A Bibliometric Review of Research in Diversity Management (DM)

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Abstract

The constant shift of ideology in diversity management (DM) research, along with the growing number of DM publication and geographical distribution, were studied in this paper. These imperatives displayed the evolution of DM in an organization and other contexts from the 1960's civil right movement against employment discrimination on race, color, religion, gender, and national origin in the United States till the present day, where the unique context of societies intertwined and shaped diversity and equal opportunity of every society in a variety of ways. In order for graduate students, researchers, and HR professionals to effectively conceptualize DM to suit their context, it is crucial to understand the evolution of DM literature. The primary objective of this study is to perform a bibliometric review on the DM literature to reveal intellectual structure (school of thoughts) and identify the research gap and areas for future research. The secondary objective is to propose bibliometric review as a suitable methodology for the graduate students, researcher, and HR professional in developing insight into a selected research topic of their selection in a systematic manner. The bibliometric analysis of DM literature revealed features of knowledge production, the evolution of DM research by time and geography. The researcher then used data from the analysis to propose lists of the topmost influential journals, authors, and research papers. These results confirmed the intellectual leadership status of Anglo-American-European societies and recent growth in the contribution of DM scholar from an emerging region. Finally, the results from the co-citation analysis provide insights into the intellectual structure of DM literature, revealed three schools of thoughts: organization studies, organizational sociologist and industrial (or) employee relation.

Keywords: *diversity management, workforce diversity, intellectual structure, bibliometric review, discrimination*

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1. Introduction

Over the past five decades, there is a constant shift in the ideology of workforce diversity management research and growth in publication number and publication distribution of workforce diversity management research. Fifty years ago, early research on workforce diversity management was motivated by the Civil Rights Act of 1964 in the USA. This legislation prohibited employment discrimination based on race, color, religion, gender, and national origin in the United States (Nkomo & Stewart, 2006). The main focus of early diversity research was on limiting discrimination and bias in HR functions of selection, training, performance evaluation, and promotion (Shore, 2009, p. 118). According to Nkomo (2007), early diversity management research from this era studied the effects of racial discrimination on components of the employment process detailing discrimination and prejudice in the selection, performance evaluation, promotion and compensation, as well as recommendations for organizational affirmative action compliance and discrimination reduction.

In the early 1990s the term "managing diversity" was introduced by R. Roosevelt. He suggested using a broader view of diversity, not only gender and race to avoid an incomplete transformation of organizational culture (Thomas, 1992). In the 1980s and 1990s, the term diversity management and multiculturalism start to appear in the management literature not only focuses on disparities in organizational reward, promotional opportunity, and racial discrimination but also in establishing the business case, evidence-based research to prove that diversity is good for business (Nkomo & Hoobler, 2014, p.252). These empirical research of business cases with a study period of at least one year provide insight into how diversity management effectiveness organically evolves in the organization (Ivancevich & Gilber 2000). Subsequently, in an increasingly diverse society, scholars suggested that diversity management research need to move beyond African-American and white comparison. Diversity Management research, including more than African-American and white comparisons, could reveal insights

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that can help practitioners to effectively manage workforce diversity (Ivancevich & Gilber, 2000, p.88). Recent diversity research from a non-mainstream region of Africa, Asia and South America pointed out the significantly different roles that race, religion and ideology have played in shaping the diversity and equal opportunity within the unique context of each society (Syed & Özbilgin, 2009). A recent review of diversity research from seven top management and HRM journal from 2000-2011 provided insight into the progression of societal beliefs and attitude toward diversity, HRM's and diversity research focus in this era. The review found that the diversity research in this era focused on cross-national diversity, expatiate, formation and type of HRM diversity policy. The focus on cross-national diversity has raised the arguments on the generalizability of the US. Diversity management approach to other countries. As a result, future DM research in methodologies that incorporate relationships among multiple dimensions of social relationships within and across nations (Eagly, 1995; Nkomo & Hoobler, 2014). To develop insight into how race, religion and ideology are shaping the diversity and equal opportunity within the unique context of each society (Syed & Özbilgin, 2009).

With the constant shift in ideology and focus of diversity management research during the past five decades, it is resourceful for novice researcher, graduate student or HR professional to understand the evolution and intellectual structure of DM literature.

As a result, the objectives of this study are:

1. To reveal the intellectual structure of DM literature (school of thoughts), influential literature and author, research gap, and direction for future DM research for novice researchers or HR professionals.

2. To propose bibliometric review and science mapping as a useful methodology for graduate students to develop an insight into the selected topic of interest.

As a means to achieve research objectives, this bibliometric-review and science-mapping-of-diversity research aims to highlight features of knowledge production in diversity management research from bibliographic data of English DM articles published in SCOPUS index from 1970 to 2019. The research question for this bibliometric review are:

1. What is the overall volume, distribution by time and geographic distribution of published DM studies?

2. Which journal, author and research paper had the greatest influence on DM literature?

3. What is the intellectual structure of DM literature?

2. Materials and Methods

This session divided into three parts. The first part explains the method for identifying data source as well as inclusion criteria for selecting data. The second part explains the method for data extraction from an online source. The last part describes the analysis methods used in this study.

Identification of sources, the author choose SCOPUS as a source for data because it is one of the largest on-line abstract and indexing database with over 14,000 STM and social science titles from 4000 publishers selected based on user demand and market research. It contains 27 million abstracts with citations back to 1966, European and Asia Pacific literature in both English and non-English. (Burnham 2006). The search criteria of this review focused on an article published in English in SCOPUS index. Inclusion criteria are period and topical focus. The period for this review extends back to 1970 the earliest date for which SCOPUS index yield article. Topical Focus of this review includes all diversity management, diversity education, diversity training and workforce diversity research published in all SCOPUS journal. For identification of sources in this review, PRISMA flow diagram was used to specify steps to be followed and result in the identification and extraction of information used in this bibliometric review of research (See Figure 1). This study identified 1,349 articles from SCOPUS index. Bibliographic data associated with 1,349 articles were used to develop insight into the intellectual structure of DM

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knowledge base, to identify influential authors, documents and journal for DM literature, research gap and area future research.
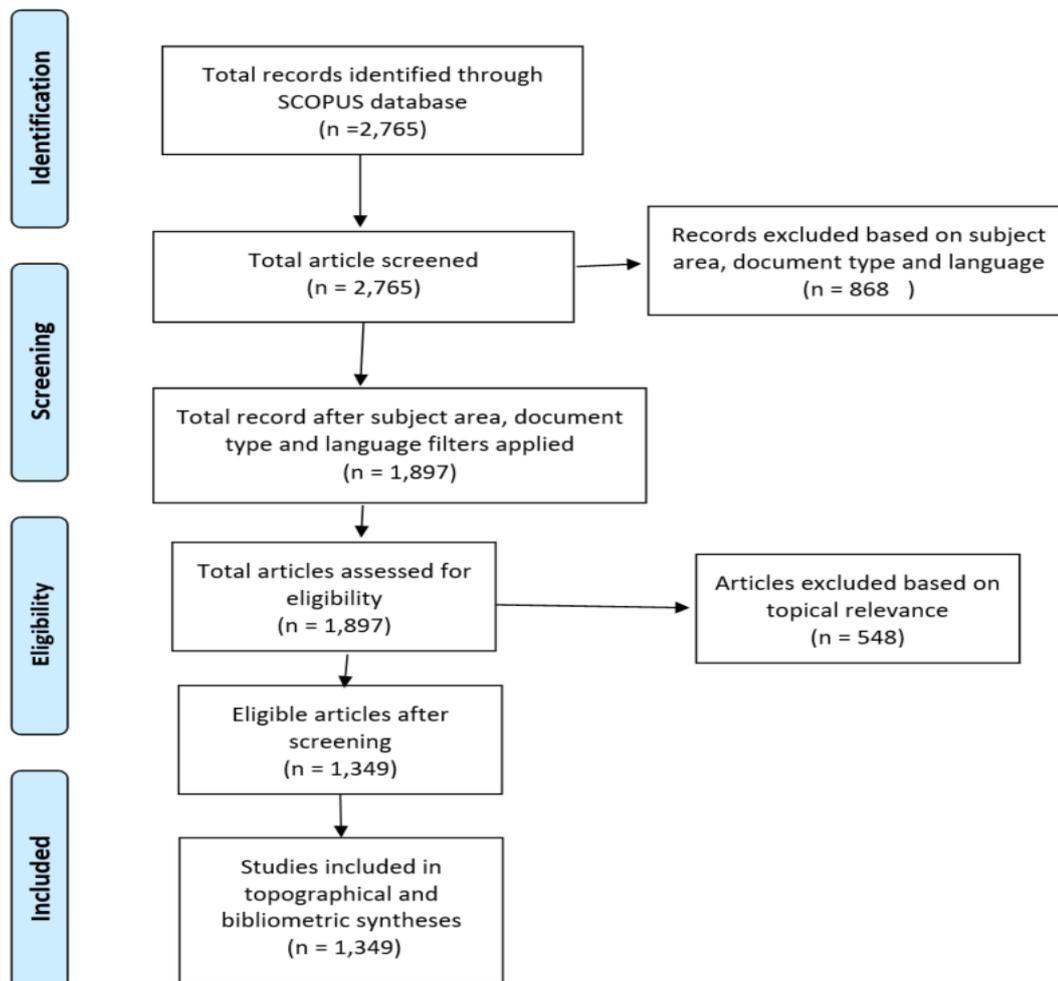

Figure 1 PRISMA flow diagram describing steps in source identification and screening

The initial search aimed to identify all diversity management and education documents in SCOPUS. The author used keywords of diversity management, diversity education, diversity training, and workforce diversity. The time frame for the review was from 1970 to 2019. The initial search yielded 2,765 records. Then the author applied SCOPUS filtering options to include only English language journal articles. Total of 868 articles was excluded 1,897 articles remained. Next, SCOPUS filtering options were used to exclude 11 non-relevant subject areas (see Table 1 in Appendix) after screen article title and abstract (when necessary). This filtering of subject area reduced the database to 1,502 articles. Then the author scanned titles and abstracts (where necessary) of all 1,502 documents, resulting in the exclusion of 153 articles, which were not related to the topical focus of this review, reducing the database to 1,349 articles. Data of 1,349 journal articles, data were downloaded from SCOPUS in a .csv (comma-separated values) file for bibliometric analysis in VOSviewer. Another .csv file downloaded for topographical

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analysis in Excel. For analysis of bibliographic data .csv file downloaded were opened in Excel for descriptive analysis, create graphs, tables. For topographical analysis, downloaded bibliographic data was opened in Tableau to create a heat map of DM publication to present publication patterns of data within the database.

Data Analysis

According to Zupic and Cater (2015) citation analysis can find the most influential documents, authors, and journals in a particular research stream, in citation analysis; numbers of citation were used as a measure of the influence of author, journal, or document. According to Meho (2007), "Citation analysis, involves counting how many times a paper or researcher is cited, assumes that influential scientists and important works are cited more often than others" (p.1). Over the past three decades, citation analysis has been increasingly used to evaluate and quantify the importance of researcher and literature (Meho, 2007). While author co-citation analysis is appropriate for answering intellectual structure questions about research fields (Zupic and Cater, 2015). Research by White & Griffith (1981) on author co-citation analysis (ACA) suggested that when two documents are cited together by the citing author, those two cited documents tend to have a close relation. ACA is a tool for studying the intellectual structure of the knowledge base by representing scholars' perceptions of the field, social relationships, and scholar networks (Ding et al., 1999).

To analyze the volume, distribution by time, and geographic distribution of published DM literature, bibliographic data of 1,349 journal articles was opened in Excel for descriptive analysis. The author categorized DM publication statistics by region and country to create a graph that could present a change of global diversity management SCOPUS publication volume and from emerging regions by time. For topographical analysis, bibliographic data .csv files downloaded were opened in Tableau to create a heat-map selected patterns of data within the database that could provide the answer to first research questions.

To identify the most influential authors, research paper and journal bibliographic data of 1,349 journal articles downloaded from SCOPUS in .csv file were opened in VOSviewer for citation analysis. Journal citation and co-citation analysis were used to identify the most influential journal. Document citation analysis was used to identify the most influential article in this field. Author citation analysis was used to identify the most influential author and Author co-citation analysis is used to identify schools of thought (or) domains of knowledge of DM studies. VOSviewer software was used to analyze data from SCOPUS, based on a network of diversity management literature to visualize the intellectual structure of the knowledge base. (Van Eck & Waltman, L. 2018).

4. Results and Discussion

This section of the paper presents results concerning trend and feature of knowledge production in diversity management literature. Presentation of the results is organized around three research questions.

Research question 1: What is the overall volume, distribution by time and geographic distribution of published DM studies?

As most diversity studies had been conducted in the Western contexts, such as the US, EU nations and Australia and with different diversity issues in different national contexts, there is need for research in developing and transitional economies and research in non-western contexts to develop a better understanding of the effects of different socio-cultural environments on diversity management (Shen et al. 2009). Therefore it is also important to document the size of diversity literature from both western and non-western societies, namely Asia, Africa and Latin America.

The first analyses concerned the volume, evolution and geographic distribution of the DM literature. From SCOPUS bibliographic data of 1,349 journal articles published between 1970 and 2019, 202 articles were from the emerging region: 66 from Asia, 12 from Africa and six from South America. Literature from emerging region represents around 15% of the global number of publication of 1,349 articles, the remaining 85% of DM literature published are from North America, Europe, Australia and Oceania, this confirms intellectual leadership of western society. Data in Figure 2 firstly revealed that the

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first DM publication appears in the 1970s aligned with suggestions of Ivancevich & Gilbert, 2000, that diversity as a topic for organizational research start to appear as a result of the anti-discrimination movement (Ivancevich & Gilbert, 2000) and Civil right act 1964 movement in the US in the 1960s (Naff, 1998; Nkomo & Stewart, 2006). The DM publication volume then increased significantly during the 1990s with 101 articles published from 1990 to 1999 (13 articles from 1990-1994 and 88 articles from 1995-1999). The growth of DM literature in the 1990s resulted from the influence of dramatic demographic shifts affecting the US labor force which were disseminated by a book titled "Workplace 2000" published in 1980s (Naff, 1998; Nkomo & Stewart, 2006) and the introduction of the term "managing diversity" by R. Roosevelt in early 1990s. (Thomas, 1992).

In the following period from 2000 to 2009, DM publication continued to increase in this decade with 361 articles published (120 articles from 2000-2004 and 241 articles from 2005-2009). The DM publication volume continued to increases as a result of the development of diversity management in the US workplace in the late 1990s which influence the increases in the development of the business case, evidence-based research (Ivancevich and Gilber 2000). DM model developed during this period provide an alternative approach to managing diversity in the workplace (Ashkanasy et al. 2002).

Later in the late 1990s and early 2000s, organizational scholars started to question the generalizability of US approach to study diversity in other countries and call for further examination of diversity studies from organizational scholars in other parts of the world, which includes unique socio-political traditions of each culture (Eagly, 1995; Wrench, 2001). This question resulted in the emergence of DM literature from an emerging region. The data in Figure 2 showed that 24 articles from an emerging region appeared between 2000-2009, represented 7% of global DM literature. Also, Figure 2 showed that 792 DM articles published from 2010-2019, which reflected the continuous growth trend of DM publication worldwide. Data in Figure 2 also shown that the publication from the emerging region only starts to appear in the 90s with one article from Africa and one from Asia. Literature from the emerging region continues to increase in the following decades, with 24 articles from 2000 to 2009 and 166 articles from 2010 to 2019.

Figure 2 also indicated the evolution of publication number from emerging regions. From the total DM publication of 418 articles from 2010-2014, 72 articles were from emerging regions constituted 15.3% of global diversity literature during 2010-2014. In the subsequent period from 2015 to 2019, a total of 136 articles out of 569 articles was from emerging regions, represented 23.9% of global diversity literature. These numbers reflected the change in the composition of the DM knowledge base in the last decade, with significant growth of literature from emerging regions. The heat map in Figure 3 shows the distribution of DM literature across the world for the period 1970-2019. Contributions vary from societies, but the majority of intellectual centers are in Anglo-American-European society. Intellectual centers, including the US, UK, Australia, Canada, Netherlands, Germany, South Africa, Denmark, France, and China. From the top ten most highly published countries, South Africa with 30 publications and China with 22 publications are the only two countries from the emerging region. The list of the top ten most highly published countries confirmed the intellectual leadership status of Anglo-American-European society and the growth of literature from emerging regions.
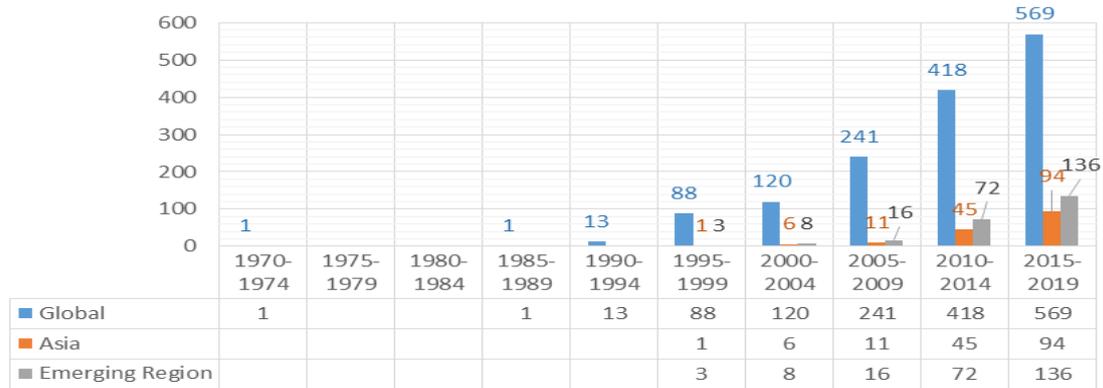
Figure 2 Diversity management SCOPUS publication volume globally, from Asia and from emerging regions by time
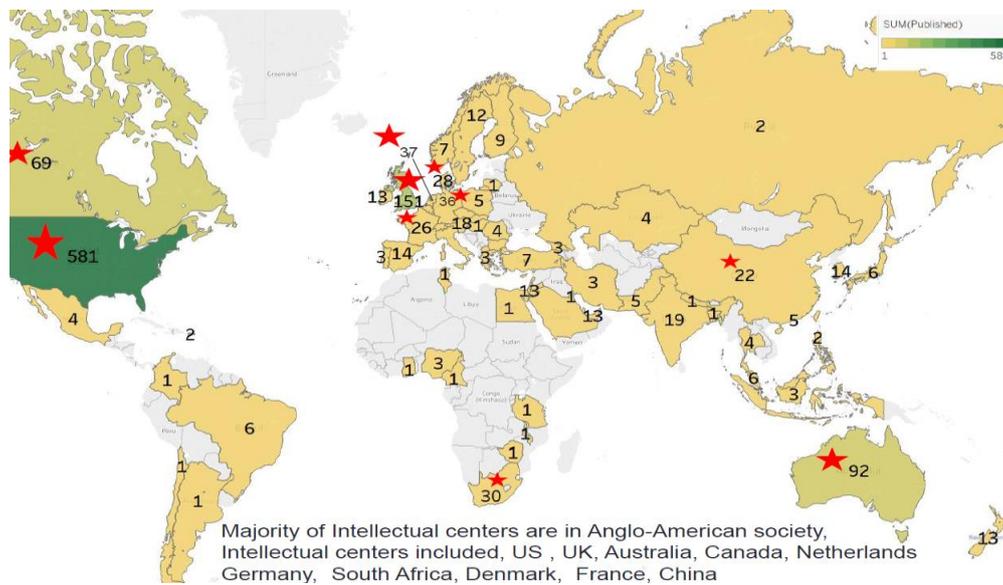

Figure 3 Heat map for distribution of diversity management and education SOCPUS publication across the world (1970-2019)

The heat map in Figure 3 shows the distribution of DM literature across the world for the period 1970-2019. Contributions vary from societies, but the majority of intellectual centers are in Anglo-American-European society. Intellectual centers, including the US, UK, Australia, Canada, Netherlands, Germany, South Africa, Denmark, France, and China. From the top ten highly publish county, only two are from the emerging region, South Africa from South Africa with 30 publications and China from Asia with 22 publications. These numbers provide evidence for the intellectual leadership status of Anglo-American-European society and the growth of literature from emerging regions.

4.2 Which journal, author and research paper had the greatest influence on DM literature?

The second research question aims to understand the contributions of different, journal, author and articles to DM knowledge base in order to, identify the most influential journal, author and research paper.

First, to identify the most influential journal, the author opened bibliographic data of 1,349 journal articles in Excel to calculate and identify the most influential journal. The rank order of the top 15 SCOPUS journal in DM studies by the number of documents is shown in Table 2. Data in table 2 indicates that International Journal of Human Resource Management has been the most active contributor of DM literature with 31 articles published follows by Public Personnel Management Journal with 16 articles and Journal of Management Education with 15 articles. In terms of total SCOPUS citation impact, international journal of human resource management rank first with 663 SCOPUS citation follows by Group and Organization Management, Journal of Applied Psychology, and Human Resource Management Review with 532, 496, and 495 SCOPUS citations, respectively.

However, it is also important to consider average citations per document. Table 2 shows that Journal of Applied Psychology rank first with an average citation per document of 5.5, follows by Journal of Organizational Behavior and Journal of Human Resource Management Review with average citation per documents of 5.1 and 3.8 respectively. Even these three journals have fewer numbers of documents, but it is clear that its publication generates more citation impact than others.

Table2 A rank order of top 15 SCOPUS journal in DM studies by the number of document

Rank	Source	Number of articles	SCOPUS citations count	Average citations document	SCOPUS Quartile
1	International Journal Of Human Resource Management	31	663	2.3	1st
2	Public Personnel Management	16	260	1.5	2nd
3	Journal Of Management Education	15	201	1.23	2nd
4	Review Of Public Personnel Administration	13	194	2.1	1st
5	Journal Of Business Ethics	12	319	2.9	1st
6	Human Resource Management	11	273	2.8	1st
7	Journal Of Organizational Behavior	9	274	5.1	1st
8	Human Resource Development Quarterly	9	340	2.6	1st
9	Group And Organization Management	9	532	2.5	1st
10	Human Relations	8	260	3.5	1st
11	Public Administration Review	8	322	2	1st
12	Journal Of Applied Psychology	7	496	5.5	1st
13	Human Resource Management Review	7	465	3.8	1st
14	British Journal Of Management	6	356	3.2	1st
15	Administration In Social Work	6	171	N/A	N/A

In addition to journal citation analysis, the author opened bibliographic data of 1,349 journal articles in VOSviewer to performed journal co-citation analysis to identify journal that has an influence on to 15 cited DM journals as co-citation analysis reach out to data outside database of 1,349 articles of this study. In VOS viewer journal co-citation analysis, when two journals are cited together those two cited journal tend to have a close relation, influence indicates by the link between nodes, the centrality of their location in the map, the size of their 'nodes' and extent of links with other nodes (Van & Waltman, 2018).

Secondly, the author performed author citation analysis to identify the most influential authors on DM literature, bibliographic data of 1,349 journal articles downloaded from SCOPUS was opened in VOSviewer to calculate and identify most influential authors with the threshold of at least one document per author to capture all authors with at least one document. The rank order of the top 15 most highly cited DM authors by the number of SCOPUS citation is shown in Table 4. Data in table 4 confirmed that Frank Dobbin, Erin L. Kelly and Alexandra Kalev are the intellectual leader of DM literature in terms of the number of citations. The data pointed out only two authors out of 15 are from emerging region namely, Jawad Syed is from the emerging region of Asia, Lahore University, Pakistan, and Alexandra Kalev from Tel Aviv University, Israel provided evidence of the growth of DM literature in emerging region, and the emergence of DM scholar from the emerging region.

The data pointed out that majority, 87%, 13 of the top 15 most cited authors are from Anglo-American-European society, nine from the US, two from the UK, one from the Netherland and one from Australia. These numbers confirmed the intellectual leadership status Anglo-American-European society discussed earlier.

Table 4 Top 15 most highly cited DM authors

Rank	author	documents	citations	total link strength	Institution	Nation
1	Dobbin F.	3	934	88	Harvard University	U.S.
2	Kelly E.	2	864	86	Princeton University	U.S.
3	Kalev A.	2	706	69	Tel Aviv University	Israel
4	Tatli A.	10	352	82	Queen Mary University of London	U.K.
5	Syed J.	10	322	36	Lahore University	Pakistan
6	Homan A.C.	3	279	36	University of Amsterdam	Netherland
7	Gilbert J.A.	4	272	37	Middle Tennessee State University	U.S.
8	Lorbiecki A.	3	268	9	Lancaster University	U.K.
9	Ivancevich J.M.	4	247	44	University of Houston	U.S.
10	Kulik C.T.	6	239	108	University of South Australia	Australia
11	Özbilgin M.F.	5	212	47	Brunel University	U.K.
12	Pepper M.B.	5	210	93	Gonzaga University	U.S.
13	Roberson L.	4	205	91	Columbia University	U.S.
14	Rosen B.	1	203	50	University of North Carolina	U.S.
15	Rynes S.	1	203	50	University of Iowa	U.S.

Lastly, to identify the most influential DM articles from bibliographic data of 1,349 journal articles downloaded from SCOPUS. The author opened bibliographic data of 1,349 journal articles in Excel to calculate and identify the most influential DM article by the number of SCOPUS citation. Top 15 most highly cited DM article are shown in table 5 in the appendix. The data in table 5 in appendix shown that top 15 highly cited documents are from 1995-2009 where there was high growth in global DM literature especially in the development of diversity models (Gilbert et at., 1999). Also, Table 5 in appendix section shows various type documents, seven conceptual, six empirical, one review and one commentary.

4.3 What are schools of thought (intellectual structure) make up the body of DM knowledge base?

It could be time-consuming for a new researcher or HR professional to explore DM knowledge base without clear direction or guidance from experts. According to (Ding et al., 1999; Zupic and Cater, 2015; author co-citation analysis (ACA) is appropriate for answering intellectual structure questions about research fields base by scholars' perceptions on schools of thought of the field. To reveal the intellectual structure of DM literature, the author opened bibliographic data of 1,349 journal articles in VOSviewer to performed ACA with the threshold of the minimum number of citation per author of 20 and 35 most highly co-cited author selected to identify schools of thoughts of DM studies.

Figure 5 shown network map of DM scholars; each color represents schools of thought of DM, scholars located within each cluster are connected.

The red cluster can be called "organization studies, race and gender diversity, workforce diversity" consisted of the most scholar from Anglo-American-European society. This School of thought tended to focus on organizational study, race and gender discrimination and human resource diversity management. Top three contributors to this school of thought are Taylor H. Cox Jr., Robin J. Ely, David A. Thomas. Other significant contributors are Aparna Joshi, Orlando C. Richard, Daan Van Knippenberg, and others. Both top three contributors and significant contributors to this school of thought are from Anglo-American-European society, which confirms leadership and the most influential status of Anglo-American-European

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society. It is noticeable that an author Anne Tsui located at the bottom outer bound of this cluster, this node represented DM research from China, Asia. A far distance from the center of this cluster resulted from the different focuses of her research from the others in this cluster.

The green cluster can be called "Organizational sociologist, Social-Organizational Psychology" consisted of the most scholar from Anglo-American-European society. Frank Dobbin, Alison M Konrad, and Carol T. Kulik are top three contributors of this school of thought. This school of thought tended to focus on society and the psychological aspect of DM studies such as equal opportunity and anti-discrimination. One noticeable emerging region scholar in this school of thought is Alexandra Kalev from Tel Aviv University, Israel.

The blue cluster can be called "Industrial relation, employee relation, workplace policy" consisted of only a scholar from the US, which confirmed the intellectual leadership status of the US. Top three contributors of this school of thought are Derek R. Avery, Patrick F. McKay and Michalle E. Mor Barak. This school of thought tended to focus on organizations' diversity climates, employee job performance, work attitudes, and retention.

In Figure 5, the node size of Taylor H. Cox Jr., Robin J. Ely, and David A. Thomas confirm that they are top three contributors to DM study by the number of citation. Their nodes centrality and link to different authors in every cluster confirms their influential and integrative role to DM knowledge base. Besides, author co-citation analysis provides a supplementary result of most influential DM scholar.
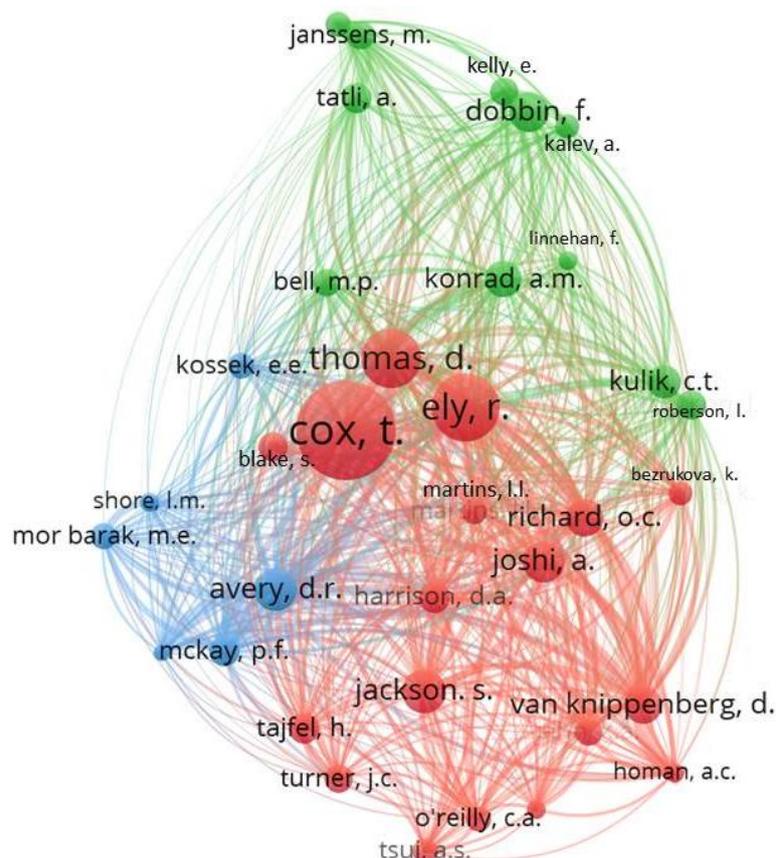

Figure 5 Author co-citations of DM research published in SCOPUS, 1970-2019 (n=1,349 studies)

5. Conclusion

This study achieved its primary research objective. The results from this bibliographic review effectively revealed the evolution of DM from the first DM publication in the 1970s that was influenced by the US Civil Rights movement from the late 1960s and majority of DM studies been conducted in the Western contexts, such as the US, EU. Follow by the growth of DM literature in the 1990s influenced by dramatic demographic shifts affecting the US labor force and book "Workplace 2000" published in 1980s (Naff, 1998; Nkomo & Stewart, 2006) and the introduction of the term "managing diversity" by R. Roosevelt in early 1990s (Thomas, 1992). In the following decade, 2000's DM continued to grow business case, diversity model and evidence-based research (Ivancevich and Gilber 2000). DM publication continues to grow during 2010-2019. It reflected a continuous growth trend of DM publication worldwide with significant contribution of DM scholar from emerging regions in 2010-2014 articles from emerging regions constituted 15.3% of global diversity literature. In the subsequent period from 2015 to 2019, 136 articles out of 569 articles are from emerging regions, represented 23.9% of global diversity literature. The growth trend of DM publication from an emerging region reveals that the DM concept is in the stage of growth. To maximize the opportunity for long-term programmed research opportunity of the selected concept. A new researcher can use this method to identify the stage in the life cycle of their selected concept.

This paper achieved the secondary research objective by illustrating the usefulness of the bibliographic analysis. The result from citation analysis and co-citation analysis from this study presented the list of the most influential journal, author and research paper on DM literature by its citation impact, average citation and co-citation count. These lists are resourceful to new DM researchers. It serves as the guideline for a systematic review of the literature and possible journal for DM publication. The result confirmed the intellectual leadership status of Anglo-American-European societies and recent growth in the contribution of the scholar from the emerging region. It is notable for DM researcher and professional to understand the context-based nature of DM concept and approaches. These complexities pointed out the need to develop a new methodology for cross-national diversity management. To understand how race, religion and ideology are shaping diversity in different contexts of each society.

Limitation

With inclusion criteria of only English literature to be included in this review, this review may not be able to capture the contribution of non-English literature to the knowledge base. Especially literature from emerging region, where English is not the main language for publication of research. The author accepted this point as a limitation of this review. However, given the significant

The database of bibliographic data of 1,349 articles of DM articles downloaded from SCOPUS used in this study may not capture some DM literature which only available in other sources, e.g. Web of Science. However, the database consisted of the majority of published DM literature. The author accepted this as a limitation of this study

As this paper used bibliometric method of citation analysis to identify the most influential journal, author and document. By using citation count alone, it is to be understood that this method has a bias toward older publication. Because newer publication had less time to be cited (Zupic and Cater 2015, p.432). The author accepted this as a limitation of this review.

Implication

Result of this study contributed to knowledgebase by high-lighten features of DM knowledge productions. Providing an overview of how the DM concept emerges and evolves in different contexts during the past five decades. The proposed list of influential DM author, article and journal in terms of volume, citation and co-citation count, distribution by time and geographic distribution.

With the significant contribution from emerging region DM scholar, 23.9% of global DM publication between, 2015-2019. Future research could investigate the impact or contribution of emerging region scholar to DM knowledgebase and their relationship with the influential author from Anglo-American-European society such as North America or European. The difference races, religions and ideology within each society, organization are unique forces that shape the diversity and equal opportunity

in each society. The finding serves as a call for empirical DM research from the emerging region, the context of which the US Centric approach to DM might not be generalizable.

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