

UNIVERSITY OF CENTRAL OKLAHOMA  
GRADUATE COLLEGE

DOES THE PRESENCE OF DIVERSITY DISHONESTY AFFECT AMBIVALENCE  
AND ONE'S MOTIVATION TO WORK?

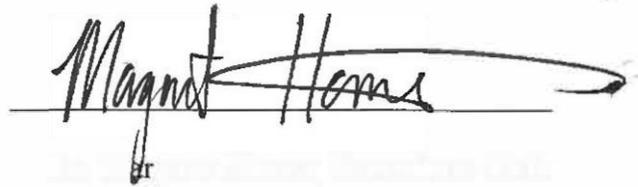
A THESIS  
SUBMITTED TO THE GRADUATE FACULTY  
in partial fulfillment for the degree of  
MASTER OF SCIENCE

By  
KAYLIN FISHER  
Edmond, Oklahoma  
2022

DOES THE PRESENCE OF DIVERSITY DISHONESTY AFFECT AMBIVALENCE AND  
ONE'S MOTIVATION TO WORK?

A THESIS

APPROVED FOR THE DEPARTMENT OF PSYCHOLOGY

A handwritten signature in black ink that reads "Margaret Horner". The signature is written over a horizontal line.

Dr. Margaret Horner, Committee Chair

A handwritten signature in black ink that reads "Kristi Archuleta". The signature is written over a horizontal line.

Dr. Kristi Archuleta, Committee Member

A handwritten signature in black ink that reads "Alicia Limke-McLean". The signature is written over a horizontal line.

Dr. Alicia Limke-McLean, Committee Member

© Copyright by KAYLIN FISHER 2022

All Rights Reserved.

## Table of Contents

Table of Contents.....	iv
List of Tables.....	v
Abstract.....	vi
Introduction.....	1
Method.....	10
Results.....	14
Discussion.....	15
References.....	17
Appendices.....	22

List of Tables

Table 1. *Descriptive Statistics and Correlations among Condition, Intention to Work, Ambivalence, and Motivation*.....21

## Abstract

Diversity dishonesty is the belief that an organization has inflated its real value of diversity, which can have a significant impact on individual perceptions of company practices. This study sought to assess whether the presence of diversity dishonesty affected ambivalence and motivation to work for a company. Previous research findings reported participants expressing ambivalence towards diversely dishonest companies (Wilton, Bell, Vahradyan, & Kaiser, 2020). A similar relationship between diversity dishonesty and ambivalence was expected. The present study attempted to find this effect by measuring cognitive and affective evaluations to assess individual ambivalence, and by using a motivation scale. The purpose of this study was to replicate previous diversity dishonesty research and extend it by accounting for ambivalence and motivation. These goals were accomplished by measuring participant responses to a modified company advertisement. Participants for this study were recruited through the undergraduate Psychology program at the University of Central Oklahoma ( $n = 194$ ). Participants were randomly assigned to either a diversity dishonest condition or a control condition and were then asked to evaluate their own cognitive/affective evaluations and motivation toward the job as if they were being hired by the organization. This study predicted that the presence of diversity dishonesty would be predictive of ambivalent attitudes towards the workplace and that this in-turn would negatively affect motivation.

Results suggested that although the experimental condition was unrelated to ambivalence or motivation, participants' decision regarding whether or not to work for the company was significantly related to ambivalence. The hypotheses of this study were not supported.

This study highlights the complexity of participant attitudes toward diversity in the workplace and indicates how this affects the workplace's perceived eligibility as an employer. Future research that evaluates public perceptions of as well as acceptance of tolerable workplaces, particularly in conjunction with dishonest environments, is essential to understanding which factors affect employee perceptions of diversity dishonesty and how this can affect motivation and retention within the organization. Additionally, further research examining diversity and equity perceptions would better inform programs, companies, and the general public about the impact a culturally dishonest environment can have on public

## **Does the Presence of Diversity Dishonesty Affect Ambivalence and One's Motivation to Work?**

Racial and cultural representation impacts everyone, but particularly those of minority status. Ensuring that different cultures and races are represented in schools, legislation, as well as the workplace allows more of the general public to see themselves as a part of those spheres and to feel that they are valued and accepted (Chen, & Hamilton, 2015). Acceptance and value can come in the form of representation that appeals to potential employees. Minorities in particular view both representation and social acceptance as important when considering an organization's level of diversity (Chen, & Hamilton, 2015). Diversity and inclusion efforts that can be readily seen by job seekers can be a motivating factor for individuals when looking for places to work. Whether individuals perceive a work climate as comfortable and trusting, depends, in part, on diversity practices and perceptions of inclusion (Downey, van der Werff, Thomas, & Plaut, 2015). The varying degrees of diversity and cultural acceptance of educational institutions and/or workplaces affect minorities' mental health and their individual successes (Campbell, Carter-Sowell, & Battle, 2019). Representation and social acceptance are important variables that influence the success of diversity efforts within groups. However, these relationships can change based on the perceiver's race (Chen & Hamilton, 2015). For example, White perceivers consider representation and social acceptance as independent contributors to an organization's level of diversity and mentally allow one to compensate for the other. Minorities, on the other hand, indicate the need for a multiplicative definition of diversity, in which both minority group representation and minority group acceptance need to be high in order for an organization to be perceived as having high levels of diversity (Chen & Hamilton, 2015).

Western cultures tend to define and interpret diversity through cognitive heuristics, individual traits, as well as social motives (Hinton, 2017). However, the definition of what constitutes a diverse entity differs based on racial identification (Abascal, Xu, & Baldassarri, 2021). For example, White Americans rated a neighborhood with an equal number of individuals from each race as highly diverse, whereas non-White Americans did not. Instead, Black, Latino and Asian Americans rated neighborhoods as diverse only when the largest group was comprised of non-White individuals (Abascal et al, 2021). In addition to racial differences in diversity perceptions, cultural differences must also be considered. As individualistic societies, Western cultures look at diversity differently than collectivistic cultures (Zhang, Lowry, Zhou, & Fu, 2007). For example, researchers have shown that when working on a project in a culturally heterogeneous group, the majority group influences individuals from minority groups more strongly than if the cultural makeup of the group was reversed. Individuals from a collectivistic culture are more likely to assimilate toward the majority/individualistic group more quickly than if a minority of individuals from an individualistic culture were introduced into a group with a majority of individuals from a collectivistic culture (Zhang et al, 2007).

Differences in approaches to understanding diversity, or how diversity and social group differences are discussed, can help to inform individuals on how an organization handles intergroup processes and relations (Apfelbaum, Stephens, & Reagans, 2016). Understanding how a potential employer handles inner-work conflict and strife can impact a person's perception of the company. Furthermore, the level of diversity individuals ascribe to themselves can also affect how they behave in a situation that creates identity management pressure; meaning individuals are pushed to either assert or distance from their ingroup to

assimilate to a situation (Kirby & Kaiser, 2020). Many organizations have become more aware of these issues, and some have acted to create comfortable environments for minorities. Incorporating multiple cultural approaches to diversity in the workplace can positively affect minorities' self-perception and their leadership abilities by enhancing self-efficacy (Gündemir, Dovidio, Homan, & De Dreu, 2017). Organizations can display overt acts or achievements of being successfully diverse and enact disadvantage policies to minority groups, but still receive leniency from the public (Kirby, Kaiser, & Major, 2015). This act of “saying one thing and doing another ” is a form of diversity dishonesty. By expressing support for diversity practices while being contradictory in actual practice, an organization can be seen as caring about diversity without actually having done the work to ensure equal representation.

### **Perceptions of Diversity and Inclusion**

Perceptions of diversity and inclusion in the workplace can be a factor of concern for a great number of people but for different reasons. Individuals are aware of inclusion and diversity efforts in the workplace, but these efforts are often perceived differently. In part, this is dependent on the policies of the company and the perceptions of multicultural approaches to diversity versus colorblind or neutral policies (Kirby & Kaser, 2020). Individuals who strongly align with a multicultural identity and/or values may have less anxiety towards this diverse messaging than those who do not (Kirby & Kaser, 2020). Diversity is not a concretely defined expectation in society in the same way that other behaviors are, such as etiquette in restaurants and/or public transportation. The mechanisms behind these everyday activities and environments have societal norms on which the majority of the public would agree, however, the perception of diversity is more abstract and difficult

to quantify, especially when solely based on observation. Thus, individual life experiences and environments can inform their perception of diversity in the world. There is also an inherent uniqueness in the perception of diversity, depending on whether the in-group minority is represented more than an out-group minority (Bauman, Trawalter, & Unzueta, 2014). People deemed to be a part of “high status” groups, typically White individuals, can view a company’s pro-diversity policy or messaging as threatening and fear anti-White discrimination (Dover, Major, & Kaiser, 2016). In contrast, members of minority groups, view these same messages as encouraging and indicative of the company’s position towards diversity and inclusion. Other times, when organizations attempt to be inclusive, they can paradoxically restrain minorities and lead them into acting within certain racial stereotypes (Kirby, 2015). For example, if minority group members are not encouraged by the organization to fill vocal and high-powered positions, then other minority group members may shrink their ambitions and career goals to reflect what they believe minorities are able to achieve within the organization. In general, there is encouragement for most organizations to have a more diverse and inclusive environment (at least on a surface level), but does a lack of actual diversity or diversity dishonesty keep an individual from finding satisfaction within an organization and how does that affect their motivation to work?

### **Diversity Dishonesty**

Diversity dishonesty is defined as the belief that an organization has inflated its real value of diversity (Wilton, Bell, Vahradyan, & Kaiser, 2020). Some researchers have argued that, when experienced by minorities in the workplace, there is a significant gap between the cues companies use to portray commitments to diversity and cues that indicate the reality of these claims (Wilton et al., 2020). For example, company reviews about the company culture

may negate or contradict the company's diversity statements. Expressed diversity cues and evidence-based diversity cues in a workplace reduce the perception of diversity dishonesty for minorities, in particular African Americans (Wilton et al., 2020). *Expressed cues* are seen when an individual or company explicitly speaks to diversity within the organization, for example, using photos and/or mission statements that include references to diversity practices. *Evidence-based cues* are implicit environmental factors that influence an individuals' perceptions of the organization's diversity. For example, a review left by a previous employee regarding the diversity efforts of the organization may be a better representation of the true state of diversity within the organization. Expressed cues are often seen as significantly more influential to the minority perspective of a workplace diversity commitment. This could be due to the perception of effort on the organization's part to seem inclusive. Minority group members appear to appreciate the organization's stated efforts toward diversity and seem to excuse when those claims are not actually achieved. That is, a minority group member might favorably rate an organization which presents itself with dishonest cues without any inclusive follow through (Kirby, Kaiser, & Major, 2015). It should also be noted that although expressed cues and evidence-based cues may present individually, the current study examined what happens when both expressed based cues and evidence-based cues of diversity dishonesty are present and do not match. Specifically, I examined what happens when the expressed cues presented by the organization claim diversity but the evidence-based reviews of the organization state that there is little to no diversity within the organization. An individual's beliefs and/or cognitive confusion about diversity dishonesty topics are predicted to lead to ambivalence.

### **Ambivalence**

Ambivalence is the extent to which an individual experiences both positive and negative feelings towards an attitude objects simultaneously (Schneider, Novin, van Harreveld, & Genschow, 2021). Trait ambivalence has been shown to be negatively correlated to a perceiver's cognitive bias or social judgment of another person (Schneider et.al., 2021). Also, an employee's response to change has been linked to ambivalence (Oreg, & Sverdlik, 2011). Ambivalence among individuals in an organizational environment can give insight to newly hired employees because these people have a greater awareness of the intricacies and implications of change (Oreg, & Sverdlik, 2011). In addition, highly ambivalent individuals are also beneficial employees for employers to consider and speak with since these individuals could give managers and business owners more insight on how to mitigate change that could be problematic (Oreg, & Sverdlik, 2011). Furthermore, depending on in-group and outgroup biases or organizational priorities, a colorblind workplace can still be seen as innovative and generally positive, while a multicultural approach can be seen as a strategy that "works best" for minority group members but not necessarily a deal-breaker for others on motivation to work for a company (Jansen, Otten, Podsiadlowski, & van der Zee, 2016). This study will be using an ambivalence measure with the goal of capturing some of these employee - employment complexities.

Affective reactions can be significant predictors of behavior, sometimes even more so than cognitive reactions (Conner, van Harreveld, & Norman, 2021). For example, cognitive affective inconsistency, or the ambiguity in believing a concept or attitude object is negative but still finding satisfaction in the action, has been shown to affect the general salience of an individual's attitude towards that concept or attitude object (Conner, Wilding, van Harreveld, & Dalege, 2021). This effect can be seen when individuals who smoke cigarettes

acknowledge that smoking can lead to negative consequences such as cancer but continue to smoke (Conner et al., 2021). These ambiguous processes are further complicated by a perceived in-group bias. Minorities have different perceptions of White individuals' intentions, positive behavior, and general ambiguity based on external cues as well as in-group biases (Espino-Perez, Major, & Malta, 2018). For example, a predominantly White institute, PWI, could release a statement about allying with People of Color, in times of strife as a symbol of good that could be interpreted as placating or belittling by People of Color.

Cognitive and affective reactions are taken into account when quantifying ambivalence, hence why ambivalence will be used for the present study over general negative affect. Negative affect would capture individual's negative feelings toward a diversity dishonest company, whereas ambivalence allows for the assessment of more complex emotional reactions. Ambivalence research highlights the complexity of individual responses, especially in correlation to a job (Oreg, & Sverdlik, 2011). This effect could, in part, be due to consciously acknowledging something is bad, like diversity dishonesty, but still realistically needing a job. This leads to the question, would an individual experience significant ambivalence when presented with an organization where evidence-based cues of diversity dishonesty are present? Furthermore, would these variables, diversity dishonesty and ambivalence affect an employee/ potential employee's motivation to work for a company?

## **Motivation**

Motivation is “an unobservable force that directs, energizes, and sustains behavior over time and across changing circumstances” (Diefendorff & Chandler, 2011, p. 66). An individual's motivation to behave or participate in any kind of action can affect the person

internally and externally. Not only can motivation affect how long an individual may or may not stay in a certain situation, like a job, but also the attitude or feelings that the person may develop towards the person, place, or thing. This is an important variable to examine when assessing how diversity dishonesty cues affect people, because the significance of these perceptions can tell a company quite a bit about what employees/potential employees prioritize when looking for positions. In addition, research has shown that an individual's perception of themselves and their work performance has been significantly attributed to motivation, even over external factors or influences (Cook, & Artino, 2016). However, this effect of motivation can be inhibited by external factors such as situational constraints. Any external factor that takes some of an individual's control may be deemed a situational constraint and can affect motivation towards the task (Wanberg, Kanfer, & Rotundo, 1999). For example, if a student is given a project to do with specific tasks but has to do so in a group with others that the student does not deem as proficient, then the student's motivation to perform well on the task could diminish because there are now aspects of the task that are out of their control.

If diversity dishonesty is treated as a situational constraint which in turn affects motivation, then research in this area may be able to determine how/if diversity dishonesty and ambivalence are affecting public perceptions of a company. Company and employee relations are influenced by a multitude of factors. Motivation is directly related to an employee's work performance and retention. The more variables identified that effect company-employee relations, the more knowledgeable and prepared companies can be.

### ***Present Study***

The goal of this study was to assess two hypotheses. First, it was hypothesized that the presence of diversity dishonesty would lead to an increase in ambivalence toward the prospective organization. Second, it was hypothesized that diversity dishonesty and ambivalence would have a negative effect on an individual's motivation to work for a company. This study predicted that diversity dishonesty would be predictive of ambivalent attitudes towards the workplace and that this would, in turn, affect motivation. Diversity dishonesty and ambiguity would also affect an individual's motivation to work for a company. Evaluating if and how diversity dishonesty affects the public is important to every workplace. Although diversity may be important to individuals for different reasons, representation and inclusion in the workplace could affect employee motivation to work for a company no matter the person's cultural background. There may be a need to make concessions and compromises regarding a potential employer when evaluating a job's worth, as for many people being choosy about where they work is not feasible. However, an equitable and culturally aware workplace is still a gray-area to many job candidates and further research could serve to better inform employers and researchers about public perception and tolerance of this phenomenon.

## **Method**

### **Participants**

Participants for this study were recruited through the Psychology Department at the University of Central Oklahoma and received course credit for participating in this study. Of the 194 participants, 98 were randomly assigned to the diversity dishonest condition and 96 were assigned to the control condition. A sample of this size provided adequate power (0.80) to detect a medium effect size between groups ( $f^2 = .05 - .06$ ). Of the 194 participants, 84%

were female, 30% were male, and 0.5% identified as non-binary/third gender. The majority of the participants identified as White/Caucasian (51.5%), 12.4% identified as Black/African American, 5.2% identified as Asian, 3.6% identified as American Indian/Native American, 0.5% identified as Native Hawaiian, 13.4% identified as Other, and 13.4% identified as being a part of more than 1 group. The average age of the participants was 22.42 years ( $SD = 5.03$ , range: 18-45). Furthermore, 70.6% of participants identified as heterosexual, 2.6% identified as homosexual, 17.5% identified as bisexual, 2.6% identified as other and 6.7% preferred not to say. The majority of the participants (32.5%) reported being employed full-time, 44.8% were employed part-time, 5.7% reported being unemployed and looking, another 5.7% reported being unemployed and not looking, 1% were retired, and 1% were other. Finally, 44.8% of the sample reported having previously participated in diversity or Title IX training. There were no significant differences in ambivalence or motivation by gender, race, age, sexual orientation, employment status, or participation in diversity/Title IX training.

## **Materials**

A copy of all non-copyrighted measures appears in Appendix A.

**Employee Intentions.** To assess the effects of the manipulation (diversity dishonest or control) on the perception of the company as a potential employer, all participants were asked “Would you work here?” to which participants responded either yes or no.

**Ambivalence.** Participant ambivalence were assessed with a set of cognitive evaluation questions and a set of affective evaluation questions. Participants’ *cognitive evaluations* were measured with five items developed for this study based on the measure developed by Connor, and colleagues (2021). This measure presented five statements and asked participants to respond using a semantic difference scale (i.e., *harmful - beneficial*).

Respondents will respond using the following scale: 1 = “Extremely Harmful,” 2 = “Moderately Harmful,” 3 = “Slightly Harmful”,4 = “Neither Harmful Nor Beneficial,” 5 = “Slightly Beneficial,”6 = “Moderately Beneficial,” 7 = “Extremely Beneficial”. Example items include “If I were to work here, it would be...”, “If I were to recommend this company, I would say it’s...”, and “I would describe the management style here as...”. Higher scores will indicate more positive cognitive evaluations (Connor et al., 2021). *Affective evaluation* items were similarly developed for this study based on previous research (Connor et al., 2021). Participants were asked to respond to the same five prompts as were used to assess cognitive evaluations using two semantic difference scales (i.e. *unpleasant-pleasant* and *unenjoyable-enjoyable*). Each affective evaluation item will be repeated twice, once for each semantic difference scale, thus totaling 10 questions for the affective evaluations section.

Respondents responded using the following scales: 1 = “Extremely Unpleasant,” 2= “Moderately Unpleasant,” 3 = “Slightly Unpleasant”,4 = “Neither Unpleasant Nor Pleasant ,” 5= “Slightly Pleasant,” 6 = “ Moderately Pleasant,” 7 = “Extremely Pleasant” and 1 = “Extremely Unenjoyable”, 2 = “Moderately Unenjoyable,” 3 = “Slightly Unenjoyable,”4 = “Neither Unenjoyable Nor Enjoyable ,” 5 = “Slightly Enjoyable,” 6 = “ Moderately Enjoyable,” 7 = “Extremely Enjoyable”. Ambivalence was calculated in accordance with previous research (Conner et al., 2021) by averaging the results of the cognitive and affective question sections and using Griffin’s Formula (Thompson, Zanna., & Griffin,1995).

**Motivation.** Participants' motivation or willingness to work for the company presented, was measured using the Multidimensional Work Motivation Scale (MWMS; Gagné, Sénécal, & Koestner, 1997). The measure presented a list of 18 statements all of which follow the stem, “Why do you or would you put efforts into your current job.”

Respondents were asked to respond using the scale: 1 = “not at all,” 2 = “very little,” 3 = “a little,” 4 = “moderately,” 5 = “strongly,” 6 = “very strongly,” 7 = “completely.” Example items included “because I have fun doing my job,” “I don’t know why I’m doing this job, it’s pointless work,” and “Because I have to prove to myself that I can.”

**Work History.** The next section included a set of work history questions which asked the participant “Have you ever had a job for which diversity and/or Title IX training was required?”, and then asked, “Do you feel as though the diversity/Title IX training was effective and helpful for the position, why or why not?”.

**Demographic questions.** Participants then filled out a demographic questionnaire which included questions to assess participant age, race, gender, employment status, and socioeconomic status.

## **Design and Procedure**

**Experimental Task- Diversity Dishonesty Advertisement Scenarios.** This study utilized a between- subjects design (expressed /evidence-based cues present vs. expressed /evidence-based cues absent). Half of the participants saw a diversity dishonest company advertisement while the other half saw a control advertisement. The diversity dishonest condition (Appendix B) contained a company advertisement with expressed based cues which used the word “diverse” and included minority employees in company pictures. Evidence-based cues were presented as former employees’ company reviews regarding diversity in the workplace. The control condition, (Appendix C) contained an advertisement that replaced the word “diverse” with “unique”, images of minority employees did not appear in company pictures, and former employees’ company reviews did not reference diversity in conjunction with workplace culture.

**Procedure.** All participants read and agreed to a consent form before being given instructions to review a company advertisement with hypothetical intent to apply to said company. Then participants read, either the diversity dishonest advertisement (experimental) or the non-diversity dishonest advertising (control) and then proceeded to answer questions about the advertisement. First, participants were asked if they would work for the aforementioned company, then the participant answered cognitive and affective questions to assess ambivalence. Afterwards, participants completed the MWMS questionnaire, a few questions about their work history, and finally several demographic questions.

### **Results**

A between-subjects (diversity dishonest condition or control condition) one-way ANOVA design was used to examine how experimental condition affected individual levels of ambivalence and motivation. Table 1 contains the means, standard deviations, and correlations for each of the study variables. There was no difference in ambivalence by experimental condition, ( $M = 2.27$ ,  $SD = 1.16$ ,  $n = 98$ ),  $F(1, 192) = 2.52$ ,  $p > .05$ ,  $\eta^2 = .01$ . Similarly, there was no difference in motivation by experimental condition, ( $M = 4.43$ ,  $SD = 1.01$ ,  $n = 98$ ),  $F(1, 192) = 0.15$ ,  $p > .05$ ,  $\eta^2 = .00$ , failing to support the study hypotheses. The presence of diversity dishonesty did not significantly affect participants' ambivalence or motivation.

Further analyses showed that employee intention was significantly related to ambivalence,  $F(1, 192) = 29.61$ ,  $p < .001$ ,  $\eta^2 = .13$ . However, the direction of the effect was surprising in that individuals who reported that they would be willing to work for the company ( $M = 2.51$ ,  $SD = 1.01$ ,  $n = 142$ ) reported higher ambivalence than those that were not willing to work for the company ( $M = 1.60$ ,  $SD = 1.12$ ,  $n = 52$ ). Similarly, employee

intention to work was significantly related to both affective evaluations  $F(1, 192) = 44.23, p < .001, \eta^2 = .19$  and cognitive evaluations  $F(1, 192) = 49.60, p < .001, \eta^2 = .21$ , such that individuals who were willing to work for the company ( $M_{affective} = 5.43, SD_{affective} = 0.88$ ;  $M_{cognitive} = 5.50, SD_{cognitive} = 0.85$ ) reported higher evaluations than those that were not willing to work for the company ( $M_{affective} = 4.46, SD_{affective} = 0.94$ ;  $M_{cognitive} = 4.55, SD_{cognitive} = 0.79$ ). Employee intentions were not significantly related to motivation  $F(1, 192) = 29.61, p < .001, \eta^2 = .13$ .

## Discussion

Understanding the role and importance of diversity in the workplace as well as public perceptions of and reactions to diversity dishonestly is an important and impactful area of research to explore. The concept of dishonest diversity should be expanded beyond this study because there are many variables outside of ambivalence and motivation that may be affected by this concept. Diversity research should be evaluated and applied to any field in order to help better inform companies about unconscious biases and how dishonest practices affect employees. Although the world knows that bias exists, this study explored how diversity dishonesty effects one's ambivalence and motivation towards a workplace and if these variables are significant contributors to one's willingness to work for said company.

This was an exploratory study that expected to find a significant relationship between diversity dishonesty and both ambivalence and motivation. The goal was to create a diversity dishonest situation and assess its effect on one's ambivalence, as well as motivation to work for a potential employer. Although this study did not find support for either of these hypotheses, there was some interesting data that prompted further analysis.

The lack of support for these hypotheses could have been due to a multitude of reasons. Perhaps the lack of change in ambivalence in the presence of diversity dishonesty could have been due to the fact that participants who would decline the job, were not ambivalent because they made up their minds about the job. Furthermore, the ambivalence found in the control condition could have been due to the lack of diversity. Diversity is important to many people and the control condition did not display any, which may have been a reason that individuals in that condition reported higher levels of ambivalence toward the organization. In addition, the diversity dishonest condition could have had stronger or less implicit cues of dishonesty and thus gotten a stronger response from participants.

### **Limitations and Suggestions for Future Research**

The analysis of employee intentions showed that if individuals were willing to work for the company then the person was subsequently more ambivalent than an individual that would not work for the company. This could have been due to the assumption that if one turned down a job, then a lack of ambivalence would be a likely outcome. This could be due to post-decision regret reduction through choice devaluation (Beasley & Joslyn, 2001). Future research on this area could analyze this effect more closely. The significance between cognitive and affective reactions and employee intentions were also interesting findings from this study, which could be expanded on in the future. This effect came from the ambivalence assessment set in this study, but overall attitudes and behaviors could be assessed in future studies (Conner et al, 2021). Furthermore, the questions to answer now would revolve around evaluating ambivalence in the workplace. It would be interesting to see how diversity dishonestly and ambivalence relate to work satisfaction and work performance. These expanded studies could explore the unexpected increase in willingness to work despite the

presence of diversity dishonesty and how it interacts with ambivalence to affect a range of work-related outcomes.

This study was limited by the sample of participants. This study was less generalizable to the general employed population because of the student population and it should be replicated with a more diverse sample. Also, knowing that a small effect was expected, a larger sample size of 400 or more participants could have allowed for the finding of smaller effects. In addition, this study focused on expressed and evidence-based diversity cues as implicit measures to focus more on the ambivalence and motivation variables. However, a more overt presence of dishonesty could have created greater ambivalence among participants.

In conclusion, diversity and equity research is complicated. There are a multitude of variables that can affect public perception of the workplace and diversity dishonesty is only one of them. Assessing and understanding employee mindsets towards diversity practices is crucial to explore and expand because companies and businesses can be directly affected by these views and employees deserve to feel seen and heard in the workplace.

## References

- Abascal, M., Xu, J., & Baldassarri, D. (2021). People use both heterogeneity and minority representation to evaluate diversity. *Science Advances*, 7(11), eabf2507.
- Apfelbaum, E. P., Stephens, N. M., & Reagans, R. E. (2016). Beyond one-size-fits-all: Tailoring diversity approaches to the representation of social groups. *Journal of personality and social psychology*, 111(4), 547.
- Bauman, C. W., Trawalter, S., & Unzueta, M. M. (2014). Diverse according to whom? Racial group membership and concerns about discrimination shape diversity judgments. *Personality and Social Psychology Bulletin*, 40(10), 1354-1372.
- Beasley, R. K., & Joslyn, M. R. (2001). Cognitive dissonance and post-decision attitude change in six presidential elections. *Political psychology*, 22(3), 521-540.
- Campbell, S. D., Carter-Sowell, A. R., & Battle, J. S. (2019). Campus climate comparisons in academic pursuits: How race still matters for African American college students. *Group Processes & Intergroup Relations*, 22(3), 390-402.
- Chen, J. M., & Hamilton, D. L. (2015). Understanding diversity: The importance of social acceptance. *Personality and Social Psychology Bulletin*, 41(4), 586-598.
- Conner, M., van Harreveld, F., & Norman, P. (2021). Attitude stability as a moderator of the relationships between cognitive and affective attitudes and behavior. *British Journal of Social Psychology*.
- Conner, M., Wilding, S., van Harreveld, F., & Dalege, J. (2021). Cognitive-Affective Inconsistency and Ambivalence: Impact on the Overall Attitude–Behavior Relationship. *Personality and Social Psychology Bulletin*, 47(4), 673-687.

- Cook, D. A., & Artino Jr, A. R. (2016). Motivation to learn: an overview of contemporary theories. *Medical education*, 50(10), 997-1014.
- Diefendorff, J. M., & Chandler, M. M. (2011). Motivating employees. In S. Zedeck (Ed.), *APA handbook of industrial and organizational psychology, Vol. 3. Maintaining, expanding, and contracting the organization* (pp. 65–135). American Psychological Association.
- Downey, S. N., van der Werff, L., Thomas, K. M., & Plaut, V. C. (2015). The role of diversity practices and inclusion in promoting trust and employee engagement. *Journal of Applied Social Psychology*, 45(1), 35-44.
- Dover, T. L., Major, B., & Kaiser, C. R. (2016). Members of high-status groups are threatened by pro-diversity organizational messages. *Journal of Experimental Social Psychology*, 62, 58-67.
- Espino-Pérez, K., Major, B., & Malta, B. (2018). Was it race or merit?: The cognitive costs of observing the attributionally ambiguous hiring of a racial minority. *Cultural Diversity and Ethnic Minority Psychology*, 24(2), 272.
- Gagné, M., Forest, J., Gilbert, M.-H., Aubé, C., Morin, E., & Malorni, A. (2010). The Motivation at Work Scale: Validation evidence in two languages. *Educational and Psychological Measurement*, 70(4), 628–646.
- Gagné, M., Sénécal, C., & Koestner, R. (1997). Proximal job characteristics, feelings of empowerment, and intrinsic motivation: A multidimensional model. *Journal of Applied Social Psychology*, 27, 1222-1240.

- Gündemir, S., Dovidio, J. F., Homan, A. C., & De Dreu, C. K. (2017). The impact of organizational diversity policies on minority employees' leadership self-perceptions and goals. *Journal of Leadership & Organizational Studies*, 24(2), 172-188.
- Hinton, P. (2017). Implicit stereotypes and the predictive brain: cognition and culture in “biased” person perception. *Palgrave Communications*, 3(1), 1-9.
- Jansen, W. S., Vos, M. W., Otten, S., Podsiadlowski, A., & van der Zee, K. I. (2016). Colorblind or colorful? How diversity approaches affect cultural majority and minority employees. *Journal of Applied Social Psychology*, 46(2), 81-93.
- Kirby, T. A. (2015). *The Demands of Diversity Messages: Strategic Self-Stereotyping Among Racial Minorities* (Doctoral dissertation).
- Kirby, T. A., & Kaiser, C. R. (2020). Person-Message Fit: Racial Identification Moderates the Benefits of Multicultural and Colorblind Diversity Approaches. *Personality and Social Psychology Bulletin*, 0146167220948707.
- Kirby, T. A., Kaiser, C. R., & Major, B. (2015). Insidious procedures: Diversity awards legitimize unfair organizational practices. *Social Justice Research*, 28(2), 169-186.
- Oreg, S., & Sverdlik, N. (2011). Ambivalence toward imposed change: the conflict between dispositional resistance to change and the orientation toward the change agent. *Journal of applied Psychology*, 96(2), 337.
- Schneider, I. K., Novin, S., van Harreveld, F., & Genschow, O. (2021). Benefits of being ambivalent: The relationship between trait ambivalence and attribution biases. *British Journal of Social Psychology*, 60(2), 570-586.

- Thompson, M. M., Zanna, M. P., & Griffin, D. W. (1995). Let's not be indifferent about (attitudinal) ambivalence. In R. E. Petty & J. A. Krosnick (Eds.), *Attitude strength: Antecedents and consequences* (pp. 361–386). Lawrence Erlbaum.
- Wanberg, C. R., Kanfer, R., & Rotundo, M. (1999). Unemployed individuals: Motives, job-search competencies, and job-search constraints as predictors of job seeking and reemployment. *Journal of Applied psychology*, 84(6), 897.
- Wilton, L. S., Bell, A. N., Vahradyan, M., & Kaiser, C. R. (2020). Show don't tell: Diversity dishonesty harms racial/ethnic minorities at work. *Personality and Social Psychology Bulletin*, 46(8), 1171-1185.
- Zhang, D., Lowry, P., Zhou, L., & Fu, X. (2007). The Impact of Individualism—Collectivism, Social Presence, and Group Diversity on Group Decision Making Under Majority Influence. *Journal of Management Information Systems*. 23. 53-80. 10.2753/MIS0742-1222230404.

Table 1. *Descriptive Statistics and Correlations among Condition, Intention to Work, Ambivalence, and Motivation*

	<i>M</i>	<i>SD</i>	1	2	3	4	5
1. Condition	1.56	0.50	--				
2. Intention to Work	1.27	0.44	.11	--			
3. Ambivalence	2.27	1.16	-.11	-.37**	--		
4. Cognitive Reactions	5.24	0.93	-.21**	-.45**	.63**	--	
5. Affective Reactions	5.17	0.99	-.21**	-.43**	.76**	.87**	--
6. Motivation	4.43	1.01	-.03	-.07	.15*	.20**	.20**

*Note.*  $n = 194$ , \* $p < .05$ ; \*\* $p < .01$  (two-tailed).

**Appendix A**  
**EMPLOYEE INTENTIONS**

Would you work here?

\_\_\_ yes

\_\_\_ no

**AMBIVALENCE: COGNITIVE & AFFECTIVE EVALUATIONS**

<b>Cognitive Evaluations</b>	<b>Extremely Harmful</b>	<b>Moderately Harmful</b>	<b>Slightly Harmful</b>	<b>Neither Harmful nor Beneficial</b>	<b>Slightly Beneficial</b>	<b>Moderately Beneficial</b>	<b>Extremely Beneficial</b>
1. If I were to work here, it would be...	1	2	3	4	5	6	7
2. If I were to recommend this company, I would say it's...	1	2	3	4	5	6	7
3. I would describe the management style here as...	1	2	3	4	5	6	7
4. I think this company's values are...	1	2	3	4	5	6	7
5. Growth and career development in this company is seemingly...	1	2	3	4	5	6	7

<b>Affective Evaluations</b>	Extremely Unpleasant	Moderately Unpleasant	Slightly Unpleasant	Neither Unpleasant nor Pleasant	Slightly Pleasant	Moderately Pleasant	Extremely Pleasant
1. If I were to work here, it would be...	1	2	3	4	5	6	7
2. If I were to recommend this company, I would say it's...	1	2	3	4	5	6	7
3. I would describe the management style here as...	1	2	3	4	5	6	7
4. I think this company's values are...	1	2	3	4	5	6	7
5. Growth and career development in this company is seemingly...	1	2	3	4	5	6	7

<b>Affective Evaluations Continued</b>	Extremely Unenjoyable	Moderately Unenjoyable	Slightly Unenjoyable	Neither Unenjoyable nor Enjoyable	Slightly Enjoyable	Moderately Enjoyable	Extremely Enjoyable
6. If I were to work here, it would be...	1	2	3	4	5	6	7
7. If I were to recommend this company, I would say it's...	1	2	3	4	5	6	7
8. I would describe the management style here as...	1	2	3	4	5	6	7
9. I think this company's values are...	1	2	3	4	5	6	7
10. Growth and career development in this company is seemingly...	1	2	3	4	5	6	7

## MOTIVATION

<b>Why do you or would you put efforts into your current job?</b>	Not at all	Very little	A little	Moderately	Slightly Enjoyable	Moderately Enjoyable	Extremely Enjoyable
1. I don't, because I really feel that I'm wasting my time at work.	1	2	3	4	5	6	7
2. I don't know why I'm doing this job, it's pointless work	1	2	3	4	5	6	7
3. To get others' approval (e.g., supervisor, colleagues, family, clients ...).	1	2	3	4	5	6	7
4. Because others will respect me more (e.g., supervisor, colleagues, family, clients ...).	1	2	3	4	5	6	7
5. To avoid being criticized by others (e.g., supervisor, colleagues, family, clients ...).	1	2	3	4	5	6	7
6. Because others will reward me financially only if I put enough effort in my job (e.g., employer, supervisor ...).	1	2	3	4	5	6	7
7. Because others offer me greater job security if I put enough effort in my job (e.g., employer, supervisor ...).	1	2	3	4	5	6	7
8. Because I risk losing my job if I don't put enough effort in it.	1	2	3	4	5	6	7
9. Because I have to prove to myself that I can.	1	2	3	4	5	6	7
10. Because it makes me feel proud of myself.	1	2	3	4	5	6	7
11. Because otherwise I will feel ashamed of myself.	1	2	3	4	5	6	7
12. Because otherwise I will feel bad about myself.	1	2	3	4	5	6	7

13. Because I personally consider it important to put efforts in this job.	1	2	3	4	5	6	7
14. Because putting efforts in this job aligns with my personal values.	1	2	3	4	5	6	7
15. Because putting efforts in this job has personal significance to me.	1	2	3	4	5	6	7
16. Because I have fun doing my job	1	2	3	4	5	6	7
17. Because what I do in my work is exciting	1	2	3	4	5	6	7
18. Because the work I do is interesting.	1	2	3	4	5	6	7

## WORK HISTORY

Have you ever had a job for which diversity and/or Title IX training was required?

yes

no

Do you feel as though the diversity/Title IX training was effective and helpful for the position?

yes

no

Why or why not.

## DEMOGRAPHIC QUESTIONNAIRE

How old are you?

\_\_\_\_\_

What is your race? Please check the options below.

Caucasian

African American/Black

Hispanic/Latinx

Asian

Native Hawaiian or Pacific Islander

Other. Please specify

What is your gender? Please check the options below.

Female

Male

Non-Binary

Other. Please specify

Select all that apply to you:

Employed full time

Employed part time

Unemployed looking for work

Unemployed no looking for work

Retired

Student

Disabled

Select all that apply to you regarding your income:

Less than \$10,000

\$50,000 - \$59,000

\$10,000 - \$19,000

\$60,000 - \$69,000

\$20,000 - \$29,000

\$70,000 - \$79,000

\$10,000 - \$19,000

\$80,000 - \$89,000

\$20,000 - \$29,000

\$90,000 - \$99,000

\$30,000 - \$39,000

\$100,000 - \$149,000

\$40,000 - \$49,000

More than \$150,000

## Appendix B

### Diversity Dishonest Condition

You are about to view a mock company profile and mock company reviews. Based on the information given from this advertisement, you will then answer some questions giving your opinion on the workplace based on this information. Answer these questions as someone on a job hunt and you're interested in the position and eager to find a new job. You'll end this survey by answering a few questions about yourself.

### Boseman Ambassadors Consultant Firm



As a current leader in our industry *Boseman Ambassadors* take pride in our achievements and the fact that we've been fortunate enough to work with a few major companies and A-List celebrities to help solve their problems. As our company expands and the demand for our services expand, we want to make sure we hire quality workers for **COMPETITIVE PAY** that will grow with us!

Our company *Boseman Ambassadors Consultant Firm* is dedicated to catering to all our team's diverse needs and concerns. There is room for professional growth for all

employees. In addition, we value having a positive outlook on the business from management and employees, as to encourage the most productive and efficient environment possible.



At *Boseman Ambassadors Consultant Firm* we believe in putting the clients first! We know that the investment we give our clients, we get back TENFOLD and rely on our staff's diverse talents and skills to aid our clients and rise to the occasion no matter what the challenge.



**Boseman Ambassadors Consultant Firm Reviews:**

**Good Start!**

\*\*\*This is a great start for a company. The hours are flexible and there is definitely room to move up quickly. Unfortunately, the pay was too low and even with a bump from a 1-year promotion, I couldn't stay on, but you can get some great experience here!

Andrew Holdszclaw (4/5) stars

**Great for Networking**

\*\*\*This was my first industry job, and I was VERY intimidated, but I was delighted by the company's patience with me and ability to connect me with others. I'm actually only leaving because I got another offer with a company that I met through this job!

Amber Cray (5/5) stars

**No Title IX?**

\*\*\* Overall, I had an okay time with this organization. Management was friendly and clients kept you busy, which I enjoyed. However, in training I thought I would go through some kind of Title IX and/or diversity training, as I've done with all of my other positions and that did not happen. I found this peculiar but thought that it may not be established yet since the company is new.

David Harpman (3/5) stars

## Appendix C

### Control Condition

You are about to view a mock company profile and mock company reviews. Based on the information given from this advertisement, you will then answer some questions giving your opinion on the workplace based on this information. Answer these questions as someone on a job hunt and you're interested in the position and eager to find a new job. You'll end this survey by answering a few questions about yourself.

### Eason Consultant Firm



As a current leader in our industry, we at *Eason Consultant Firm* take pride in our achievements and the fact that we've been fortunate enough to work with a few major companies and A-List celebrities to help solve their problems. As our company expands and the demand for our services expand we want to make sure we hire quality workers for **COMPETITIVE PAY** that will grow with us!

Our company *Eason Consultant Firm* is dedicated to catering to all our team's unique needs and concerns. There is room for professional growth for all employees. In addition,

we value having a positive outlook on the business from management and employees, as to encourage the most productive and efficient environment possible.



At *Eason Consultant Firm* we believe in putting the clients first! We know that the investment we give our clients, we get back TENFOLD and rely on our staff's unique talents and skills to aid our clients and rise to the occasion no matter what the challenge.



*Eason Consultant Firm Company Reviews:*

Good Start!

\*\*\*This is a great start for a company. The hours are flexible and there is definitely room to move up quickly. Unfortunately, the pay was too low and even with a bump from a 1-year promotion, I couldn't stay on, but you can get some great experience here!

Andrew Holdszclaw (4/5) stars

Great for Networking

\*\*\*This was my first industry job, and I was VERY intimidated, but I was delighted by the company's patience with me and ability to connect me with others. I'm actually only leaving because I got another offer with a company that I met through this job!

Amber Cray (5/5) stars

LOTS of Autonomy

\*\*\*I'm a super introverted person so when I was left to my own devices after training, I was thrilled haha. But in all honesty, the workflow is chill, and you really get a lot of creative room to adapt, and problem solve for clients however you see fit. So, all in all I had a good time here.

Amber Cray (4.5/5) stars