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Understanding attitudes towards change, organizational diversity & inclusion strategies and anti-racist, multicultural engagement

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**Understanding Attitudes Towards Change, Organizational Diversity & Inclusion
Strategies and Anti-racist, Multicultural Engagement**

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DOCTORAL DISSERTATION

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for the degree of Doctor of Business Administration

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Defense Committee:

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Acknowledgements

Dedicated to my brother Ronnie Gonzales (1958-1974)

I would like to express my deepest thanks to my husband Garth for his incredible support during the Doctorate program and for stopping me from ‘dropping out’ after my first statistics class! Thanks to Makena and Heather for cheering me on. Special thanks to my Mom, Dad, sisters and brothers for supporting my educational pursuits throughout my life.

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I am grateful for the YMCA and the numerous leaders that have been part of my life for decades including my first mentors Antionette Tellez-Humble, Jerry Prado-Shaw and Harold Mezile. I am humbled to have witnessed the strength and beauty of local communities around the world and the positive impact of the Y across the globe. I will always be inspired by and grateful to Cesar Chavez for his humble leadership, Dolores Huerta for her quiet strength and Nelson Mandela for his significant sacrifices on behalf of others. Ubuntu, I am because you are.

Biography

Lynda Gonzales-Chavez, Chief Global Diversity, Equity & Inclusion (GDEI) Officer for YMCA of the USA (Y-USA), leads efforts to make the Y accessible and welcoming for all through an inclusive, organizational culture that values belonging, equity, multiculturalism and anti-racism and that fosters community bridge-building locally and globally. She created Y-USA's GDEI strategy in 2011 which continues to advance and evolve through local Y leaders and Y practices across the country.

Lynda has 30 years of national and international work experience, specializing in under-represented and marginalized communities in areas such as immigrant integration, HIV/AIDS and substance abuse prevention, outreach to high-risk and incarcerated populations, non-violence and conflict resolution. She led dozens of cultural immersion trips to Africa, Asia, the Caribbean, Europe and Latin America and has represented Y-USA in more than 30 countries. She started her career at the Y of Central New Mexico then spent three years with Y Mexico where she led international relations which included co-leading the creation of the Y Homes for Migrant Minors along the Mexico/US border which continue to serve migrant youth today. A highlight of her career was serving as Senior Gang Interventionist for Youth Development, Inc., in Albuquerque, NM, providing services and programs to gang members that focused on non-violence, social mediation, education, employment, health and substance abuse prevention.

Lynda has a Bachelor of Arts in Latin American Studies from the University of New Mexico and a Master of Science in Public Service Management from DePaul University. She is a doctoral candidate in DePaul University's Doctorate of Business Administration Program.

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List of Abbreviations

Abbreviations	Definition
AMO	Anti-Racist, Multicultural Organizational Efforts
AMOD	Anti-Racist, Multicultural Organizational Development
AODI	Attitudes Towards Organizational Diversity & Inclusion Strategies
D&I	Diversity and Inclusion
GDEI	Global Diversity, Equity & Inclusion
MCO	Multicultural Organization
MCOD	Multicultural Organizational Development
ODI	Organizational Diversity & Inclusion Strategies
PISAB	People's Institute for Survival and Beyond
RTC	Resistance to Change
TPB	Theory of Planned Behavior
URW	Undoing Racism Workshop
WDS	Workplace Diversity Survey
YMCA / Y	Young Men's Christian Association
Y-USA	YMCA of the USA National Resource Office

Abstract

Building on the Theory of Planned Behavior (TPB), this study focuses on employees from YMCAs across the United States and explores the relationships between individual resistance to change (RTC), attitudes towards organizational diversity & inclusion strategies (AODI) and engagement in anti-racist, multicultural (AMO) efforts. Utilizing the Resistance to Change Scale, the study argues that higher RTC results in lower engagement in AMO activities. Additionally, the study explores AODI predicting more positive attitudes result in greater AMO engagement and that AODI will moderate the relationship between RTC and AMO. A demographically representative total of 141 YMCA employees participated from across the country. Key findings show higher RTC is significantly associated with lower engagement in AMO efforts and that positive AODI is significantly associated with higher engagement in AMO. The prediction that AODI moderates the relationship between RTC and AMO engagement was insignificant and not supported. Overall findings elevate the importance of positive AODI as foundational for progressing and sustaining anti-racist, multicultural organizational development change efforts.

Introduction

The historical events of 2020 elevated questions about the relevance of ‘traditional’ organizational Diversity & Inclusion (ODI) strategies in the face of growing inequities resulting from the COVID-19 pandemic, the highly racialized context in the wake of George Floyd’s murder and the growth of the Black Lives Matter Movement. These rapidly changing social contexts prompted ODI practitioners to champion explicit anti-racism and equity goals as a central component of strategic and operational plans. Organizational and consumer interest in anti-racism efforts increased while numerous philanthropies issued anti-racism priorities, albeit with mixed reception from the public. Against the backdrop of shifting workforce demographic composition, described next, organizations encounter critical strategic choices in the context of these anti-racist policies and goals.

Extensive business research has focused on the growing diversity of the United States. African Americans now account for 13.4 percent of the U.S. population, Asian Pacific Islanders for 6 percent, Latinos for 18.5 percent and the foreign-born for 14 percent (US Census Bureau, 2022). Organizational leaders have struggled to attract diverse employees as baby-boomers, that largely identify as white, started to retire in 2011 (U.S. Census, 2016). Although whites account for 60% of the U.S. population, they account for 77% of people over 65 years old (U.S. Census, 2016; U.S. Census, 2022) while children of color account for 50% of all births in the U.S. (Pew Research Center, 2022). For many businesses, financial sustainability is dependent on deepening the participation of people of color at all levels of the organization and ensuring employees, clients and stakeholders represent the racial and ethnic demographics of the United States.

Evidence over the past several decades shows the increasing importance of ODI change strategies especially considering the significant resources leaders invest into related efforts. As

many as 67% of organizations in the United States have used some type of diversity training and they continue to utilize diversity strategies to address a central challenge that their employees do not demographically represent the markets they strive to reach (Kalinowski, 2013; Ospina & Foldy, 2009). Racial and ethnic demographic considerations are increasingly complex as organizations consider positive engagement of employees, governance boards, customers, clients, stakeholders and partners in long-term sustainability strategies. From 1991-2011, the Equal Employment Opportunity Commission responded to 670,000 race discrimination reports resulting in settlements of more than \$1.4 billion (Triana & Pieper, 2015). Studies show that workplace discrimination and bias weaken organizational culture and impact finances due to legal payouts and unwanted employee turnover which further demonstrates the need for leaders to create a more inclusive and equitable organizational cultures (Anand & Winters, 2008; Bezrukova, Spell, Perry & Jehn, 2016). Demographic trends and workplace discrimination costs have elevated the ‘business case’ for ODI strategies yet empirical evidence is limited and inconclusive related to organizational impact of ODI practices and change efforts including those related to increasing employee and stakeholder racial diversity (Andrevski, Richard, Shaw & Ferrier, 2014; Bezrukova, Spell, Perry, & Jehn, 2016; Kalinoski, 2013).

Already complex ODI strategies were further questioned by practitioners about their value and relevance in light of the post 2020 context described above. As the United States was reeling from the deaths and horrific socio-economic impact of COVID-19, George Floyd was murdered May 25, 2020, resulting in social unrest, nonviolent protests, acts of destructive violence and general concern about institutional racism. The graphic exposure and impact of economic and racial inequities are quickly changing the direction of ODI strategies as organizational leaders contend with their role addressing institutional inequities as well as –

critical to this dissertation- their interest in shifting or changing their roles and behaviors. As such, heightened focus on equity, anti-racism and multiculturalism has resulted in practitioners introducing related change strategies but often without appropriate review of academic literature and evidence-based practices and importantly, without assessment of personal attitudes and willingness to make their own individual behavioral changes.

The following literature review identifies that organizational change and employee attitudes towards change are widely studied yet, literature specific to ODI and change is limited and even less research exists related to anti-racism and multiculturalism. This is a substantial gap considering the unique sensitivities, challenges and complexity of race related studies (Piderit, 2000; Velasco & Sansone, 2019; Visagie & Linde, 2010). This study contributes to addressing this critical need by specifically exploring the relationship between employee attitudes towards change and their willingness to engage in anti-racism and multicultural efforts. By exploring the impact of individual attitudes towards foundational ODI strategies on this relationship, the study contributes to broader understanding of how AODI may impact other organizational training, goals and outcomes. Additionally, the study provides information relevant to practitioners as it focuses on employees from YMCAs across the United States already engaged in ODI and explicitly studies individual resistance to change (RTC), AODI and willingness to implement anti-racist, multicultural (AMO) efforts in a large federated and geographically diverse organization.

Literature Review

Organizational Diversity & Inclusion Strategies (ODI)

Organizational management literature defines *Diversity* as the differences between individuals and groups and is often used to describe broad demographic differences between employees, managers, stakeholders, clients and work teams (Anand & Richards, 2008; Chavez & Weisinger, 2008; Roberson, 2006). Diversity is often defined in terms of observable and non-observable characteristics. Observable dimensions include age, ethnicity, gender and are often legally protected from discrimination in the United States. Other definitions have evolved to include non-observable characteristics such as cultural background, education, cognitive ability and socioeconomic background (Bezrukova et al., 2016; Anand & Richards, 2008; Chavez & Weisinger, 2008; Roberson, 2006). *Inclusion* is defined by the degree to which any individual feels part of important organizational processes and can contribute fully and effectively in the organization including in business decision-making (Bleijenbergh et al., 2010). For the purposes of this study, ODI refers to these comprehensive workplace diversity & inclusion strategies.

The historical evolution of what are now considered ODI strategies spans from civil rights and affirmative action to diversity management practice where positive outcomes include increased demographic diversity, positive organizational culture and empowerment of the workforce (Jones et al., 2016; Jonsen et al., 2011; Barak, 2016). Cultural diversity has been studied in Anthropology for more than 150 years, but it has only been studied in management literature since the 1970s (Anand & Winters, 2008). The topic of organizational and workplace diversity surfaced in 1946 as the world grappled with the aftermath of World War II (Bezrukova et al., 2016; Anand & Winters, 2008). Several researchers consider the first wave of diversity

study an outcome of the Civil Rights Act and resulting legislation, including affirmative action, that was followed by numerous iterations of workplace strategies focused on legalities and compliance (Chavez & Weisinger, 2008). The management literature of the 1970's marked the start of workplace studies and the introduction of the business case for diversity. The 1990's introduced the move to incorporate 'inclusion' and to broaden the participation to all organizational employees and stakeholders through workplace diversity management strategies, intersectionality and multiculturalism (Anand & Winters, 2008; Bezrukova et al., 2016). From 2001-2011 academic articles increased by 110 percent and by 500 percent since the 1980s further showing that diversity is an organizational strategic issue and a consideration for firm performance especially with increasing numbers of people of color in the workplace (Jonsen, 2011). Regardless of this significant growth in study and practice, academics and practitioners continue questioning the impact of ODI on recruitment, retention and professional growth of people of color, especially at the executive level. In the United States, whites represent 90% of leadership in U.S. companies and corporate boards (Jones et al., 2016). Better understanding of individual attitudes towards existing ODI will be critical for understanding employee attitudes towards the growing number of businesses implementing anti-racism strategies. This study utilizes the De Meuse and Hostager (2001) Workplace Diversity Survey (WDS), a validated instrument for measuring attitudes towards broad workplace diversity strategies further explored in the survey instruments section of this paper (De Meuse & Hostager, 2001; De Meuse et al., 2007).

Anti-racist, Multicultural Organizational Development (AMO)

There is scarce literature related to organizational change efforts specific to racial equity and what does exist comes from anti-discrimination and anti-bias efforts within ODI strategies.

Literature shows the growing need to analyze race in the workplace and address issues such as power inequities, oppressive cultures, negative demographic stratification and organizational divides if workplace race equity strategies are to be successful (Abramovitz & Blitz, 2015).

In 1954, a time of racial segregation and Jim Crow Laws, American psychologist Gordon Allport published his seminal work, *The Nature of Prejudice* where he presented theoretical and empirical research related to racism in society (Roberts & Rizzo, 2021). The study introduced intergroup contact theory that elevates the importance of equal status, intergroup cooperation, common goals and social institutional support to reduce prejudice (Allport, Clark, & Pettigrew, 1954). Since then, racism and prejudice in the United States have been researched across disciplines including psychology, sociology, public policy, humanities, history, philosophy and communications utilizing various methods and vantage points (Roberts & Rizzo, 2021).

Although racism is a global issue, the focus of this study is the United States with reference to the global context which is important when studying racism as a colonial construct (Roberts & Rizzo, 2021). Most of the psychological research focuses on the United States and considers the unique sociocultural factors and history including the horrific race conquest and the enslavement of Africans, Indigenous peoples and people of color. This further elevates the importance of demographic intersectionality and the multiple dimensions of diversity that should be considered in race studies (Roberts & Rizzo, 2021). Informed by research, theory, philosophy and current contexts, racism is defined as a system of advantage based on race that is created and maintained through psychological factors such as biased thoughts and actions and through sociopolitical factors such as biased laws and policies (Roberts & Rizzo, 2021). This system of advantage is maintained through factors deeply embedded in U.S. society and through individuals and institutions that have most of the economic and social power resulting in advantages for white

Americans and disadvantages for people of color (Roberts & Rizzo, 2021). Racism leads to problematic and unfair contexts resulting in unequal power, inequitable distribution of resources and opportunities for non-white racial, ethnic, cultural and religious groups and general negative outcomes in today's diverse society (Berman & Paradies, 2010). Building on the definitions of racism, anti-racism is broadly defined as the thought and practice to actively eliminate all forms of racism (Berman & Paradies, 2010). Anti-racist concepts and practices promote action towards justice, equity and equality across all racial and ethnic groups (Berman & Paradies, 2010).

Multicultural organizational development concepts were elevated by academics and practitioners who integrated social diversity concepts into organizational development beginning with Kaleel Jamison (1978) who explored the impact of justice and affirmative action on broad organizational health (Jackson, 2006). Multicultural Organizational Development (MCO) theory is attributed to Bailey Jackson and Rita Hardiman (1994) and specifically addressed the management of discriminatory attitudes and behaviors of leaders and employees while moving them towards becoming multicultural organizations (MCO), an organization that seeks to improve itself or enhance competitive advantage by advocating and practicing social justice and diversity internally and externally (Jackson, 2006; Holvino, 2008). By integrating organizational development with diversity or social justice, MCO advocates for systems change in core functions such as processes, procedures and practices, to ensure that all members of the diverse workforce feel fully included and have every opportunity to contribute to achieving the mission of the organization (Jackson, 2006; Holvino, 2008). An MCO values all forms of social diversity and advocates that social and cultural diversity will have positive impact on local, regional, national, and global communities (Jackson, 2006; Holvino, 2008).

MCOD has evolved to become increasingly utilized by organizations that believe social justice is core to culture and is the right thing to do, and by others that believe competitive advantage exists with a diverse workforce and with strong, effective management that recognizes and values the social and cultural diversity of employees and stakeholders (Jackson, 2006; Holvino, 2008). The MCOD framework assumes that organizations are neither good nor bad but rather range on a six-stage continuum from mono-cultural to multicultural (Jackson & Hardiman, 1994; Jackson, 2006; Holvino 2008). The continuum can be used to identify where organizations are before the change effort and to set organizational goals to become fully multicultural (Jackson & Hardiman, 1994; Jackson, 2006, Holvino 2008). Stage Six defines “The Multicultural Organization”:

“The multicultural organization reflects the contributions and interests of diverse cultural and social groups its mission, operations, products, and services. It acts on a commitment to eradicate social oppression in all forms within the organization. The MCO includes members of diverse cultural and social groups as full participants, especially in decisions that shape the organization. It follows through on broader external social responsibilities, including support of efforts to eliminate all forms of social oppression and to educate others in multicultural perspectives.” (Jackson, 2006 p. 182)

The MCOD continuum is the foundation of the six-stage Anti-Racist Multicultural Organization Continuum developed by Crossroads Ministry Anti-Racism Services (Crossroads Anti-Racism, 2022). It incorporates anti-racism into the MCOD framework as a primary measure for organizations launching anti-racist change efforts and is highly utilized by numerous anti-racism trainers and consultants (Jackson, 2006; Crossroads Anti-Racism, 2022, PISAB, 2022). The continuum describes the “fully inclusive, anti-racist multicultural organization in a transformed society” as one that sees racial and cultural differences as assets, shares power and fosters participation of all stakeholders including community (Crossroads, 2022). It is described

as a “future vision of an institution and wider community that has overcome systemic racism and all other forms of oppression” (Crossroads, 2022).

The People’s Institute for Survival and Beyond (PISAB) is one of the most historical and widely utilized anti-racism organizations. Founded in 1980, PISAB educates and consults using a community organizing and anti-racist approach that builds from other organizing models, especially those led and inspired by Saul Alinsky (PISAB, 2022). They address racism as the key barrier to social equity in the United States, a foundational understanding for those wanting to drive effective social change that must be grounded in a collective vision that adheres to a set of Anti-Racist Organizing Principles (PISAB, 2022). PISAB’s signature program is the Undoing Racism® Community Organizing Workshop (URW), a two-and-a-half-day workshop led by a team of community organizers that introduces the anti-racist organizing principles and analyzes race history, terminology, power analysis, how racism functions and persists and how it has impacted participant’s lived experience (PISAB, 2022; Abramovitz & Blitz, 2015; Hagopian, 2018; James, 2008; Johnson, 2009). More than 2 million community members and leaders from diverse organizations have completed the training (PISAB, 2022). The six-stage Anti-Racist, Multicultural Organization (AMO) Continuum, found in Appendix B, is introduced at all workshops to assess where employees see their organization and to develop goals for making progress to become an AMO. Since the 1980’s, several large and small businesses and community, religious and educational organizations, including Y-USA and local YMCAs have engaged with PISAB and even mandated the URW making it a centerpiece of their race equity strategies, but few have studied and published outcomes (Abramovitz & Blitz, 2015; Hagopian, 2018; James, 2008; Johnson, 2009).

One of the only studies that exists related to the implementation and evaluation of anti-racist, multicultural organizational change efforts was done with the National Association of Social Workers of New York City after they launched a race equity culture change effort, through the employee anti-racist alliance (ARA) which made URW a central strategy (Abramovitz & Blitz, 2015). ARA started running 15–18 URWs annually, each attracting 40–50 participants, then launched a survey to explore anti-racist individual engagement and organizational progress. The survey was sent to 2,673 New York URW participants resulting in an average response rate of 36 percent (Abramovitz & Blitz, 2015). The survey is valuable as it measures individual attitudes and personal anti-racist engagement and was developed in collaboration with two universities, PISAB trainers, social workers and numerous scholars and human service professionals (Abramovitz & Blitz, 2015).

Organizational Background

This research proposal focuses specifically on the Young Men’s Christian Association (YMCA) a global, federated non-profit organization. Founded in 1844, the YMCA is one of the largest community-based human services organizations in the world and is dedicated to serving children, youth and families of all ages, races, faiths, backgrounds, abilities, and income levels. There are more than 750 autonomously governed and managed YMCAs in the United States that reach more than 10,000 communities and serve more than 23 million people each year (YMCA of the USA, 2022). YMCA of the USA (Y-USA) is the national headquarters and coordinating body for YMCAs in the United States. It legally represents the U.S. YMCA, including the name and brand, and manages relationships with U.S. YMCAs and independent YMCAs in 120 countries around the world (YMCA of the USA, 2022). Y-USA and all local YMCAs are incorporated as individual 501(c)(3) nonprofit organizations. The Y has changed significantly

due to COVID-19. Thousands of jobs were eliminated and millions of dollars in revenue lost, yet the Y is receiving growing attention across sectors, including businesses and philanthropies, for the vital community services they provide especially to the most marginalized and underserved. In late 2020, Y-USA introduced the anti-racist, multicultural organizational (AMO) strategy and integrated it as one of four goals in Y-USA's 2021-2023 Operating Plan and encourages local YMCAs (Ys) to partner in these efforts (YMCA of the USA, 2022). This has come with mixed reception from local Ys and passionate debate among Y leaders and employees. Which is of critical importance to a national office responsible for a federated organization that includes more than 750 independent associations with their own governance and strategic priorities.

The Y-USA AMO strategy is built on ODI business theory as the foundation. The AMO strategy is supported by a comprehensive suite of numerous tools and trainings that local Ys can access including participation in PISAB's Undoing Racism workshop as a key partner (YMCA of the USA, 2022). ODI is central to the mission of Y-USA and local YMCAs and related goals have been integrated into Y-USA strategic and operating plans for more than 15 years (YMCA of the USA, 2022). Y-USA and YMCAs across the country elevate our national D&I commitment:

“Our Commitment to Diversity, Equity, Inclusion and Global Engagement: The Y is made up of people of all ages, from all walks of life, working side-by-side to strengthen communities. Together, we strive to ensure that everyone, regardless of ability, age, cultural background, ethnicity, faith, gender, gender expression, gender identity, ideology, income, national origin, race or sexual orientation has the opportunity to reach their full potential with dignity. Our core values are caring, honesty, respect and responsibility — they guide everything we do” (YMCA of the USA, 2022).

Local YMCAs across the country have elevated this commitment to ODI and actively engage in numerous Y-USA efforts. After the events of 2020, several have initiated their own

anti-racism strategies, including local partnerships with PISAB and similar organizations. Y-USA responded by developing easy to access tools and resources and by expanding opportunities for local Y leaders to participate in PISAB's Undoing Racism Workshop. Expanded engagement with local Ys has allowed for further development of the AMO strategy including a foundational organizing framework for capacity building, education and awareness at the individual, organizational and greater societal level. As demonstrated in the literature, organizational efforts are dependent on individuals to implement the change. Understanding employee attitudes toward change is critical, especially considering the complexity of anti-racism and multiculturalism today. Many YMCA leaders have also identified the need to expand understanding of employee attitudes as it pertains to managing broad organizational change, making the study relevant for local Ys as well as for Y-USA.

An important driver of the YMCA's ODI success is the Diversity, Inclusion and Global (DIG) Innovation Network that started in 2007 with 11 YMCAs and has grown to more than 100 (YMCA of the USA, 2022). Local Y leaders in the DIG network actively drive ODI goals and daily practices and are a primary data source for this research. Many of these leaders are in the front line of the anti-racism debate so the study is also timely for the organization.

In this study, we explore how AODI affects the implementation of AMO organizational change initiatives and the extent to which local Y leaders actively implement specific initiatives associated with the AMO strategy. Examples include expanding ODI frameworks to incorporate the AMO continuum and measures, providing training specific to anti-racism and acting on goals related to AMO which are further explored in the survey instrument presented by Abramovitz and Blitz (2015). The YMCA framework for ODI and AMO is bucketed into capacity building across individuals, the organization and the greater community. This study aligns with YUSA's

framework of individual, organizational and greater societal efforts and measures. It is focused on the individual and individual attitudes and behaviors not on organizational or societal measures.

Predictors of Engagement in AMO Strategies

This section reviews two key constructs that may explain the extent to which individuals may choose to implement AMO strategy within their local YMCA.

Individual Resistance to Change (RTC)

Organizational change and resistance to change has been studied for decades with much of the literature building on the Kurt Lewin and Edgar Schein (1946) model of unfreezing, moving and re-freezing. The model dissolves the pre-existing culture, then creates readiness for change before implementing and solidifying the organizational change process. The first scholarly articles on attitudes towards organizational change appeared in 1948 and focused on way to overcoming resistance to change (Coch & French, 1948; Bouckenooghe, 2010). The concept of change readiness was introduced in 1957 as a more positive term to describe employee attitudes towards change (Jacobson, 1957; Bouckenooghe, 2010). Literature in the 1990s focused on organizational and system analysis of business mission, practices, processes and procedures that reignited interest in managing individual attitudes, behaviors and needs to ensure reactions foster successful outcomes (Bouckenooghe, 2010; Choi, 2011; Erwin & Garmen, 2010; Oreg et al., 2011; Oreg et al., 2018). The growth in literature also resulted in a span of numerous terms and constructs including resistance to change, readiness for change, commitment to change, openness to change, acceptance of change and comprehensive attitudes

towards change (Bouckenooghe, 2010; Choi, 2011; Erwin & Garman, 2010; Oreg et al., 2011; Oreg et al., 2018).

More than 90% of the change literature focuses on readiness for change and resistance to change which are often used as broad umbrella terms to encompass other constructs (Bouckenooghe, 2010). Readiness for change considers individual change attitudes, feelings and intentions related to the changes and individual beliefs that the organization has the comprehensive capacity to make the change successful and beneficial to all (Choi, 2011). It focuses on the extent employees hold positive views about the need for change, believe the change will have positive implications for themselves and the organization and that the organization is ready to take on large-scale change (Jones et al., 2005; Choi & Ruona, 2011). The central focus of readiness for change is individual attitudes on the organization versus resistance to change which, like this study, is largely focused on the individual (Bouckenooghe, 2010; Choi, 2011; Erwin & Garmen, 2010; Saksvik & Hetland, 2009).

Resistance to change continues to be a primary focus across the study of individual attitudes toward change (Bouckenooghe, 2010; Oreg et al., 2018). There is a prevalence of literature that either presents resistance to change as negative, deficit-based and not useful or literature that presents resistance as a facilitator of positive change that allows focus on how diverse individuals experience change (Bouckenooghe, 2010; Choi & Ruona, 2011; Oreg, 2003; Oreg et al., 2018). Several researchers have directly shared that resistance should not be seen as only negative, as presented especially in early literature, but rather how it can be a part of a dynamic change process that builds on how diverse individuals experience change (Bouckenooghe, 2010; Choi & Ruona, 2011; Oreg, 2003; Oreg et al., 2018). This direction in the literature addresses the conceptual differences between readiness for change and resistance to

change by elevating resistance as part of a proactive change process rather than a conceptual conflict (Bouckennooghe, 2010; Choi & Ruona, 2011; Saksvik & Hetland, 2009).

Decades of research show that individuals uniquely respond to change across a spectrum of individual negative and positive reactions (Bouckennooghe, 2010; Oreg et al., 2011; Oreg, 2018; Oreg et al., 2018). Comprehensive definitions of resistance include affective, cognitive and intentional behavioral components. Elizur and Guttman (1976) categorized these reactions as: cognitive, opinions on the benefits and requirements of the change; affective, feelings and emotions related to the change; and behavioral, actions taken in response to the change. Affect in particular plays a key role understanding resistance to change from the perspective of diverse individual experience broadly (Bouckennooghe, 2010; Choi, 2011; Erwin & Garmen, 2010; Saksvik & Hetland, 2009; Oreg; et al., 2011; Oreg, 2018). Among the numerous studies of reactions to change, emotions and feeling are often first reactions that can be analyzed through a spectrum of positive affectivity with feelings such as happiness or joy and negative affectivity with feelings such as sadness and anger (Bouckennooghe, 2010; Oreg et al., 2011; Oreg et al., 2018). Across the literature, positive affectivity is a dispositional variable that positively relates to successful change outcomes while negative affectivity relates to negative change outcomes (Oreg et al., 2011).

Shaul Oreg has studied individual resistance change as measured through his Resistance to Change (RTC) Scale (2001) which presents resistance to change as a multidimensional disposition that differs for each individual. The scale has four dimensions: Routine Seeking, the degree which an individual values maintaining routines in their lives; Emotional Reaction, the degree change provokes anxiety and discomfort; Short-Term Thinking, the degree people focus on the short-term inconveniences caused by change versus the long-term benefits; and Cognitive

Rigidity, the degree of stubbornness towards or difficulty with changing opinions and attitudes (Oreg, 2018). The RTC construct can be an important part of an organizational change process as it begins with the core of the individual and allows employees and managers to consider the spectrum of negative and positive feelings about change in general (Bouckennooghe, 2010; Choi & Ruona, 2011; Saksvik & Hetland, 2009; Erwin & Garmen, 2010). This study explores how individual RTC influences engagement with organizational anti-racism, multicultural organizational development activities and efforts.

Individual Attitudes Towards Organizational Diversity & Inclusion Strategies (AODI)

Organizational Diversity & Inclusion refers to comprehensive ODI strategies with participation from all employees, managers, departments and stakeholders (Roberson, 2006). It includes organizational change strategies to diversify employees, ensure diversity training, improve culture, foster employee satisfaction and to improve overall organizational outcomes (Roberson, 2006). Literature shows that ODI change efforts can largely influence employee perceptions, attitudes and behaviors (De Meuse & Hostager, 2001). Attitudes toward diversity remains a critical topic in organizational behavioral research and continues to motivate exploration of the relationship between attitudes and behavior change (Adesokan et.al., 2011). Numerous studies elevate the importance of managing diversity perceptions by implementing norms that foster active engagement among all employees and workplace teams and several successful companies have recognized these benefits by investing in efforts to ensure an organizational culture where managers and employees value diversity (Hobman, 2004).

Related research explores the moderating role of attitudes towards diversity on change intentions and behaviors (Adesokan et.al., 2011; Hobman et al., 2004; Triana et al., 2021; Van Dick et al., 2008). Academics and practitioners affirm that positive employee AODI are critical

for related behavior change which is challenging as workplace diversity provokes a broad range of positive to negative emotional, cognitive, and behavioral responses (De Meuse & Hostager, 2001). Employees that value ODI are more likely to engage with others that are dissimilar, to address conflict constructively and to contribute to accomplishing team goals as compared to those with more negative attitudes (Adesokan et.al., 2011; Hobman et al., 2004). Identification of negative attitudes allows managers to address employee fears of differences, existing prejudice, feelings of unfairness, career advancement concerns and doubts related to organizational performance and profitability (De Meuse & Hostager, 2001). Identification of positive attitudes allows managers to better promote a culture that welcomes individual differences, recognizes diversity as a source of learning and creativity and views diversity as an opportunity for personal and organizational growth (De Meuse & Hostager, 2001).

Theoretical Framework

The Theory of Planned Behavior (TPB) is a theoretical framework for better understanding employee attitudes and has been widely utilized in research studies to successfully predict behavior (Ahmad et al., 2020; Ajzen, 1991; Ajzen, 2011; Jimmieson et al., 2008, Ravis, & Armitage, 2009; Wiethoff, 2004). The TPB originated from the Theory of Reasoned Action (Ajzen & Fishbein, 1980) and is a cognitive decision-making model that focuses on employee reactions to change and their intentions to support organizational change through actions and behaviors (Ahmad et al., 2020; Ajzen, 1991; Ajzen, 2011; Jimmieson et al., 2008, Ravis, & Armitage, 2009; Wiethoff, 2004). The basic premise is that beliefs and attitudes create behavioral intentions (Ahmad et al., 2020). Intentions are defined as an individual's willingness to perform specific behaviors, the stronger the intention, the more likely an individual will take supportive action (Ahmad et al., 2020; Ajzen, 1991; Ajzen. 2011; Jimmieson et al., 2008, Ravis,

& Armitage, 2009; Wiethoff, 2004). Meta-analyses show that on average, intentions account for 22% of the variance in behavioral actions (Jimmieson, 2008).

This study utilizes TPB in order to better understand how ODI-relevant attitudes affect the implementation of AMO initiatives. As literature shows, TPB provides a theoretical foundation for the exploration of AODI since attitudes are comprised of an individual's primary beliefs, in this case, specific to ODI strategies (Wiethoff, 2004). This raises questions about the causes of failed diversity training widely discussed in the business literature by considering that negative attitudes that exist before the training may impact the evaluation post training (Wiethoff, 2004). Research shows that individuals who had positive reactions to a past training and found outcomes beneficial, will likely have positive attitudes about future diversity trainings which supports the influence of past experiences as presented in the TPB (Wiethoff, 2004; Abramovitz & Blitz, 2015). In addition to emphasizing attitudes as a predictor of behavior, TPB incorporates the subjective norm, the perceived social pressure to perform or not perform the behavior; and behavioral control, the perceived ease or difficulty of performing the behavior which is informed by anticipated challenge or fear and by past experiences (Ahmad et al., 2020; Ajzen, 1991; Ajzen, 2011; Jimmieson et al., 2008, Ravis, & Armitage, 2009; Wiethoff, 2004). Although norms and behavioral control may contribute to engagement in organizational change initiatives, for the purposes of this study, focus is on the individual attitudinal component of this theoretical framework.

Hypotheses

Building on the theory of planned behavior, this study investigates dispositional resistance to change, change behaviors and attitudes towards organizational ODI strategies to present the following hypotheses.

As shown in the literature, dispositional variables are frequently studied as important drivers of change behaviors (Ajzen, 1987). Dispositional resistance to change ranges across a spectrum of welcoming or resisting change (Oreg, 2018). Specifically, dispositional resistance to change has been widely associated with employee change behaviors (Bouckenooghe, 2010; Choi, 2011; Erwin & Garmen, 2010; Oreg et al., 2011; Oreg et al., 2018). Individuals with high dispositional resistance to change are less likely to initiate changes in their lives and tend to have negative reactions to changes imposed on them (Oreg, 2018). Therefore, individuals with higher dispositional RTC will be less likely to implement or engage in AMO efforts.

H1: Higher dispositional resistance to change (RTC) will be associated with lower engagement in AMO efforts.

This study focuses on AODI in addition to dispositional RTC. Literature identifies that employee attitudes are early indicators of the extent to which individuals will engage in supportive change behaviors (Jimmieson et al., 2008). Individuals who have positive AODI related to existing strategies will likely support future ODI efforts which further aligns with the influence of past experiences presented in the TPB (Ajzen, 1985). Drawing from TPB, individuals with more positive AODI will therefore have higher engagement in AMO efforts and activities.

H2: More positive AODI will be associated with higher engagement in AMO efforts.

Literature shows the moderating role of AODI on organizational outcomes and that positive diversity related attitudes can be a critical early step in driving supportive change behaviors (Triana et al., 2021) which is consistent with TPB as it links attitudes to behaviors (Ajzen, 1985). Moreover, embedded within TPB is the notion that dispositions and attitudes do not necessarily operate independently in their impact on behaviors. For example, Rhodes et al.

(2002) and Rhodes et al. (2005) found significant interaction effects between personality traits and attitudes towards exercise in the prediction of exercise behaviors (Rhodes et al., 2002; Rhodes et al., 2005). Combined with the influence of past experiences in TPB, the relationship between individual resistance to change and individual AMO behaviors will be moderated by AODI.

H3: The relationship between dispositional RTC and AMO engagement will be moderated by AODI. When AODI are more positive, dispositional resistance to change has a lower impact on AMO engagement than when AODI are more negative.

Methods

The sample is comprised of employees across the United States that are engaged in YMCA of the USA ODI strategies and activities. Referred to as Global Diversity, Equity & Inclusion (GDEI) networks, they include local Y and Y-USA employees already engaged in national ODI strategies and have participated in ODI strategies in their local Ys or at Y-USA. A power analysis was conducted to determine the necessary sample size to detect a significant effect with 0.8 power. Predicting a medium effect size of 0.4 (in standard deviation units), required a sample size of 52 and a medium effect size of .3 required a sample size of 90.

The completely voluntary and anonymous survey link was sent to approximately 600 employees registered to receive GDEI announcements and opportunities via email. The announcement included an anonymous link that directed the participants to the study information sheet and survey. Those over age 18 could then access and complete the Qualtrics 3-part survey and demographic questions. After removing incomplete surveys, a total of 141 individuals participated in the study ($n = 141$). The participant information sheet and survey instrument are found in Appendix C and D.

Survey Instrument

The survey has three components to capture individual attitudes towards ODI strategies, engagement in AMO efforts and resistance to change. The final part of the Qualtrics survey captures five demographic questions.

Attitudes Towards Organizational D&I Strategies (AODI)

De Meuse & Hostager present three years of research on employee diversity feelings, beliefs and behavioral intentions to explain the development of their survey tool that evaluates employee attitudes toward broad workforce diversity strategies (De Meuse & Hostager, 2001). The Workplace Diversity Survey (WDS) was tested and analyzed for reliability and carefully developed to assess overall effectiveness across five dimensions: emotional reactions, the immediate “gut feelings” about ODI generally; judgments, the individual beliefs if ODI is good or bad in principle; behavioral reactions individual intentions to take ODI related actions; personal consequences, individual perceptions of how ODI outcomes personally affects them; and organizational outcomes, individual views on how ODI affects the organization broadly (De Meuse et al., 2007). De Meuse & Hostager, 2001, used Cronbach's Coefficient Alpha to ensure WDS items measure a single dimensional construct and predicted high coefficient alpha scores that exceed .70. Findings ranged from organizational outcomes at .76 to emotional reactions at .89 further demonstrating the WDS consistently assesses all five dimensions ((De Meuse & Hostager, 2001).

For the purposes of this study, the Qualtrics survey was renamed to Organizational Diversity & Inclusion (ODI) strategies and includes the 20 survey items, 10 are positive statements and 10 are negative statements that were reverse coded. The ODI survey uses a five-point Likert scale from 1 (Strongly Disagree) to 5 (Strongly Agree).

Anti-racist, Multicultural Organizational Efforts (AMO)

There are several articles that reference PISAB and the Unlearning Racism Workshop but beside James et al. (2008) and Johnson et al. (2009), few discuss quantitative details or empirical study (Abramovitz & Blitz, 2015). The Abramovitz & Blitz survey explores engagement in racial equity work following participation in a Unlearning Racism Workshop (URW). The survey measures individual attitudes and personal anti-racist engagement and was developed in collaboration with two universities, PISAB trainers, social workers and practitioners (Abramovitz & Blitz, 2015). The survey uses a four-point scale using *both initiated and participated, initiated only, participated only* and *none* (Abramovitz & Blitz, 2015). The email survey was sent to 2,673 URW alumni between June 2010 and May 2012 resulting in a sample of 875 representing a response rate of 36.2 % placing it on the average range of web-based surveys.

For this study, the survey was adapted to capture frequency of AMO engagement through 11 activities using a 5-point Likert scale from (1) never to (5) almost always).

Resistance to Change (RTC)

The majority of organizational change literature focuses on contextual and situational variables rather than on the multidimensional dispositions to change that differ with each individual (Oreg, 2003; Sasvik & Hetland, 2009). One of the few surveys to measure individual reactions is the Resistance to Change (RTC) Scale that studies the affective, cognitive and behavioral components of change through Routine Seeking, Emotional Reaction, Short-Term Thinking and Cognitive Rigidity and provides a total score (Saksvik & Hetland, 2009; Oreg, 2003; Oreg, 2006; Oreg et al., 2008; Oreg et al., 2011). The higher an employee's score on the RTC scale, the more negative and individual's overall response to change. The RTC has been

validated in numerous samples nationally (Saksvik & Hetland, 2009; Oreg, 2003; Oreg, 2006; Oreg et al., 2008; Oreg et al., 2011). The RTC uses a 6-point Likert survey with items rated on a scale from 1 (Strongly Disagree) to 6 (Strongly Agree).

For the purpose of this study the Qualtrics survey uses the 17 items of the RTC with items numbers 4 and 14 reverse coded. It is slightly adapted to reflect the organizational context utilizing frequency of AMO engagement through a 5-point Likert scale from 1 (strongly disagree) to 5 (strongly agree).

Survey Reliability Scores

Cronbach's alpha scores for all survey items in this study demonstrated very good reliability. Reliability scores for attitudes toward organizational Diversity & Inclusion (AODI) includes 20 items ($\alpha = .89$); engagement in anti-racist multicultural (AMO) efforts includes 11 items ($\alpha = .93$); and resistance to change (RTC) includes 17 items ($\alpha = .86$) all demonstrating very good internal consistency as shown in Table 1.

Sample Demographic Analysis

After completing the AODI, AMO and RTC Qualtrics survey, respondents were asked five demographic questions related to age, race, sex, years in the Y and Y location. All demographic questions had a *prefer not to share option*. For better understanding of the nature of the sample, 45% identified as male and 53% female, 16% African American, 7% Asian/Pacific Islander, 15% Latino and 54% white. Related to age, 8% identified as age 18-29 years, 19% age 30-39, 27% age 40-49, 32% age 50-59 and 14% age 60-69. Related to number of years with the Y, 18% of respondents have been employed 0-5 years, 16% for 6-10, 16% for 11-15, 9% for 16-20 years and 40% for more than 20 years. Respondent Y locations are reported as 34% in the Midwest, 23% in the Northeast, 21% in the South and 20% in the West Region.

The survey sample mean for AODI was 4.23 (4.2-5.0 = strongly agree), for RTC 2.44 (1.81-2.6 = disagree) and for AMO 3.89 (3.1-4.2 = often). Demographic group frequencies, percentages, means and standard deviations are found in Table 2.

Results

A Pearson correlation coefficient test was performed to study the relationships between AODI, AMO and RTC. Results show a significant, moderate positive relationship between AODI and AMO ($r = .44$, $p < .001$), a significant, weak negative relationship between AODI and RTC ($r = -.18$, $p = .03$) and a significant, weak negative relationship between AMO and RTC ($r = -.17$, $p = .04$). Means, standard deviations, reliability and intercorrelations are found in Table 3.

Centered scale variables were used in multiple regressions to test study hypotheses, with engagement in AMO as the dependent variable and RTC and AODI as independent variables. A regression was run to predict engagement in AMO from resistance to change (RTC). The results showed the model was significant $F(1,139) = 4.223$, $p = .04$, $R^2 = .029$ as shown in Table 4. Hypothesis 1 is therefore supported as higher resistance to change is significantly associated with lower engagement in AMO efforts.

To test Hypothesis 2, an additional regression was run to predict AODI and engagement in AMO efforts. The results showed the model was significant $F(1,139) = 33.564$, $p < .001$, $R^2 = .194$ as shown in Table 5. Hypothesis 2 is therefore supported as more positive AODI results in higher engagement in AMO.

To further analyze AMO engagement for Hypothesis 3, centered RTC and AODI scales were entered into the first step of a hierarchical regression, with the second step as the interaction of the two centered variables. Step one showed significant results for the AODI centered variable

$F(2,138) = 17.579$, $p < .001$, $R^2 = .203$ but not for the RTC centered variable $p = .22$ (see Table 6). Step two showed insignificant interaction of the two centered variables, $F(3,137) = 12.586$, $p = .13$, $R^2 = .216$ as shown in Table 7. Hypothesis 3 is therefore not supported, as AODI did not moderate the relationship between dispositional RTC and engagement in AMO in this study.

Discussion

Summary of Results

Through a sample of 141 YMCA employees, this study explores the relationships between individual resistance to change (RTC), attitudes towards organizational diversity & inclusion (AODI) strategies and engagement in anti-racist, multicultural (AMO) efforts. Correlation results identified a significant, moderately positive relationship between AODI and AMO, a significant weak negative relationship between AODI and RTC and a significant weak negative relationship between AMO and RTC.

Regression results for Hypothesis 1 explore the relationship between AMO and RTC and show a significant, weak positive relationship. H1 was therefore supported as higher dispositional resistance to change was associated with lower engagement in AMO efforts. Regression results to test Hypothesis 2 explore the relationship between AMO and AODI and show a significant moderate positive relationship. H2 was therefore supported as more positive AODI are associated with higher engagement in AMO efforts. The results of the hierarchical regression to test Hypothesis 3 show insignificant results therefore H3 was not supported. The relationship between dispositional resistance to change and AMO engagement is not moderated by AODI. Findings showed that AODI is stronger predictor of AMO explaining 19.4% of variance as compared to RTC which explained 2.9% of variance with AMO but was insignificant

when entered into the multiple regression analysis with AODI. RTC was weakly related to AMO but not after taking account of the relationship between AMO and AODI.

Overall results show that there are significant relationships between the three variables. An individual with higher RTC demonstrates lower engagement in AMO efforts and individuals with more positive AODI demonstrate higher engagement in AMO efforts. The results show that AODI does not moderate the relationship between RTC and AMO therefore rejecting H3 but did show that AODI is significantly associated with both RTC and AMO.

Theoretical Implications

The study builds on the Theory of Planned Behavior (TPB) to better understand employee attitudes as a predictor of behavior, specifically AODI as a predictor of AMO engagement. Results show that positive AODI is associated with higher engagement in AMO contributing to the scarce literature that studies how AODI impacts employee willingness to engage in other organizational change efforts. The study illustrates how TPB can be utilized to better understand behaviors specific to race and racism in the workplace. The results further inform the argument that existing AODI contribute to organizational change success through increased engagement in related efforts and that existing negative AODI contributes to future related failures (Wiethoff, 2004).

The research elevates RTC and the resulting impact on employee organizational change attitudes that cross a spectrum of negative and positive reactions which drive behaviors (Oreg et al., 2018). In this study RTC explained 2.9% of the variance in AMO but further questions how dispositional RTC may be associated with behavioral engagement in other organizational change efforts. The study supports the argument that organizational change processes should include the individual in the analysis. It builds on the theory that change resistance should not be seen as

only negative but as an important component of the dynamic change process that considers how individuals experience change. The RTC scale can be utilized to identify each employee's resistance baseline as organizational change efforts are initiated. As with other competencies, RTC baseline information can be used to create performance expectations as it pertains to organizational change goals.

The focus of AMO engagement in this study elevates the timely importance of multicultural organization development (MCOD) as a theory that recognizes the competitive advantage of a diverse workforce, the benefits of effective management of socio-cultural diversity and the importance of social justice (Jackson, 2006). MCOD can provide a theoretical framework for organizations integrating race equity into their ODI strategies and contribute to the literature on ODI impact on organizational outcomes. MCOD is an additional theory that addresses the increasing questions related to how organizations can grow a diverse employee base and how to better engage the emergent multicultural markets and customer base. The research demonstrates the benefit of applying MCOD theory as AMO goals are introduced and provides a theory for evaluating and sustaining those efforts. Moving organizations towards an explicit AMOD direction may be a solution to improve racial diversity but, as the study outcomes show, foundational ODI and positive AODI must first be in place for AMOD efforts to succeed.

Practical Implications

The study is timely for practitioners considering how businesses and organizations hurried to make equity statements and introduce new race equity efforts after George Floyd was murdered May 25, 2020 and how public interest in ODI more than doubled the following year (Yeo & Jeon 2023). The literature review raises the importance of understanding ODI historical

roots and evolution, including newer anti-racism components, the mixed outcomes of ODI and the sustained gaps businesses face with regards to racial diversity of employees and leadership teams. The significant findings should prompt leaders to better understand and to grow positive AODI as a mechanism to improve ODI outcomes, increase employee AMO engagement and build overall staff capacity to discuss and prevent racism in the workplace.

Organizations continue to face significant employee shortages and workplace challenges post COVID-19 including how to increase employee engagement during continued contextual change (Pass & Ridgway, 2022). The U.S. racial and ethnic demographic projections continue to drive organizational leaders to initiate or strengthen strategies to recruit, develop and retain a multicultural workforce. As the study argues, businesses that leverage core ODI and AODI strategies to ensure a welcoming workplace and employee sense of belonging have a competitive advantage with multicultural talent, which is especially important in the wake of labor shortages. The study explored how individual RTC influences AMO engagement as part of an evolving ODI change strategy with significant results showing that higher RTC was associated with lower AMO. Practitioners should incorporate efforts to better understand and leverage employee RTC as a foundational step in the organizational change process and for improving long-term organizational change effectiveness. Leaders can then provide necessary support for high RTC employees to prepare them for changing routines, manage change anxiety and discomfort, address short-term inconveniences caused by change and help them to engage with new or differing opinions.

The significant findings of the study show that AODI and RTC impacted AMO engagement highlighting the importance of the variables when implementing organizational change processes. As organizations continue to operate in changing environments, more

attention should be placed on individual RTC and AODI during recruitment and hiring through efforts such as adding RTC and AODI competencies into job descriptions and into employee assessment tools. Organizations should prioritize training that builds employee change capacity and understanding of ODI and that rewards employees for their related positive practices and behaviors.

The Abramovitz & Blitz (2015) study that studies New York social workers engagement in racial equity work following their participation in People's Institute for Survival and Beyond (PISAB) Unlearning Racism Workshop. It gives practitioners an example of how behaviors of an entire network of 875 city-wide social workers were studied to evaluate the impact of their AMO organizational efforts. ODI practitioners and organizational leaders seeking to initiate AMO strategies should consider partnerships with PISAB and Crossroads Ministries and access their decades of related training and AMO change development experience. The Crossroad's AMO Continuum (Appendix B) provides illustrative examples across a broad spectrum of how organizations can methodically make progress on AMO goals and avoid the pitfalls of disconnected or one-off efforts. The surveys and frameworks included in this study can support and illustrate solution-driven responses to engage the increasingly diverse workforce. Leveraging an AMO focus may also allow leaders to evaluate and address any systemic barriers that may impede recruitment and retention and biased practices that prevent diverse employees to fully thrive in the workplace.

Limitations and Future Research

Hypothesis 3 was not supported and therefore does not contribute significant findings to the exploration of the moderating role of AODI. The study is limited as the sample is from one organization only and participating YMCA employees were already engaged in ODI, they

strongly value ODI strategies (4.2), often engage in AMO efforts (3.9) and fall relatively in the middle of the RTC scale (2.4). Additionally, the sample was highly tenured with more than 40% of participants reporting more than 20 years working for the Y. Future research with diverse organizations and with employees new to ODI or with differing attitudes towards ODI is needed to begin broader moderation analysis especially when ODI attitudes are more negative.

Although demographic data was collected and analyzed, further study is needed to better understand between-group differences, such as tenure or race/ethnicity, and related change behaviors.

An additional limitation of the study is the singular focus on the individual employee, it does not include study of the organizational contexts of each local Y and Y-USA. As a federated nonprofit, each of the 750 plus local Ys are autonomously governed and managed which would have required significant steps to address issues such as privacy concerns and organizational participation agreements. Future research is required to explore the impact of organizational variables on the study variables. It will be valuable to practitioners and academics to understand how employee AODI, RTC and change engagement are impacted by organizational considerations such as overall culture, existing structural support mechanisms, leadership engagement in ODI, psychological safety provisions and related compensation, to name just a few future study subjects. This research focuses on AODI so future study is required to understand the impact of RTC on other employee attitudes that are important in the workplace.

The study is limited to the analysis of RTC, AODI and AMO engagement. It does not explore the relationship between the study variables and racist attitudes or behaviors, a greatly needed current and future area of study, especially as organizations grow ODI to include anti-racism strategies. Future study of RTC as a barrier to behavior change is critical considering that

racism in the United States is a system of advantage based on race that continues to be maintained through beliefs, behaviors and traditions that are deeply embedded in culture. Future literature that specifically looks at adherence to social traditions and racist attitudes and behaviors could be valuable across all organizational domains. Although the RTC scale has been validated internationally, the study sample includes U.S. employees and does not explore the international analysis where growing interest in ODI exists. The increasing concern about global racism post COVID calls for urgent research especially when considering current rise in nationalism, global conflict and war.

Conclusion

Amid continued political polarization, the field of ODI remains very complex after the COVID-19 pandemic. On June 29, 2023, the United States Supreme Court ruled affirmative action in higher education unconstitutional in *Students for Fair Admissions, Inc. v. President & Fellows of Harvard College* (U.S. Supreme Court, 2023) further adding to the existing race-equity challenges. As of May 1, 2023, dozens of anti-diversity, equity & inclusion policies and legislations have been introduced at the state-level, two of which have final legislative approval and one that has been signed into law by the office of governor (NASPA, 2023). The increasingly complex socio-political context makes the focus of this study incredibly timely for ODI stakeholders navigating individual and organizational responses to diversity and race equity challenges. For ODI efforts to be successful, it is critical for organizational business leaders and practitioners to focus on employee AODI and RTC especially when incorporating new efforts such as AMO. As ODI strategies integrate AMO efforts, it will be crucial for organizations to be aware of how quickly they can be entrenched in politically polarizing and divisive rhetoric. Building on a solid ODI foundation can maintain the relevance and sustainability of ODI and

AMO strategies. Success requires organizational leaders to meet employees and stakeholders where they are along the ODI and AMO journey and to ensure continued study of the histories and lived experiences that employees bring to the workplace.

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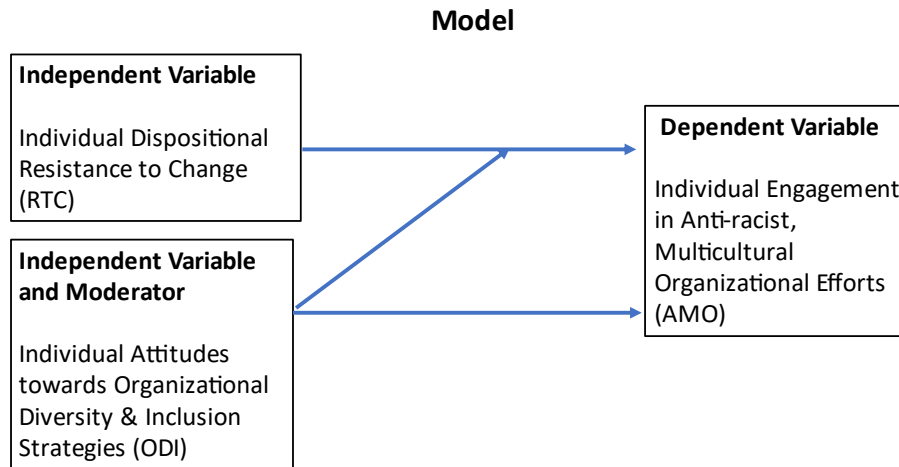
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Appendix A: Model



Appendix B: Continuum on Becoming an Anti-racist Multicultural Organization

Continuum on Becoming an Anti-Racist Multicultural Organization

MONOCULTURAL ==> MULTICULTURAL ==> ANTI-RACIST ==> ANTI-RACIST MULTICULTURAL					
<i>Racial and Cultural Differences Seen as Deficits ==> Tolerant of Racial and Cultural Differences ==> Racial and Cultural Differences Seen as Assets</i>					
Exclusive	2. Passive	3. Symbolic Change	4. Identity Change	5. Structural Change	6. Fully Inclusive
An Exclusionary Institution	A "Club" Institution	A Compliance Organization	An Affirming Institution	A Transforming Institution	Anti-Racist Multicultural Organization in a Transformed Society
<ul style="list-style-type: none"> Intentionally and publicly excludes or segregates African Americans, Native Americans, Latinos, and Asian Americans Intentionally and publicly enforces the racist status quo throughout institution Institutionalization of racism includes formal policies and practices, teachings, and decision making on all levels Usually has similar intentional policies and practices toward other socially oppressed groups such as women, gays and lesbians, Third World citizens, etc. Openly maintains the dominant group's power and privilege 	<ul style="list-style-type: none"> Tolerant of a limited number of "token" People of Color and members from other social identity groups allowed in with "proper" perspective and credentials. May still secretly limit or exclude People of Color in contradiction to public policies Continues to intentionally maintain white power and privilege through its formal policies and practices, teachings, and decision making on all levels of institutional life Often declares, "We don't have a problem." Monocultural norms, policies and procedures of dominant culture viewed as the "right way" business as usual" Engages issues of diversity and social justice only on club member's terms and within their comfort zone. 	<ul style="list-style-type: none"> Makes official policy pronouncements regarding multicultural diversity Sees itself as "non-racist" institution with open doors to People of Color Carries out intentional inclusiveness efforts, recruiting "someone of color" on committees or office staff Expanding view of diversity includes other socially oppressed groups <p><i>But...</i></p> <ul style="list-style-type: none"> "Not those who make waves" Little or no contextual change in culture, policies, and decision making Is still relatively unaware of continuing patterns of privilege, paternalism and control Token placements in staff positions: must assimilate into organizational culture 	<ul style="list-style-type: none"> Growing understanding of racism as barrier to effective diversity Develops analysis of systemic racism Sponsors programs of anti-racism training New consciousness of institutionalized white power and privilege Develops intentional identity as an "anti-racist" institution Begins to develop accountability to racially oppressed communities Increasing commitment to dismantle racism and eliminate inherent white advantage Actively recruits and promotes members of groups have been historically denied access and opportunity <p><i>But...</i></p> <ul style="list-style-type: none"> Institutional structures and culture that maintain white power and privilege still intact and relatively untouched 	<ul style="list-style-type: none"> Commits to process of intentional institutional restructuring, based upon anti-racist analysis and identity Audits and restructures all aspects of institutional life to ensure full participation of People of Color, including their world-view, culture and lifestyles Implements structures, policies and practices with inclusive decision making and other forms of power sharing on all levels of the institutions life and work Commits to struggle to dismantle racism in the wider community, and builds clear lines of accountability to racially oppressed communities Anti-racist multicultural diversity becomes an institutionalized asset Redefines and rebuilds all relationships and activities in society, based on anti-racist commitments 	<ul style="list-style-type: none"> Future vision of an institution and wider community that has overcome systemic racism and all other forms of oppression. Institution's life reflects full participation and shared power with diverse racial, cultural and economic groups in determining its mission, structure, constituency, policies and practices Members across all identity groups are full participants in decisions that shape the institution, and inclusion of diverse cultures, lifestyles, and interest A sense of restored community and mutual caring Allies with others in combating all forms of social oppression Actively works in larger communities (regional, national, global) to eliminate all forms of oppression and to create multicultural organizations.

Appendix C: Participant Information Sheet

Information Sheet for Participation in Research Study

Understanding Attitudes Towards Change, Organizational Diversity & Inclusion Strategies and Anti-racist, Multicultural Engagement

Principal Investigator: Lynda Gonzales-Chavez, Student, Doctorate of Business Administration
Institution: DePaul University, Chicago, IL
Faculty Advisor: Alyssa Westring, PhD.
Chair, Department of Management and Entrepreneurship

In partnership with DePaul University and Dr. Alyssa Westring, I am conducting a dissertation research study to better understand of the relationships between individual attitudes towards change, attitudes towards organizational Diversity & Inclusion (D&I) strategies and engagement in anti-racist, multicultural organizational (AMO) efforts.

In support of this study, we invite YMCA leaders engaged in Global Diversity, Equity & Inclusion networks to participate in a voluntary and anonymous on-line survey. If you agree to participate and are over 18 years old, you will be asked to complete a 3-part adapted survey about your perspectives on D&I, your engagement in AMO efforts and your reaction to change. The survey includes five demographic questions (age group, sex, race/ethnicity, years in the YMCA and the region/location of your YMCA) with 'prefer not to share' as an option. Again, the survey is completely voluntary and anonymous. The survey should take approximately 10 minutes to complete. Data used for reporting will be aggregated and not identifiable.

Your participation is voluntary, which means you can choose not to participate. There will be no negative consequences if you decide not to participate or change your mind after you begin the survey. The survey is anonymous and your decision whether or not to participate in the research survey will have no impact upon your work or standing at the YMCA. You can withdraw your participation at any time prior to submitting your survey.

If you have questions or want additional information about this study please contact Lynda Gonzales at 773-580-6014, LGONZA23@depaul.edu or Alyssa Westring, 312-362-5239, awestrin@depaul.edu. When completed, the final study will be available upon request.

If you have questions about your rights as a research subject, you may contact Jessica Bloom, DePaul University's Director of Research Compliance, in the Office of Research Services at 312-362-6168 or by email at jbloom8@depaul.edu. You may also contact DePaul's Office of Research Services with further questions.

Thank you for your time and consideration,
Lynda Gonzales

Continuation to the survey indicates you are 18 or older and agree to participate in this research study.

Appendix D: Adapted Survey Instrument

Part 1: Attitudes Towards Organizational Diversity & Inclusion Strategies (AODI)

The following section asks for your perspective on organizational Diversity & Inclusion (D&I) strategies. Please indicate the extent to which you disagree or agree with the following statements.

- *Strongly Disagree*
 - *Disagree*
 - *Neither agree nor disagree*
 - *Agree*
 - *Strongly Agree*
1. I believe that D&I is fair.
 2. D&I is stressful for me. *
 3. I feel enthusiastic about D&I.
 4. D&I is expensive for organizations.*
 5. D&I leads to harmony in organizations.
 6. I feel frustrated with D&I.*
 7. I feel hopeful about D&I.
 8. I believe that D&I is worthless.*
 9. I support D&I efforts in organizations.
 10. I withdraw from organizational D&I efforts.*
 11. D&I is rewarding for me.
 12. I feel resentful about D&I.*
 13. D&I is an asset for organizations.
 14. D&I leads me to make personal sacrifices.*
 15. I participate in organizational D&I efforts.
 16. I resist organizational D&I efforts.*

17. I believe that D&I is good.
18. D&I is unprofitable for organizations.*
19. D&I is enriching for me.
20. I believe that D&I is unjustified.*

*Reverse coded items

De Meuse, K. P., & Hostager, T. J. (2001). Developing an instrument for measuring attitudes toward and perceptions of workplace diversity: An initial report. *Human Resource Development Quarterly*, 12(1), 33-51.

Part 2: Frequency of Engagement in Anti-racist, Multicultural Efforts (AMO)

The following section asks about your engagement in Anti-racist, Multicultural (AMO) efforts within your organization. Please indicate how frequently you engage in the following behaviors.

- *Never*
- *Rarely*
- *Sometimes*
- *Often*
- *Almost Always*

1. I promote discussion with co-workers about AMO topics.
2. I discuss AMO topics with others such as members or people we serve.
3. I encourage co-workers to attend AMO related trainings and workshops.
4. I modify organizational procedures within my control so that they incorporate AMO goals.
5. I support professional learning and development related to AMO education
6. I promote change in staffing patterns or team composition to reflect AMO goals.
7. I share data about racial disparities and other AMO topics.
8. I promote organizational offerings and materials to be more reflective of AMO goals.
9. I promote organizational learning and development resources to reflect AMO goals.
10. I collaborate with organizational networks or task forces related to AMO goals.

11. I promote AMO goals in local community efforts.

Abramovitz, M., & Blitz, L. V. (2015). Moving toward racial equity: The undoing racism workshop and organizational change. *Race and Social Problems*, 7(2), 97-110.

Part 3: Resistance to Change (RTC)

The following section asks about how you typically react to changes in your life. Please indicate the extent to which you disagree or agree to the following statements.

- *Strongly Disagree*
 - *Disagree*
 - *Neither agree nor disagree*
 - *Agree*
 - *Strongly Agree*
1. I generally consider change to be a negative thing.
 2. I'll take a routine day over a day full of unexpected events any time.
 3. I like to do the same old things rather than try new and different ones.
 4. Whenever my life forms a stable routine, I look for ways to change it.*
 5. I'd rather be bored than surprised.
 6. If I were to be informed that there's going to be a significant change regarding the way things are done at work, I would probably feel stressed.
 7. When I am informed of a change of plans, I tense up a bit.
 8. When things don't go according to plans, it stresses me out.
 9. If a supervisor changed performance criteria, it would probably make me feel uncomfortable even if I thought I'd do just as well without having to do any extra work.
 10. Changing plans seems like a real hassle to me.
 11. Often, I feel a bit uncomfortable even about changes that may potentially improve my life.
 12. When someone pressures me to change something, I tend to resist it even if I think the change may ultimately benefit me.
 13. I sometimes find myself avoiding changes that I know will be good for me.
 14. I often change my mind.*

15. I don't change my mind easily.

16. Once I've come to a conclusion, I'm not likely to change my mind.

17. My views are very consistent over time.

*Reverse coded items

Oreg, S., Bayazit, M., Vakola, M., Arciniega, L., Armenakis, A., Barkauskiene, R., & Van Dam, K. (2008). Dispositional resistance to change: Measurement equivalence and the link to personal values across 17 nations. *Journal of Applied Psychology*, 93(4), 935.

Demographics

The following questions pertain to demographic questions about yourself. Your responses are anonymous and you may choose to 'prefer not to share' for any of the questions.

What is your age?

- 18-29
- 30-39
- 40-49
- 50-59
- 60-69
- 70+
- Prefer not to share

What is your Race/Ethnicity?

- African American/Black
- Asian Pacific Islander
- Hispanic/Latino
- Native American
- Two or more races
- White
- Other
- Prefer not to share

What is your Sex/Gender?

- Female
- Male
- Non-binary
- Other
- Prefer not to share

How many years have you been with the YMCA?

- 0-5
- 6-10
- 11-15
- 16-20
- 20+
- Prefer not to share

What is your YMCA region or location?

- Midwest Region: Illinois, Indiana, Iowa, Kansas, Kentucky, Nebraska, Michigan, Minnesota, Missouri, North Dakota, Ohio, South Dakota, Wisconsin
- Northeast Region: Connecticut, Delaware, District of Columbia, Maine, Maryland, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, Vermont
- South Region: Alabama, Arkansas, Florida, Georgia, Louisiana, Mississippi, North Carolina, Oklahoma, Puerto Rico, South Carolina, Tennessee, Texas, Virginia
- West Region: Alaska, Arizona, California, Colorado, El Paso, Hawaii, Idaho, Montana, Nevada, New Mexico, Oregon, Utah, Washington, Wyoming
- Prefer not to share

Tables

Table 1

Cronbach's Alpha Scores for Survey Scale Measurements

Measure	Number of items	Threshold	Cronbach's alpha
AODI	20	.70	.885
AMO	11	.70	.929
RTC	17	.70	.859

Note. AODI = Attitudes Towards Organizational Diversity & Inclusion Strategies, AMO = Anti-racist, Multicultural Organizational Development, RTC = Resistance to Change

Table 2

Demographic Group frequencies, percentage, means and standard deviations

Age Group	N	%	M (SD)	M (SD)	M (SD)
			AODI	RTC	AMO
18-29	11	7.8	4.26 (.278)	2.55 (.41)	3.74 (.60)
30-39	27	19.1	4.34 (.40)	2.45 (.48)	4.02 (.66)
40-49	38	27.0	4.38 (.38)	2.48 (.56)	4.06 (.81)
50-59	45	31.9	4.07 (.45)	2.38 (.38)	3.79 (.68)
60-69	19	13.5	4.17 (.59)	2.46 (.48)	3.65 (.77)
Total	141	100	4.23 (.45)	2.44 (.46)	3.89 (.73)
Race/Ethnicity	n	%	M (SD)	M (SD)	M (SD)
			AODI	RTC	AMO
African American	23	16.3	4.34 (.29)	2.65 (.47)	3.87 (.71)
Asian Pacific Islander	10	7.1	4.01 (.47)	2.36 (.57)	4.11 (.68)
Hispanic Latino	21	14.9	4.25 (.50)	2.46 (.41)	4.03 (.67)
White	76	53.9	4.21 (.46)	2.41 (.48)	3.8 (.75)
Total	141	100	4.23 (.45)	2.44 (.46)	3.89 (.73)

Sex	<i>n</i>	%	<i>M (SD)</i> AODI	<i>M (SD)</i> RTC	<i>M (SD)</i> AMO
Male	63	44.7	4.19 (.44)	2.48 (.48)	3.84 (.78)
Female	74	52.9	4.28 (.44)	2.43 (.45)	3.96 (.67)
Total	140	100	4.23 (.45)	2.44 (.47)	3.89 (.73)

Years in the Y	<i>n</i>	%	<i>M (SD)</i> AODI	<i>M (SD)</i> RTC	<i>M (SD)</i> AMO
0-5	26	18.4	4.20 (.48)	2.46 (.48)	3.83 (.81)
6-10	22	15.6	4.23 (.51)	2.53 (.44)	3.96 (.61)
11-15	23	16.3	4.48 (.27)	2.25 (.43)	4.37 (.54)
16-20	13	9.2	4.35 (.30)	2.54 (.61)	3.64 (.80)
20+	57	40.4	4.13 (.47)	2.46 (.44)	3.76 (.72)
Total	141	100	4.23 (.45)	2.44 (.46)	3.89 (.73)

Location	<i>n</i>	%	<i>M (SD)</i> AODI	<i>M (SD)</i> RTC	<i>M (SD)</i> AMO
Midwest	48	34.0	4.27 (.38)	2.44 (.43)	3.95 (.68)
Northeast	33	23.4	4.16 (.57)	2.40 (.46)	3.83 (.82)
South	30	21.3	4.29 (.36)	2.59 (.53)	3.96 (.71)
West	28	19.9	4.24 (.49)	2.33 (.43)	3.79 (.77)
Total	141	100	4.23 (.45)	2.44 (.46)	3.89 (.73)

Note. *n* = 141

AODI = Attitudes Towards Organizational Diversity & Inclusion Strategies, AMO = Anti-racist, Multicultural Organizational Development, RTC = Resistance to Change
Means (Standard Deviations)

Table 3*Means, Standard Deviations, Reliabilities, and Correlation Matrix*

Variable	Mean	SD	AODI	AMO	RTC
AODI Scale	4.23	0.45	.885	.441**	-.182*
AMO Scale	3.89	0.73	.441**	.929	-.172*
RTC Scale	2.44	0.46	-.182*	-.172*	.859

Note. AODI = Attitudes Towards Organizational Diversity & Inclusion Strategies Scale, AMO = Anti-racist, Multicultural Organizational Development Scale, RTC = Resistance to Change Scale

* $p < .05$

** $p < .01$ (reliabilities on diagonal)

Table 4*Regression Table Hypothesis 1: Higher RTC will be associated with lower AMO*

Variable	<i>B</i>	<i>SE B</i>	β	<i>T</i>	<i>p</i>
RTCcenter	-.270	.131	-.172	-2.055	.042

Note. AMO = Anti-racist, Multicultural Organizational Development centered dependent variable, RTC = Resistance to Change centered independent variable.

Table 5*Regression Table Hypothesis 2: Higher AODI will be associated with higher AMO*

Variable	<i>B</i>	<i>SE B</i>	β	<i>T</i>	<i>p</i>
AODIcenter	.720	.124	.441	5.792	<.001

Note. AMO = Anti-racist, Multicultural Organizational Development centered dependent variable, AODI = Attitudes Towards Organizational Diversity & Inclusion Strategies centered independent variable.

Table 6*Regression Table Hypothesis 3: AODI will moderate RTC and AMO*

Variable	<i>B</i>	<i>SE B</i>	β	<i>T</i>	<i>p</i>
RTCcenter	-.149	.122	-.094	-1.222	.224
AODIcenter	.692	.126	.424	5.482	<.001

Note. $n = 141$

AMO = Anti-racist, Multicultural Organizational Development centered variable, RTC = Resistance to Change centered variable, AODI = Attitudes Towards Organizational Diversity & Inclusion Strategies centered variable

Table 7

*Hierarchical Regression Table Hypothesis 3 Interaction: AODI Moderation AMO, RTC and RTC*AODI*

Variable	<i>B</i>	<i>SE B</i>	β	<i>T</i>	<i>p</i>
Step 1					
RTCcenter	-.149	.122	-.094	-1.222	.224
AODIcenter	.692	.126	.424	5.482	<.001
Step 2					
RTCcenter	-.131	.122	-.083	-1.078	.283
AODIcenter	.678	.126	.415	5.385	<.001
AODI*RTCcenter	.316	.210	.115	1.508	.134

Note. n = 141

AMO = Anti-racist, Multicultural Organizational Development, RTC = Resistance to Change, AODI = Attitudes Towards Organizational Diversity & Inclusion Strategies, AODI*RTC = Attitudes Towards Organizational Diversity & Inclusion and resistance to change interaction new variable