

THE HONG KONG POLYTECHNIC UNIVERSITY DEPARTMENT OF MANAGEMENT AND MARKETING

Departmental Research Seminar

The Effects of Diversity Practices on Women and Minority Turnover By

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Date : 15 Nov 2023 (WED)
Time : 10 – 11:30 am
Venue : M802

Abstract

While organizations often implement multiple diversity practices, our understanding of their interactive effects is limited. We advance this research by integrating the signal set congruence/incongruence literature and role theory to theorize three-way interactive effects among diversity practices in three categories (resource, non-discrimination, and accountability) on women and minority employee turnover. We find support with two types of employees – non-leaders and leaders – at law firms from 2010 to 2018 (Study 1). We theorize different underlying mechanisms for non-leaders and leaders, finding initial support in an experimental vignette study (Study 2). Congruent diversity practice sets were associated with lower levels of concerns about unfair treatment (non-leaders) and higher levels of personal relevance (leaders), which resulted in lower turnover intentions. By focusing on interaction effects, we help disentangle when investing in more diversity practices may be beneficial versus detrimental.

Prof. Zhen Zhang is the O. Paul Corley Distinguished Chair in Organizational Behavior and Administration in the Management and Organizations Department at the Cox School of Business, Southern Methodist University (SMU). He received his PhD from the University of Minnesota-Twin Cities and his bachelor's and master's degrees from Tsinghua University in China. Before joining SMU in 2020, he worked at the W. P. Carey School of Business, Arizona State University for twelve years. Prof. Zhang's research focuses on leadership process and leadership development, work teams and groups, biological basis of work behavior, start-ups and entrepreneurship, and advanced research methods. His work has appeared in leading management journals including *Academy of Management Journal*, *Journal of Applied Psychology*, *Personnel Psychology*, *Organizational Behavior and Human Decision Processes*, and *the Leadership Quarterly*, and has been cited in media outlets such as the *Wall Street Journal*, *New York Times*, and *the Globe and Mail*. Prof. Zhang is currently the Editor-in-Chief of *Personnel Psychology* (2023-2025).

All interested are welcome.



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