

The Art of Diversity: Creating Cultural Organizations and their Personnel, Public, Program, and Partners

Die Kunst der Vielfalt: Kulturelle Organisationen und ihr Personal, Publikum, Programm und Partner

CHENHAO ZHOU^a, HANS VAN DIJK^b*, BRIAN DOORNENBAL^c***

^a Utrecht University, the Netherlands

^b TIAS School for Business & Society, the Netherlands

^c Leiden University Medical Center, the Netherlands

Abstract

This paper investigates the impact of Diversity & Inclusion (D&I) policies, diversity climate, and inclusive leadership on the diversity of cultural organizations across four Ps: Personnel, Program, Public (audience), and Partners. Using data from an online D&I scan of 295 Dutch cultural organizations, we observed a positive association between the overall D&I policy and diversity outcomes. Additionally, we found a positive association between D&I policies targeting a specific P and diversity outcomes for that specific P. Furthermore, our analysis highlights the pivotal role of inclusive leadership in translating D&I policies into tangible outcomes. Our findings reveal that inclusive leadership not only directly influences the synergy climate, but also strengthens the link between D&I policies and the fairness climate. Overall, our study offers insights into how to effectively enhance diversity and inclusion in cultural organizations.

Dieser Beitrag untersucht die Auswirkungen von Diversity & Inclusion (D&I)-Politiken, Diversity-Klima und inklusiver Führung auf die Vielfalt von Kultureinrichtungen in den vier P: Personal, Programm, Öffentlichkeit (Publikum) und Partner. Anhand von Daten aus einer Online-D&I-Untersuchung bei 295 niederländischen Kultureinrichtungen konnten wir einen positiven Zusammenhang zwischen der allgemeinen D&I-Politik und den Diversity-Ergebnissen feststellen. Darüber hinaus fanden wir einen positiven Zusammenhang zwischen der D&I-Politik, die auf ein bestimmtes P abzielt, und den Diversity-Ergebnissen für dieses spezifische P. Darüber hinaus unterstreicht unsere Analyse die zentrale Rolle der integrativen Führung bei der Umsetzung der D&I-Politik. Die Ergebnisse zeigen, dass integrative Führung nicht nur einen direkten Einfluss auf das Synergieklima hat, sondern auch die Verbindung zwischen D&I-Maßnahmen und dem Fairnessklima stärkt. Insgesamt bietet unsere Studie Einblicke in die effektive Förderung von Vielfalt und Inklusion in kulturellen Organisationen.

Keywords

Diversität/diversity, leadership, Kulturpolitik/cultural policy, Kulturbetrieb/arts organizations, cultural organizations.

* c.zhou1@uu.nl, <https://orcid.org/0000-0003-4151-182X>

** <https://orcid.org/0000-0001-6962-870X>

*** <https://orcid.org/0000-0001-9711-4167>

Introduction

In the Netherlands, organizations in the cultural sector, such as museums and theatres, have historically exhibited disparities in serving various segments of society. This trend mirrors situations in the UK and US where the concept of excellence has often implied whiteness or upper class (BELFIORE et al. 2023). Despite a high participation rate of 84% in cultural activities in the Dutch population, some social groups, including people with a low socio-economic status and non-Western migration background, have limited access to cultural activities (EUROSTAT 2021). Also under-represented in cultural organizations are employees of non-Dutch origin (immigrants), individuals under thirty-five and women in executive level positions (VAN DER VEEN et al. 2018). These disparities highlight the need for cultural organizations to become more inclusive and diverse, aligning with an international call for cultural diversity (UNESCO 2002).

Cultural organizations are endeavoring to become more diverse, with a particular focus on their personnel and audiences (MANDEL 2019; HADLEY 2021). Regarding personnel diversity, there are some strategies that are effective in public and private sector organizations that offer valuable insights. For example, prior research suggests that diversity climate (which refers to the extent that employees believe that the organization values diversity; DWERTMANN/NISHII/VAN KNIPPENBERG 2016; NISHII 2013), inclusive leadership (RANDEL et al. 2018; VAN KNIPPENBERG/VAN GINKEL 2022; ASHIKALI/ GROENEVELD/ KUIPERS 2021), and measurable diversity goals and targets (DOBBIN/KALEV 2016) are key to enhancing personnel diversity. Audience diversity is an aim that is more unique for cultural organizations, but there are also several suggestions in that regard. For example, WALKER-KUHNE (2005: 11) recommends integrating marketing techniques with relationship-building skills, and Dutch cultural sector practitioners suggest diversifying programs and partners, including collections, agendas, and suppliers, as key strategies for attracting diverse audiences (DOORNENBAL et al. 2018; VAN DIJK/TOL 2020).

The current study puts these ideas to the test by examining how cultural organizations can become more diverse on what is referred to, in the Dutch cultural sector, the four Ps: Personnel, Program, Partners, and Public. More commonly referred to as audience, Public reflects a focus on diversifying audiences. Our main point of departure is Goal Setting Theory, which suggests that any outcome is more likely to be achieved when goals and targets are set, and responsibilities and budgets are assigned to those goals (LOCKE/LATHAM 1990; LOCKE/LATHAM 2006;

WRIGHT/KACMAR 1994). Building on this theory, we argue that establishing diversity and inclusion (D&I) policies with clear goals and targets increases diversity across the four Ps (DOBBIN/KALEV 2016). These goals and targets should specifically address diversity in each area—distinctly—rather than attempting to address all types of diversity under a single, broad policy. Furthermore, we draw on Signaling Theory, which posits that one party (the sender) can credibly convey information about itself or its intentions to another party (the receiver) through a signal (CONNELLY et al. 2011). We argue that goals and targets can foster a diversity climate by serving as a signal to employees that the organization is committed to achieving diversity outcomes.

In sum, we propose that clear and specific D&I policies can directly enhance diversity on the four Ps, or indirectly by increasing an organization's diversity climate. Because leaders play a key role in employees' experience of diversity climate in an organization (DWERTMANN/VAN DIJK 2020), we argue that D&I policies will only result in increased diversity, and subsequent increases in levels of diversity on the four Ps, when there is a high level of inclusive leadership. We test these assumptions in Dutch cultural organizations.

Dutch Cultural Organizations: Colonial History and Diversity

Despite the increasing diversity of Dutch society, the historical dominance of arts and culture by the higher-educated and affluent elite has hindered diversity and inclusion within Dutch cultural organizations. This elitism in the cultural sector has traditionally marginalized groups based on socio-economic status, education level, gender, age, and ethnic background, fostering a homogeneity that excludes a considerable segment of society. Available data reveal that in 2016 only 7.4% staff in the cultural sector have a non-Western migration background (compared to 12.3% in Dutch society in 2016; CBS, 2016), and women account for 37.2% of board members in 2016 (while females accounted for 50.4% in Dutch society as a whole in the same year; CBS, 2022) (VAN DER VEEN et al. 2018). Moreover, participation rates in cultural activities are markedly lower for non-Western migrants at 29%, compared to 39% and 40% for those of Dutch origin and Western migrants, respectively (STATISTA 2018). Such exclusion is further intensified by Dutch colonial history, which has influenced cultural perceptions and representation within the arts and culture domain.

The Dutch Golden Age (1575-1675), a period whose problematic aspects have only begun to be widely acknowledged in the last decade, has profoundly influenced Dutch art and culture. In decolonializing the collections of Dutch cultural organizations, tracing the roots of artworks sometimes required considerable effort. For example, the Rijksmuseum hosts a painting of a girl that was called *Little Negress* by one of the museum's curators and, only in 2020, a dedicated group uncovered that the girl's name was Isabella (RIJKSMUSEUM n.d.). This renaming reflects a broader movement towards correcting the colonial racism embedded within cultural organizations. It exemplifies the necessary steps cultural organizations are taking to confront and amend the remnants of colonialism, further emphasizing the importance of diversity and inclusivity in these institutions.

The elitist and colonial legacy of Dutch cultural organizations presents a huge challenge for contemporary cultural organizations aspiring to more inclusively represent the diversity of Dutch society. Our study, therefore, focuses on breaking the historically entrenched homogeneity of Dutch organizations through targeted D&I policies. Supported by inclusive leadership, we argue that these policies can enhance diversity on the four Ps of cultural organizations: personnel, public, program, and partners. By examining these unique challenges and opportunities in the Dutch context, our manuscript contributes to research on fostering diversity and inclusion within the cultural sector.

Specifically, our study provides three contributions to the diversity and inclusion literature, drawing upon Goal Setting Theory and Signaling Theory. First, we deepen the theoretical understanding of the concept of diversity, particularly regarding the personnel, public, program, and partners diversity in cultural organizations, by examining the impact of targeted D&I policies. This approach, rooted in Goal Setting Theory's focus on clear goals, allows us to investigate how diversity initiatives targeted at one of the four Ps (Personnel, Public, Program, and Partners) can not only improve outcomes in that specific area but also enhance diversity across all dimensions. Second, our findings highlight the effectiveness of targeted practices, showing that D&I policies that focus on a specific P enhance diversity in that area, without necessarily affecting other areas of diversity. This highlights the nuanced role of targeted strategies in achieving specific diversity goals, reflecting Goal Setting Theory's principles. We argue that the clear goals might serve as signals of an organization's dedication to achieving diversity outcomes, which in turn can help to foster diversity in the targeted area. Third, we underscore the complex interplay between inclusive leadership and D&I policy in shaping inclusion, illustrating how

leadership plays a pivotal role in achieving the intentions of D&I policies and fostering an inclusive diversity climate.

Diversity in the Cultural Sector

Diversity refers to “differences between individuals on any attribute that may lead to the perception that another person is different from self” (VAN KNIPPENBERG/DREU/HOMAN 2004: 1008). In our study, we focus on the diverse identities that require attention within the cultural and creative sector because of persisting inequalities in presence and participation: (a) migration background, (b) physical or mental disability, (c) non-binary (non-male or female) gender, and (d) low socio-economic status (having limited ability to create or consume goods). In the cultural sector, the concept of diversity is central to the four Ps: personnel, program, public, and partnership diversity.

As we detail below, for each of the four Ps, research has examined how diversity of each specific P can be fostered. However, most studies focus on an individual P, which obscures the potential crossover effects that may exist. In contrast, we focus on all four Ps to examine potential crossover effects. Furthermore, prior studies focus on a range of practices to foster diversity on a specific P, and there are many that are potentially valuable and effective. Rather than focusing on practices and specific initiatives, we focus on administrative policies that underlie the development and implementation of specific practices. For this reason, our study asks a more fundamental question about what the administrators of cultural organizations can do to foster diversity and inclusion in their organization on the four Ps.

Research and theory on diversity in non-cultural organizations have traditionally focused on personnel diversity, which refers to the diverse backgrounds of the employees, managers, and board members (VAN DER VEEN et al. 2018). Personnel diversity is crucial for several reasons. First, personnel diversity contributes to organizational level outcomes, reflecting richness in information and perspectives, fostering creativity, and improving decision quality (VAN KNIPPENBERG/DREU/HOMAN 2004). Second, demographic as well as functional background diversity in the top management team has been shown to enhance cooperation capability and organizational performance (BENGTSSON/RAZA-ULLAH/SRIVASTAVA 2020; BOONE/HENDRIKS 2009; NIELSEN 2010). Third, a workforce that reflects the diversity of society is likely to increase an organization’s perceived legitimacy and accessibility in the eyes of society (ELY/THOMAS

2001), which not only helps with attracting customers and audiences, but also potential employees with diverse backgrounds (KRISTOF 1996; MANDEL 2019). Despite these benefits of personnel diversity, only 27% of Dutch cultural organizations agreed that their workforce reflected the diversity of the city/ region in which they operate, and this percentage was even lower in the case of board members (VAN DIJK/ TOL 2020). Therefore, it remains an important question how cultural organizations can enhance their personnel diversity.

Public diversity is a crucial aspect for organizations in the cultural sector as emphasized in the literature on audience development and diversifying audiences (ALNASSER/YI 2023; HADLEY 2021; WALKER-KUHNE 2005). In line with the goal that “everyone has the opportunity to experience and enjoy culture” (GOVERNMENT OF THE NETHERLANDS n.d.), this paper defines public diversity as the diversity of visitors and users of cultural organizations. The key to equal accessibility to cultural activities for people from all demographic backgrounds involves removing participation barriers (CUYLER 2022). Common strategies involve collaboration with marketers, policy makers, education departments, and artists to broaden and diversify the audience (WLAZEL 2021). In the Netherlands, public diversity affects perceptions of legitimacy and accessibility, particularly as cultural organizations often receive subsidies tied to the expectation or even requirement of appealing to diverse publics. This highlights the importance of examining how cultural organizations formulate and implement policies to achieve such diversity (GLOW/KERSHAW/REASON 2021). Unfortunately, there is still limited knowledge of what kind of administrative policies are effective in attracting a more diverse audience.

Program diversity refers to the extent to which the products and services of an organization involve diverse producers, such as creators, actors, and artists, and appeal to diverse audiences. A cultural organization’s program is usually also the defining and distinguishing feature based on which the organization distinguishes itself from its competitors (GAUPP et al. 2020). Mamrud (2023) explores evolving cultural policy paradigms relating to the meaning of participation in art and culture. These paradigms provide a unique perspective on socially engaged art and its role in fostering diverse and inclusive cultural programs. To engage audiences, Walmsley (2019) encourages performing arts organizations to develop programs with, and for, their audiences. Although these suggestions on how to improve program diversity have value, they do not specifically focus on the role of administrative policies in promoting program diversity.

In this paper, Partner diversity refers to the diversity of people and organizations that the cultural organization cooperates with. A diverse set of partners often fosters exchanges of knowledge, ideas, and insights, leading to other aspects of diversity. For instance, the official collaboration between Van Gogh Museum and Pokeman, a Japanese pop cultural icon, has successfully attracted a new wave of visitors to the museum (ULEA, 2023). Additionally, MuseaBekennenKleur (Museums See Color), a Dutch museum network launched in 2020, has been instrumental in promoting diversity and inclusion (MCGIVERN 2020). Collaborations with diverse stakeholders, including governments, corporations and community groups thus are crucial for non-profit cultural organizations to access financial resources, support artistic productions, and achieve social impacts (XU 2022). This is also recognized in the strategic management literature, which provides ample evidence that partnering with diverse organizations fosters innovation (SAMPSON 2007) and performance (LEE/KIRKPATRICK-HUSK/MADHAVAN 2017). However, more research is needed to understand how cultural organizations can diversify their partnerships through administrative policies.

While our primary interest lies in understanding the policy precursors of diversity on each of the four Ps, it is likely that these types of diversity are interconnected. For example, personnel diversity suggests a broader pool of resources, which can lead to creativity and innovation (VAN DIJK/VAN ENGEN/VAN KNIPPENBERG 2012). This, in turn, may foster diversity in program, public, and partners. Program diversity can help organizations reach a broader audience and make the organization more appealing to job seekers from underrepresented communities. Furthermore, next to creating a more diverse program, partner diversity may also attract more diverse personnel and a more diverse public. In the following section, we build theory on D&I policies affecting diversity on the four Ps, but we will also examine the interrelationships among the four Ps.

D&I Policies and Diversity Outcomes

D&I policies are part of an organizational strategy to promote D&I in the organizational setting (VAN EWIJK 2011). Promoting D&I often starts with a vision of why D&I is important, which is further translated into policies specifying the strategy to achieve that vision based on goals and targets, responsibilities, and budgets. Research on goal setting has shown that goals and targets are known to help increase personnel diversity

(KLETTNER/CLARKE/BOERSMA 2016), especially when there are task forces or managers responsible for pursuing such goals and targets (DOBBIN/KALEV 2016), and when budgets are available to help task forces and managers accomplish them.

Building on Goal Setting Theory (LOCKE/LATHAM 2006), we expect that setting overall D&I policies will foster diversity on all Ps. This is because goals direct attention and effort in the desired direction, responsibilities motivate actors to use their abilities to achieve the goals, and budgets enable actors to realize those goals. We therefore hypothesize:

H1a. Overall D&I policies positively relate to diversity in the four Ps.

Furthermore, goal-setting theory suggests that clear goals direct attention and effort towards those specific (and not other) goals (WRIGHT/KACMAR 1994). Hence, we argue that goals that pertain to a specific P are more likely to relate to diversity outcomes on that specific P compared to diversity outcomes on another P. For example, diverse HR policies tailored to support employees with underrepresented or marginalized backgrounds can more efficiently enhance personnel diversity. Specific policies targeted at personnel diversity are more likely to lead to diverse personnel compared to diversity policy on the other three Ps. Therefore, we also hypothesize:

H1b. D&I policies that target a specific P relate more to diversity outcomes of that specific P than of other Ps.

Diversity Climate as a Mediator

In addition to directly affecting the level of diversity of the four Ps, D&I policies are also likely to influence the four Ps level of diversity through an organization's diversity climate. Diversity climate refers to "employees' perceptions about the extent to which their organization values diversity" (DWERTMANN/NISHII/VAN KNIPPENBERG 2016: 1137). Referring to Signal Theory (CONNELLY et al. 2011), diversity policies are likely to contribute to the diversity climate of the organization when employees interpret policies aimed at improving diversity as signals that the organization values diversity.

In turn, the organization's diversity climate is likely to positively affect personnel diversity. The reason for this is twofold. First, the fairness component of diversity climate, which focuses on the fair and equitable treatment of employees, is more likely to secure equal chances for applicants and employees with marginalized backgrounds to be

hired and promoted compared to other applicants (CACHAT-ROSSET et al. 2019; MCKAY/AVERY 2015; PERRY/LI 2019). Second, the synergy component of diversity climate, which centers on encouraging diverse perspectives to be expressed, listened to, appreciated, and integrated encourages applicants and employees with marginalized backgrounds to feel free to express themselves and to build on each other's contributions (DWERTMANN/NISHII/VAN KNIPPENBERG 2016). In combination, the fairness and synergy components of a diversity climate encourage employees, including those with a marginalized background, to feel like they belong and are valued, which, in turn, encourages them to stay and thrive in the organization (PURITTY et al. 2017).

If a diversity climate partially mediates the relationship between D&I policies and personnel diversity, we expect that it is also likely to partially mediate the relationships between D&I policies and the other three Ps. Specifically, because the synergy component promotes the expression, exchange, elaboration, and integration of diverse ideas and perspectives, we argue that a diversity climate is more likely to lead to suggestions from employees about diverse program components and partners, which are also likely to attract a diverse public. We therefore hypothesize:

H2. Diversity climate mediates the relationship between D&I policies and diversity of the four Ps.

Inclusive Leadership Interacts with D&I Policies

Inclusive leadership is considered an essential determinant of whether or not employees experience a diversity climate (DWERTMANN/VAN DIJK 2020). D&I policies will only be experienced by employees when they are implemented and enacted, which typically is the role of leaders (DEN HARTOG et al. 2013). In the eyes of employees, a leader represents the organization and shapes, to a large extent, their experiences of the organizational climate. A widely-distributed survey to a representative sample of employees in the public sector in the U.S. indeed found that diversity policy improves racial minorities' performance only when inclusive leadership is present (JIN/LEE/LEE 2017). The findings from the U.S. public sector underscore the critical role of inclusive leadership in enhancing D&I policies' effectiveness, suggesting potential parallels in the context of the Dutch cultural sector.

For the experience of a diversity climate, inclusive leadership is especially likely to matter. Inclusive leaders shape employees' understanding

of the value of diverse perspectives (VAN KNIPPENBERG et al. 2021). For this reason, leaders are likely to endorse, implement, and embody D&I policies that organizations intend to implement. A study in Dutch public sector teams shows that inclusive leadership is indispensable to an inclusive climate (ASHIKALI/ GROENEVELD/ KUIPERS 2021). We found that D&I policies are unlikely to translate into experiences of a diversity climate when a leader is non-inclusive given that observed discrepancies between espoused versus enacted policies and procedures are negatively associated with diversity climate (MOR BARAK/LURIA/ BRIMHALL 2022). We therefore hypothesize:

H3. Inclusive leadership strengthens the relationship between D&I policies and diversity climate such that the relationship between them is non-significant for low levels of inclusive leadership but positive for higher levels of inclusive leadership.

By strengthening the effect of D&I policies on diversity climate, we expect that inclusive leadership also strengthens the indirect effect of D&I policies on diversity of the four Ps through diversity climate:

H4. Inclusive leadership strengthens the indirect relationship between D&I policies and diversity of the four Ps due to a stronger diversity climate, such that the relationship between D&I policies and diversity of the four Ps, resulting from diversity climate, becomes stronger when inclusive leadership is greater.

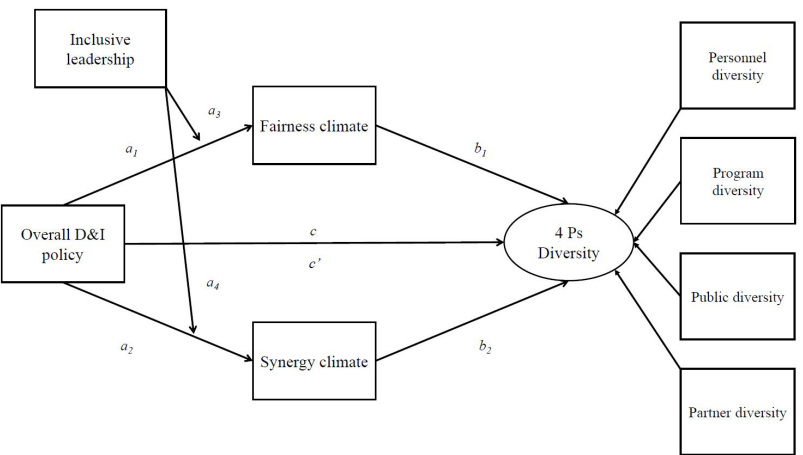


Fig. 1: Hypothesized model.

Method

Sample and Procedures

The quantitative data were collected using an online survey, *Scan D&I*, from November 1, 2019 to February 4, 2021. *Scan D&I* is an online survey designed by two of this paper's authors (Hans van Dijk and Brian Doornenbal) to measure the current state of D&I in Dutch cultural and creative organizations. The scan includes three parts measuring D&I policies and outcomes, diversity climate and inclusive leadership, and organization background information. After filling out the scan, respondents automatically receive a report indicating their scores on different parts of the survey and suggestions for improvement. The scan thus serves as a reflection and discussion tool for organizations, and respondents often use the scan as a starting point for improving their D&I levels. To ensure that their scores represent the breadth and depth of the organization, the scan is often filled out by multiple organization representatives who sit together and discuss their answers (on average, three or four representatives per entry). An additional advantage of having multiple representatives filling out the survey together is that it is likely to reduce single-source bias.

To avoid missing data and improve data quality, the exclusion criteria are as follows: 1) respondents who did not complete the first two parts of the survey, 2) respondents whose answers to Likert scales had zero deviation, and 3) entries with more incomplete answers when an organization answered the questionnaire more than once. There remained 295 entries after the exclusion, including 89 mini organizations (fewer than ten employees), 59 small (10 to 49 employees), 29 medium (50 to 250 employees), and five large organizations (more than 250 employees) based on Organization for Economic Cooperation criteria (OECD 2021). The size of the remaining 113 organizations is unknown.

Measurements

The organization's diversity level was measured on four different dimensions: personnel (staff), public (audience), program, and partner, using a 7-Likert scale (1 = Totally disagree; 7 = Totally agree). The personnel dimension used a two-item scale to assess the workforce diversity ("Our staff is diverse, given the [workforce in the] city / region where we operate") and the board diversity ("Our Board / Supervisory Board is diverse

given the regions where we operate;" Cronbach's $\alpha = 0.72$). The public ("Our audience is diverse given the city/ region where we operate."), the program ("Our program is diverse given the city/ region where we operate.") and the partner ("Our organization is working purposefully together with organizations with various backgrounds and types") dimensions were each assessed on a single-item scale. A higher score on each scale means more diversity in each P.

The general D&I policy was measured by nine questions about vision and commitment to D&I, goals to achieve D&I, resources to achieve D&I goals, and the number of HR practices available in the organization. All scores were converted into 7-point scores to obtain the average score. A higher average score means that the general D&I policy is more in favor of promoting D&I.

First, vision and commitment were measured by two 4-point items. The question was "Which of the following descriptions is most applicable to your organization?" An example range of the choices is from 1 ("Diversity and Inclusion receives no explicit attention in our organization") to 4 ("Our organization sees diversity and inclusion as a priority. Almost all job levels pay attention to diversity and inclusion"). Second, the concrete goal was assessed by one 4-point item and two 7-point items (1 = Totally disagree; 7 = Totally agree). An example item is: "In our organization, responsibility for the diversity policy is placed at a strategic level." The 4-point choice range was the same format as for the vision and commission items. Third, the resource to achieve D&I goals was measured by three 4-point items on concrete budget, methods, and commitment. Last, a list of 15 common HR practices (KOOIJ et al. 2014) was given. The score, based on the number of the HR practice(s) respondents indicated available in their organizations, ranged from 0 to 15.

The specific D&I policy on each P was measured by one 4-point Likert item, except for personnel diversity, which was measured by three items: staff diversity, supervisory board diversity, and recruitment and selection procedure. The question was stated as, "Which of the following descriptions is most applicable to your organization?" Answers range from 1 ("Our organization does not see diverse audiences as a priority") to 4 ("Our organization strives for a diverse and inclusive audience and works towards this purpose. Concrete, time-bound goals have been set for almost all relevant aspects of audience development."). All 4-point scores were transformed into 7-point scores. A higher score on each P represents more policy support for that P.

Overall D&I policies were measured by the combination of general and specific D&I policies, such that the overall D&I policies were the average score of all 15 items, ranging from 1 to 7 (Cronbach's $\alpha = .78$). A higher average score means more D&I policies.

The diversity climate in the organization was measured by a 14-item Likert scale adapted from DWERTMANN/NISHII/VAN KNIPPENBERG (2016), which consists of two parts: fairness and synergy (1 = Totally disagree; 7 = Totally agree). The fairness component was assessed by six items on initiatives, personnel policy, and dedication (Cronbach's $\alpha = 0.91$). An example item is "people, regardless of their background, are judged fairly." The synergy component contained eight items assessing the extent to which employees can express, listen to, appreciate, and integrate diverse ideas (Cronbach's $\alpha = 0.96$). A sample item is "people are expected to proactively express ideas." A higher average score on each component means a more diverse climate in that component.

Inclusive leadership was assessed using a 7-point scale adapted from an existing scale (CARMELI/REITER-PALMON/ZIV 2010). This scale includes eight items (Cronbach's $\alpha = 0.97$). An example item is "In this organization, the leadership is very open to new ideas about diversity. (1 = Totally disagree, 7 = Totally agree)." A higher score indicates that a higher degree of inclusive leadership was perceived in the organization.

Organization size was controlled for in the analysis because it is positively associated with board diversity (ARNEGGGER et al. 2014). We operationalized organization size by the number of permanent and flexible full-time equivalents (FTEs). One FTE is regarded as one employee.

Data Analysis

All analyses were conducted using R4.1.0 (R CORE TEAM 2020) in R Studio (RSTUDIO TEAM 2020). Simple linear regression was used to test the relationship between overall D&I policies and diversity in 4Ps (H1a). To test H1b, multiple linear regressions were run with general D&I policy and the four specific D&I policies as the independent variables, the 4Ps diversity outcomes as the dependent variables, and organization size as the control variable. The coefficient of partial determination, Cohen's f^2_{partial} , was calculated to compare the percentage of the unique explained variance of each predictor in the model (0.02 indicates a small effect; 0.15 indicates a medium effect; 0.35 indicates a large effect; COHEN 1988). Cohen's f^2_{partial} is a transformation of R^2_{partial}

and is used to evaluate the variable effect size in regression models. Variance Inflation Factor (VIF) was reported to indicate the multicollinearity of the predictors.

Structural equation modeling (SEM) with bootstrapping methods rather than Sober test was used to test the parallel mediation models (H2) because SEM does not impose the assumption of normal distribution and suits better for models with multiple mediators (PREACHER/HAYES 2008; SHROUT/BOLGER 2002). In each model, the overall score of D&I policies was added as the predictor. Fairness climate and synergy climate were added as the mediators, and one of the 4Ps was the outcome variable. As the assumption of homogeneity was violated, we used maximum likelihood estimation with robust standard errors (MLR) to estimate the standard errors. We used bias-corrected accelerated bootstrapping analysis with 5000 resamples to estimate the 95% confidence interval (SHROUT/BOLGER 2002).

Two moderation models were conducted to test the relationship between D&I policies and diversity climate that includes the synergy and fairness climates moderated by inclusive leadership (H3). In each model, the dependent variable was one of the diversity climates, and the predictors were D&I policies, inclusive leadership, and their interaction term. The Johnson-Neyman interval was calculated to detect the range of inclusive leadership in which the D&I policies were positively related to diversity climate.

The hypothesized moderated mediation model was also tested using SEM with the MLR estimator and bias-corrected accelerated bootstrapping. In each model, we set one of the four Ps diversity as the dependent variable and the overall D&I policies as the independent variable. The two diversity climates were added as the mediators of the relationship between the overall D&I policies and diversity on the four Ps. Inclusive leadership was set as the moderator on the relationship between the overall D&I policies and the diversity climate.

Results

Table 1 shows the mean, standard deviation, and inter-correlation of study variables. Values in square brackets indicate the 95% confidence interval.

Table 1.

Mean, standard deviation, and correlation coefficients of study variables

Variables	N	M	SD	1	2	3	4	5	6	7	8
1. Personnel	2	3.6	1.57								
2. Program	2	4.7	1.58	.45**							
				[-.35,							
3. Public diversitv	2	4.2	1.66	.47**	.57**						
				[-.37,	[-.48,						
4. Partner diversitv	2	4.0	1.43	.33**	.37**	.28**					
				[-.22,	[-.26,	[-.17,					
5. D&I policies	2	3.9	0.95	.46**	.48**	.35**	.56**				
				[-.37,	[-.38,	[-.24,	[-.47,				
6. Synergv climate	2	4.9	1.39	.18**	.37**	.22**	.30**	.24**			
				[-.07,	[-.26,	[-.11,	[-.20,	[-.13,			
7. Fairness climate	2	4.4	1.43	.18**	.27**	.17**	.36**	.32**	.75**		
				[-.07,	[-.16,	[-.05,	[-.26,	[-.21,	[-.70,		
8. Inclusive	2	4.9	1.43	.23**	.41**	.24**	.27**	.27**	.85**	.70**	
				[-.12,	[-.30,	[-.12,	[-.16,	[-.16,	[-.82,	[-.63,	
9. Size	1	71.	399.	.12	.08	.10	-.06	.06	-.02	-.07	-.01
				[-.02,	[-.06,	[-.04,	[-.20,	[-.08,	[-.16,	[-.21,	[-.15,

* $p < .05$. ** $p < .01$.

Note. Values in square brackets indicate the 95% confidence interval.

Table 1: *Descriptive statistics*

D&I Policies Positively Relate to Diversity in the Four Ps

In line with H1a, results showed a positive association between the overall D&I Policies and the overall 4Ps diversity, $\beta = 0.61$, $SE = 0.05$, $t_{(295)} = 13.08$, $p < 0.001$, with model fit of $F(1, 293) = 170.99$, $p < 0.001$, $R^2_{adjusted} = 0.37$. The association between the overall D&I Policies and the overall diversity was robust after adding the control variables, $\beta = 0.60$, $SE = 0.06$, $t_{(99)} = 10.51$, $p < 0.001$; $F(2, 193) = 56.57$, $p < 0.001$, $R^2_{adjusted} = 0.36$.

Multicollinearity analysis showed that multicollinearity was not an issue in the regression model. The VIF score of the specific policy on personnel, program, public, and partner, the general policy, and organization size was 1.85, 1.87, 1.85, 1.49, 2.46, and 1.06, respectively, and thus remained below the threshold of 5 (MENARD 1995).

The first model evaluated the association between D&I policies and personnel diversity. We found that the model explained 19% variance in personnel diversity, $F(6, 175) = 8.27$, $p < 0.001$. General D&I policy ($\beta = 0.28$, $SE = 0.00$, $p = 0.008$, $t_{(113)} = 2.71$, $f^2_{partial} = .04$) and personnel D&I policy ($\beta = 0.19$, $SE = 0.13$, $t_{(113)} = 2.07$, $p = 0.040$, $f^2_{partial} = 0.02$) were positively related to personnel diversity. No statistical significant relationship was found between personnel diversity and program D&I policy ($\beta = .04$, $SE = .12$, $t_{(113)} = 0.47$, $p = .641$, $f^2_{partial} = 0.00$), public

D&I policy ($\beta = .05$, $SE = .13$, $t_{(113)} = 0.52$, $p = .607$, $f^2_{\text{partial}} = 0.00$), and partner D&I policy ($\beta = -.07$, $SE = .09$, $t_{(113)} = -0.84$, $p = .402$, $f^2_{\text{partial}} = 0.01$).

The second regression model also showed that D&I policies explained a significant amount of variance in program diversity, $R^2_{\text{adjusted}} = 0.34$, $F(6, 175) = 16.22$, $p < 0.001$. The general D&I policy ($\beta = 0.32$, $SE = 0.15$, $t_{(113)} = 3.36$, $p < 0.001$, $f^2_{\text{partial}} = 0.06$), program D&I policy ($\beta = 0.24$, $SE = 0.10$, $t_{(113)} = 2.91$, $p = 0.004$, $f^2_{\text{partial}} = .05$) and public D&I policy ($\beta = 0.17$, $SE = 0.11$, $t_{(113)} = 2.03$, $p = 0.044$, $r^2 = 0.02$) positively related to program diversity. Program diversity had a nonsignificant relationship with personnel D&I policy ($\beta = 0.03$, $SE = 0.11$, $t_{(113)} = 0.37$, $p = 0.709$, $f^2_{\text{partial}} = 0.00$) and partner D&I policy ($\beta = -0.13$, $SE = 0.08$, $t_{(113)} = -1.75$, $p = 0.082$, $f^2_{\text{partial}} = 0.02$).

The third model showed a significant relationship between D&I policies and public diversity, $R^2_{\text{adjusted}} = 0.20$, $F(6, 175) = 8.57$, $p < 0.001$. General D&I policy ($\beta = 0.38$, $SE = 0.23$, $t_{(113)} = 2.16$, $p = 0.018$, $f^2_{\text{partial}} = 0.03$) and public D&I policy ($\beta = 0.32$, $SE = 0.13$, $t_{(113)} = 3.53$, $p = 0.001$, $f^2_{\text{partial}} = 0.07$) both positively related to public diversity. Public diversity did not significantly relate to personnel D&I policy ($\beta = 0.02$, $SE = 0.13$, $t_{(113)} = 0.25$, $p = 0.806$, $f^2_{\text{partial}} = 0.00$), program D&I policy ($\beta = -.06$, $SE = 0.12$, $t_{(113)} = -0.62$, $p = 0.536$, $f^2_{\text{partial}} = 0.00$), or partner D&I policy ($\beta = 0.08$, $SE = 0.00$, $t_{(113)} = 0.01$, $p = 0.268$, $f^2_{\text{partial}} = 0.00$).

The test of the final regression model showed that D&I policies explained a significant amount of variance in partner diversity, $R^2_{\text{adjusted}} = 0.28$, $F(6, 175) = 12.80$, $p < 0.001$. Partner D&I policy was the only type of policy positively related to partner diversity ($\beta = 0.18$, $SE = 0.07$, $t_{(113)} = 2.32$, $p = 0.022$, $f^2_{\text{partial}} = 0.03$). Partner diversity was not related to general D&I policy ($\beta = 0.16$, $SE = 0.14$, $t_{(113)} = 1.66$, $p = 0.099$, $f^2_{\text{partial}} = 0.02$), personnel D&I policy ($\beta = 0.06$, $SE = 0.10$, $t_{(113)} = 0.71$, $p = 0.479$, $f^2_{\text{partial}} = 0.00$), program D&I policy ($\beta = 0.16$, $SE = 0.09$, $t_{(113)} = 1.90$, $p = 0.059$, $f^2_{\text{partial}} = 0.02$), or public D&I policy ($\beta = 0.15$, $SE = 0.10$, $t_{(113)} = 1.72$, $p = 0.088$, $f^2_{\text{partial}} = 0.02$).

In support of H1b, these findings indicate that the general D&I policy and the specific D&I policy explained most variance of the corresponding diversity outcome. Specific D&I policies were positively related to diversity outcomes on the P they target, but mostly not to the Ps that they do not target.

Diversity Climate

Parallel mediation analysis on each P showed that overall D&I policies were related to program diversity only through the synergy component of the diversity climate ($a_2b_2 = 0.12$, $p = 0.028$, $95\%CI_{BCa} = [0.00, 0.23]$), but not through the fairness component ($a_1b_1 = -0.02$, $p = 0.680$, $95\%CI_{BCa} = [-0.12, 0.07]$). However, the mediation indices were non-significant after Bonferroni correction when alpha level was reset to .0125.

In a similar vein, fairness and synergy climate did not mediate the influence of overall D&I policies on personnel, public, or partner diversity. The fairness component ($a_1b_1 = -0.03$, $p = 0.550$, $95\%CI_{BCa} = [-0.11, 0.06]$) and the synergy component ($a_2b_2 = 0.04$, $p = 0.174$, $95\%CI_{BCa} = [-0.02, 0.11]$) did not mediate the relationship between overall D&I policies and personnel diversity. The association between overall D&I policies and public diversity was not mediated by the fairness component ($a_1b_1 = -0.06$, $p = 0.388$, $95\%CI_{BCa} = [-0.19, 0.07]$) or the synergy component ($a_2b_2 = 0.08$, $p = 0.195$, $95\%CI_{BCa} = [-0.04, 0.21]$). Finally, neither the fairness component ($a_1b_1 = 0.06$, $p = 0.189$, $95\%CI_{BCa} = [-0.03, 0.15]$), nor the synergy component ($a_2b_2 = 0.05$, $p = 0.256$, $95\%CI_{BCa} = [-0.04, 0.14]$) mediated the relationship between the overall D&I policies and partner diversity.

Taken together, the results of mediation models did not support H2 that the fairness and/or synergy component of diversity climate mediated the relationship between overall D&I policies and diversity on the four Ps.

Inclusive Leadership

Figure 2 visualizes the results of the interaction models. The results showed that inclusive leadership strengthened the relation between overall D&I policies and the fairness component of a diversity climate, $\beta = 0.65$, $SE = 0.04$, $t_{(291)} = 2.40$, $p = 0.017$. Furthermore, overall D&I policies ($\beta = 0.23$, $SE = 0.24$, $t_{(291)} = -1.45$, $p = 0.148$) and inclusive leadership ($\beta = 0.23$, $SE = 0.18$, $t_{(291)} = 1.26$, $p = 0.208$) were not positively associated with the fairness component of a diversity climate under the interaction effect. Johnson-Neuman statistics indicated that the estimated effect of overall D&I policies on the fairness component was positive when inclusive leadership was higher than 4.56, indicating that overall

D&I policies improved fairness climate only when the leadership was highly inclusive.

Inclusive leadership did not significantly moderate the relation between D&I policies and the synergy component of a diversity climate, $\beta = 0.20$, $SE = 0.03$, $t_{(291)} = 1.00$, $p = 0.317$. Interestingly, inclusive leadership ($\beta = 0.72$, $SE = 0.13$, $t_{(291)} = 5.25$, $p < 0.001$), but not D&I policies ($\beta = -0.11$, $SE = 0.18$, $t_{(291)} = -0.89$, $p = 0.373$), was positively related to the synergy component. Partially supporting H3, inclusive leadership thus strengthened the relationship between D&I policies and fairness climate but did not affect the relationship between D&I policies and synergy climate.

Moderated Mediation Models

Due to the limited sample size, SEM models with the control variable could not converge. Four moderated mediation models without control variables were run for the four types of diversity. None of the moderated mediation index (HAYES 2015) supported H4 that inclusive leadership strengthens the indirect relationship between D&I policies and four P's diversity through a stronger diversity climate (personnel diversity: $index_{fairness} = -0.006$, $SE = 0.010$, $p = 0.556$, $index_{synergy} = 0.004$, $SE = 0.005$, $p = 0.393$; program diversity: $index_{fairness} = -0.018$, $SE = 0.010$, $p = 0.085$, $index_{synergy} = 0.009$, $SE = 0.014$, $p = 0.517$; public diversity: $index_{fairness} = -0.011$, $SE = 0.012$, $p = 0.349$; $index_{synergy} = 0.005$, $SE = 0.008$, $p = 0.524$; partner diversity: $index_{fairness} = 0.017$, $SE = 0.009$, $p = 0.064$; $index_{synergy} = 0.002$, $SE = 0.003$, $p = 0.496$).

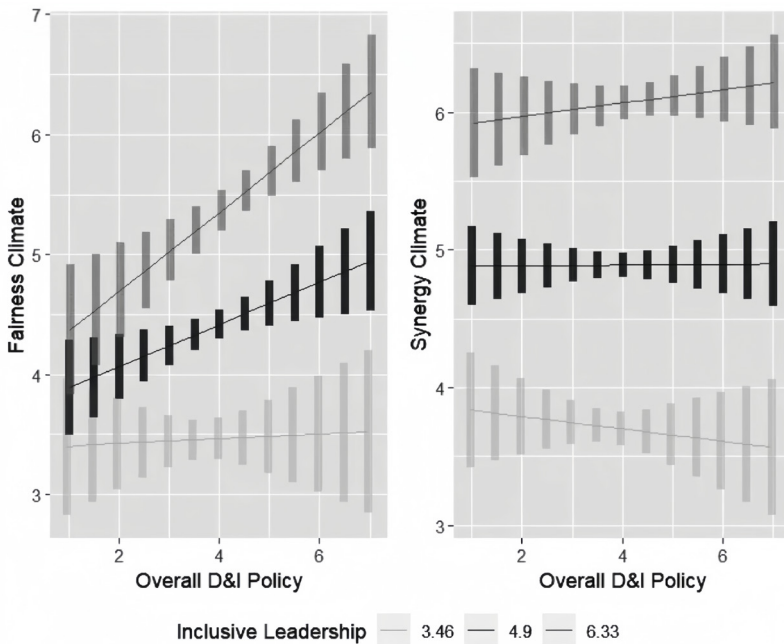


Fig. 2: Interaction effect.

Discussion

Our study explored the factors contributing to diversity across the four Ps (Personnel, Program, Public, and Partners) among 295 organizations in the Dutch cultural sector. In line with our arguments and hypotheses, we found that general D&I policies positively relate to diversity on all four Ps, whereas D&I policies that target a specific P only positively relate to diversity on that P and not to the other Ps (except for public policy, which was also positively related to program diversity). Additionally, inclusive leadership was found to enhance the relationship between D&I policies and the fairness component of a diversity climate, but not its synergy component. Unexpectedly, we did not find evidence for diversity climate (or its fairness or synergy component individually) mediating the relationship between D&I policies and diversity outcomes. This unexpected finding challenges the commonly held assumption that a robust diversity climate is essential for effectively translating D&I policies

into diversity outcomes. In the following, we discuss these main findings and their implications for theory, future research, and practice.

Theoretical Implications

Focusing on the relationships between general and specific D&I policies and four different types of diversity outcomes, our study provides unique insights into how D&I policies affect diversity in the cultural sector. Goal-setting theory states that focusing attention and effort on a clear goal facilitates achieving that goal (LOCKE/LATHAM 1990; LOCKE/LATHAM 2006; WRIGHT/KACMAR 1994). In line with this theory, our study reveals that D&I policies targeting specific types of diversity are most effective in those targeted areas. For example, if an organization wants to reach a more diverse audience, they will benefit from implementing D&I policies specifically targeted at public diversity in addition to their general D&I policies. This is an important finding given that many organizations tend to rely on general D&I policies without considering the influence of more targeted D&I policies. By distinguishing among four types of diversity, our study also underscores the need for organizations in the cultural sector to be more aware of the need for specific policies to address the needs for diversity on each of the four Ps.

An exception to this general rule was that public D&I policies also positively related to program diversity. This may actually not be that surprising given that a more diverse program is likely to appeal to a more diverse audience (GAUPP et al. 2020; MAMRUD 2023). This suggests that program diversity is a necessary but not sufficient tool for reaching public diversity. Program diversity and public diversity are highly related whether in a specific causal order: policies aimed at improving program diversity may not necessarily enhance public diversity, whereas policies aimed at public diversity also result in an increase in program diversity as a tool to appeal to a broader audience (WLAZEL 2021). Given these advantages of specific D&I policies, our theory and findings suggest that focusing specifically on program diversity through dedicated D&I policies is likely to yield more significant benefits in terms of enhancing public diversity than focusing on public diversity alone.

The lack of support for diversity climate mediating the relationships between D&I policies and diversity outcomes was unexpected. Given that a diversity climate is positively correlated with diversity on all four Ps, it is intriguing to consider why either fairness or synergy climate do

not serve as mediating factors. A potential explanation could be that the diversity climate and diversity on the 4Ps are parallel outcomes of D&I policies and inclusive leadership. In this way, diversity climate and the diversity of the four Ps may complement each other by synergistically enhancing an organization's likelihood of achieving benefits at the organizational and individual level, including both more revenue and audience satisfaction. We don't have the data to explore that possibility, so we invite future research to qualitatively examine alternative ways in which D&I policies, diversity climate, and diversity outcomes may be related.

Our study also underscores the importance of leadership in creating diverse and innovative organizations (FITZGIBBON 2019; JIN/LEE/LEE 2017). We found that inclusive leadership strengthened the relationship between D&I policies and the fairness climate. This finding is in line with studies showing that leaders and managers determine to what extent espoused or intended policies are actually implemented (PURCELL/HUTCHINSON 2007; MOR BARAK/LURIA/BRIMHALL 2022). However, our findings also raise questions about the dynamics between policy implementation and leadership, especially considering that D&I policies were not found to enhance synergy climate. This observation could imply that the effect of inclusive leadership on the synergy component directly instead of indirectly strengthens the effect of D&I policies on the synergy climate. In combination, these findings highlight the essential role of inclusive leadership in cultivating a diverse climate and also highlight the need for further inquiry into the complex interaction between inclusive leadership and D&I policies.

Limitations and Future Research

As a cross-sectional quantitative study based on survey data, this research offers insights but also has limitations. Whereas the use of multiple respondents per organization minimizes the risk of single source bias, the study design still does not allow for causal inference (Setia, 2016). Future studies might apply a longitudinal mixed-method design, combining quantitative and qualitative methods, to further explore and explain the causal relationship among the variables (GRAFTON/LILLIS/MAHAMA 2011; SCHAUBROECK 1990). Incorporating a qualitative method will be particularly valuable for a deeper understanding of the results and exploring alternative causal relationships among the variables.

The second limitation is that a number of organizational attributes were not taken into account that might also affect diversity on the four Ps. For example, the influence of location on attracting diverse employees, audiences, and partners has been recognized. In the Netherlands, reflecting their more diverse composition, cultural organizations in the four large municipalities—Amsterdam, Rotterdam, The Hague and Utrecht—have higher levels of personnel diversity than other municipalities (VAN DER VEEN et al. 2018). Future study can control for the city or region where the organization is located to provide more accurate results. In addition, we also did not consider potential variations between different types of cultural organizations. Despite having close to 300 organizations in our sample, the population is too small to compare results among different types of cultural organizations (such as pop festivals, orchestras, museums, libraries). Nonetheless, there may be some marked differences between different types of cultural organizations, for example, because they are considered more elitist or have been more affected by the colonial history of The Netherlands (ORTEGA-VILLA/LEY-GARCIA 2018). It would be very interesting if future research could quantitatively or qualitatively delve deeper into how distinct types and characteristics of cultural organization relate to the specific type of issues they face and the obstacles they need to overcome in order to become more diverse.

Practical Implications

Our findings have profound implications for organizations in the Dutch cultural sector, particularly when they navigate the challenges of reflecting a more inclusive representation of diversity in the Dutch society. This is crucial as Dutch art and culture, rooted in the Golden Age, often highlights a one-sided societal perspective. The current emphasis on decolonialization stimulates cultural organizations to develop diverse programs and attract more diverse personnel, audiences and partners that are more representative of the broad diversity of today's Dutch society. Our findings offer a timely guide for cultural organizations towards becoming more diverse. We not only identify factors that contribute to personnel diversity, but also shed light on what contributes to diversity in cultural organizations' programs, public, and partners.

By addressing the importance of administrative policies in achieving diversity goals (GLOW/KERSHAW/REASON 2021), our study has

uncovered two overarching principles that we argue are likely to apply beyond the cultural sector. First, specific D&I goals can be attained by developing specific D&I policies aimed at obtaining those goals. Second, having inclusive leaders can contribute to implementing those D&I policies and thereby achieving those goals. We expect that these findings will translate beyond the cultural sector because they are grounded in goal setting theory, which has been applied in a wide variety of contexts and cultures (LOCKE/LATHAM 1990; LOCKE/LATHAM 2006). Our findings therefore offer valuable insights for other organizations, outside of the cultural sector, seeking to reach diversity objectives.

Regarding the question to what extent our findings are likely to translate beyond the Dutch context, we cannot be sure, but cautiously expect that they will largely apply there as well. The universal applicability of goal setting as mentioned above is the main reason we believe our findings may be generalizable to other countries and cultures. Furthermore, achieving diversity, equality, and inclusion is a global challenge, and there are many common features across countries and regions in topics related to promoting diversity in cultural organizations, such as arts and cultural management (HUA 2018) and audience development (CUENCA-AMIGO/ MAKUA 2017). However, we also recognize that the colonial history, current debates in the Netherlands surrounding that history, and the trend towards decolonialization make employees as well as audiences relatively receptive of D&I policies. In countries that do not have such a legacy, or countries where employees and citizens are more critical of decolonialization efforts, people may be less understanding of, and receptive to D&I policies. We thus recommend practitioners carefully consider contextual variations between their environments and the Dutch context before applying the insights from this study.

Conclusion

Cultural organizations in the Netherlands are actively pursuing increased diversity across their personnel, program offerings, public engagement, and partner collaborations. By demonstrating that D&I policies targeting a specific type of diversity (for example public D&I policy) only relate to the diversity of that specific type (for example public diversity) and not the other types of diversity (with the exception of program diversity), our study offers strong support for the importance of developing target-specific policies in fostering diversity and inclusion in organizations. In addition,

we underscore the crucial role of inclusive leadership in translating D&I policies into tangible outcomes, thereby helping organizations to employ more diverse personnel, offering a larger variety of services, attracting a more diverse audience, and collaborating with a broader range of partners. While this study focuses on the Dutch context, its findings offer some insights into how strategies for enhancing diversity and inclusion can be effectively applied in cultural organizations, globally, with potential adaptations to local contexts and cultural nuances.

For detailed study materials, supporting data, and additional analyses, please refer to online supplementary materials at <https://osf.io/wbdpk/>.

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