DIVERSITY MANAGEMENT IN ORGANIZATIONS: AN INTEGRATIVE SYSTEMATIC REVIEW

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ABSTRACT

More than merely increasing diversity in the workforce, organizations need to learn how to manage multiple diversities. However, this is a complex challenge that requires appropriate knowledge and strategies. Therefore, this study aims to understand how organizations can implement what diversity management proposes. The methodology included an integrative systematic review, with searches in the Scopus and Web of Science databases, covering the period from 2019 to 2024. This resulted in the selection of 48 articles, which were synthesized and categorized by minority group. The results show that factors such as legislation, organizational culture, and social conditions affect the promotion of diversity. Moreover, human resources practices and inclusive leadership are fundamental to employee satisfaction, especially among minority groups. Organizations that invest in diversity reap benefits such as innovation, improved performance, and talent retention. The findings also revealed that 47.9% of the articles address diversity in a general sense, while those focused on specific markers are predominantly about gender and race or ethnicity. The global relevance of diversity management was also evident, regardless of the organization's size, sector, or country, with the United States standing out in terms of the volume of empirical research. It is concluded that this study allowed the identification of research that contributes to the adoption of diversity management practices in organizations. For effective diversity management, it is necessary to adopt intersectional and multilevel approaches, considering both internal and external factors.

Keywords: Diversity and Inclusion. Organizational Diversity. Diversity Management.

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INTRODUCTION

Diversity is a globally prevalent topic in organizational agendas, as the workforce is diverse, composed of people from different genders, ages, sexual orientations, disabilities, and other multiple categories. This plurality reflects the social and cultural transformations experienced globally and requires organizations to continuously adapt (Ribeiro et al., 2022).

This scenario has led organizations to work on leveraging complementary talents to achieve better results, while also meeting market demands for adaptation to environmental, social, and governance issues (Amaral; Willerding; Lapolli, 2023). The organizational context is competitive and dynamic, elevating diversity as a strategic advantage due to the innovation and creativity that diverse teams can achieve (Johnson, 2020; Holmes et al., 2021).

However, there are also complex challenges to effectively managing diversity. More than just increasing diversity in the workforce, organizations need to learn to manage multiple diversities, ensuring, above all, inclusion in the workplace (Johnson, 2020). A space where all people can be heard, respected, and live authentically, contributing fully with their skills and competencies, resulting in an environment of equity and collaboration. To achieve this, in addition to leadership commitment and an inclusive organizational culture, practices, policies, and strategies that foster and guide the organization towards inclusive management aligned with current market and societal needs are also necessary (Philip; Soumyaja, 2019; Fletcher; Everly, 2021; Mor Barak; Luria; Brimhall, 2022; Park; Park; Shryack, 2023).

A lack of knowledge and clear strategies are some of the difficulties encountered in adopting organizational diversity management practices. Without clarity on how to manage the specificities of each group, many organizations face challenges in implementing effective actions (Atkinson; Alibasic; Nyarko, 2022; Bowe et al., 2023).

Thus, to understand how organizations can implement what diversity management proposes, identifying the representation of minority groups in the literature, and understanding what influences the promotion of organizational diversity, as well as the benefits and challenges faced by organizations, an integrative systematic review was conducted. This type of review requires a critical analysis of the selected studies based on a specific question and the development of a synthesis of the main studies (Mendes; Silveira; Galvão, 2008; Botelho; Cunha; Macedo, 2011).

It is worth noting that this study is part of the dissertation of the first author, conducted in collaboration with the other authors who are, respectively, her tutor, co-supervisor, and supervisor. Below is the operationalization of the integrative systematic review, followed by the analysis and interpretation of the results, and the final considerations.

OPERATIONALIZATION OF THE INTEGRATIVE SYSTEMATIC REVIEW

One of the principles that ensure the rigor of an integrative systematic review is the clear description of its stages through a protocol (Mendes; Silveira; Galvão, 2008). In this study, the research protocol by Botelho, Cunha, and Macedo (2011), consisting of six stages, was utilized.

The first stage involves the definition of the problem, formulation of a research question, definition of the search strategy, and determination of descriptors and databases (Botelho; Cunha; Macedo, 2011). Thus, this review focuses on the theme of diversity management practices in organizations and aims to answer the following research question: How can the propositions of diversity management be put into practice?

To achieve this, the following terms were defined: diversity and inclusion, organizational diversity, and diversity management practices, considering their similar terms. Multidisciplinary and scientifically recognized databases were also selected for the research: Scopus - Elsevier and Web of Science (WoS) Core Collection - Clarivate Analytics. At this stage, search strategies are also established, with the goal of covering the largest possible number of studies related to the research topic. The search strings consisted of primary and similar terms in English, followed by their combinations, as presented in Board 1.

Board 1. Search Strings and Preliminary Results in the Databases

Terms and similar terms	String	Total documents	
		Scopus	WoS
Diversity and Inclusion (DI) ● Human Diversity ● Equality ● People and Diversity ● Deep-level Diversity	TITLE-ABS-KEY (((Diversit*) AND (Inclusi*)) OR ("Huma* Diversit*") OR ("Equalit*") OR ("Inclusi*") OR ("People Diversit*") OR ("Deep* Diversit*"))	1.038.176	790.430
Organizational Diversity (OD) ● Workplace Diversity ● Employee Diversity ● Inclusive Workplace ● Workforce Diversity	TITLE-ABS-KEY (("Organi* Diversit*") OR ("Workplace Diversit*") OR ("Employe* Diversit*") OR ("Inclusi* Workplace") OR ("Workforce Diversit*") OR ("Labor Inclusi*") OR ("Diversit* Climat*"))	3.225	2.315

• Labor Inclusion • Diversity climate			
Diversity Management Practices (DMP) • Diversity Initiatives • Inclusive Practices • Organizational Practices • Diversity Programs • Corporate diversity programs • Affirmative-action • Diversity-oriented HR practices • Diversity-focused HR practices • Diversity strategy • Pro-diversity practices • Diversity Management	TITLE-ABS-KEY (("Diversit* Management Practice") OR ("Diversit* Initiative") OR ("Inclusi* Practice") OR ("Organi* practice" AND "Diversit*") OR ("Diversit* Program") OR ("Corporat* AND Diversit* AND Program") OR ("Affirmative Action") OR ("Diversit* Orient* HR Practice") OR ("Diversit* Focus* HR Practice") OR ("Diversit* Strateg*") OR ("Pro Diversit* Practice") OR ("Diversit* Management"))	6.200	4.104

Source: Elaborated by the authors (2024).

Once the search strategies were defined, the second stage of this review followed, during which preliminary searches were conducted in the established databases, followed by the definition of inclusion and exclusion criteria for the retrieved works, the application of search strategies after these criteria, and the pre-selection of studies for review. It is worth noting that the searches for stage 2 were carried out on March 23, 2024.

In the combination of keywords, the largest volume was found with "diversity and inclusion" combined with "diversity management practices," followed by the combination of "diversity and inclusion" with "organizational diversity." From the perspective of result volume, next came "organizational diversity" combined with "diversity management practices." Finally, the combination of all three terms, which forms the focus of this study, retrieved 283 works, with 151 from Scopus and 132 from WoS.

From the preliminary search, and with the goal of narrowing the results for better alignment with the research objective and question, the inclusion and exclusion criteria for studies resulting from the application of the search strategies were defined, as they function as filters, delimiting the sample to be reviewed (Mendes; Silveira; Galvão, 2008). The criteria used for study selection were: a) document types: articles and review articles; b) publication stage: final; c) source type: journal; d) period: 2019 to 2024; and e) research areas, which in Scopus included: Business, Management, and Accounting, Social Sciences, Psychology, Economics, Econometrics and Finance, and Multidisciplinary; and in the Web of Science: Economics and Business, Social Sciences, Psychology, Public Administration, Women's Studies, Government Law, Social Issues, Ethnic Studies, and Cultural Studies.

It is important to note that the research areas were defined considering their

relevance to the topic, and that the databases have different area nomenclatures, so those most aligned were selected. The year 2024 was included in order to capture the most recent publications, but as this search was conducted in March 2024, the results are limited to this period of the year.

Therefore, the inclusion and exclusion criteria were applied in the searches, yielding the results presented in Board 2.

Board 2. Search results after inclusion and exclusion criteria.

Combined Terms	Number of Records After Filters	
	Scopus	Web of Science
DI + OD	364	291
DI + DMP	1.156	521
OD + DMP	123	121
DI + OD + DMP	56	69
Total per database	1.699	1.002
Overall Total	2.701	

Source: Elaborated by the authors (2024).

After applying the search strategies along with the inclusion and exclusion criteria, considering the large volume of studies and aiming to identify those most relevant to the research question, it was decided to proceed with this stage of the integrative systematic review using only the results of the combined searches. This decision was made under the understanding that the core of the research lies in the combination of the terms. Thus, in the third stage, the titles and abstracts of the 20 most relevant and the 20 most cited studies from each combined search in each database were reviewed, checking for alignment with the study to pre-select articles. For the combination of all three terms, DI + OD + DMP, the volume of studies allowed for reading all the recovered titles and abstracts, totaling 365 articles for preliminary reading at this stage.

Board 3 outlines all the steps leading to the final selection, presenting the results of the scientific production after initial selection, the articles that were not available for full reading, the pre-selected articles, and the 48 articles that were ultimately selected after full reading.

Board 3. Resulting scientific production

Combination of Terms	First Selection		Not Found		Pre-selected		Selected	
	Scopus	WoS	Scopus	WoS	Scopus	WoS	Scopus	WoS

DI + OD	36	33	1	4	35	29	8	15
DI + DMP	28	29	0	3	28	26	3	3
OD + DMP	38	39	1	1	37	38	2	4
DI+OD+DMP	50	60	2	3	48	57	6	7
Total per stage	313		15		298		48	
Total selected	48							

Source: Elaborated by the authors (2024).

In the fourth stage, these 48 selected articles were categorized based on the minority group that each study focuses on, using a synthesis matrix. Board 4 presents the identification of these documents and a synthesis of the contribution of each article.

Board 4. Synthesis of the contribution of the selected articles

Article Identification (authorship, title, journal, year and country)	Synthesis of de Article's Contribution
GENERAL DIVERSITY	
Blommaert, L.; Coenders, M. Understanding public support for workplace diversity and antidiscrimination policies in Europe. *Frontiers in Sociology*, 2024. 26 European Countries.	The study analyzed factors influencing public support for diversity policies and reducing discrimination in the workplace. It found that, in addition to individual factors, such as belonging to minority groups, national factors like legislation and income inequality also play a role.
Park, S.; Park, S.; Shryack, J. Measures of climate for inclusion and diversity: Review and summary. *Human Resource Development Quarterly*, 2023.	The study reviews scales of diversity and inclusion climate, under the concepts of justice, uniqueness, and belonging. It noted that most inclusive climate measures were at the group level, while diversity climate measures focused on the organizational level. Although the article does not present diversity management (DM) practices, it contributes to the understanding of diversity climate concepts, inclusive climate measures, DM, and the role of leadership.
Kundi, Y. M.; Aboramadan, M. A multi-level examination of the link between diversity-related HR practices and employees' performance: evidence from Italy. *European Journal of Work and Organizational Psychology*, 2023. Italy.	The article investigates the relationship between human resource (HR) practices and inclusion and individual performance. Applied in the Italian hotel industry, the research showed that diversity-focused HR practices improve the inclusion climate, which in turn contributes to relational attachment and positive impacts on individual employee performance.
Kersten et al. Organisational Policies and Practices for the Inclusion of Vulnerable Workers: A Scoping Review of the Employer's Perspective. *Journal of Occupational Rehabilitation,* 2023.	The authors contribute with types of practices for the inclusion of vulnerable employees, covering all stages of the employee journey, as well as addressing the role of leadership and HR. This article also adds by emphasizing that understanding employers' perceptions is essential for increasing the participation of minority groups in the labor market, different from other studies that focus solely on the employee's perspective.

Sakr, N.; Son Hing, L.S.; González-Morales, M.G. Moving Beyond Implicit Bias Training: Policy Insights for Increasing Organizational Diversity. *Policy Insights from the Behavioral and Brain Sciences,* 2023.	The article presents that, although there are no universal solutions for promoting organizational diversity, there are various tools and strategies that help make diversity initiatives more effective. It suggests that organizations should go beyond implicit bias training, proposing alternatives to promote diversity, equity, and inclusion within companies.
Kaur, I.; Mishra, G.; Farooqi, R. Diversity Climate Perceptions and Turnover Intentions: Evidence from the Indian IT Industry. *International Journal of Human Capital and Information Technology Professionals*, 2022. India.	The research, applied to 302 Indian employees in the Information Technology (IT) sector, revealed that a positive diversity climate leads to greater job satisfaction and inclusion, which in turn reduces turnover. Additionally, it highlights the role of HR and contributes with DM practices.
Mor Barak, M. E..; Luria, G.; Brimhall, K. C. What Leaders Say versus What They Do: Inclusive Leadership, Policy-Practice Decoupling, and the Anomaly of Climate for Inclusion. *Group & Organization Management,* 2022.	The research emphasizes the importance of inclusive leadership for aligning inclusive policies and practices in the organization, consequently strengthening the inclusion climate. It demonstrates that this leadership is beneficial for all, especially marginalized groups. The article also presents DM practices.
Atkinson, C. L.; Alibasic, H.; Nyarko, E. O. Diversity Management in the Public Sector for Sustainable, Inclusive Organizations: Ideals and Practices in Northwest Florida. *Public Integrity,* 2022. USA.	The article investigates diversity management in the U.S. public sector, highlighting the role of human resources in promoting diversity. The study's findings emphasize the importance of recruitment and education for diversity, as these factors supported the inclusion of race, ethnicity, gender, and age in the organizations studied. However, challenges persist in promoting and maintaining a diverse environment.
Baleviciene, D. Cultural Diversity Management Practices in Lithuania. *Transformations in Business & Economics*, 2022. Lithuania.	The article focuses on cultural diversity management, a relatively new topic in Lithuania. It contributes various DM practices, showing that most of the surveyed companies utilize cultural diversity management practices, such as diversity training, integration of different traditions, and diversity policies.
Kusku et al. Beyond the three monkeys of workforce diversity: Who hears, sees, and speaks up? *Frontiers in Psychology*, 2022. Türkiye.	The article provides insights into diversity initiatives in a geographic context where this topic is less developed. It analyzes the perceptions of employees, one group feeling a sense of belonging and another feeling excluded, regarding their organization's diversity practices, and it contributes four dimensions reflecting the perception of DM practices' effectiveness.
Luu, T. T.; Rowley, C.; Vo, T. T. Addressing employee diversity to foster their work engagement. *Journal of Business Research.* 2022. Vietnam.	This article highlights the positive role of diversity-focused HR practices in employee engagement through a more inclusive organizational climate. The study also points out that where leadership is inclusive, the impact of these practices is even greater.

Küskü, F.; Araci, Ö.; Özbilgin, M. F. What happens to diversity at work in the context of a toxic triangle? Accounting for the gap between discourses and practices of diversity management. *Human Resource Management Journal*, 2021. Türkiye.	The study examines how diversity management is handled in Turkey, considering the lack of protective and equality laws, as well as the absence of support for diversity discourse. For these reasons, diversity is not prioritized and is neglected in this context.
Holmes et al. A Meta-Analysis Integrating 25 Years of Diversity Climate Research. *Journal of Management*, 2021.	The study conducted a meta-analysis to identify the relationship between diversity climate and workplace outcomes. It concluded that diversity climate has stronger correlations with job satisfaction and engagement than with performance and actual turnover. Additionally, the article addresses the role of leadership and DM practices.
Lee, J.; Kim, S.; Kim, Y. Diversity climate on turnover intentions: a sequential mediating effect of personal diversity value and affective commitment. *Personnel Review.* 2021. South Korea.	The study, conducted in 50 companies, indicates that the perception of a positive diversity climate increases affective commitment, and consequently reduces turnover intentions. It also presents DM practices.
Köllen, T. Diversity Management: A Critical Review and Agenda for the Future. *Journal of Management Inquiry*, 2021.	The article addresses diversity management, including a discussion on which dimensions of diversity are prioritized in organizations, how they are defined, and why and how organizations should implement DM. The article also highlights future challenges, such as the need for a more intersectional approach.
Seliverstova, Y. Workforce diversity management: a systematic literature review. *Strategic Management,* 2021.	The research contributes by reviewing published knowledge on workforce diversity management and providing concepts on diversity management. The author also emphasizes how workforce diversity contributes to organizational success, highlighting potential areas for future research.
Chung et al. Work Group Inclusion: Test of a Scale and Model. *Group & Organization Management,* 2020. USA.	The authors develop and validate a work group inclusion measure to understand how employees feel accepted. The article contributes concepts of inclusion, belonging, and uniqueness, while also presenting DM practices.
Yadav S.; Lenka U. Diversity management: a systematic review. *Equality, Diversity and Inclusion: An International Journal.* 2020.	The study provides a comprehensive literature review on diversity management, though it does not focus on specific DM practices. It explores the history of DM and different dimensions of diversity. The article finds that age, gender, and race are the most addressed topics. Additionally, it points out a lack of research on this topic, even though it is an emerging theme globally.
Ng, E. S.; Sears, G. J. Walking the Talk on Diversity: CEO Beliefs, Moral Values, and the Implementation of Workplace Diversity Practices. *Journal of Business Ethics.* 2020. Canada.	The research contributes by introducing the role of top leadership and HR in implementing diversity management practices in organizations. The study's results confirm that the CEO's beliefs and moral values on diversity influence HR's perception of commitment to diversity, which in turn impacts the implementation of diversity practices.

Samdanis, M.; Özbilgin, M. The Duality of an Atypical Leader in Diversity Management: The Legitimization and Delegitimization of Diversity Beliefs in Organizations. *International Journal of Management Reviews*, 2020.	The article argues that a leader, even if from a minority group, does not guarantee the promotion of organizational diversity, as their social background and actions may even delegitimize diversity. For such a leader to positively influence a diverse environment, a genuine commitment to inclusive practices is necessary from both leadership and the organization.
Sakr, N.; Son Hing, L. S.; González-Morales, M. G. Development and Validation of the Marginalized-Group-Focused Diversity Climate Scale: Group Differences and Outcomes. *Journal of Business and Psychology.* 2020. USA and Canada.	The authors test and validate a diversity climate scale focusing on how marginalized group members are treated. The study finds that a stronger perception of a diverse work climate leads to better outcomes. This research provides a tool for researchers and professionals to assess and improve organizational diversity management.
Shah, C. D.; Elison, Z.; Kokini, K. Inclusive circles of conversation: Implementing an innovative diversity program among engineering faculty and staff. *Journal of Women and Minorities in Science and Engineering.* 2020. USA.	The article presents a specific diversity program using "Inclusive Circles of Conversation" to promote organizational diversity. As a result, the program increased knowledge about social identities, unconscious biases, and formed a support network among participants, contributing to more inclusive practices within the organization.
Roberson Q. M. Diversity in the Workplace: A Review, Synthesis, and Future Research Agenda. *Annual Review of Organizational Psychology and Organizational Behavior.* 2019.	The study provides definitions and concepts of diversity in the workplace, exploring its effects and management strategies, and comparing different theories and practices. It proposes a future research agenda to advance scientific knowledge and the implementation of diversity in organizations.
Jordan, S. L.; Ferris, G. R.; Lamont, B. T. A framework for understanding the effects of past experiences on justice expectations and perceptions of human resource inclusion practices. *Human Resource Management Review.* 2019.	The authors argue that organizations should consider employees past experiences when implementing new diversity and inclusion (D&I) practices. The article contributes with a framework to understand how these experiences shape expectations and perceptions of justice, explaining why some initiatives are more successful than others.
GENDER	
Shin, H., Kim, S. Overcoming women's isolation at work: The effect of organizational structure and practices on female managers' workplace relationships. *International Sociology.* 2022. Korea.	The research investigates the impact of organizational structure and practices on women's workplace relationships, considering that these relationships directly affect career success. The study shows that companies with female executives and that encourage men to take paternity leave foster positive relationships for both male and female managers with their supervisors and colleagues.
Paniza, M. D. R.; Moresco, M. C. À margem da gestão da diversidade? Travestis, transexuais e o mundo do trabalho. *RAE-Revista de Administração de Empresas.* 2022.	The research addresses the experiences of trans women and transgender in the labor market, questioning which groups receive organizational attention when discussing diversity management. The article also points out challenges and opportunities in gender diversity research in Brazilian organizations and highlights the need to promote the inclusion of the transgender population in this context.

Francis, V.; Michielsens, E. Exclusion and Inclusion in the Australian AEC Industry and Its Significance for Women and Their Organizations. *Journal of Management in Engineering.* 2021. Australia.	The article emphasizes the importance of understanding the benefits of an inclusive work environment to justify investments in this direction. The study shows that inclusion impacts the well-being and success of women, resulting in talent retention and better performance, making it an important management objective.
Wynn, A. T. Pathways toward Change: Ideologies and Gender Equality in a Silicon Valley Technology Company. *Gender & Society.* 2020. USA.	The article investigates and concludes that the adoption of gender equality initiatives is limited by the ideologies and assumptions of top executives regarding the sources of inequality. Therefore, understanding leadership beliefs is emphasized to create more effective diversity programs.
Philip, J.; Soumyaja, D. Workplace diversity and inclusion: Policies and best practices for organisations employing transgender people in India. *International Journal of Public Policy.* 2019. India.	The research addresses the challenges faced by transgender individuals in the labor market, suggesting various initiatives for supporting and including individuals in gender transition. The article also emphasizes the need for awareness and the implementation of policies that promote diversity and inclusion.
GENDER, AGE, ETHNICITY AND RELIGION	
Ganji et al. A qualitative study of diversity management practices in Iran's private sector organizations. *Equality, Diversity and Inclusion: An International Journal.* 2023. Iran.	The authors investigate diversity management in leading private sector organizations in Iran, revealing that diversity management is present in four HR areas: recruitment, training, performance, and rewards. This research contributes to the understanding of diversity management in developing countries and provides guidelines for leaders dealing with workplace diversity.
GENDER, AGE, AND ETHNICITY OR RACE	
Moon, K. K.; Christensen, R. K. Realizing the Performance Benefits of Workforce Diversity in the US Federal Government: The Moderating Role of Diversity Climate. *Public Personnel Management.* 2020. USA.	The study explores the relationship between demographic and functional diversity and organizational performance in the public sector. It found that racial and tenure diversity had positive correlations with organizational performance, unlike functional diversity. It also presents diversity management practices.
Li et al. Inclusion climate: A multilevel investigation of its antecedents and consequences. *Human Resource Management.* 2019. Australia.	The article argues that diversity management programs focusing on specific identity groups can strengthen organizational inclusion and the perception that the organization is fulfilling its diversity-related obligations. This, in turn, increases employee commitment, especially among historically marginalized groups. The article also discusses the role of HR.
GENDER, RACE AND/OR ETHNICITY	
Jiang, Z.; DeHart-Davis, L.; Borry, E. L. Managerial Practice and Diversity Climate: The Roles of Workplace Voice, Centralization, and Teamwork. *Public Administration Review.* 2022. USA.	The research investigates the effect of common managerial practices in public organizations on diversity climate. The results show that teamwork and workplace voice contribute to diversity climate, while centralized decision-making does not. Thus, common management practices that benefit public organizations also foster positive diversity climates.

Turner, L. A.; Merriman, K. K. Cultural intelligence and establishment of organisational diversity management practices: An upper echelons perspective. *Human Resource Management Journal.* 2022. USA.	The article contributes several organizational diversity management practices, highlighting the role of HR and senior leadership. The results show that the cultural intelligence of the Chief Human Resources Officer (CHRO) is positively related to the adoption of diversity management practices.
Ng, E. S.; Sears, G. J.; Arnold, K. A. Exploring the influence of CEO and chief diversity officers' relational demography on organizational diversity management: an identity-based perspective. *Management Decision.* 2021.	Although the article does not present specific diversity management practices, it discusses an important factor for the effectiveness of these practices: the influence of the CEO and Chief Diversity Officer (CDO). The study focuses on the impact that the demographic characteristics and relational processes of these leaders have on diversity management.
Dickens, D. D.; Womack, V. Y.; Dimes, T. Managing hypervisibility: An exploration of theory and research on identity shifting strategies in the workplace among Black women. *Journal of Vocational Behavior.* 2019. USA.	The article focuses on Black women and investigates how they alter their language and behavior in the workplace to minimize racial and gender discrimination. The authors recommend that organizations consider intersectionality and present diversity management (DM) practices to promote an inclusive work environment.
Ortlieb et al. Diversity and equality in Bosnia and Herzegovina: Limits to legislation, public debate and workplace practices. *Equality, Diversity and Inclusion: An International Journal,* 2019. Bosnia and Herzegovina.	The authors analyze legislation, public debate, and research on diversity and equality in the workplace in Bosnia and Herzegovina. They highlight that ethnicity and gender are the most common grounds for discrimination. Despite antidiscrimination and equality laws, diversity management practices remain insufficient. The study calls for more research on concrete diversity management practices beyond organizational discourse.
GENDER, AGE, AND PEOPLE WITH DISABILITIES (PWDs)	
Satzger, M.; Vogel, R. Do inclusive workplace policies foster employer attractiveness? Comparative evidence from an online employer review platform. *Public Personnel Management.* 2023. Germany.	The authors compare the relationship between workplace inclusion and employer attractiveness across the public, private, and third sectors. The study confirms this positive relationship, especially in the public sector. It also emphasizes that both employees and employers must align on inclusion values for talent attraction and retention.
PWDs	
Pérez-Jorge *et al*. Evaluation of diversity programs in higher education training contexts in Spain. *Education Sciences.* 2021. Spain	The study analyzes the evolution of diversity programs in universities, focusing on the inclusion of people with disabilities. The results highlight inequalities in the implementation of diversity practices and the lack of an inclusive culture in higher education institutions.
Bonaccio et al. The Participation of People with Disabilities in the Workplace Across the Employment Cycle: Employer Concerns and Research Evidence. *Journal of Business and Psychology.* 2020.	The article addresses employers' concerns (and stereotypical beliefs) about hiring people with disabilities (PWDs). The authors provide evidence for 11 concerns at each stage of the employment cycle, validating or rejecting them based on scientific findings. Additionally, the article presents DM practices and guidelines for organizations committed to inclusion, such as explicitly including disabilities in policies.

Pérez-Conesa, F.J.; Romeo, M.; Yepes-Baldó, M. Labour inclusion of people with disabilities in Spain: the effect of policies and human resource management systems. *The International Journal of Human Resource Management.* 2020. Spain.	This research investigates the factors related to HR management that influence the inclusion of PWDs in organizations. It emphasizes the importance of a strategic plan to normalize disability in the workplace and offers various internal and external policies and practices focused on DM. The study also discusses adapting HR management systems to meet the needs of PWDs.
Beatty et al. On the treatment of persons with disabilities in organizations: A review and research agenda. *Human Resource Management.* 2019.	The article reviewed 88 studies on the treatment of people with disabilities in the workplace, identifying factors that influence this treatment, such as organizational characteristics (e.g., HR policies and culture) and attributes of observers and PWDs themselves. The study suggests collaboration between researchers and HR professionals to establish evidence-based practices promoting the inclusion of PWDs in the workplace.
AGE	
Rudolph, C. W.; Zacher, H. Age Inclusive Human Resource Practices, Age Diversity Climate, and Work Ability: Exploring Between- and Within-Person Indirect Effects. Work, Aging and Retirement. 2021. Germany.	The authors find a positive indirect influence of age-related HR practices on employees' work ability. The article provides insights for the development of HR practices that benefit employees of different age groups.
RACE	
Bowe et al. Measuring DEI within workplaces: questioning the theoretical, empirical, and practical models. *Bulletin de Méthodologie Sociologique.* 2023. USA.	The article contributes a tool for conducting Equity Audits that measure racial diversity, equity, and inclusion (DEI) in workplaces. The study discusses the challenges in understanding important DEI concepts and in implementing practices, highlighting the need for future research that links DEI theory and practice in organizations.
Portocarrero, S.; Carter, J.T. Diversity initiatives in the US workplace: A brief history, their intended and unintended consequences. *Sociology Compass.* 2022. USA.	The research analyzes the ineffectiveness of diversity programs in bringing about concrete change in the organizational diversity landscape. It highlights the omission of certain minority groups in contemporary discussions and research, such as racial issues, and emphasizes the importance of setting concrete diversity goals in organizations.
LGBTQIA+ (Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Asexual, and others)	
Hossain, M.; Atif, M.; Ahmed, A.; Mia, L. Do LGBT Workplace Diversity Policies Create Value for Firms? *Journal of Business Ethics,* 2021. USA.	The study examines the economic benefits for companies that adopt LGBT diversity policies. By analyzing the Human Rights Campaign's Corporate Equality Index, the research shows the relationship between workplace diversity policies and corporate innovation, leading to improved performance.

Fletcher, L.; Everly, B. A. Perceived lesbian, gay, bisexual, and transgender (LGBT) supportive practices and the life satisfaction of LGBT employees: The roles of disclosure, authenticity at work, and identity centrality. *Journal of Occupational and Organizational Psychology.* 2021. United Kingdom.	The article contributes various diversity management (DM) practices focused on LGBT employees, such as equal benefits for same-sex partners, inclusive language and communication, and management training on LGBT issues. The study also investigates how DM practices influence employees' life satisfaction, highlighting authenticity at work as a key factor.
Sabharwal et al. Inclusive Work Practices: Turnover Intentions Among LGBT Employees of the US Federal Government. *The American Review of Public Administration.* 2019. USA.	The article investigates workplace inclusion practices and turnover intentions among LGBT employees in the U.S. federal government. The results show that LGBT employees have higher turnover intentions in workplaces that are not open and inclusive. To be genuinely inclusive, organizations must go beyond rhetoric and recognize both visible and invisible identities of employees.

Source: Elaborated by the authors (2024).

Board 4 presented the 48 selected articles, of which 24 address diversity in general, while the others focus on specific aspects and/or the intersectionality of gender, age, ethnicity, religion, race, people with disabilities, and LGBTQIA+. All these studies are analyzed and interpreted in the following section, which constitutes the fifth stage of this research, followed by the sixth and final stage, presenting the synthesis of knowledge and the creation of this detailed document.

ANALYSIS AND INTERPRETATION OF RESULTS

When analyzing the contribution of the 48 studies selected in this integrative systematic review, there are different influences on the promotion of organizational diversity. Factors such as legislation, organizational culture, and the social level of individuals have an impact in this context. It is also noted that a positive organizational climate, inclusive leadership, and practices promoted by the human resources department play an important role in employee satisfaction, especially for those from minority groups.

The studies also highlight the tangible and intangible benefits for organizations that invest in diversity and inclusion, such as a healthy organizational climate, innovation, increased performance, and talent retention. On the other hand, many studies point out the difficulty in implementing diversity management practices in organizations, demonstrating the importance of further research in this area.

It was also identified that most of the articles (47.9%) address diversity in general, without focusing on a specific group. Among the studies that focus on one or more minority groups, gender appears in 25% of the articles, followed by race and/or ethnicity with 20.8%

representation, and the categories of PWDs (People with Disabilities), Age, and LGBT also appeared, as shown in Board 6. It is important to clarify that the total percentage exceeds 100%, as some articles investigate more than one group.

Board 6 - Representation of each group in the total number of selected articles.

Group	General Diversity	Gender	Race and/or Ethnicity	PWDs	Age	LGBT	Others
Representation in the selected articles	47,9%	25%	20,8%	10,4%	8,3%	6,2%	4,1%

Source: Elaborated by the authors (2024).

Considering the many dimensions of existing diversities, it is evident that research on different minority groups is needed, as well as intersectional approaches, those that consider more than one dimension, such as gender and race.

Analyzing the types of organizations investigated, various sizes and sectors emerge, such as technology, manufacturing industry, universities, non-profit organizations, federal agencies, healthcare organizations, and hospitality; most of them are private organizations, but public and third-sector organizations are also included. This demonstrates the need to adapt diversity management practices, considering specific contexts, such as location, culture, and organizational maturity.

Regarding the countries where empirical research was conducted, several countries appear, with most of the articles (31.2%) coming from studies conducted in the USA. The following countries also contribute, though in smaller numbers: Bosnia and Herzegovina, Germany, Australia, Korea, Spain, India, Türkiye, Vietnam, Canada, Lithuania, Italy, the United Kingdom, and Iran. There is a single study mentioning research in Brazil, but it is a literature review and is analyzed together with another 12 theoretical studies.

Thus, it can be observed that although there are studies on the topic of this research, few propose strategies for adopting diversity management practices. Most studies focus on theoretical or descriptive analyses of the advantages and challenges of diversity, without advancing towards the formulation of strategies that can be practically applied in organizational contexts.

To complement this analysis and illustrate the content of the 48 selected article titles, a word cloud was generated using the Word Art tool (available at wordart.com), presented in Figure 1.

Figure 1 - Word cloud using the titles of the studies selected in the integrative systematic review

Source: Elaborated by the authors (2024).

The word cloud highlights those that appear most frequently, with the most prominent, in order of repetitions: "Diversity," followed by "Practice," "Inclusion," "Workplace," and "Management." Therefore, Figure 1 reinforces the careful and coherent selection in line with the objective of this research and the criteria used in the integrative systematic review.

FINAL CONSIDERATIONS

The research made it possible to identify studies that contribute to the adoption of diversity management practices in organizations. Through a careful method, 48 articles were selected and categorized by the minority group that the study focuses on, allowing for the identification of the most researched dimensions (minority groups), with gender and race being the primary ones.

The variety of countries that have published on the topic demonstrates the global relevance of diversity management, regardless of the company's size, sector, or country, with the United States of America standing out in terms of volume of publications. Therefore, it became evident that the adoption of diversity management practices in organizations requires an intersectional and multi-level approach, considering both internal and external factors. These and various other factors must be considered for the success of organizational diversity management practices. In this way, it is expected that this study will

support organizations in adopting diversity management practices while also fostering future research in this field.

Regarding the research limitations, although a careful review was conducted, it may not cover the full breadth of scientific production on diversity management. Another limitation is that the review was based on articles from countries with different socio-cultural and economic realities, which may make it difficult to generalize the results to other contexts.

As a suggestion for future work, there is a need to explore and detail the diversity management practices existing in the literature, as well as to compare them with the most used practices by organizations. Future studies could also conduct field research analyzing the effectiveness of practices in different sectors and organizational contexts, contributing to the improvement of diversity management strategies.

ACKNOWLEDGEMENTS

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