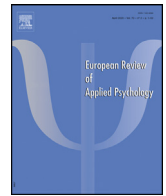




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Original article

Organizational Diversity and Inclusion Scale (ODIS): A multilevel approach



Échelle de diversité et inclusion organisationnelles (ODIS) : une approche multiniveaux

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INFO ARTICLE

Historique de l'article :

Reçu le 10 janvier 2023

Reçu sous la forme révisée

le 20 mars 2024

Accepté le 29 mars 2024

ABSTRACT

Introduction. – In the current social context, organizations need to deal with an increasingly heterogeneous workforce. It is therefore necessary to develop measures capable of detecting dynamics of diversity and inclusion in organizations.

Objective and method. – This study introduces a new scale, namely the Organizational Diversity and Inclusion Scale (ODIS), which consists of 61 items measuring perceived discrimination, inclusive and discriminatory attitudes toward minority social groups (women, physical/sensory disability, youth workers, seniors, workers of different races and ethnicities, LGBT) and perceptions of diversity management (policy, compliance and structures) in the organizational context. One thousand seven hundred and eighty-four respondents, from both public and private Italian organizations filled in the self-report questionnaire.

Results. – Accordingly, an exploratory and confirmatory factor analysis demonstrated a sixteen-factor structure. Criterion and construct validity were tested through correlation analyses with other scales (affective commitment, job satisfaction, turnover intentions, and mobbing at work) and similar measures (Diversity Climate Scale). Results suggest that the ODIS can be reliably used to measure organizational perceptions of diversity and inclusion in a multilevel perspective.

Conclusion. – Findings suggest the importance of using ODIS for multilevel and multidimensional surveys in order to plan and apply actions and interventions, especially among managers.

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R É S U M É

Introduction. – Dans l'environnement social d'aujourd'hui, les organisations sont confrontées à des effectifs de plus en plus diversifiés. Il est donc nécessaire de développer des outils capables de saisir les dynamiques de diversité et d'inclusion à l'œuvre dans les organisations.

Objectif et méthode. – Cette étude présente une nouvelle échelle, à savoir la Grille d'évaluation de la diversité et de l'inclusion organisationnelles (ODIS), qui se compose de 61 items et mesure la discrimination perçue, les attitudes envers l'inclusion et discriminatoires envers des groupes sociaux minoritaires (femmes, personnes en situation de handicap physique/sensoriel, les travailleurs jeunes et âgés, les travailleurs racisés et les personnes LGBT) et les perceptions de la gestion de la diversité (politique, conformité et structures) dans le contexte organisationnel. Mille sept cent quatre-vingt-quatre répondants, issus d'organisations italiennes publiques et privées, ont rempli le questionnaire d'autoévaluation.

Résultats. – En conséquence, une analyse factorielle exploratoire et confirmatoire a mis en évidence une structure à 16 facteurs. Les validités de critère et de construit ont été testées via des analyses de corrélation avec d'autres échelles (engagement affectif, satisfaction au travail, intentions de turnover et mobbing au

Keywords :

Diversity management

Inclusion

Discrimination

Policies

Measurement

Validation

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travail) et une mesure apparentée (échelle de climat de diversité) Les résultats suggèrent que l'ODIS peut être utilisée de manière fiable pour mesurer les perceptions organisationnelles de la diversité et de l'inclusion dans une perspective à plusieurs niveaux.

Conclusion. – Les résultats suggèrent l'importance d'utiliser ODIS pour des enquêtes multiniveaux et multidimensionnelles afin de planifier et d'appliquer des actions et des interventions, en particulier auprès des managers.

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1. Introduction

The current historical-social context is characterized by the growing need for organizations to deal with an increasingly heterogeneous workforce. This is highlighted by the trend of demographic variables such as the increase in female employment rates, global migration flows, and the progressive aging of the workforce. The increase in life expectancy and the shifting retirement age have led to the aging of the working population. The old-age dependency ratio (people aged 65 and above in relation to those aged 15 to 64) in the EU is projected to increase by 21.6 percentage points (Bureau of Labor Statistics, 2019; European Commission, 2018a). As of January 1st, 2020, the ratio increased to 34.8% (Eurostat, 2020). The gender employment rate across Europe is 11.7 percentage points (Eurostat, 2021) and gender pay gap remains one of the crucial issues for the European Union (European Commission, 2018b). For these reasons, diversity and inclusion are crucial current topics for organizations in the last decades (Roberson et al., 2017).

The concept of diversity is used in referring to social categories subjected to discrimination in all societies based on factors such as gender, age, disability, religion, ethnicity, race and sexual orientation (Otake-Ebede et al., 2020). In particular, the diversity management (DM) approach poses emphasis on management processes and organizational culture rather than a mere application of legislative obligations (Cox & Smolinski, 1994; Cox & Blake, 1991) and has positive effects on organizational well-being, employee performance and motivation (Brimhall et al., 2014; Subhash & Archana, 2017). DM is generally related to the business case and liberal approach to equality, it is based on the principle of increasing diversity among workers to increase corporate profit (Otake-Ebede et al., 2016). The diversity rhetoric, that has replaced the equal opportunities framework, has been criticized for shifting the attention from equality to diversity, from anti-discrimination policies to focus on business (Kirton & Greene, 2019; Köllen, 2019). The concept of diversity as part of the DM approach has been the focus of critical debates, and scholars have shown the evolution from the rhetoric of equal opportunities to DM to organizational inclusion (Nkomo & Hoobler, 2014). Although “diversity” and “inclusion” are often used together, they are two distinct concepts and have different theoretical and practical implications (Roberson, 2006).

Diversity focuses on heterogeneity and demographic composition of minority groups, while inclusion emphasizes the integration of diversity into organizations and on the deletion of barriers and discriminations (Roberson, 2006). Instead, Ferdman (2017) defines Inclusion as a complex process that includes the different levels (macro, meso, and micro), from societal and organizational ideologies and values including policies, and practices, to norms and climates in groups, to interpersonal behaviors and individual experiences.

Inclusion identifies the practices that improve differences, skills, and experiences so that every individual feels valued, and focuses on the integration of diversity and the elimination of discrimination (Roberson, 2006). Inclusion is a process in which individuals, groups, organizations, and societies explain diversity and differences as a valued resource rather than seeking to foster homogeneity and similarities (Ferdman, 2017). The inclusion

concept has the goal of improving social equality through policies and practices based on presence, involvement, safety, voice, equity, and equality for multiple identity groups (Ferdman, 2014). In the discussion on diversity and inclusion, the researchers have embraced an approach of integration focused on the values of democracy, self-determination, rights, and social justice (Ferdman, 2017). The field of diversity and inclusion has undoubtedly made significant progress in modern years, which aims to promote fair and respectful contexts. Indeed, the concepts of “inclusion” and “diversity” are emblematic of the progress in addressing inequalities and endorsing respect for differences.

Organizations are driven to produce inclusion to assure fair practices for marginalized groups (Le et al., 2020). This research revolves around examining perceptions and attitudes toward traditionally marginalized and minority groups, with the overarching goal of promoting diversity management. By employing a multi-level approach, the study addresses the perceived dimensions of diversity and inclusion. While affirmative action outcomes, such as quotas and representation, are at times used as indicators and often produce positive changes, the plan at organizational level has yielded paradoxical outcomes (Furtado et al., 2021).

Therefore, our objective is to scrutinize inclusion and diversity from a distinct perspective. Indeed, affirmative action and diversity management are separate yet somewhat interdependent concepts (Syed & Kramar, 2009). Affirmative action refers to initiatives compensating for societal barriers hindering equal representation (Bacchi, 2013). Conversely, diversity management comprises initiatives or actions not legally binding, to which companies are likely to comply if they believe it will enhance corporate management (Cho and Kwon, 2010). The fundamental idea of diversity management is rooted in the belief that promoting workforce diversity and inclusion fosters a nurturing and productive environment where everyone is valued and contributes to organizational success (Pitts, 2007; Syed & Kramar, 2009). Embracing these ideas, we believe that a deeper analysis of attitudes and perceptions is necessary.

Despite the increasing interest in the areas of diversity and inclusion, some authors have noted a lack of widely accepted measures regarding diversity management (e.g., Carstens & De Kock, 2016). In accordance with this perspective, the ODIS was developed and encompasses all of the different minority groups subject to discrimination and multiple levels of analysis.

This study brings together several important points regarding diversity and inclusion in the workplace, which in the existing literature, are generally studied separately. Despite the increasing interest in diversity and inclusion scales, there is a gap in the literature related using to the multilevel approach. This study proposes a multilevel perspective to measure organizational perceptions of diversity and inclusion that takes into consideration individual, group, and organizational levels at the same time. This study introduces a new questionnaire, the Organizational Diversity and Inclusion Scale (ODIS), designed to take into account different levels of analysis and measure each of these levels in three dimensions: perceived discrimination, inclusive and discriminatory attitudes toward diversity, as well as the perception of diversity management. The ODIS allows respondents to express (1) perceived discriminations regarding different aspects of wor-

king life; (2) their inclusive and discriminatory attitudes relating to specific social categories (gender, age, disability, sexual orientation, ethnicity and race); and (3) their perceptions of diversity and inclusion practices and policies implemented by their organization. Even if there are scales that investigate the issue of diversity and inclusion on multiple levels (e.g. Mor Barak et al., 1998, 2005), to our knowledge there are no proposals that simultaneously measure the levels described. This study aims to examine the psychometric properties of the ODIS in terms of normality, internal validity and reliability, and to analyze construct validity through correlation analyses with the Diversity Climate Scale (DCS; Mor Barak et al., 1998). Finally, the present study also proposes to analyze criterion validity through correlation analyses with other scales such as affective commitment, job satisfaction, turnover intentions, and mobbing at work.

1.1. Current measures

The theme of diversity and inclusion gained considerable attention in recent years. This has encouraged the creation of a number of scales that have investigated different topics and which have applied different levels of analysis (Burkard et al., 2002; Mor Barak, 2005). There are relevant scales used in the diversity and inclusion research field (e.g., Miville et al., 1999; Monte et al., 1996; Fraboni et al., 1990; Neville et al., 2000; Munroe & Pearson, 2006; Lin et al., 2005; Mor Barak et al., 1998, 2005). Despite the attempt to define the concept of diversity in the workplace on a multi-dimensional level, most of the research has focused on specific dimensions (Cachat-Rosset et al., 2017). For example, Pugh et al. (2008) and McKay et al. (2007) have created widely used one-dimensional scales. There are also multidimensional scales that focus on the attitudes and support of different discriminated populations (Goyal & Shrivastava, 2013). For example, the Diversity Climate Scale by Kossek and Zonia (1993) measures the value efforts to promote diversity, attitudes towards qualifications of racio-ethnic minorities, attitudes toward women's qualifications, department support for women, and department support for racio-ethnic minorities. Other scales measure attitudes and discrimination in the workplace without specifying the characteristics of the discriminated subjects. For example, Hegarty and Dalton (1995) developed the Organizational Diversity Inventory (ODI), which contains five factors related to the existence of discrimination, discrimination against specific groups, managing diversity, actions regarding minorities, and attitudes toward religion. Other scales consider only one type of discrimination: old age (Furunes & Mykletun, 2010; Fraboni et al., 1990), racial attitude (e.g. Neville et al., 2000; Lin et al., 2005) or cultural diversity (Munroe & Pearson, 2006) for LGBTQ individuals (Liddle et al., 2004; Szalacha, 2003). Moreover, scales assessing diversity at work considered the various levels related to organizational mechanisms and roles at work. For example, Monte et al. (1996) developed the Attitudes Toward Diversity Scale (ATDS) that focuses on co-workers, supervisors, hiring and promotion decisions. Additionally, Hicks-Clarke and Iles (2000) developed a Positive Climate for Diversity Scale that focuses on policy support. Other measures have focused on different levels of analysis. For example, Bean et al. (2001) considered the individual, group, and organizational levels. Recently, Soto et al. (2021) identified two dimensions related to diversity climate, one proximal and the other distal. Other measures focus on diversity and psychological contract. For example, the Diversity Promises (DP) Scale developed by Chrobot-Mason (2003) measures the degree to which an organization honors its diversity climate promises for minority employees. Another instrument, the Diversity Perception Scale developed by Mor Barak et al. (1998), focuses on perceptions assuming that behaviour is driven by perceptions of reality. It focuses on personal and organizational dimensions in a diver-

sity climate and is convenient for determining the overall diversity environment. Miville et al. (1999) developed the Miville-Guzman University Diversity Scale (M-GUDS) to assess universal diverse orientation through 3 dimensions: relativistic appreciation of oneself and other, seeking a diversity contact with others and a sense of connection with the larger society of humanity as a whole. The measure differentiates the dimensions in relation to (a) the degree of proximity or distality of diversity management, (b) the discriminated groups and (c) often evaluating only the negative aspects. Conversely, the dimensions included in the ODIS (perceived discrimination, attitudes towards diversity, and perceptions of diversity management) evaluate negative and positive aspects, supporting diversity and inclusion, ranging from perceived discrimination to perceptions of diversity management, and distinguishes between different discriminated groups.

1.2. The importance of a multilevel perspective

Scholars differentiate groups of minorities in visible (e.g., gender, race or ethnicity, age) and invisible (e.g., sexual orientation, religion) dimensions (Priola et al., 2014). Discrimination in regard to invisible dimensions is more difficult to observe and can generate tension in workers with respect to their decision to disclose invisibility (Ragins, 2007; Bend & Priola, 2018). Organizational studies have shown that organizations have openly accommodated the social categories that are more easily adaptable to organizational life (gender and disability) in comparison to non-normative sexualities that suffer high levels of discrimination (Otaye-Ebede et al., 2020). Research on LGBTQ+ (lesbian, gay, bisexual, transgender, and queer) in the workplace (e.g. Priola et al., 2014, 2018) has demonstrated that sexual minorities are subject to numerous discriminations and disadvantages at work. Several studies have shown that a management oriented towards diversity and inclusion has positive effects on organizational functioning (Brimhall et al., 2014; Downey et al., 2015; Kundu & Mor, 2017; Ozbilgin & Tatli, 2008) contributes to the implementation of job satisfaction, organizational commitment and engagement (Cho & Mor Barak, 2008; Downey et al., 2015; Mor Barak & Levin, 2002; Mor Barak and Travis, 2010), and reduces turnover intentions (Groeneveld, 2011; Hopkins et al., 2010; Hwang and Hopkins, 2012; Kundu & Mor, 2017; Mor Barak et al., 2006; Nishii, 2013; Mor Barak and Travis, 2010). We believe that it is necessary to integrate the most salient dimensions in order to articulate a multidimensional measurement that considers both negative and positive influences, and is able to capture the complexity of the different identities that populate organizations. Moreover, it would be useful to have a complete view of the dynamics relating to diversity management, which implies the inclusion of oneself in the discriminatory dynamics and the evaluation of the discrimination at both personal and organizational levels. In summary, research on diversity has traditionally focused on the negative aspects studying discrimination and the negative consequences on minority social groups. However, over the past 20 years, many studies have also focused on the positive effects of inclusion wherein belonging to minority groups is seen as a chance to implement opportunities and resources and perform enriching working experiences. Therefore, we articulated a multidimensional model of diversity and inclusion incorporating positive and negative aspects, and included different levels and diverse minority groups.

1.2.1. Perceived discrimination

Allport (1954) defines the discrimination as the denial some individuals' equality of treatment based on the group to which they belong. Discrimination is defined as a common problem that prevents organizations around the world from functioning properly (e.g., Rodger, 2006) but which is part of organizational life

(Byron & Roscigno, 2019). Discrimination occurs when there is a different treatment of people based on some individual characteristics (Tomei, 2003), or on the contrary, when people with different needs are treated like others, without taking into account specific needs (Minow, 2018). Discrimination within the workplace is perpetrated when the discriminated group is compared with the reference group, typically not subject to prejudice. Discrimination in the workplace is defined as “unfair and negative treatment of workers or job applicants based on personal attributes that are irrelevant to job performance” (Chung, 2001, p. 34). Discriminatory acts in the workplace aim to assert the dominance of “superior” groups in relation to “inferior” ones (Cheung et al., 2016). With regards to perceived discrimination, previous studies have shown a negative association between perceived discrimination and Job Satisfaction (e.g. Özer & Günlük, 2010). For these reasons, perceived discrimination should, in our opinion, be included among the essential dimensions aimed at detecting the climate of diversity at work. Furthermore, perceived discrimination influences different organizational and individual outcomes. Triana et al. (2010) highlight the illegality of discriminatory practices in organizational realities with positive effects on Affective commitment and negative effects on stress levels and turnover intentions (Gee, 2002; Robinson & Dechant, 1997). Other previous research has shown that employees’ turnover intentions had a significant relationship with their perception of organizational diversity (Baruch et al., 2016; Groeneveld & Verbeek, 2012; in Kundu & Mor, 2017). It was also found that if employees perceive diversity policies in a positive way, they will be less inclined to leave the organization (Groeneveld, 2011). In addition, previous research has shown that perceived discrimination contributes to decreasing job satisfaction (Ensher & Grant-Vallone, 2001) and organizational commitment (Sanchez & Brock, 1996).

1.2.2. Attitude towards diversity

Myers (1989) defined attitudes as responses to beliefs and feelings that can predispose our responses to objects. External factors are learned from society and shape people’s behaviors (Bandura, 1973). Therefore, our attitudes are influenced by society and based on what we experience in the environment. The context can, therefore, shape the attitudes related to traditionally discriminated groups such as, women, people with disabilities, junior workers, senior workers, workers of different ethnicities, and LGBT workers. Often, the literature has taken into account prejudicial attitudes. Prejudice has often been associated with discrimination against minority groups and against women (Colella et al., 2017; Fiske & Stevens, 1993; Fiske, 1998; Jones et al., 2016). By going beyond prejudice, workers’ negative attitudes towards diversity can have different effects. People with a negative attitude may indeed be afraid of reverse discrimination that benefits minority groups (Wiersema & Mors, 2016). They may also minimize workplace harassment and be more likely to think they are false allegations (De Judicibus & McCabe, 2001; Ullman, 2010). On the contrary, positive attitudes towards diversity can create a more inclusive work environment. Those with more positive attitudes are more inclined to recognize discrimination incidents as the result of prejudices that have limited the participation of some minority groups within the workplace (Dick & Nadin, 2006). These individuals are also more likely to see discrimination as the result of social factors (Fine, 2010).

1.2.3. Perception of diversity management

Perception of diversity management is here defined as the individual’s perception of diversity and inclusion practices and policies implemented by their organization. Research has reported positive consequences for organizations that proactively manage diversity, for example, improved innovation and competitive advantage

(Bassett-Jones, 2005; Richard et al., 2004), increased ability to attract and retain talent, reduce costs, lower turnover, and fewer legal actions (Carlozzi, 1999; Cox, 1991; Cox and Blake, 1991; Cox, 1993; Robinson & Dechant, 1997). Previous studies have not specifically focused on perceptions of diversity management. Instead, the previous literature has focused on the role of building trust (Downey et al., 2015; Purdie-Vaughns et al., 2008) and climate perceptions of diversity (Shore et al., 2018). Specifically, Luring and Selmer (2011) found that the climate of diversity was positively correlated to the group performance perceived by individuals and to satisfaction at the group level. Furthermore, the climate of diversity is able to influence important organizational outcomes such as performance and work commitment (Milliken & Martins, 1996; Mor Barak & Levin, 2002; Williams & O’Reilly, 1998; Mor Barak, 2005; Brimhall et al., 2014; Buttner et al., 2012, 2010a, 2010b; Gonzalez & DeNisi, 2009; Hicks-Clarke & Iles, 2000; Hopkins et al., 2001; Houkamau & Boxall, 2011; Kaplan et al., 2011; McKay et al., 2007; Parks et al., 2008). A favorable climate for the inclusion of people belonging to the categories of Diversity and in particular to gender, is positively correlated with a higher level of satisfaction; an element which, in turn, reduces turnover intentions. Margaret et al. (2010) showed that employees who perceive that effective training is taking place to promote diversity, tend to report a higher level of commitment to the organization. Some previous work has found that perceptions of inclusion are significantly and positively correlated with more favorable employee attitudes, including satisfaction (Hicks-Clarke & Iles, 2000; Houkamau & Boxall, 2011; Parks et al., 2008; Acquavita et al., 2009; Mor Barak & Levin, 2002). At the same time, several other studies have shown how employee perceptions of diversity management particularly impact organizational performance and promote the inclusion and enhancement of workers with different characteristics (McKay et al., 2008). In general, perceptions of the top management influence organizational behaviour (Latham et al., 2008; Borgogni et al., 2010; De Simone et al., 2021). Diversity management policies are negatively correlated with turnover intentions (Celik et al., 2013) and there is a relationship between management support regarding ethical behaviour and job satisfaction (Vitell and Davis (1990). There is general agreement on the relationships between Diversity practices and intentions to stay or leave ones workplace (Buttner & Lowe, 2017; Buttner et al., 2010a, 2010b; Gonzalez & DeNisi, 2009; Kaplan et al., 2011; McKay et al., 2007; Stewart et al., 2011).

1.3. Diversity, inclusion and organizational outcomes

The dimensions included in the ODIS (perceived discrimination, attitudes towards diversity, and perceptions of organizational diversity management) may be associated with some important organizational outcomes such as turnover intentions, job satisfaction and affective commitment.

Affective commitment describes the degree to which the person feels emotionally connected and identifies with the values promoted by the organization (Meyer & Allen, 1997). A positive correlation is assumed with the Policy and Structures dimensions, as the perception that one’s organization promotes activities and provides adequate structures for all workers should be associated with greater emotional involvement. A negative correlation with the compliance dimension is also hypothesized, as the perception that one’s organization carries out few activities in favour of all workers and acts in a compliant manner with respect to the activities of managing diversity and inclusion may cause it to be associated with a lower level of emotional involvement. These hypotheses are substantially supported by more general studies, such as those on organizational support, which have amply demonstrated how support from one’s own organization has positive effects on the

commitment experienced by its workers (see Eisenberger et al., 1990; Settoon et al., 1996).

As regards job satisfaction, it is hypothesized that it is negatively correlated with perceived discrimination, as this dimension can directly affect the evaluation of one's work environment and therefore be negatively associated with satisfaction. A correlation with the organizational dimensions of the ODIS is also assumed, positive with policy and structure and negative with compliance. These hypotheses are motivated by the results of a substantial number of job satisfaction studies, some of which are summarized in the meta-analysis by Kinicki et al. (2002), which show that job satisfaction is associated to a series of dimensions such as perceived inequality in terms of structures and leadership, cohesion and the working climate (Kinicki et al., 2002).

Finally, we also consider Intentions of turnover and mobbing. These dimensions are correlated (see Elçi et al., 2014) and previous literature indicates that exposure to bullying is related to a greater intention to leave the organization (e.g. Berthelsen et al., 2011). While on the one hand bullying may lead the individual to leave the organization, on the other hand, the worker may want to leave for a number of other reasons (e.g. content of job, career, income, etc.).

In relation to the ODIS, a positive correlation with perceived discrimination is hypothesized since people who perceive discrimination may be more easily victims of mobbing and would therefore be more willing to leave the organization (see Akar et al., 2011); on the other hand, they could have a negative correlation with the "positive" organizational dimensions of the ODIS (policy and structure), since, as evidenced by studies on organizational support (Wayne et al., 1997), the lack of support in the specific case of diversity and inclusion, would lead people who perceive mobbing to be more negative in evaluating the work of the organization. This could also motivate people to want to leave the organization.

2. Method

2.1. Instrument development

The item generation procedure started with agreeing upon the general structure that would characterize the measure, namely the first and second-order dimensions (subscales). The instrument structure was derived from the literature review we carried out which served as the theoretical foundation for deriving the content domains and the basis for item generation. After that, by adopting a deductive approach (see Hinkin, 1998), we proceeded with drawing from a pool of relevant scales widely used in the diversity and inclusion research field (e.g., Miville et al., 1999; Montei et al., 1996; Fraboni et al., 1990; Neville et al., 2000; Munroe & Pearson, 2006; Lin et al., 2005; Mor Barak et al., 1998, 2005; Paolillo et al., 2017). Once the items had been generated, their content and face validity were examined thanks to the support of a panel of experts. Experts would have been asked whether the items for each sub-scale properly sample the construct under examination, ensuring content validity (Hinkin, 1998). In doing this, we took inspiration from widely used procedures for assessing clarity and appropriateness of new items (i.e., JCSEPT, 1999; Lynn, 1986). In particular, we selected a jury comprised of three researchers from different universities and research fields (work psychology, organizational sociology, and educational psychology), which had diversity and inclusion as a common research interest. This jury was asked to read and assess both the clarity, relevance, and appropriateness of each item on 5-point Likert scales, while also leaving ample space for comments and suggestions. Once downstream adjustments were made to the panel results, the final version of the instrument was administered to the validation sample.

2.2. Sample and procedure

To pursue the validation of the ODIS and test for construct and criterion validity by comparing the ODIS with other scales, we analyzed data using both three different subsamples and the overall one, whose distributions by the main sociodemographic and working variables are shown in Table 1. Participants in all of these samples were asked to complete an anonymous online survey via Qualtrics. Subsample 1 was administered the ODIS together with the Diversity Climate Scale (Mor Barak et al., 1998), affective commitment, and job satisfaction.

Subsample 2 was administered the ODIS together with turnover intention, affective commitment, and job satisfaction. Participants in subsample 2 were 635 employees from 5 different Italian public administration entities ranging from internal revenue service to municipal and transport administration.

Subsample 3 was administered the ODIS together with the Short Negative Acts Questionnaire (S-NAQ; Notelaers & Einarsen, 2008), affective commitment, and job satisfaction.

The overall sample comprised 1784 respondents, from both public (47.1%) and private (52.9%) Italian organizations.

3. Measures

3.1. The Organizational Diversity and Inclusion Scale (ODIS)¹

The ODIS is a multidimensional instrument made up of 61 items that investigate individuals' perceptions and attitudes about diversity and inclusion issues in their work context on three different levels.

3.2. Perceived discrimination

This sub-scale investigates perceptions of being treated unequally with regards to a number of aspects of work (e.g., career, performance appraisal, interaction with colleagues) on the basis of belonging to a minority group (gender, age, race and ethnicity, disability, sexual orientation, work status). The scale consists of 5 items on a 6-point Likert scale ranging from "not at all" to "completely" (e.g., "At work I feel discriminated against when it comes to career opportunities").

3.3. Attitudes toward diversity

This sub-scale includes items that express discriminatory or inclusive attitudes taking into account their own identity characteristics. Forty-eight items assess how the person represents other members of the organization based on their specific belonging to a social group: (a) women, (b) physical/sensory disability, (c) youth workers, (d) seniors, (e) workers of different race and ethnicity, and (f) LGBT. Furthermore, for each social group there are two sub-scales investigating inclusive attitudes (e.g., "I recognize LGBT people promote a climate of tolerance and understanding") and discriminatory attitudes (e.g., "I recognize that women demonstrate poor leadership skills"). Respondents are asked to rate each item using a 6-point Likert scale (1 = "strongly disagree", 6 = "strongly agree").

¹ "ODIS: Organizational Diversity & Inclusion Scales" was published in 2018 by Giunti Psychometrics (<https://www.giuntipsy.it/catalogo/test/ODIS-Organizational-Diversity-and-Inclusion-Scales-test-discriminazione-percepita>) and is subject to copyright.

Table 1
Distribution of the subsamples for the main sociodemographic and occupational variables.

| | Subsample 1 (n = 944) | Subsample 2 (n = 635) | Subsample 3 (n = 205) | Overall sample (n = 1784) |
|----------------------------|-----------------------|-----------------------|-----------------------|---------------------------|
| <i>Gender</i> | | | | |
| Male | 71.7% | 57.8% | 27.3% | 61.7% |
| Female | 28.3% | 42.2% | 72.7% | 38.3% |
| <i>Age</i> | | | | |
| <40 y/o | 7.3 % | 14 % | 34.6 % | 12.8 % |
| 40–45 y/o | 10.4 % | 12.8 % | 19 % | 12.2 % |
| 46–50 y/o | 28.3 % | 19.5 % | 14.2 % | 23.5 % |
| 51–55 y/o | 35 % | 21.9 % | 14.2 % | 28 % |
| >55 y/o | 19 % | 31.8 % | 18 % | 23.4 % |
| <i>Avg. Org. seniority</i> | 23.5 | 19.5 | 14.8 | 21 |

Avg. Org. seniority: average organizational seniority in years.

3.4. Perception of diversity management

Eight items on a 6-point Likert scale (1 = “strongly disagree”, 6 = “strongly agree”) investigate how individuals perceive diversity and Inclusion practices and policies implemented by their organization. In particular, this level is composed of three subscales: *policy*, which investigates aspects linked to management/organizational policies (e.g., “Within my organization, diversity is considered an added value rather than a problem”); *structures*, which concerns physical aspects such as workplaces and tools made available (e.g., “Within my organization, equipment and workstations are adapted to the needs of all workers”); and *compliance*, which refers to the organization’s compliance behaviours, aimed at satisfying mere legislative obligations, without going beyond and recognizing the actual importance of the careful management of diversity (e.g., “Within my organization, people with disabilities are uniquely included to comply with the laws on protected categories”).

3.5. Diversity climate

We used the Italian version of the Diversity Climate Scale (Mor Barak et al., 1998) previously validated by Paolillo et al. (2016) to test the ODIS’s construct validity on subsample 1. The Italian version of the Diversity Climate Scale is comprised of three factors related to diversity climate and measured by three items for each factor: (a) *fairness* (e.g., “Managers here give feedback and evaluate employees fairly, regardless of employees’ race, gender, sexual orientation, religion, age, or social background”); (b) *inclusion* (e.g., “The company spends enough money and time on diversity awareness and related training”); and (c) *personal diversity value* (e.g., “I think that diverse viewpoints add value”). Each item is answered on a 6-point Likert scale (from 1 = “strongly disagree” to 6 = “strongly agree”). Cronbach’s α was 0.87 for fairness, 0.67 for inclusion, and 0.80 for personal diversity value.

3.6. Affective commitment

Affective commitment indicates attachment to the organization and identification with its goals and values. It was measured in conjunction with the ODIS on the total validation sample ($n = 1784$) by means of a 3-item scale (e.g., “The organization I work for has great personal significance for me”). Items were selected from Allen and Meyer’s (1990) original scale, already validated in the Italian context (e.g., Pierro et al., 1995). Respondents are asked to rate each item using a 6-point Likert scale (1 = “strongly disagree”, 6 = “strongly agree”). The Cronbach’s α for affective commitment was 0.85.

3.7. Job satisfaction

Job satisfaction was measured in conjunction with the ODIS on the entire validation sample ($n = 1784$) by using 3 items from Smith et al. (1969) original scale. The items refer to specific aspects of job satisfaction related to the job, to the work context, and to colleagues (e.g., “I am satisfied with my work context”). Respondents are asked to rate each item using a 6-point Likert scale (1 = “strongly disagree”, 6 = “strongly agree”). The Cronbach’s α for job satisfaction was 0.78.

3.8. Turnover intentions

Turnover intentions namely represent the intentions to leave the organization (e.g., “I am actively looking for a job outside my organization”) and were measured by using the Italian version of the Wayne et al. (1997) scale, previously validated in the Italian context (e.g., Zaniboni et al., 2013). Turnover intentions were rated using a 6-point Likert scale (1 = “strongly disagree”, 6 = “strongly agree”) and were measured together with the ODIS on a sample of 635 subjects from different public organizations. The Cronbach’s α for turnover intentions was 0.86.

3.9. Mobbing

We used the Short Negative Acts Questionnaire (S-NAQ; Noteleers & Einarsen, 2008) to measure mobbing at work. This scale was validated in the Italian context by Balducci et al. (2010) and it was administered, together with the ODIS, on a sample of 205 subjects from a public organization. This scale consists of nine items divided into three factors describing (a) *work-related mobbing*, (b) *personal mobbing*, and (c) *social isolation* although it was used in the present study in a monofactorial version (Balducci et al., 2010). For each of these items, respondents were asked how often certain behaviours had occurred at work in the past 2 weeks (e.g., “Have you raised your voice or have you been the target of instinctual attacks of anger”), asking respondents to answer on a 5-point Likert scale from 1 = “never” to 5 = “daily”. The Cronbach’s α for S-NAQ was 0.88.

3.10. Item development and validation analysis

The preliminary validation for the ODIS involved carrying out a series of activities and analyses to verify the consistency of its psychometric properties and its adherence to different types of validity. First, we checked for both univariate and multivariate outliers (see Kline, 2011) and then we analyzed the normality (mean, standard deviation, skewness, and kurtosis) of the distributions. After, we tested internal validity by randomly splitting the total sample of participants into two sub-samples, approximately equivalent in number and proportions for the main socio-demographic variables.

For both random subsamples, we conducted an analysis of all items pertaining to the sixteen hypothesized dimensions. In the first random subsample, we carried out an exploratory factor analysis (EFA) in SPSS 24 by fixing at sixteen the number of factors to be extracted. We used main axis factorization with oblique rotation (promax) and eigenvalue >1 as a criterion to retain factors. In the second random subsample, we analyzed whether the factorial structure could be reliably replicated by using confirmatory factorial analysis (CFA) using maximum likelihood (ML) estimator in mplus 7.11 (Muthén & Muthén, 2005). We used the following criteria to evaluate the goodness of fit: χ^2 likelihood ratio statistic, comparative fit index (CFI), Tucker–Lewis fit Index (TLI) the root mean square error of approximation (RMSEA) with associated confidence intervals, and the root mean square residuals standardized (SRMR). We accepted CFI and TLI values >0.90 and RMSEA values <0.08 (i.e., Bentler, 1990; Kline, 2008). Moreover, a correlation analysis was performed to verify the relationships between the scales of the instrument. This was followed by reliability analysis of the proposed scales by checking Cronbach's alpha coefficients. Finally, we examined construct and criterion validity by analyzing the correlations of the scales that make up the instrument with other scales already validated in the Italian context. In particular, we analyzed construct validity through correlation analyses with the Diversity Climate Scale (DCS; Mor Barak et al., 1998) and we analyzed criterion validity through correlation analyses with other scales such as affective commitment, job satisfaction, turnover intentions and the Short Negative Acts Questionnaire (S-NAQ).

4. Results

4.1. Exploratory factor analysis

An EFA was conducted on the first random subsample ($n = 892$) that was composed of 63% males and 37% females; 15.1% of respondents were under 40 years of age, 12.3% were between 40 and 45 years old, 24.8% were between 46 and 50 years old, 25.9% were between 51 and 55 years old, and 21.9% were over 55 years old. In terms of work characteristics, 51.8% came from private organizations, while 48.2% came from public organizations. The average organizational seniority was about 20.5 years. EFA results showed the existence of sixteen meaningful latent factors. The Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy was 0.894, and Bartlett's Test of Sphericity was significant. The resulting factorial solution explained 50.89% of the total item variance and showed significant strong saturation of all items on their respective theoretical dimensions while secondary saturations were all low (<0.30). Factor loadings ranged from 0.29 to 0.88.

4.2. Confirmatory factor analysis

In order to cross-validate the findings obtained on subsample 1, we examined whether the ODIS factorial structure could be replicated in subsample 2 using CFA. The second random subsample ($n = 892$) was composed of 60.3% males and 39.7% females; 10.6% of respondents were under 40 years old, 12.1% were between 40 and 45, 22.3% were between 46 and 50, 30% were between 51 and 55, and 25% were over 55 years old. Furthermore, 54% came from private organizations, while 46% came from public organizations. The average organizational seniority was approximately 21.5 years.

In line with the EFA results, we tested a CFA on a simple structure model where items related to the ODIS dimensions were included. We specified a 16-factor model that assumed secondary saturations equal to 0 for all items. The proposed model showed partially adequate indices of goodness of fit: χ^2 (1649 ; $n = 892$) = 3434.348, $p < 0.01$; RMSEA = 0.035, 90% CI [0.033, 0.036]; CFI = 0.909; TLI = 0.899; SRMR = 0.043. Although the Chi-square test

was expected to be significant given the large number of subjects, the TLI (0.899) fell short, albeit by a small margin, of the adequacy threshold of 0.900 recommended by several authors (i.e., Bentler, 1990). We then moved on to the analysis of the modification indices to examine the improvement in model fit given by the estimation of possible covariances between the residuals for items that presented strong similarities with respect to the words used in their formulation. The result of this analysis led to the inclusion of the estimate of the covariance between the residuals of items 1 and 3 of the Perceived Discrimination Scale. The analysis of the content revealed that these items both refer to discrimination regarding the possibility of improving one's work condition, using terms such as "career" (item 1) and "opportunity" (item 3) that are often used together in everyday language (e.g., "career opportunities"). Hence, because these were the highest modification indices pertaining to error covariances, the CFA solution was respecified by correlating the residuals of the item pair. The new model turned out to have a higher goodness of fit and a significant decrease in chi-square: χ^2 (1648 ; $n = 892$) = 3337.742, $p < 0.01$, which was still significant due to the high sample size. Apart from this, the model satisfied all indices of goodness of fit indicated: RMSEA = 0.034, 90% CI [0.032, 0.036]; CFI = 0.914; TLI = 0.905; SRMR = 0.042. Item saturations on the respective factors were adequate (Table 2); in addition, the estimated covariance between the residuals of items 1 and 3 was significant ($\varepsilon_{1,3} = 0.427$, $p < 0.01$).

Furthermore, alternative models were tested against the hypothesized one. First, we tested a model that included, as second-order factors, attitudes toward diversity and perception of diversity management. Second, alternative models with fewer factors were tested (i.e., perception of diversity management items in a single factor; items referring to inclusive attitudes and discriminatory attitudes as whole factors instead of referring to social groups; items referring to attitudes in factors targeting solely social groups without splitting in inclusive and discriminatory attitudes; items referring to perceived discrimination, attitudes toward diversity and perception of diversity management in three first-order factors; one-factor solution). They all demonstrated worse fit indices than the hypothesized model (Table 3).

4.3. Descriptive statistics and reliability

Table 4 presents the means, standard deviations, skewness, kurtosis, and Cronbach's alpha of the ODIS subscales obtained by EFA and CFA on the total sample. Considering the threshold of 2 for skewness and 4 for kurtosis (Kim, 2013), all of the ODIS subscales met the normality criteria and could be used in bivariate statistical analysis. Regarding reliability testing, Bowling (1997) considered Cronbach's alpha coefficient of 0.5 and above as an acceptable minimum value for exploratory research (see also Alzougool, 2019). Following these guidelines, all of the ODIS subscales showed acceptable psychometric proprieties and good reliability.

4.4. Correlation analysis

Correlations between the ODIS subscales and the other criterion measures are reported in Table 5.

Considering the diversity climate subscales (fairness, inclusion, and personal diversity value), the correlations with the ODIS's dimensions were generally consistent with expectations. Fairness and inclusion showed the stronger negative correlations with perceived discrimination (-0.42 , -0.35) and compliance (-0.36 , -0.50) when compared with the personal diversity value, which was weakly correlated with both perceived discrimination (-0.14) and personal diversity value (-0.09). Fairness and inclusion also showed stronger positive correlations with policies (0.61, 0.53) and structures (0.42, 0.37) than that between personal diversity

Table 2
Factorial solution of the CFA performed on the ODIS items.

| Item | PPerc. Discr. | IIncl. Att. Women | DDiscr. Att. Women | IIncl. Att. Disability | DDiscr. Att. Disability | IIncl. Att. Senior | DDiscr. Att. Senior | IIncl. Att. Junior | DDiscr. Att. Junior | IIncl. Att. Ethnicity | DDiscr. Att. Ethnicity | IIncl. Att. LGBT | DDiscr. Att. LGBT | OOrg. Policy | OOrg. Str. | OOrg. Compl. |
|------|---------------|-------------------|--------------------|------------------------|-------------------------|--------------------|---------------------|--------------------|---------------------|-----------------------|------------------------|------------------|-------------------|--------------|------------|--------------|
| 3 | 0.807 | | | | | | | | | | | | | | | |
| 4 | 0.803 | | | | | | | | | | | | | | | |
| 2 | 0.787 | | | | | | | | | | | | | | | |
| 5 | 0.608 | | | | | | | | | | | | | | | |
| 1 | 0.461 | | | | | | | | | | | | | | | |
| 6 | | 0.772 | | | | | | | | | | | | | | |
| 7 | | 0.706 | | | | | | | | | | | | | | |
| 8 | | 0.620 | | | | | | | | | | | | | | |
| 11 | | 0.471 | | | | | | | | | | | | | | |
| 9 | | | 0.758 | | | | | | | | | | | | | |
| 10 | | | 0.671 | | | | | | | | | | | | | |
| 12 | | | 0.523 | | | | | | | | | | | | | |
| 19 | | | | 0.594 | | | | | | | | | | | | |
| 14 | | | | 0.524 | | | | | | | | | | | | |
| 13 | | | | 0.457 | | | | | | | | | | | | |
| 17 | | | | | 0.775 | | | | | | | | | | | |
| 18 | | | | | 0.708 | | | | | | | | | | | |
| 15 | | | | | 0.660 | | | | | | | | | | | |
| 16 | | | | | 0.474 | | | | | | | | | | | |
| 26 | | | | | | 0.790 | | | | | | | | | | |
| 27 | | | | | | 0.775 | | | | | | | | | | |
| 21 | | | | | | 0.710 | | | | | | | | | | |
| 23 | | | | | | 0.693 | | | | | | | | | | |
| 25 | | | | | | 0.665 | | | | | | | | | | |
| 28 | | | | | | | 0.753 | | | | | | | | | |
| 29 | | | | | | | 0.753 | | | | | | | | | |
| 22 | | | | | | | 0.707 | | | | | | | | | |
| 20 | | | | | | | 0.625 | | | | | | | | | |
| 24 | | | | | | | 0.553 | | | | | | | | | |
| 34 | | | | | | | | 0.784 | | | | | | | | |
| 32 | | | | | | | | 0.700 | | | | | | | | |

Table 2 (Continued)

| Item | PPerc. Discr. | IIncl. Att. Women | DDiscr. Att. Women | IIncl. Att. Disability | DDiscr. Att. Disability | IIncl. Att. Senior | DDiscr. Att. Senior | IIncl. Att. Junior | DDiscr. Att. Junior | IIncl. Att. Ethnicity | DDiscr. Att. Ethnicity | IIncl. Att. LGBT | DDiscr. Att. LGBT | OOrg. Policy | OOrg. Str. | OOrg. Compl. |
|------|---------------|-------------------|--------------------|------------------------|-------------------------|--------------------|---------------------|--------------------|---------------------|-----------------------|------------------------|------------------|-------------------|--------------|------------|--------------|
| 30 | | | | | | | | 0.640 | | | | | | | | |
| 33 | | | | | | | | 0.589 | | | | | | | | |
| 37 | | | | | | | | | 0.701 | | | | | | | |
| 38 | | | | | | | | | 0.699 | | | | | | | |
| 36 | | | | | | | | | 0.659 | | | | | | | |
| 31 | | | | | | | | | 0.600 | | | | | | | |
| 35 | | | | | | | | | 0.569 | | | | | | | |
| 41 | | | | | | | | | | 0.817 | | | | | | |
| 45 | | | | | | | | | | 0.788 | | | | | | |
| 39 | | | | | | | | | | 0.751 | | | | | | |
| 43 | | | | | | | | | | | 0.796 | | | | | |
| 44 | | | | | | | | | | | 0.749 | | | | | |
| 40 | | | | | | | | | | | 0.659 | | | | | |
| 42 | | | | | | | | | | | 0.564 | | | | | |
| 50 | | | | | | | | | | | | 0.693 | | | | |
| 49 | | | | | | | | | | | | 0.678 | | | | |
| 47 | | | | | | | | | | | | 0.662 | | | | |
| 53 | | | | | | | | | | | | 0.577 | | | | |
| 48 | | | | | | | | | | | | | 0.751 | | | |
| 46 | | | | | | | | | | | | | 0.742 | | | |
| 52 | | | | | | | | | | | | | 0.450 | | | |
| 51 | | | | | | | | | | | | | 0.335 | | | |
| 54 | | | | | | | | | | | | | | 0.706 | | |
| 56 | | | | | | | | | | | | | | 0.582 | | |
| 57 | | | | | | | | | | | | | | 0.509 | | |
| 61 | | | | | | | | | | | | | | | 0.978 | |
| 60 | | | | | | | | | | | | | | | 0.752 | |
| 58 | | | | | | | | | | | | | | | | 0.687 |
| 59 | | | | | | | | | | | | | | | | 0.664 |
| 55 | | | | | | | | | | | | | | | | 0.644 |

Perc. Discr.: perceived discrimination; Incl. Att. Women: inclusive attitude toward women; Discr. Att. Women: discriminatory attitude toward women; Incl. Att. disability: inclusive attitude toward people with disability; Discr. Att. Disability: discriminatory attitude toward people with disability; Incl. Att. Senior: inclusive attitude toward seniors; Discr. Att. Senior: discriminatory attitude toward seniors; Incl. Att. Junior: inclusive attitude toward juniors; Discr. Att. Junior: discriminatory attitude toward juniors; Incl. Att. Ethnicity: inclusive attitude toward diverse ethnical people; Discr. Att. Ethnicity: discriminatory attitude toward diverse ethnical people; Incl. Att. LGBT: inclusive attitude toward LGBT PEOPLE; Discr. Att. LGBT: discriminatory attitude toward LGBT people; Org. Policy: organizational policy; Org. Str.: organizational structure; Org. Compl.: organizational compliance.

Table 3
Results of confirmatory factor analyses.

| Models | χ^2 | $\Delta\chi^2$ | df | Δ df | CFI | RMSEA | SRMR |
|-----------------|----------|----------------|------|-------------|------|-------|------|
| 16-factor model | 3337.74 | | 1648 | | 0.91 | 0.03 | 0.04 |
| 18-factor model | 4901.95 | 1564.21*** | 1750 | 102 | 0.84 | 0.05 | 0.07 |
| 14-factor model | 4232.08 | 894.34*** | 1677 | 29 | 0.87 | 0.04 | 0.05 |
| 10-factor model | 8327.80 | 4990.06*** | 1723 | 75 | 0.66 | 0.07 | 0.09 |
| 5-factor model | 11158.77 | 7821.03*** | 1758 | 110 | 0.52 | 0.08 | 0.09 |
| 3-factor model | 11912.66 | 8574.92*** | 1765 | 117 | 0.48 | 0.08 | 0.10 |
| 1-factor model | 13840.23 | 10502.49*** | 1768 | 120 | 0.39 | 0.09 | 0.10 |

*** $p < 0.001$; 16-factor model: the hypothesized model; 18-factor model: attitudes toward diversity and perception of diversity management as second-order factors; 14-factor model: perception of diversity management items in a single factor; 10-factor model: attitudes items in factors targeting social groups; 5-factor model: inclusive attitudes and discriminatory attitudes items in single factors; 3-factor model: perceived discrimination, attitudes toward diversity and perception of diversity management items in three first-order factors; 1-factor model: one-factor solution.

Table 4
Means, standard deviations, skewness, kurtosis, and Cronbach's alpha of the ODIS subscales.

| | M | SD | Skewness | Kurtosis | Cronbach's alpha |
|--|------|------|----------|----------|------------------|
| Perceived discrimination | 2.77 | 1.14 | 0.07 | -0.83 | 0.84 |
| Inclusive attitude toward women | 4.46 | 0.71 | -0.42 | 0.14 | 0.74 |
| Discriminatory attitude toward women | 2.60 | 0.79 | 0.23 | -0.26 | 0.67 |
| Inclusive attitude toward people with disability | 4.07 | 0.83 | -0.43 | 0.21 | 0.53 |
| Discriminatory attitude toward people with disability | 2.06 | 0.73 | 0.82 | 0.87 | 0.73 |
| Inclusive attitude toward seniors | 4.20 | 0.75 | -0.44 | 0.72 | 0.85 |
| Discriminatory attitude toward seniors | 2.92 | 0.88 | 0.06 | -0.33 | 0.81 |
| Inclusive attitude toward juniors | 4.30 | 0.73 | -0.63 | 1.01 | 0.77 |
| Discriminatory attitude toward juniors | 3.03 | 0.85 | 0.03 | -0.38 | 0.78 |
| Inclusive attitude toward diverse ethnical people | 4.17 | 0.81 | -0.82 | 1.42 | 0.83 |
| Discriminatory attitude toward diverse ethnical people | 2.55 | 0.79 | 0.58 | 0.89 | 0.81 |
| Inclusive attitude toward LGBT people | 4.38 | 0.77 | -0.94 | 2.00 | 0.76 |
| Discriminatory attitude toward LGBT people | 2.48 | 0.77 | 0.47 | 0.55 | 0.65 |
| Organizational policy | 3.63 | 0.98 | -0.30 | -0.34 | 0.65 |
| Organizational structure | 3.81 | 1.26 | -0.45 | -0.61 | 0.84 |
| Organizational compliance | 3.74 | 1.00 | -0.15 | -0.32 | 0.67 |

M: mean; SD: standard deviation.

value and both policies (0.25) and structures (0.22). On the other hand, the personal diversity value generally showed the strongest correlations with the other ODIS attitudinal dimensions in the expected direction i.e., positive for inclusive attitudes and negative for discriminatory attitudes. The only exception was the ODIS's discriminatory attitude toward women, for whom fairness recorded a higher negative correlation (-0.22) than the personal diversity value (-0.17).

Considering affective commitment and job satisfaction, they showed negative correlations with perceived discrimination (-0.32, -0.46), and they were both significantly and negatively correlated with perceived organizational compliance (-0.25, -0.20). Moreover, affective commitment and job satisfaction correlated significantly and negatively with all discriminatory attitudes and positively with all-inclusive attitudes while only discriminatory attitudes toward LGBT individuals was not significantly correlated with Affective commitment.

Finally, with regard to turnover intentions and mobbing, measured using the S-NAQ, they were both significantly and positively correlated with perceived discrimination (0.30, 0.55). The correlations with the ODIS's inclusive and discriminatory attitude subscales were scattered and low both for Turnover Intentions and the S-NAQ. Correlations with the ODIS's organizational subscales were significant and negative with regard to policy for both Turnover Intentions and the S-NAQ (-0.25, -0.40), positive, although low, with regard to compliance (0.14, 0.21), while only turnover intentions showed a significant negative correlation with structure (-0.19).

5. Discussion

Changes in the workforce have led various organizations to question their practices related to inclusion and diversity mana-

gement in the workplace. In the scientific landscape, in the last decade, there has been growing research that has considered diversity management practices and their outcomes (e.g., Jha et al., 2023; Garg & Sangwan, 2021; Jiang et al., 2020; Yadav & Lenka, 2020; Mousa et al., 2020; Ohunakin et al., 2019; Konrad et al., 2016; Kim et al., 2015;) and inclusive practices and their outcomes (e.g. Nguyen et al., 2023; Randel, 2023; Chaudhry et al., 2021; Rezai et al., 2020; Goswami & Goswami, 2018; Brimhall & Mor Barak, 2018).

In summary, the findings show the relevance of a multilevel perspective to measure organizational perceptions of diversity and inclusion, which includes individual, group, and organizational levels. The results confirmed the importance of measuring perceived discrimination defined as perceptions of being treated unequally with regards to several aspects of work based on belonging to a minority group. In addition, the results confirmed the standing of considering both discriminatory attitudes and inclusive attitudes toward diversity, as well as the organizational practices and policies on diversity and inclusion. Consistent with the previous literature, the results show that organizational policies of diversity and inclusion are protective factors against perceived discrimination, turnover intentions, and promote positive attitudes toward work as affective commitment and job satisfaction.

One of the goals of this study was to test the factorial validity and reliability of the ODIS, aimed at measuring and detecting perceptions related to diversity management and Inclusion in a multidimensional and multilevel perspective. This perspective allows, in particular, to highlight both the degree of perceived discrimination considering both the individual and organizational levels. Furthermore, specific groups traditionally discriminated against (women, the disabled, seniors, youth, people from different ethnicities and LGBT individuals) are taken into consideration. The findings confirmed the factorial structure and reliability of the questionnaire. Like expected, exploratory and confirmatory

Table 5
Correlations between criterion scales and ODIS subscales.

| | M | SD | Perc. Discr. | Incl. Att. Women | Discr. Att. Women | Incl. Att. Disability | Discr. Att. Disability | Incl. Att. Senior | Discr. Att. Senior | Incl. Att. Junior | Discr. Att. Junior | Incl. Att. Ethnicity | Discr. Att. Ethnicity | Incl. Att. LGBT | Discr. Att. LGBT | Org. Policy | Org. Str. | Org. Compl. |
|--------------|------|------|--------------|------------------|-------------------|-----------------------|------------------------|-------------------|--------------------|-------------------|--------------------|----------------------|-----------------------|-----------------|------------------|-------------|-----------|-------------|
| Fairness | 3.88 | 1.01 | -0.42** | 0.27** | -0.22** | 0.22** | -0.15** | 0.22** | -0.09** | 0.27** | -0.14** | 0.27** | -0.23** | 0.29** | -0.14** | 0.61** | 0.42** | -0.36** |
| Inclusion | 3.29 | 0.90 | -0.35** | 0.27** | -0.10** | 0.18** | -0.03 | 0.22** | -0.04 | 0.26** | -0.15** | 0.29** | -0.12** | 0.24** | -0.05 | 0.53** | 0.37** | -0.50** |
| P div. value | 4.55 | 0.86 | -0.14** | 0.39** | -0.17** | 0.26** | -0.23** | 0.29** | -0.11** | 0.40** | -0.16** | 0.59** | -0.28** | 0.51** | -0.18** | 0.25** | 0.22** | -0.09** |
| AC | 4.22 | 1.05 | -0.32** | 0.25** | -0.11** | 0.18** | -0.10** | 0.31** | -0.15** | 0.30** | -0.07** | 0.25** | -0.10** | 0.26** | -0.03 | 0.42** | 0.29** | -0.25** |
| Job Sat | 4.27 | 0.97 | -0.46** | 0.29** | -0.18** | 0.14** | -0.11** | 0.30** | -0.13** | 0.32** | -0.16** | 0.24** | -0.13** | 0.27** | -0.12** | 0.46** | 0.29** | -0.20** |
| Turn. Int | 2.21 | 1.13 | 0.30** | -0.14** | 0.17** | -0.05 | 0.10* | -0.08* | 0.12** | -0.10** | 0.13** | -0.05 | 0.06 | -0.09* | 0.05 | -0.25** | -0.19* | 0.14** |
| S-NAQ | 1.56 | 0.60 | 0.55** | -0.13 | 0.13 | -0.09 | 0.02 | -0.03 | 0.02 | -0.12 | 0.22** | -0.03 | 0.14* | -0.01 | 0.19** | -0.40** | -0.07 | 0.21** |

* $p < 0.05$. ** $p < 0.01$. M: mean; SD: standard deviation; Perc. Discr.: perceived discrimination; Incl. Att. Women: inclusive attitude toward women; Discr. Att. Women: discriminatory attitude toward women; Incl. Att. Disability: inclusive attitude toward people with disability; Discr. Att. Disability: discriminatory attitude toward people with disability; Incl. Att. Senior: inclusive attitude toward seniors; Discr. Att. Senior: discriminatory attitude toward seniors; Incl. Att. Junior: inclusive attitude toward juniors; Discr. Att. Junior: discriminatory attitude toward juniors; Incl. Att. Ethnicity: inclusive attitude toward diverse ethnic people; Discr. Att. Ethnicity: discriminatory attitude toward diverse ethnic people; Incl. Att. LGBT: inclusive attitude toward LGBT people; Discr. Att. LGBT: discriminatory attitude toward LGBT people; Org. Policy: organizational policy; Org. Str.: organizational structure; Org. Compl.: organizational compliance; Fairness: organizational fairness from the Diversity Climate Scale; Inclusion: organizational inclusion from the Diversity Climate Scale; P. div. value: personal diversity value from the Diversity Climate Scale; AC: affective commitment; Job Sat: job satisfaction; Turn. Int: turnover intention; S-NAQ: Short Negative Acts Questionnaire.

factor analyses revealed a sixteen-factor structure that best fit the data. All scales also showed satisfactory reliability. Another goal was to investigate the nomological network of the ODIS dimensions by analyzing the relationships between its sixteen subscales and the different variables used as criteria. Correlations with criterion scales provide some hints on both convergent and discriminant criterion validity. Consistent with the reference literature, both affective commitment and job satisfaction show their highest negative correlations with perceived discrimination (e.g. Ensher & Grant-Vallone, 2001; e.g. Sanchez & Brock, 1996) and the highest positive correlation with organizational policy. We also found a positive correlation between turnover intentions and perceived discrimination (e.g. Jackson & Jackson, 2019). With respect to construct validity, Perceived discrimination showed negative correlations with the three dimensions of the Diversity Climate Scale (Mor Barak et al., 1998) as well as organizational compliance. Organizational policy and organizational structure, on the contrary, showed positive correlations with the three dimensions of the Diversity Climate Scale.

Consistently, regarding attitudes related to inclusion, we found significant positive correlations with affective commitment, job satisfaction and a negative correlation with turnover intention, in relation to all considered groups with only one exception (an inclusive attitude towards people of a different ethnicity was not significantly correlated with turnover intentions).

Regarding attitudes related to diversity, we found significant negative correlations with affective commitment and job satisfaction and a positive correlation with turnover intention, in relation to all considered groups with the exception of discriminatory attitudes towards LGBT people that was not correlated neither with the commitment nor with turnover intentions, and discriminatory attitudes towards people of a different ethnicity that was not correlated with turnover intentions.

The ODIS has important implications for researchers who may use this comprehensive measure to address specific research questions adopting a multi-level approach. Furthermore, each subscale and ODIS level could be used as a single measure to answer specific research questions. It also proves interesting to carry out multilevel and multidimensional surveys in order to understand the different organizational facets in terms of diversity and inclusion. Several studies have shown how the effort by the top management of a company in the careful management and enhancement of the diversity of its organizational population can have a series of positive impacts in different areas, such as performance, organizational well-being and employee motivation (Park et al., 2022; Holmes et al., 2021; Ashikali et al., 2020; Brimhall et al., 2014; Subhash & Archana, 2017). Today, the management of diversity and its inclusion within the work context is a strategic and distinctive competence that organizations must have in order to survive and compete in an increasingly fast and differentiated market (Canonici, 2013). Undoubtedly interesting implications may concern organized interventions. The adoption of a multilevel perspective could be useful for planning and applying interventions that take into account the different levels considered, in order to strategically act on the considered dimensions and plan subsequent targeted investigations, for example through focus groups.

The limitations of the study include potential weakness caused by the sampling strategies (non-probabilistic) applied. Another potential limitation is that all scales were self-report. Future research could use the ODIS to test the relationships between its dimensions and levels and other dimensions (e.g., organizational loyalty, organizational citizenship, organizational pride, etc.). It would also be interesting to plan cross-national validation in order to verify the ODIS's factorial structure and psychometric properties in different geographical locations and cultures and test for gender and longitudinal invariance. In summary, this questionnaire

could be an adequate research tool for psychologists and researchers interested in grasping the complexity of the organizational climate.

Disclosure of interest

The authors declare that they have no competing interest.

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