniqueness

High Value in
Uniqueness

Differentiation

Individual is not treated as an insider but their unique characteristics are seen as valuable and required for group/ organization success

Inclusion

Individual is treated as an insider and also allowed/ encouraged to retain uniqueness within the work group

Theoretical Background

- Relational demography theory
 - Similar demographics yield similar attitudes and behavior
- Social identity theory
 - Similar demographics yield social identification, which yields
 - Better cooperation, cohesion, altruism, health
 - Less stress, negative affect, relationship conflict

Our Study

- We predict the relationship between inclusion and health is stronger for individuals who are in the minority in their work group in terms of gender or race

Hypotheses

- H1: Minority gender status relative to the group moderates the relationship between belongingness (1a)/ uniqueness (1b) and health such that the positive effect of belongingness/uniqueness perceptions on health is stronger when individuals are in the minority in their work group in terms of gender
- H2: Minority race status relative to the group moderates the relationship between belongingness (2a)/uniqueness (2b) and health such that the positive effect of belongingness/uniqueness perceptions on health is stronger when individuals are in the minority in their work group in terms of race

Sample

- 725 employees working 30+ hours/week
- 51% male, 48% female, 1% missing
- 50% Caucasian-American, 18% Asian-American, 16% Hispanic-American, 9% International, 6% Biracial or other, 1% missing
- Average age = 34.5 years (SD = 17.8)
- Average tenure = 7.2 years (SD = 8.2)

Measures

- Work group belongingness and uniqueness perceptions: 5 items each, alphas = .90 and .88
 - Example belongingness item: “I am connected to my work group”
 - Example uniqueness item: “People in my work group listen to me even when my views are dissimilar”
- Health: 12 items from Vieweg and Hedlund (1983), alpha = .83

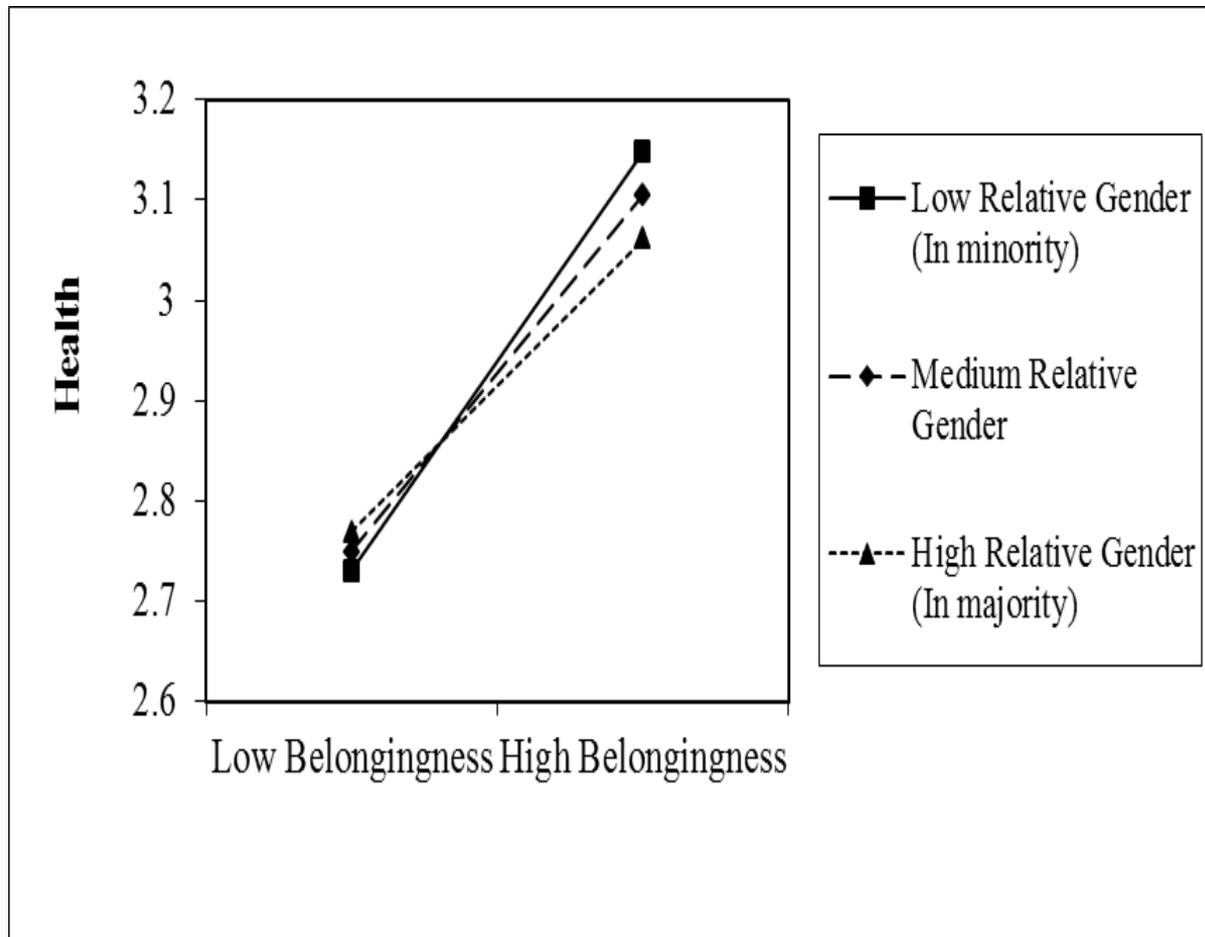
Measures

- Relative gender in the work group: one item where
 - 1 = “I am the only person of my gender” and
 - 6 = “Everyone in my group is my gender”
- Relative race in the work group: one item where
 - 1 = “I am the only person in my race/ethnicity group” and
 - 6 = “My race/ethnicity is the same as everyone else in the group”

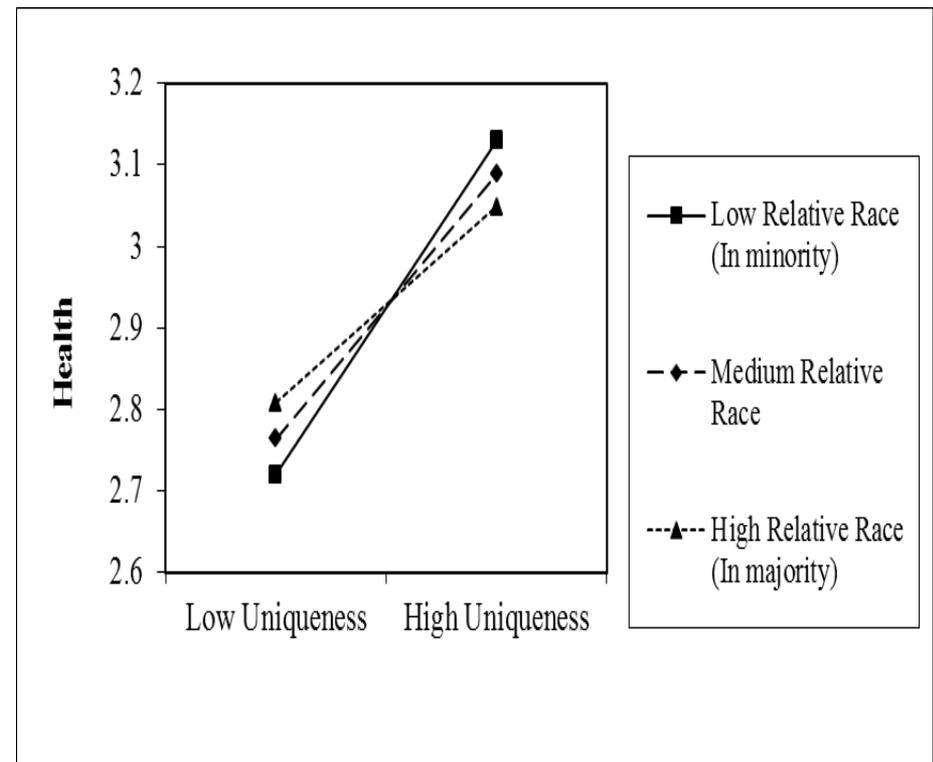
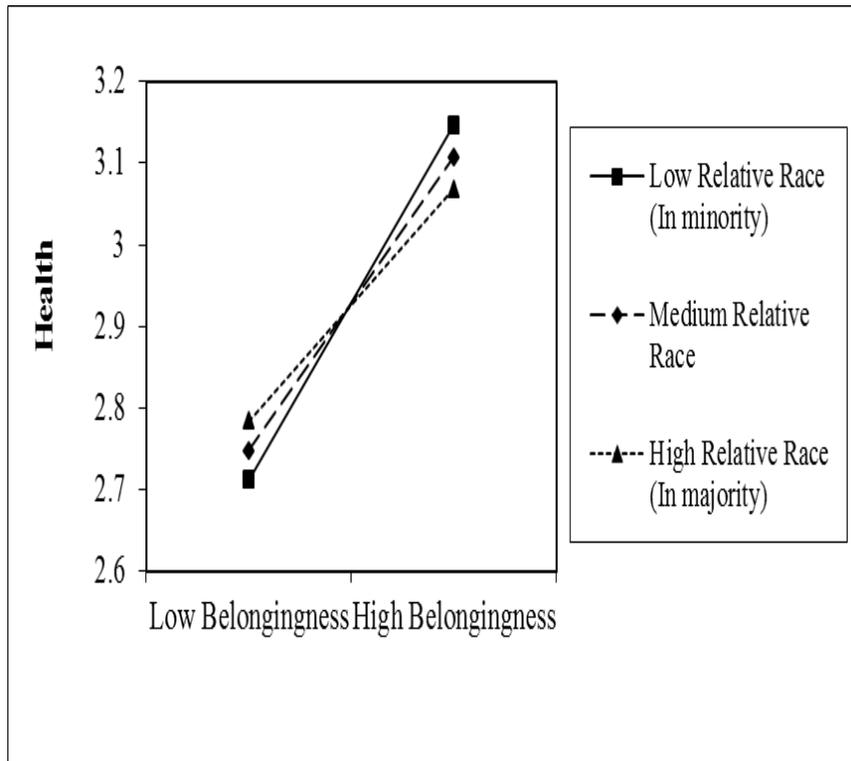
Notable Correlations

- Belongingness and uniqueness perceptions were correlated with each other ($r = .68, p < .01$)
- Belongingness and uniqueness perceptions were correlated with health ($r = .38, .34; p < .05$)
- Race was significantly correlated with health ($r = .09, p < .05$)
 - Caucasian-American = 0, Non-Caucasian-American = 1

Hypothesis 1: Relative Gender Supported Only for Belongingness



Hypothesis 2: Relative Race Supported for Belongingness & Uniqueness



Conclusions

- In general, the positive relationship between inclusion perceptions and health was stronger when individuals were in the minority in their work group in terms of gender and race
- Implications of inclusion for health
- Shore et al. (2011)'s belongingness and uniqueness appeared to have unique relationships among outcomes of interest