

THE RIGHT THING TO DO OR THE SMART THING TO DO?

How communicating moral or business motives for diversity affects the employment image of Dutch public and private sector organizations

WHY DID WE CONDUCT THIS RESEARCH?

Many organizations have diversity statements in place in which they publicly declare their appreciation of and commitment to workforce diversity.

In this, some organizations place the focus on business motives, whereas others primarily emphasize moral motives.

We investigated whether public and private organizations differ in the motives that they communicate. We also assessed what impact this has on potential new employees.

Business motives:

"Diversity increases innovation"

Moral motives:

"Diversity reduces social inequality"

1. A public organization is managed and paid for by the state from public funds. A private organization is not a government body.

WHAT DID WE STUDY?

STUDY #1

182
Dutch
organizations

What motives for diversity and inclusion do Dutch public and private organizations communicate on their websites?

STUDY #2

393
Potential
employees

What is the impact on potential employees of communicating business or moral motives, or a combination of both?



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For more information, see:

<https://www.uu.nl/onderzoek/organisatiegedrag/onderzoek>



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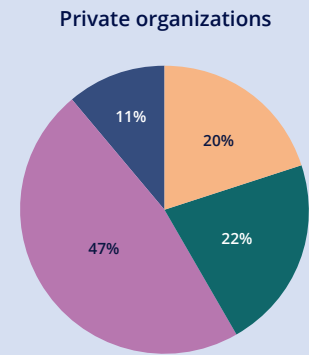
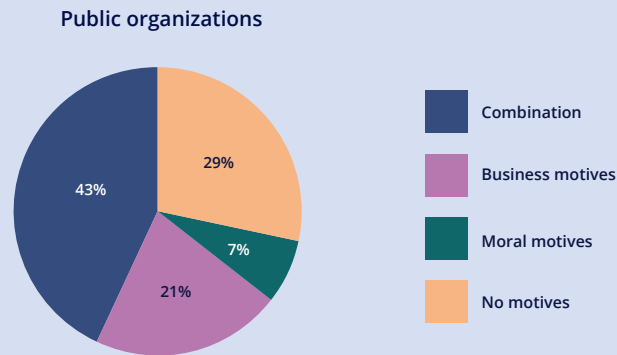
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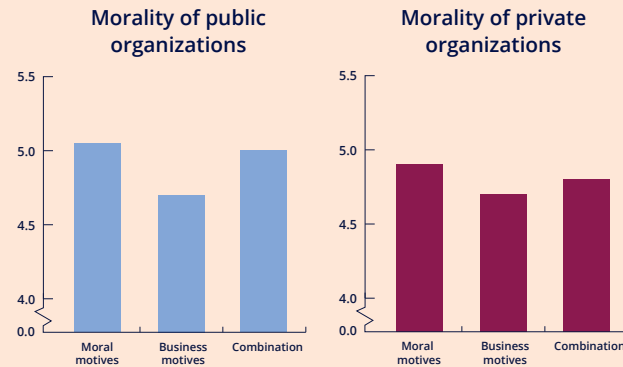
WHAT DID WE FIND?

Public organizations generally communicate a combination of business and moral motives. Interestingly, 29% of the public organizations communicate neither moral nor business motives.

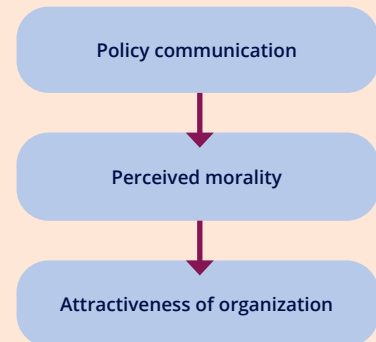


Private organizations generally communicate business motives. In addition, 20% of the private organizations communicate neither moral nor business motives.

Public organizations are considered to be less moral if they only communicate business motives. There is no difference for private organizations.



The organization's perceived morality determines how attractive the organization is. This means that public organizations are the least attractive if they only communicate business motives. Private organizations are equally attractive irrespective of the motives that they communicate.



WHAT DOES THIS MEAN FOR PRACTICE?

Only half of the Dutch public organizations communicate moral motives for diversity and inclusion at work. In addition, 29% of the public organizations do not communicate any motives for their diversity and inclusion policy. This offers opportunities, considering that communicating moral motives for diversity leads

public organizations to be seen as more moral and therefore more attractive by potential employees. Private organizations predominantly communicate business motives. However, the motives they cite on their websites have no demonstrable impact on the organization's attractiveness for potential employees.