TABLE 23.3   Continued

Objectives	Indicators of Achievement of Objectives
Reinforce business strategies	Profitability Progress toward globalization Quality Customer service and marketing
Enhanced individual and work group effectiveness	
Improved job satisfaction and performance of individuals	Individual job satisfaction and performance Existence of support networks; frequency of meetings; impact Promotion rates of trainees
Increased awareness and understanding of issues	Changes in perception, for example, stereotypes
Improved quality of team problem solving	Team commitment and performance
Improved abilities to work with and manage people of diverse backgrounds	Satisfaction with coworkers Managerial skill development (e.g., flexibility, interpersonal and communication skills) Individual accountability for climate, hiring records
Improved ability to manage work and personal life commitments across a wide spectrum of career and life patterns/stages	Reduced work-life conflict Satisfaction with work and personal life

Existing Research on Impacts

Tables 23.4 and 23.5 summarize the existing research on impacts of diversity and work-life, respectively, for organizations and individuals. Because of the difficulties inherent in evaluating impacts, Cox (1994) proposed that researchers begin with variables that are more easily studied and progress to more difficult indicators. Therefore, I organized the tables into four categories, roughly reflecting the ease with which data can be collected. The categories show effects of initiatives on (1) attitudes, (2) individual and team performance, (3) organizational human resource management indicators, and (4) organizational strategic goals. In the next section, I will summarize the research results associated with each category.

Tables 23.4 and 23.5 do not include the numerous sources that rely on testimonials about effects of work-life and diversity. Testimonials are claims that are unsubstantiated by empirical research. In most cases, the claims are made by company spokespersons to journalists and reported in the popular press. For example, a wide range of diversity and work-life initiatives brought

TABLE 23.4 Review of Research on Impacts of Diversity Initiatives

Initiative	Impact	Author
Effects on attitudes		
Diversity training	More positive attitudes toward diversity	Rynes and Rosen (1995)
Active top management support for diversity	Managers' judge organization as effective in managing diversity	Morrison, White, Van Velsor, and the Center for Creative Leadership (1987); Rynes and Rosen (1995); Hitt and Keats (1984)
Management accountability for development of diversity	HR professionals rate organization as effective in managing diversity	Schreiber, Price, and Morrison (1993)
Increasing number of women on boards of directors	Women board members perceive lack of influence on management succession	Briggins (1998)
Higher proportion of women in upper management	Reduction in stereotyping	Ely (1995)
AA hiring status	Lower ratings of competence, lower recommended salary increase	Heilman, Block, and Stathatos (1997)
Diversity training	Positive attitudes toward diversity	Alderfer (1992); Adler (1983)
Increased gender diversity	Positive attitudes toward diversity initiatives	Kossek and Zonia (1993)
Superior-subordinate gender difference	Superior rates subordinate as performing more poorly; less liking for subordinate	Tsui and O'Reilly (1989)
Increasing proportion of women in work unit	Men report less job satisfaction and organizational attachment	Tsui, Egan, and O'Reilly (1992); Wharton and Baron (1987)
Increased team diversity	Reduced organizational and team attachment	Tsui et al. (1992); Watson, Kumar, and Michaelson (1993); Riordan and Shore (1997); Alagna, Reddy, and Collins (1982)
Top team gender diversity	Women report less intention to quit, more job satisfaction	Burke and McKeen (1996)
Effects on individual and team performance		
Increased diversity of social networks	More promotion potential	Ibarra (1995)
Increased team diversity	Better quality of team solutions	McLeod, Lobel, and Cox (1996); Jackson, May, and Whitney (1995)
Increased team diversity	Increased team turnover	Jackson (1991); Tolbert, Simons, Andrews, and Rhee (1995); O'Reilly, Caldwell, and Barnett (1989)
Increased team diversity	More creativity and innovation	Bantel and Jackson (1989); Jackson (1991)
Increased team diversity	Less technical and interpersonal communication	Hoffman (1985); Zenger and Lawrence (1989)
Increasing difference from others in work unit	Increased absence for men and Whites; No effect for women and non-Whites	Tsui et al. (1992)
Superior-subordinate gender difference	Subordinates report more role ambiguity	Tsui and O'Reilly (1989)
Superior-subordinate gender difference (Mexico)	Increased absence	Pelled and Xin (1997)

TABLE 23.4 Continued

Initiative	Impact	Author
Effects on organizational human resource management indicators		
AA, balanced workforce goals and caucus groups (Xerox)	Upward mobility for all groups	Sessa (1992)
Active commitment of senior management to diversity	Upward mobility for women and minorities	Morrison et al. (1987)
Valuing differences discussion groups (Digital)	Positive company reputation	Walker and Hanson (1992)
Recruitment of minorities for management (Pacific Bell)	More minorities in management	Roberson and Gutierrez (1992)
Presence of EEO-/AA offices and rules	*More EEO-/AA-related lawsuits*	Edelman (1992)
Diversity training	*Training-related lawsuit*	Caudron (1993)
Glass ceiling interventions	More Black managers	Alderfer (1992)
Increased number of HR structures to manage diversity	More managerial level of women and people of color	Konrad and Linnehan (1995a)
Equal opportunity office and program (IBM—Germany)	Increased percentage of women in management	Antal and Krebsbach-Gnath (1988)
Both man and woman must be nominated for board and public council appointments (Denmark)	Increased representation of women on Boards and councils	Albertsen and Christensen (1993)
Increased proportion of women in job class	*Decline in salary level for job class*	Pfeffer and Davis-Blake (1987)
Higher pay for AA officer compared to other employees in same organization	Increased percentage of women and minorities	Pfeffer, Davis-Blake, and Julius (1995)
Personal development program for women (Bank of Ireland)	Increased representation of women in management	Murphy (1993)
Effects on organizational strategic goals		
Progressive HR practices	Profitability	Kanter (1983)
Top management team diversity	More organizational innovation	Eisenhardt and Schoonhoven (1990)
More women in management	Return on assets, return on investments, return on equity	Shrader, Blackburn, and Iles (1997)

NOTE: Italicized entries under "Impact" represent undesirable or neutral impacts. HR = human resource; AA = affirmative action; EEO = equal employment opportunity.

TABLE 23.5   Review of Research on Impacts of Work-Life Initiatives

Initiative	Impact	Author
Effects on attitudes		
Availability of family responsive practices	Organizational attachment	Grover and Crooker (1995)
Work-family supports	Job satisfaction	National Council of Jewish Women (1987)
Work-family workshops	Lower stress	Kline and Snow (1994)
On-site child care	Organizational commitment and job satisfaction	Greenberger, Goldberg, Hamill, O'Neil, and Payne (1989); Youngblood and Chambers-Cook (1984)
On-site child care	Perceived positive impact on recruitment, absenteeism, employee attitudes, and public relations	Perry (1982)
On-site child care	Would recommend employer	Dawson, Mikel, Lorenz, and King (1984); Marquart (1988)
On-site child care	Beliefs about positive impacts on productivity, recruitment, and absenteeism	Burge and Stewart (1988)
On-site child care	Improved morale	Ransom, Aschbacher, and Burud (1989)
On-site child care	Manager perceptions of positive impacts	Perry (1982)
Use of on-site child care	*Not related to managers' assessments of users' performance or absenteeism*	Kossek and Nichol (1992)
Flexible work schedules	Organizational commitment	Pierce and Newstrom (1982, 1983); Rothausen (1994)
Flexible schedules and supportive supervisors	Reduced job dissatisfaction; lower levels of depression and somatic complaints	Thomas and Ganster (1995)
Flextime	Perceptions of improved work group and superior-subordinate relations	Narayanan and Nath (1982)
Flextime	Perceptions of improved productivity	Golembiewski, Yeager, and Hilles (1976); Golembiewski, Hilles, and Kagno (1974)
Flextime	Improved job satisfaction and morale of users; *supervisor ambivalence*	Ronen (1984)
Flextime	Reduced work-family conflict	Winett, Neale, and Williams (1982); Lee (1983)
Flextime	*No impact on work-family conflict or satisfaction with family life*	Shinn, Wong, Simko, and Ortiz-Torres (1989); Bohen and Viveros-Long (1981)
Flextime	Increase in satisfaction with work environment	Evans (1973); McGuire and Liro (1986)
Flexible work arrangements, child care subsidies, part-time benefits (American Express)	Positive assessments by employees	Morrison and Herlihy (1992)
Parental leave	Perceived positive impact on company's business	Staines and Galinsky (1992)

TABLE 23.5   Continued

Initiative	Impact	Author
Effects on individual and team performance		
Use of flexible work arrangements and other work-life programs	Improved individual performance	Catalyst (1998b); Dawson, Mikel, Lorenz, and King (1984); Lambert (1993); Rowe (1973)
Flexible work arrangements	Better team performance measures	Rayman (1998)
Flextime	*No change in productivity*	Narayanan and Nath (1982); Schein, Maurer, and Novak (1977); Milkovich and Gomez (1976)
Flextime	Improvement in productivity and performance	Ronen (1984); Pierce and Newstrom (1983); Kim and Campagna (1981)
Flextime	*Mixed effects on productivity*	Harrick, Vanek, and Michlitsch (1986)
Use of on-site child care	Ability to work overtime	Dawson et al. (1984)
On-site day care	*No change in productivity*	Miller (1984)
Use of work-family benefits	Participation in quality improvement circles	Lambert (1993)
Effects on organizational human resource management indicators		
Flexible work arrangements	Reduced absenteeism	Kim and Campagna (1981); Narayanan and Nath (1982); Pierce and Newstrom (1982, 1983); Golembiewski et al. (1976)
Flextime	Reduced use of sick days; reduced tardiness	Ronen (1984); Harrick et al. (1986)
Flextime	Reduced turnover	Ronen (1984); Nollen and Martin (1978)
On-site day care	*No effect on absenteeism*	Goff, Mount, and Jamison (1990); Miller (1984); Krug, Palmour, and Ballassai (1972)
Child care programs	Reduced absenteeism	Petersen and Massengill (1988); Kwasha Lipton (1995); Milkovich and Gomez (1976); Marquart (1988); Burud, Aschbacher, and McCroskey (1984); Rowe (1973); Ransom et al. (1989)
On-site child care	Positive impact on recruitment	Dawson et al. (1984); Marquart (1988); Ransom et al. (1989)

On-site day care	Reduced turnover	Kossek and Nichol (1992); Marquart (1988); Milkovich and Gomez (1976); Youngblood and Chambers-Cook (1984); Dawson et al. (1984); Solomon (1985); Rowe (1973); Ransom et al. (1989); Burud et al. (1984)
Liberal leave policies	Reduced turnover	Marra and Lindner (1992)
Job protected maternity leave (U.S., Japan, Britain)	Higher pay than mothers without leave coverage	Waldfogel (1995, 1998); Higuchi, Waldfogel, and Abe (1998)
Work/life supports	Reduced turnover	National Council of Jewish Women (1987)
Work-life supports	Fewer sick days taken	National Council of Jewish Women (1987)
Effects on organizational strategic goals		
Working Mother list award	Positive impact on stock price	Chauvin and Guthrie (1994)
Flextime	Reduction in overtime expenditures; *no impact on suppliers or customers*	Ronen (1984)

NOTE: Italicized entries under "Impact" represent undesirable or neutral impacts.