

**Understanding Resistance And Resentment Towards DEI Policies:
Evidence from Employees Working in the Netherlands**
A Quantitative Study

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ABSTRACT

Diversity, Equity, and Inclusion (DEI) initiatives have gained increased popularity across organizational settings, aiming to foster more inclusive workplaces. Even though these strategies are made with positive intentions, they have also caused growing resistance and resentment among certain employee groups, particularly in Western societies where DEI has become a more controversial and debated topic. This thesis aimed to better understand the possible factors that cause these negative attitudes, with a specific focus on employees that work in the Netherlands. In this country, where the workforce is highly diverse, examining how employees respond to DEI initiatives provides valuable insight into how such efforts are perceived in a European context, where social, cultural, and political conditions differ from the ones in USA.

The main research question that guided this study was: *How and to what extent do employees in Netherlands-based companies experience resistance or resentment toward DEI policies?* To address this question, a quantitative study was conducted with an online survey which was distributed to employees working in the Netherlands ($N=226$). The study examined how perceived threat, perceived procedural injustice, and DEI fatigue predict negative responses toward DEI. The differences in resistance and resentment between Dutch and non-Dutch employees was also tested, aiming to identify whether ethnic background influences perceptions of DEI. Furthermore, the thesis investigated whether empathy and intergroup contact moderate these relationships.

The findings reveal that all three predictors are significantly associated with higher levels of resistance and resentment toward DEI initiatives. The analysis also demonstrated that no significant differences were found between the Dutch and non-Dutch employees and their resistance/resentment levels. Empathy showed some moderating potential in weakening these relationships, but the effect was only partially supported. Intergroup contact, on the other hand, did not moderate the relationships between the negative perceptions and attitudes.

Theoretically, the thesis contributes to DEI literature by offering a more nuanced understanding of resistance and resentment, and by showing that such responses are shaped more by individual perceptions and experiences than by cultural background. It also calls for future research to examine how different organizational, sectoral, and other demographical contexts shape employee engagement with DEI efforts. Practically, the study underscores the need for organizations to pay closer attention to how DEI policies are perceived internally, particularly in terms of fairness, transparency, and emotional impact. It highlights the importance of reducing performative actions and embedding DEI into everyday organizational processes that build trust and inclusive workplaces.

KEYWORDS: *diversity, policies, resistance, resentment, Netherlands*

Table of Contents

ABSTRACT	ii
1. Introduction	1
1.1 Academic Relevance.....	2
1.2 Societal Relevance.....	3
1.3 Chapter Outline.....	3
2. Theoretical Framework	5
2.1 History and Evolution of Diversity, Equity, and Inclusion.....	5
2.2 Definition of Resistance and Resentment.....	7
2.3 Perceived Threats.....	7
2.4 Perceived Procedural Injustice.....	9
2.5 DEI Fatigue.....	10
2.6 Ingroup-Outgroup Dynamics.....	11
2.7 White Native Dutch Employees.....	12
2.8 Moderating Roles of Empathy and Intergroup Contact.....	14
3. Method	17
3.1 Research Design.....	17
3.2 Sampling Procedure.....	17
3.3 Survey Procedure.....	18
3.4 Operationalization.....	19
3.5 Validity and Reliability.....	24
3.6 Data Analysis.....	26
4. Results	27
4.1 Descriptive Statistics.....	27
4.2 General Perception of Diversity.....	27
4.3 Regression Assumption Checks.....	28
4.4 Hypothesis Testing.....	29
5. Conclusion	35

5.1	<i>Summary of Results</i>	35
5.2	<i>Theoretical and Practical Implications</i>	37
5.3	<i>Limitations</i>	39
5.4	<i>Future Research</i>	40
References		42
Appendices		49
	<i>Appendix A – Questionnaire</i>	49
	<i>Appendix B – AI Declaration Form</i>	77
	<i>Appendix C – Adapted Scale Items</i>	79
	<i>Appendix D – Bivariate Correlation</i>	81
	<i>Appendix E – Factor Analyses and Reliability Checks</i>	82
	<i>Appendix F – Descriptives and Frequencies</i>	105
	<i>Appendix G – General Perception of Diversity</i>	108
	<i>Appendix H – Regression Assumption Checks</i>	109
	<i>Appendix I – Multiple Regression Analyses</i>	117
	<i>Appendix J – T-Tests</i>	124
	<i>Appendix K – Moderation Analyses</i>	127

1. Introduction

Over the past decades, questions of social justice, equity, and inclusion have become central both to public discourse and to organizational policymaking. In this sense, Diversity, Equity, and Inclusion (DEI) policies have become a vital element in the corporate strategies of many companies around the world which aim to align their internal practices with broader societal values of fairness and representation. In corporate settings, diversity refers to acknowledging and valuing a wide range of individual differences (race, ethnicity, gender, age, etc.), as a way to strengthen workplace effectiveness (Bishnoi, 2024, p.2). Equity, on the other hand, emphasizes fair treatment and resource allocation by recognizing that people have different needs, aiming to achieve comparable outcomes by addressing historical inequalities (Bishnoi, 2024, p.2). In parallel, inclusion involves fostering a workplace culture where everyone feels respected and valued, ensuring that diverse voices are present and actively heard and supported (Bishnoi, 2024, p.2). Taking these concepts together under a broader one, DEI initiatives seek to create an inclusive work environment in which all employees, regardless of their background and identity, are treated with respect and have equal opportunities for career development (Mulyanti et. al., 2024, p.828).

Although DEI policies have gained prominence more recently, their institutional roots date back to the 1960s, when legislative efforts laid the foundation for addressing discrimination based on sex, race, color, religion, and nationality (Park et al., 2025, p.67). Efforts to advance diversity and social fairness across employment and other domains have been ongoing for more than sixty years, gradually expanding to include additional areas of concern such as age, disability, and other types of prejudice (Park et al., 2025, pp. 66-67). As of today, 43% of corporations continue to maintain DEI goals, with 80% of them remaining the same from the year before (Alqaseer et. al., 2024, p.3). Yet, while these policies are well-intended and businesses continue to identify strategies to encourage them, effectively implementing and sustaining DEI remains an ongoing issue in management (Park et al., 2025, p.67). There have been growing debates about the need for these policies, as some organizations have begun to reduce or even eliminate such initiatives, including Meta, Walmart, Ford, McDonald's, and many more (Gibson & Lyons, 2025, para.1).

Although this trend is particularly evident in the United States, it is quite visible in Europe as well. According to the EY European DEI Index (2024, p.5), even though a lot of European countries have made progress on DEI, none of them have showed excellence, with the Netherlands ranked in 5th place out of 9 countries investigated (Van Loo & Bangemann, 2024, p.5). The country has one of the highest proportions of residents with non-native origins, accounting for almost a third of the total population in 2023 (Statista, 2023). This demographic diversity suggests that DEI initiatives could

play a significant role in improving social and economic integration, but at the same time there is also the potential for increased tensions and divisions, especially in the work environment. The negative perception of DEI policies in a corporate context stems from many factors such as a sense of bias against or unfairness towards majority groups, and the idea that they violate the idea of meritocracy (Leslie, 2019, p.548). These processes often lead to resistance of DEI policies, which can make DEI implementation or advancement more difficult or complicated (Gündemir et al., 2024, p.1). As Zaltman & Duncan (1977, p.63) state - this is when employees are inclined to “maintain the status quo in the face of pressure to alter the status quo” (as cited in Gündemir et al., 2024, p.2).

In this context, the present thesis aims to answer the following research question: *How and to what extent do employees in Netherlands-based companies experience resistance or resentment toward DEI policies?*

1.1 Academic Relevance

Although the design and goals of DEI strategies have been widely discussed in the academic literature, considerably less attention has been paid to how these initiatives are perceived and emotionally processed by employees. Much of the existing studies have focused on DEI management and practice (37.7%), while only 16.2% of them have explored the different perspectives on DEI, which include diversity resistance (Park et al., 2025, p.78). Furthermore, only 9.8% of diversity research has investigated employees’ attitudes, behaviors, and group identification (Park et al., 2025, p.80). Literature has also deeply explored the benefits of DEI strategies on customer satisfaction, company profitability, and team performance (Uotila, n.d., p.3), or has primarily examined discrimination against marginalized populations (Yeo & Jeon, 2023, p.9). While these studies are undoubtedly important, it leaves a gap in understanding the sources and consequences of employee resistance and resentment toward DEI policies. There is a call for research to clarify the link between resistance and lack of support, examine how individual factors interact to shape behavioral expressions of resistance, and explore conflicting attitudes, where people may show resistance and support at the same time (Gündemir et al., 2024, p.2).

Furthermore, much of the DEI studies have focused on the issues, settings, and organizations in the United States (Yeo & Jeon, 2023, p.7). They are frequently shaped by American political dynamics, legal frameworks, and racial conversations and categories, which do not always align the same way to the legal norms of many European countries (Bracebridge et al., 2025, para.6). The generalizability of such findings is therefore limited, as the U.S. style of DEI efforts is in contrast with European approaches that emphasize universal anti-discrimination principles and are shaped by stricter cultural sensitivities (Kavarida, 2025, para.5). This is especially true in the Netherlands, where multiculturalism, immigration, and integration have been the subject of long-lasting public, scientific, and political debates (Boog, 2019, p.1994). By focusing this study on employees based in this

country, the thesis contributes to a more local understanding of DEI resistance and resentment, enriching the broader academic conversation with insights that challenge the presumed universality of current DEI models.

1.2 Societal Relevance

In addition to its academic value, this thesis is also relevant from a societal perspective. Due to high globalization and constant change of the world, companies have become increasingly diverse, bringing people with varied demographic, cultural, professional, and work-related backgrounds, perspectives, and experiences (Park et al., 2025, p.67). This evolving environment is pushing organizations to confront the challenges of fostering diversity and creating work-settings where all employees feel fairly treated and included (Park et al., 2025, p.67). Nevertheless, DEI initiatives are not always perceived the same way by everyone, as some employees may fully support and embrace them, others might view them as a psychological threat which discriminate the majority group members and exclude them (Dover et al., 2020, pp. 159-160).

In countries like the Netherlands, where public and political debates around immigration and integration remain active (DutchNews, 2025, para.4), the workplace becomes a reflection of these wider tensions. This makes it especially important to understand how employees, particularly native Dutch ones, engage with DEI policies in their everyday professional lives. Resistance or resentment toward DEI does not need to necessarily reflect rejection of diversity itself; rather, it may signal underlying concerns about status and recognition (Ballinger et al., 2024, p.876). Exploring these attitudes offers valuable insights into how to build more meaningful and well-structured inclusion practices.

Importantly, this thesis supports the broader societal goal of making workplaces more welcoming and equitable for all employees, not just for certain marginalized groups. By empirically examining the predictors of resistance and resentment, this research contributes to ongoing efforts to move beyond surface-level strategies or reputation-building checklists. It highlights the need for DEI initiatives to be communicated transparently, implemented fairly, and experienced as inclusive by all. In doing so, the thesis aims to connect what organizations hope to achieve through DEI with how employees actually experience it, thus helping workplaces become more inclusive and better aligned with the diverse environments of the society around them.

1.3 Chapter Outline

The thesis is organized into a total of five chapters. Following this introduction, Chapter 2 presents the Theoretical Framework, which looks at the history and evolution of DEI, the definitions of resistance and resentment, and the factors that may cause them (perceived threats, perceived procedural injustice, DEI fatigue). The chapter also examines White native Dutch employees as the

primary ingroup in the Dutch context to understand how historical and political factors might shape their responses to DEI policies. Finally, the framework introduces empathy and intergroup contact as moderating variables that could reduce the resistance and resentment toward these initiatives. Chapter 3 is the Method one, which gives the reasons for choosing quantitative survey-based research design, and details the sampling and survey procedure. The chapter also presents the operationalization of the studied concepts and reliability and validity of the chosen scales, including their factor analyses and reliability tests. In the end, it outlines how the data will be analyzed and what statistical methods that will be used to test the hypotheses. Chapter 4 presents the Results, reporting the outcomes of the statistical analyses. It demonstrates how perceived threat, procedural injustice, and DEI fatigue are associated with resistance and resentment toward DEI policies, and it tests the potential moderating effects of empathy and intergroup contact. Moreover, it presents what the participants' general attitudes toward diversity are. Finally, Chapter 5 is the Conclusion one, which summarizes and discusses the main findings, offers both theoretical and practical implications, acknowledges limitations of the study, and outlines several suggestions for future research to further explore and address DEI resistance and resentment in the workplace.

2. Theoretical Framework

2.1 History and Evolution of Diversity, Equity, and Inclusion

Over the decades, the concept of DEI has undergone major transformations, which have reflected various legal and cultural changes in different eras and societies. In the book *Diversity, Equity & Inclusion*, specifically Chapter 18, “Historical Evolution of DEI”, the author Dr. Anita Jaiswal (2024) thoroughly describes the beginning and evolution of these policies.

The first roots of these practices could be traced back to ancient times in empires such as Egypt, Greece, and Rome. Despite the highly hierarchical societies, there is evidence of structures that granted certain rights to people of different origins. For instance, the Roman Empire allowed people of various geographical regions to obtain legal status and specific privileges (Jaiswal, 2024, p.227). During the Middle Ages, the European feudal system and the influence of the Christian Church introduced new aspects of social justice, as the canon law encouraged people to help and treat equally those living in poverty (Jaiswal, 2024, p.228). In parallel, Islamic societies in the Middle East and North Africa demonstrated a high degree of cultural and religious tolerance, which contributed to the coexistence of different ethnicities and faiths in the same area (Jaiswal, 2024, p.228). Years later, the Age of Enlightenment in the 17th and 18th centuries brought a significant intellectual breakthrough with the development of “human rights, individualism, and social contracts” (Jaiswal, 2024, p.228). At the same time, the European colonialism and the transatlantic slave trade was unfolding, which gave rise to the early anti-slavery movements and battles for justice (Jaiswal, 2024, p.228).

The 19th and early 20th centuries marked one of the most significant stages in the development of DEI practices. The abolition of slavery, symbolized by the 1863 Emancipation Proclamation in the United States and the 1834 Slavery Abolition Act in Britain, represented a critical turning point (Jaiswal, 2024, p.228). At the same time, the women’s rights movement was gaining power with campaigns for voting rights and gender fairness (Jaiswal, 2024, p.228). This period also saw early labor movements, in which people demanded equal pay, safe working conditions, and more humane treatment of workers, regardless of their identity (Jaiswal, 2024, p.229). The 1950s and 1960s indicated a major change with the U.S. civil rights movement, ending with legislative victories that institutionalized racial equality, including the 1964 Civil Rights Act and the 1965 Voting Rights Act (Jaiswal, 2024, p.229).

With the advent of the 21st century, humanity saw a systematic integration of equality into the policies of companies, educational institutions, and public structures (Jaiswal, 2024, p.229). Numerous countries have adopted laws and standards to protect against discrimination, and the private sector has also followed along. Companies started to realize that inclusive practices were also strategically beneficial, as they stimulate innovation, increase employee engagement, and improve

brand reputation (Jaiswal, 2024, p.229). Furthermore, globalization has made the world more interconnected, which has increased the conversations around DEI practices. In this context, the 2020 case of George Floyd, an African-American killed by a white policeman in Minneapolis, Indiana, represented a global turning point for the systemic racism and inequality. The wave of protests that followed, under the name 'Black Lives Matter', pressured governments, organizations, and companies to take a more active role in the fight against racial injustice. According to a Kenan Insights (2024) report, corporate debates surrounding DEI problems increased following the murder, as around 25% of the researched companies publicly discussed diversity for the first time (De la Parra, 2024, para.5). Additionally, the findings showed that when the executives talked about these issues, the market punished the company with a 0.7% lower return within three days of these announcements (De la Parra, 2024, para. 5). Market stakeholders were concerned that if a corporation fails to implement any DEI initiatives, it could lead to serious consequences, such as losing customers, facing political pressure and employee backlash (De la Parra, 2024, para.5). The companies that took steps to deal with these race-related issues saw positive results, as the stock market responded well to, for example, those who added a Black member to their boards. This major event demonstrated how DEI-related issues can radically reshape public values and how directly they influence market expectations (De la Parra, 2024, para.10).

As of today, the concepts of DEI are a key part of the ethical code of the modern organization, and the conversation around them continues to evolve. According to a 2021 report by Glassdoor, 76% of job seekers consider a company's diversity and inclusion policies when evaluating job opportunities (Glassdoor Team, 2021, para.3). Not only that, but a McKinsey's report that examined 1265 companies in 23 countries, found that the firms with diverse workforces are 39% more likely to outperform than the ones with less diversity (McKinsey, 2023, p.4). However, with the increasing visibility and popularity of DEI policies, debates about their sincerity, effectiveness, and fairness have emerged. For instance, some people are quite skeptical about these initiatives because they believe that companies are applying the so-called washing strategy, "meaning that it uses social issues in its communication without any real social benefit associated with them" (Einwiller et al., 2025, p.4). Furthermore, according to a 2021 Gartner study of 3,516 employees, 42% resent DEI policies and see them as divisive (Strother, 2022, para.5). A 2024 study conducted by Pew Research Center revealed that there has been an increase in the negative opinion of DEI policies from 2023: 19% (vs. 12% before) of the respondents saying that their companies are paying too much attention to these initiatives, and 21% (vs. 16% before) saying focusing on them is a bad thing (Minkin, 2024, para.14). This overall perception has led to increased tension, discomfort, and what some people call DEI backlash. This could eventually result in a full elimination of DEI programs, leading to an even higher polarization of employees and "potential internal cold war that might distract people from productive work" (Ng et al., 2025, p.141). These underlying possibilities serve as a critical point to understanding

how and why resistance and resentment toward DEI efforts have been increasing within organizational contexts.

2.2 Definition of Resistance and Resentment

To begin with, there are key distinctions between resistance and resentment. Resistance is a refusal to accept something or an active struggle against something that is perceived as a threat (Cambridge University Press, n.d.). In the context of DEI, resistance “can therefore involve the rejection, exclusion, harassment and/or subordination of others based upon differences” (Thomas, 2008, p.5), and this could also include negative actions towards the DEI policies that organizations attempt to integrate. These behaviors can manifest as vocal opposition and criticism, as well as more passive disengagement during, for example, the implementation of the DEI policies, such as trainings, hiring, and other initiatives.

In some cases, this resistance develops into resentment - an emotional reaction associated with anger and frustration when a person perceives that they are being forced to accept something that opposes their beliefs (Cambridge University Press, n.d.). In comparison to resistance, which is usually associated with behavioral actions, resentment is more about deep and long-lasting feelings that people keep inside themselves. Within the principle of DEI, this feeling often arises in situations where employees see these initiatives not as a means of equality, but as a form of reverse discrimination - a perception that stems from the belief that such policies benefit the interests of underprivileged groups at the expense of the majority groups. This perceived phenomenon occurs at times when historically marginalized groups are seen as reversing roles and discriminating against members of the historically advantaged groups (Camara & Orbe, 2011, p.111), which can eventually reinforce the resentment towards these practices.

In this sense, the concepts of resistance and resentment can be seen as closely related reactions that are developed under certain organizational or social conditions. The DEI strategies that are implemented without considering employees’ actual needs are unlikely to be well-received, often leading to resistance instead of support, and ultimately making it more difficult to foster a genuinely inclusive workplace (Nwoga, 2023, p.1802). If the resistance reactions to the DEI strategies are left unaddressed and ignored, they could evolve into a much deeper emotional response (resentment), which in turn can diminish trust, trigger backlash, and ultimately result in a failure of these initiatives (Nwoga, 2023, p.1797). This progression highlights the importance of identifying what factors reinforce these reactions, how they unfold, and which social groups are most affected in the process.

2.3 Perceived Threats

One of the main factors that could explain the resistance to and prejudice toward DEI policies is the perception of threats. Some people might be defensive because these initiatives challenge their

status and identity, even if they also recognize that diversity largely offers societal or organizational benefits (Ballinger et al., 2024, p.876). These reactions are well explained by Stephan and Stephan (2000, p.25) in their Integrated Threat Theory, which identifies four main types of threats - realistic, symbolic, intergroup anxiety, and negative stereotypes. For the purposes of this thesis, the focus will remain on the first two threats: realistic and symbolic.

Realistic threats include the perception of risk to the material well-being, political and economic position of a given group or individual (Stephan & Stephan, 2000, p.25). In a corporate context, DEI programs might be seen as a cause of these threats, especially if employees think that some opportunities (promotions to higher positions, preferential hiring decisions, access to more resources, inclusion in high-visibility projects) are being given to disadvantaged groups. When certain employees believe they have some privilege and sense that there is a rise in other individuals' status, they see this as a risk to the interests of their own group (Iyer, 2022, p.3). For instance, some majority-group workers might feel that they have fewer chances for pay rises or job development when their employers give promotions to underrepresented group members in order to fulfill their DEI promises. This perception of losing concrete possibilities could eventually lead to resistance or resentment toward these policies.

Symbolic threats, on the other hand, refer to perceived differences between social groups in terms of moral values, beliefs, and cultural standards (Stephan & Stephan, 2000, p.25). Within the DEI framework, they can arise when certain individuals or groups perceive these initiatives as a challenge to established traditional values like individualism, color-blindness, and specifically meritocracy - the principle that an individual's success is determined by their abilities and efforts, rather than by social factors such as gender and race (Goodman, 2014, p.1171). People who are firm believers of the meritocracy idea frequently think that DEI programs provide members of marginalized groups with unfair and unjustified benefits (Nittrouer et al., 2024, p.190). In line with this, certain affirmative action initiatives regularly face criticism for undermining the merit principle, leading to resistance (Hing et al., 2002, p.493), as well as lower performance (Prasad & Penanhoat, 2025, p.1).

This overall perception of threats, regardless of whether they are realistic or symbolic, can lead to various psychological and behavioral reactions. One of them could be status anxiety, which refers to one's worries about their social standing, also involving "concerns about not being able to advance to a higher status, being stuck at a status level, or currently being too low in status" (Keshabyan & Day, 2020, p.3). Furthermore, when one views that their status is under threat, they might react by taking actions to prevent it, which could be both positive, such as focusing on enhancing their standing, or negative, aiming at undermining others (Reh et al., 2022, p.241). These reactions, however, could emerge not only from an individual standpoint, but from a group one as well. According to the book *Group Dynamics*, when most people in a certain group have a strong opinion about something, they

might encourage those who initially disagree to conform to maintain the group's harmony (Forsyth, 2010, p.178). Over time, it has been shown that individuals tend to adopt the group's stance on political and social matters (Forsyth, 2010, p.179). Within the DEI context, some employees from a certain social group might feel that they are being disadvantaged by the policies, which eventually can lead other individuals from the same group to adopt similar beliefs. Additionally, these viewpoints can occur from management dynamics as well, as employees' opinions about or resistance to organizational change are highly influenced by how their leaders feel and think (Walk, 2023, p.160). Through the DEI lenses, some workers' perception of these strategies is altered by their managers' perception and attitudes towards them. For instance, according to a study conducted with 3,000 Australian workers, 27% of them reported that their managers are not inclusive, and 19% pointed out that their teams are non-inclusive as well (Diversity Council Australia, 2024, p.11), possibly suggesting that inclusive behaviors, and by extension, support for DEI, are often modeled by leadership and their impact on team culture.

Regardless of whether these reactions and behaviors appear from individual perceptions or are influenced by other people and groups, if these feelings are left unaddressed, they could ultimately escalate into deeper forms of resistance and resentment. Based on these arguments, the following hypothesis is formulated:

H1: The more an individual perceives DEI policies as a realistic or symbolic threat, the higher level of resistance and/or resentment he or she will harbor towards them.

2.4 Perceived Procedural Injustice

Another key factor that can influence the level of resentment and resistance toward DEI policies is the perception of their fairness. According to Organizational Justice Theory by Colquitt et al. (2001, p.425), employees are more likely to support workplace policies if they believe that they are fairly and transparently applied to all, or vice versa. The theory suggests that justice is divided into four dimensions, which include distributive, procedural, interpersonal, and informational (Colquitt et al., 2001, p.425), and this study will take into consideration the second one (the procedural dimension). While distributive justice is related to whether the outcomes of certain policies are fair (e.g., who receives a promotion), the procedural one focuses on "the fairness of the procedures used to determine outcome distributions or allocations" (Colquitt et al., 2001, p.425). In the case of DEI, this type of justice refers to the extent to which these policies are created and used in a way that all employees perceive as inclusive, unbiased, and impartial. This suggests that resentment and resistance towards diversity practices could derive not so much from disliking diversity as a concept, but rather if these policies are not implemented fairly. This is a crucial differentiation, as some workers might even accept unfavorable decisions towards them, as long as they are transparent and consistently applied.

Additionally, procedural justice plays a key role in employees' trust in the organization and its strategic goals. When members of privileged groups believe that multiculturalism does not include them, they feel excluded and are less likely to support diversity policies (Plaut et al., 2011, p.349). When employees perceive that the DEI strategies create privileges for some at the expense of others, they could develop high resistance or resentment towards them, "thus resulting in continued inequality, wasted resources, and potential for tension in the organization" (Iyer, 2022, p.1). Building further on this, the following hypothesis is proposed:

H2: The more an employee perceives DEI policies as lacking procedural fairness, the greater the likelihood that he or she will harbor resistance and/or resentment towards them.

2.5 DEI Fatigue

Last but not least, a factor that could lead to resistance or resentment toward diversity initiatives is DEI fatigue - a mental state where one starts being emotionally less responsive toward diversity efforts (Smit et al., 2021, p.660). Similarly to physical exhaustion, this type of tiredness can appear suddenly or build over time (Smit et al., 2021, p.660). It could emerge not only in those who oppose diversity initiatives but also in those who believe in the importance of equity and inclusivity, thus lowering their motivation and ability to keep supporting or engaging with future diversity initiatives (Smit et al., 2021, p.660). In addition to being linked to individual feelings of fatigue, this emotional tiredness also represents larger institutional patterns. Sara Ahmed, author of the book *On Being Included: Racism and Diversity in Institutional Life*, explains that when certain words like "diversity" are used repeatedly without real change happening, they can start to lose their power and make people tired of their expression (Ahmed, 2012, p.62). The more a word is repeated without results, the heavier and less effective it becomes (Ahmed, 2012, p.62). At the moment, "diversity" still feels like a fresh and new word that people are willing to accept; however, over time, it could become worn out and tired through constant repetition, especially if people feel that nothing is changing (Ahmed, 2012, p.62). When left unaddressed, DEI fatigue can negatively impact organizational performance, which can lead to a high loss in trust and high costs for companies (Farmanesh et al., 2020, p.23).

The emotional toll of DEI fatigue can affect different groups of employees in various ways, especially those from historically dominant backgrounds. According to Smit et al. (2021), who conducted a study among 473 White American students and faculty, around 47% of the first group and 38% of the second group felt some diversity fatigue (p.670). The authors also found that when an individual's awareness of bias and discrimination increased, so did their feelings of diversity fatigue, indicating that this tiredness can emerge even among those who recognize systemic prejudice (Smit et al., 2021, p.670). Additionally, this emotional reaction is not so strongly linked to worries about inclusion or hidden racial biases, suggesting that feeling tired of diversity does not necessarily emerge

from not wanting to support marginalized groups (Smit et al., 2021, p.670). Specifically, employees might experience tiredness when they feel that debates surrounding DEI accuse them or repeatedly center on issues from which they feel disconnected, leading to perceptions of exclusion and a sense that these efforts do not address their concerns or interests. Given these arguments, the next hypothesis is assumed:

H3: The higher the level of DEI fatigue an employee experiences, the greater the likelihood they will exhibit resistance and/or resentment toward DEI policies.

2.6 Ingroup-Outgroup Dynamics

As already discovered, when organizations implement DEI policies that focus on group-based inequalities, they might unintentionally make employees more aware of workplace divisions (Prasad & Penanhoat, 2025, p.1). In these situations, workers could react as members of social groups, and get a sense of who they are through these groups (Prasad & Penanhoat, 2025, p.2). This is where the concept of ingroup-outgroup dynamics becomes relevant: a social group you strongly identify with is called an ingroup, whereas an outgroup is one that you do not identify with at all (Giles & Giles, 2013, p.142). These groups could be classified based on various social categories, such as ethnicity, gender, religion, nationality, language, and many others. This dynamic can be further explained through the Social Identity Theory, developed by Henri Tajfel and John Turner (1979). The theory suggests that people naturally categorize themselves and others into groups, using these categorizations as a way to organize and understand the social world. The authors state that “social categorizations are conceived as cognitive tools that segment, classify, and order the social environment” (Tajfel & Turner, 1979, p.40). However, these categorizations could also draw lines between groups, establishing psychological boundaries between “us” and “them.” Within the DEI context, when organizations focus on group differences, employees might begin seeing changes more through their group identity, paying closer attention to how the group they belong to is treated compared to the other groups. If the workers view DEI efforts as taking away recognition or power from their group, they might feel pushed aside, thus reacting emotionally against these initiatives, even if they usually believe in fairness and equality. Moreover, when individuals feel their group is dehumanized, they are more likely to reciprocate by dehumanizing the outgroup, which can escalate hostility and aggression (Kteily et al., 2016, p.8). In the Netherlands, white native Dutch employees have traditionally had more power and influence in institutions and culture. Although they might not normally think of themselves as part of a specific group, DEI policies can make them more aware of their group identity, especially when the focus is on supporting ethnic minorities, migrants, or people born outside the country.

For the purpose of this thesis, the ingroup will be defined as white native Dutch employees, and

the outgroup - employees from other ethnic or national backgrounds. This distinction is used only for research purposes to better understand how belonging to a certain group might shape people's views on DEI initiatives. It does not suggest that there is automatic hostility between these specific groups; rather, it helps explore how social identity can influence emotional and mental reactions to diversity efforts at work.

2.7 White Native Dutch Employees

White ethnicity has long been associated with social and economic advantages, giving such individuals greater resources and power (Ridgeway, 2014, p.6). However, with the growing popularity of DEI policies, some white people experience social discomfort and tension because they perceive themselves as: “(1) being unfairly accused of racism; (2) having no special niche set aside for them in the popular culture; and (3) being forced to accept other cultures” (McKinney, 2003, p.39). Because of this, such people view racism as a zero-sum game – when bias against minority groups decreases, then the bias towards majority groups automatically increases (Rasmussen et al., 2022, p.1800; Norton & Sommers, 2011, p.215).

This phenomenon is also reflected in the Netherlands. According to the book *Dutch Racism* (Essed & Hoving, 2014, p.102), some native Dutch people have been experiencing a growing sense of discomfort due to the perceived threats associated with the increasing presence of certain migrant groups. While some of them do not identify as racists, they believe the migrant communities should adapt to the local culture and reduce ties to their own origins and roots (p.103).

This general discomfort has a deeper political and historical context behind it. Even though the country has been regarded as a home to one of the most liberal societies, there have been heated arguments and policy changes about immigration and integration. In the 1980s, the Dutch government adopted a multiculturalism policy, also known as the 1983 Ethnic Minorities Policy, which involved “the mutual support of and respect for cultural diversity, combined with egalitarian goals” (Schalk-Soekar et al., 2004, p.535). In other words, people from immigrant groups were granted the same rights as Dutch natives, while also being allowed to preserve their own cultures (Schalk-Soekar et al., 2004, p.535). However, by the end of the decade, there was much criticism aimed at this legislation, as it was too focused on cultural aspects and collaborative nature (Bruquetas Callejo et al., 2007, p.12). As a result, during the 1990s, the government developed Republican Integration Policies, which prioritized individual identity over group affiliation, and focused more on the socio-economic dimensions of integration rather than cultural or religious factors (Bruquetas Callejo et al., 2007, p.12). This eventually led to new policy approaches, such as national programs like introduction courses for newcomers, as well as more local and city-focused initiatives (Bruquetas Callejo et al., 2007, p.12). A few years later, at the start of the 21st century, the country witnessed a major shift in how immigration and integration were tackled. The two concepts became highly politicized,

especially following Paul Scheffer's 2000 newspaper article critiquing multiculturalism and the rise of the populist politician Pim Fortuyn, who was assassinated right before the May 2002 national elections (Bruquetas Callejo et al., 2007, p.19). Moreover, the multiple violent incidents surrounding migrants, including the murder of the Dutch filmmaker Theo van Gogh in 2004, resulted in high public concern and the creation of even stricter policies (Bruquetas Callejo et al., 2007, pp. 19-20). The government introduced the Integration Policy New Style, which was closely related to the 1990s version and emphasis on citizenship and self-responsibility, but this time it placed a greater emphasis on the cultural adoption of immigrants into Dutch society (Bruquetas Callejo et al., 2007, p.20). Migrants were required to take Dutch language and cultural tests before entering the country and undertake civic integration courses when admitted (Bruquetas Callejo et al., 2007, p.20). However, as of the beginning of 2007, migrants had to finance these courses themselves, and could receive a partial refund only if they passed the exam successfully (Bruquetas Callejo et al., 2007, p.21), which eventually led to a great decrease in the number of people who completed them (Oers, 2020, p.276). Because of this, the state decided to start paying for them again (Oers, 2020, p.276), which increased the success rate of the integration courses to 78% (Henskens & Dijsselbloem, 2018, para.7). This was only until 2013, when the country developed a revised Integration Act, introducing privatisation of the courses (Henskens & Dijsselbloem, 2018, para.2). This took the responsibility from municipalities, which initially helped migrants to choose the right integration track for them, and place it upon the people to do so themselves (Henskens & Dijsselbloem, 2018, para.2). As a result, the success rate for the years 2013-2015 dropped by 50% (Henskens & Dijsselbloem, 2018, para.7).

At the start of 2022, the government introduced a new and revised Civic Integration Act, which is the current legal framework for governing the integration of newcomers (Government of the Netherlands, n.d.). The act gave back power to the municipalities to help the newcomers who need to prepare and complete their civic integration programme, as the country covers the cost of the courses only for asylum seekers, while family migrants must pay themselves (Government of the Netherlands, n.d.). Two years later, a new government was appointed with Dick Schoof serving as a Prime Minister (Government of the Netherlands, 2024). In October, the state announced its intention to limit asylum permits at three years and implement border controls (Meijer, 2024, para.1). They plan to stop giving permanent residence permits to asylum seekers and only offer them basic shared living spaces, which will also make it hard for them to bring along their families to the Netherlands (Meijer, 2024, para.3). It is yet to be seen how these and further changes will shape the country's approach to integration and diversity.

These political and policy changes have greatly impacted and influenced how Dutch citizens perceive the general concept of diversity, especially in terms of ethnic differences. According to a research, the country's society is undeniably divided in its views of immigration, with around 17% strongly against it and around 19% in favor (Albada et al., 2020, p.627). The rest of the studied

sample was split in the middle, with about 33% having more open and accepting views, while 32% had mixed but critical views (Albada et al., 2020, p.627). As the authors note, “although a majority of Dutch citizens believe that refugees should be granted asylum, a majority is also concerned about the consequences of such a step” (Kuppens et al., as cited in Albada et al., 2020, p.628).

This general prejudice could also have a significant impact on workplace dynamics. Even though the 1994 Equal Treatment Act protects people from being excluded based on their race, gender, religion, or any other grounds, the Dutch society’s relatively negative attitudes and low interaction with immigrants make it difficult to build the peaceful intergroup relations essential for multicultural societies (Schalk-Soekar et al., 2004, p.549). In this sense, the native employees might not respond positively to the DEI policies, especially if they do not see themselves as being discriminatory and feel that their personal achievements and efforts are being overlooked. This could lead to some defensive reactions, either through resisting the DEI strategies and initiatives or utterly resenting them, causing these individuals to feel frustrated, threatened, and uncomfortable. Thus, the following hypothesis is formulated:

H4: White native Dutch employees are more likely to experience resistance and/or resentment towards DEI policies compared to workers belonging to other ethnic groups.

2.8 Moderating Roles of Empathy and Intergroup Contact

Although some employees might experience strong resentment and resistance toward DEI policies, these negative reactions are not inevitable. Certain psychological and interpersonal factors can help moderate these behavioral responses and encourage greater openness to diversity, two of the most consistently identified ones being empathy and intergroup contact.

Empathy is generally defined as the individual’s ability to recognize and understand the emotions of other people and their significance (Kalisch, 1973, p.1548). This is a very valuable trait for someone to possess, as it helps them to understand others’ perspectives and offer support to those who are different and disadvantaged. When people show empathy toward the underprivileged groups, they might be inclined to develop more inclusive views and not oppose the DEI strategies, even if they are not benefiting from them or despite having negative views on some aspects of DEI policies. As Batson et al. (2012, p.1656) state, “evoking empathy can be a powerful and valuable technique for promoting more positive responses to stigmatized groups in society.” More recent studies align with this claim, showing that empathy helps protect against developing negative emotions, attitudes, and behaviors toward marginalized groups (Bobba & Crocetti, 2022, p.1977).

Nevertheless, empathy does not always emerge in every individual. Some people may struggle to relate to others who are different from them, due to personal beliefs, lack of exposure, or strict social

boundaries. This is where intergroup contact becomes relevant, arguably and possibly independent of empathy, and could also have a similar moderating effect. According to the Intergroup Contact Theory (1954) by Allport, increased interaction between individuals from different social and cultural backgrounds tends to reduce prejudice and promote mutual understanding (Pettigrew & Tropp, 2006, p.751). Pettigrew and Tropp's 2006 meta-analysis, which synthesized data from 515 studies with 713 independent samples, fully confirms the validity of the theory, showing that intergroup contact generally reduces intergroup prejudice (p.751). More recent studies display that the more often people have positive interactions with members of other groups, the less prejudiced and defensive they become and are more likely to support DEI efforts. Intergroup contact can make people see diversity as something beneficial and valuable for society (Kauff et al., 2020, p.281), and even indirect contact, such as observing and knowing that a member of the ingroup has good communication with someone from the outgroup, could also lead to better attitudes and feelings toward the outgroup (Ioannou et al., 2018, p.401).

Although these findings suggest that empathy and intergroup contact have a mediating effect and can improve the negative attitudes toward DEI policies, it is still possible for employees to have high quality intergroup contact and high empathy levels yet continue to feel threatened or fatigued by DEI strategies. For example, a Dutch employee might work closely with a diverse team and feel empathetic for those who are underprivileged but still perceive DEI policies as unfair or threatening, as emotional conflict of this kind is not uncommon. Previous research supports this complexity, showing that empathy is not always automatic, but it could be selective, shaped by group membership, and even exist together with discriminatory attitudes (Zaki, 2014, p.1608). Similarly, the positive impact of intergroup contact may be limited when feelings of threat are present particularly among advantaged groups (Van Assche et al., 2023, p.1), which can hinder meaningful progress in how DEI is perceived.

Therefore, instead of assuming a linear pathway where empathy or intergroup contact directly generates positive attitudes (mediation) toward DEI policies, the current thesis treats them as moderators. In other words, the impact of perceived DEI threats, injustice, and fatigue on resistance/resentment may vary depending on the individual's level of empathy or quality of intergroup contact. This allows for the possibility that individuals can experience high levels of empathy or frequent intergroup contact while also perceiving DEI efforts negatively, thus reflecting the complex, contradictory nature of human emotions and social attitudes. This leads to the formulation of the next two hypotheses:

H5: Empathy moderates the relationships between negative DEI perceptions (perceived threat, perceived procedural injustice, and DEI fatigue) and (a) resistance and (b) resentment toward DEI policies, such that these relationships are weaker for employees with higher empathy.

While both frequency and quality of intergroup contact can shape intergroup attitudes, this thesis focuses solely on quality. Thus, the final hypothesis is formulated like this:

H6: The quality of intergroup contact moderates the relationships between negative DEI perceptions (perceived threat, perceived procedural injustice, and DEI fatigue) and (a) resistance and (b) resentment toward DEI policies, such that these relationships are weaker for employees who experience more positive intergroup contact.

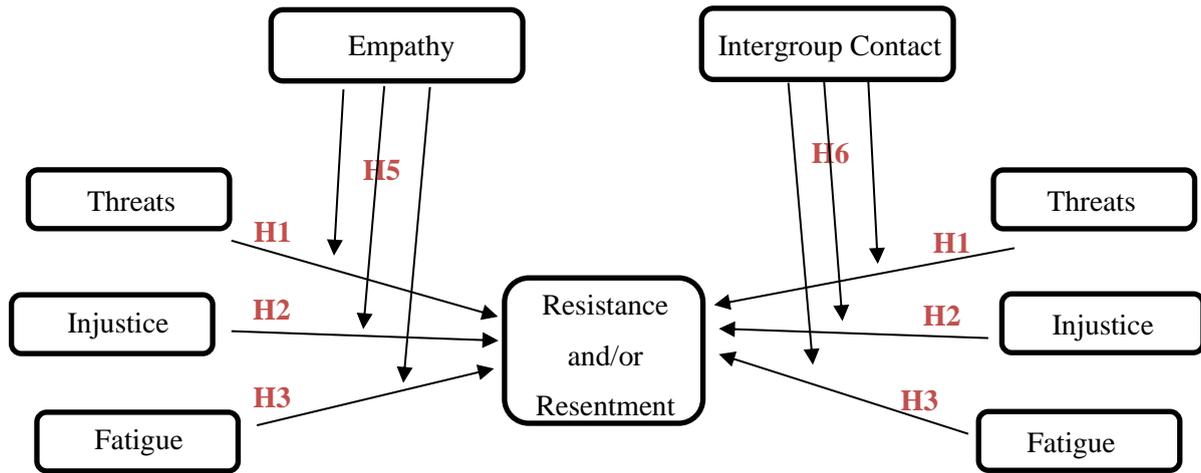


Figure 1.1. Conceptual model for Empathy as moderator of the relationship between negative DEI perceptions and resistance/resentment.

Figure 1.2. Conceptual model for Intergroup Contact as moderator of the relationship between negative DEI perceptions and resistance/resentment.

3. Method

3.1 Research Design

To efficiently examine and give an answer to the research question “How and to what extent do employees in companies based in the Netherlands experience resistance or resentment towards DEI policies?” and to test the established hypotheses, a quantitative method was applied by conducting an online-based survey. This method involves collecting, analyzing, and interpreting quantifiable data to prove the formulated hypotheses (Ghanad, 2023, p.3794), as it allows generalization of data and identification and measuring of relationships between variables, while ensuring objectivity (Lim, 2024, p.2). Additionally, Meadows (2003, p.519) notes that “quantitative research can provide insight into areas in need of further and in-depth investigation.” This approach was particularly appropriate for this study, as it provided the precise measurements of perceived threats, perceptions of organizational injustice, DEI fatigue, empathy, and intergroup contact, providing reliable data for empirical testing of the hypotheses. Furthermore, the use of a questionnaire was an optimal choice because it provides useful information and overcomes the obstacles associated with gathering personal data (Meadows, 2003, p.521). In addition to this, given the fact that the thesis research is aimed at employees from all around the country, the choice to distribute the questionnaire in an online format was particularly appropriate. This approach facilitates access to participants regardless of their location and significantly reduces the logistical obstacles associated with conducting the survey, such as the need for physical presence and travel costs. The online format also allowed for more efficient data collection and processing in a shorter period. Overall, the choice of conducting a quantitative-based online survey seemed to be the most appropriate method for this thesis, as it ensured access to a broader audience and data that allowed statistical analysis of the DEI resistance and resentment dynamics.

3.2 Sampling Procedure

The sampling frame of the survey was designed to include a specific segment of the target population. Since the study aims to analyze the perception of DEI initiatives of employees working in any company in the Netherlands, without limitation in terms of industry or type of organization, only representatives of this sample category were included in the analytical focus of the thesis. To be more specific, the goal was to collect between 150-250 responses, which is a reasonable number that allows for reliable statistical analysis and ensures sufficient variation in answers.

A convenience non-probability sampling method was used to recruit participants, as this provided quick and efficient access to respondents and included people who are “readily available and are willing to be surveyed” (Meadows, 2003). The data collection took place from May 1st to May 18th, 2025, and aimed to gather responses from people of all ages and various ethnic backgrounds who

work in the Netherlands. The recruitment process was carried out through different online platforms and the thesis author's accounts on professional networks, including LinkedIn, Facebook groups, WhatsApp, Reddit, and direct outreach by sending individual emails and messages. Upon completion of the data collection process, a total of 424 respondents were obtained.

3.3 Survey Procedure

As already indicated above, the data for this study were collected using a questionnaire, which was created using the online platform Qualtrics. The survey itself contained 66 questions, all of which were distributed into 8 different blocks. There were 2 practical information questions, 61 scale questions, and 3 demographic questions. Considering that the research took place in the Netherlands, the survey had two language versions of it – one in English and one in Dutch (see Appendix A). When opening the link to the questionnaire, participants had the option to choose their preferred language.

The first section, which was an introductory one, started with a thankful message to the respondents for their willingness and interest in participating. The initial message then included an informative description of the research's purpose to explore how employees in the Netherlands feel about the DEI policies within their companies, followed by a brief explanation of what exactly DEI means and stands for. To ensure maximum accessibility, the participants were told that they could complete the questionnaire in both English and Dutch, with instructions on how to select their preferred language from a dropdown menu. After that, it was clarified that the survey is open to all individuals employed at any company in the Netherlands who are at least 18 years old, and that it is part of a Master's thesis project from Erasmus University Rotterdam. This was followed by an estimated time of completion, which was said to be between 7 and 10 minutes.

Ethical consideration was also addressed in this section, as it included statements addressing confidentiality and voluntary participation to ensure protection of participants. They were informed that their responses would be kept confidential and used only for research purposes, without sharing them with any third parties. Their anonymity was also guaranteed, as no identifying information would be collected or appear in any publications, and all the data would be securely stored. For sensitive questions, the survey allowed the option for answering '*Prefer not to say.*' People were also assured that their participation was entirely voluntary, as they had the right to withdraw at any point without penalty and without any consequences for their relationship with the researcher or any associated institutions. Additionally, the researcher's contact details were provided in case participants had any questions about the study either before or after completing the survey. Importantly, before proceeding with the questionnaire, respondents were required to give informed consent that they understood the objective of the study and that they agreed to participate in it.

The next section included two questions, the first one of which asked the participants whether

they currently work in a Dutch company, and there were three possible answers to choose from: 'Yes', 'No', and 'I work for an international company with a branch located in the Netherlands'. If a respondent gave a negative answer ('No'), they were directed at the end of the survey. The next question was about whether the participants' companies have DEI policies, again with three possible answers: 'Yes', 'No', and 'I am not sure'. If any of the respondents chose 'No', they were also led to the end of the questionnaire. Both questions were purposefully applied at the beginning of the survey and aimed to sift out the people who do not fit the sample requirements of the study.

The third block included questions that aimed to assess employees' general perception of workplace diversity. To achieve this, respondents were presented with a set of statements that reflected both positive and negative attitudes toward diversity. Followingly, the fourth block's questions focused on measuring the level of respondents' perception of DEI policies as a threat. The section was designed to assess both realistic and symbolic threats, with five items representing each type. The next block, on the other hand, aimed at assessing how fair and legitimate the respondents believe their organization's DEI strategies are, and included four statements. The sixth block was made to test the participants' levels of DEI fatigue. It consisted of eight items that sought to capture both emotional and behavioral reactions to the overexposure to diversity-related efforts. The seventh block of the survey was divided into two scales intended to measure the respondents' level of empathy and intergroup contact. The one for empathy assessed the ability to emotionally connect with others and adopt different perspectives. The intergroup contact, in contrast, was measured by exploring participants' interpersonal experiences with colleagues of different ethnic backgrounds. Lastly, the final block of the survey had three questions that aimed to gather some demographic data from the respondents.

To ensure that the data met the criteria for analysis, several screening and cleaning procedures were applied. Those respondents who either did not work in a Netherlands-based company or indicated that their organizations had no DEI policies were excluded. However, those who were uncertain about whether their organizations had adopted such strategies were retained, as uncertainty regarding DEI policy presence could have still shaped relevant perceptions and attitudes. Furthermore, to avoid inconsistent results in the further analyses, the people who did not answer all the questions (except the one for disclosing age) were also removed, leading to a final sample of 226 respondents. The cleaned dataset, which contained only the valid responses, was then downloaded from Qualtrics and prepared for analysis.

3.4 Operationalization

The conceptual model of this study consisted of three core components. First of all, the independent variables (IVs) include employees' perceptions of DEI policies, captured through three dimensions: perceived threat, perceived procedural injustice, and DEI fatigue, which were used to

assess how individuals respond to these strategies in the workplace. Second, resistance and resentment toward DEI efforts served as the dependent variables (DVs) in the model, reflecting workers' negative emotional and behavioral reactions to these initiatives. Finally, the model included empathy and quality of intergroup contact as two moderating variables, which were used to determine whether they could weaken the relationship between the negative perceptions of DEI and the resulting resistance or resentment. All the scales that were used to assess the variables were measured on a 5-point range from 1 (Strongly Disagree) to 5 (Strongly Agree).

3.4.1 Pre-Test

Before the final version of the survey was distributed, a pre-test was conducted with a group of four participants. The purpose of it was to ensure clarity, coherence, and relevance of the survey items. The respondents were encouraged to provide feedback on the accessibility of the language, flow, and anything else that could undermine the whole study. Based on their feedback, which turned out to be valuable and applicable, several minor revisions were made to improve the readability and logical structure of the questionnaire. The improved version of the questionnaire was distributed at the beginning of May 2025.

3.4.2 Resistance and Resentment (Dependent Variables)

In order to measure the level of employee resistance and resentment toward DEI initiatives, the study applied the *Reaction-to-Diversity Inventory and Workplace Diversity Survey* developed by De Meuse & Hostager (2001). The original scale includes 20 statements that reflect both positive (e.g. *'I believe diversity is fair,' 'Diversity is an asset for organizations'*) and negative attitudes toward diversity (e.g. *'I withdraw from organizational diversity efforts,' 'Diversity is unprofitable for organizations'*). For the purposes of this thesis, 12 of these items were selected to be included in the questionnaire, based on their direct relevance to individual-level perceptions and experiences in the workplace. Moreover, to ensure consistent interpretations across all statements, the negatively worded items were reverse coded before conducting any analysis, which allowed for higher scores to indicate more positive attitudes toward diversity. The reverse-coded items included: *'I feel frustrated with diversity,' 'I believe that diversity is worthless,' 'I withdraw from organizational diversity efforts,' 'I feel resentful about diversity,' 'I believe that diversity is unjustified,' 'I resist organizational diversity efforts.'*

All statements (6 positively worded and 6 reverse coded) were used to examine the respondents' general attitudes toward diversity and whether they leaned towards more positive or negative. For the hypothesis testing specifically, only the two items that directly reflect emotional resistance or resentment were used to construct the DVs: *'I feel resentful about diversity'* and *'I resist organizational diversity efforts.'* These statements were selected because they align most directly with

the theoretical focus of the study on employee pushback against DEI initiatives. Furthermore, the items were already worded in a way that higher scores reflected stronger resistance and resentment, and therefore did not require reverse coding for the hypothesis testing – only for the analysis of general attitudes.

To ensure that the two DV items reflected related but distinct constructs, a bivariate correlation table was created for this scale (see Appendix D). The correlation between *'I feel resentful about diversity'* and *'I resist organizational diversity efforts'* was $r = .662, p < .001$, which indicated a moderately strong relationship without full redundancy. Moreover, both items showed consistent correlations with other statements in the diversity attitudes scale, indicating their relevance within the broader construct. This supports their use as distinct yet theoretically aligned indicators of resistance and resentment.

3.4.3 Perceived Threats (Independent Variable)

To measure perceived threats in terms of DEI efforts, the research adapted items from the *Threat Perceptions Scale* created by Stephan & Stephan (2000). This scale is widely used in social psychology and allows for examining the level of threat feelings in different scenarios. The original scale includes 13 items, 10 of which were chosen and adapted to align with the organizational DEI context (5 for realistic threats and 5 for symbolic threats). For instance, *'This group threatens my personal safety'* was changed to *'DEI policies threaten my personal safety,'* and *'This group blocks my goals'* became *'DEI policies block my goals.'* The full list of adapted items can be found in Appendix C. Since in this case higher scores directly reflect higher levels of perceived threat, no items required reverse coding.

3.4.4 Perceived Procedural Injustice (Independent Variable)

To measure the perception of procedural injustice related to the DEI policies, the thesis adapted items from Colquitt's (2001) *Justice Measure Items Scale*. This scale is one of the most established in the field of organizational justice and allows for measuring the perceived fairness of procedures within organizational contexts. The original scale consists of 20 questions across four types of justice: procedural, distributive, interpersonal, and informational. As this thesis focused solely on the procedural dimension of DEI policies, only statements from that part of the scale were considered. Out of the 7 available procedural justice questions, 4 of them were selected and reworded to specifically evaluate the perceived fairness of DEI-related practices. In addition, the original questions were reformulated into declarative statements so that they align with the matrix-question format of the survey. An example adaptation is from *'Have those procedures been free of bias?'* to *'DEI policies are free of bias.'* The complete list of reworded statements can be seen in Appendix C. To ensure that higher scores indicate greater perceived procedural injustice, all the items were reverse coded before

conducting any analysis.

3.4.5 DEI Fatigue (Independent Variable)

To measure DEI fatigue, the present study adapted all 8 items from the *Diversity Fatigue Survey* developed by Smith et al. (2021). Originally designed to assess attitudes toward diversity efforts in academic settings, the scale includes items that reflect emotional exhaustion, irritation, and disengagement from the overexposure to DEI initiatives. Within the context of this research, the statements were adapted to reflect experiences in a corporate setting, all of which are listed in Appendix C. For example, the original item *'Diversity efforts on campus are becoming distracting'* was revised to *'Diversity efforts at my company are becoming distracting.'* Furthermore, to ensure consistent interpretations across all statements, the last two items, which are positively worded, were reverse coded before conducting any analysis, which allowed for higher scores to indicate higher fatigue from DEI initiatives. They included: *'I feel happy when people discuss the importance of diversity at my company'* and *'It is very important that my company continues to prioritize increasing employee diversity.'*

3.4.6 Empathy and Intergroup Contact (Moderating Variables)

Finally, for the moderators of empathy and intergroup contact on attitudes toward DEI strategies, two established scales were employed. The respondents' levels of empathy towards others were assessed using the *Interpersonal Reactivity Index* developed by Davis (1980), which is a widely recognized instrument for assessing individual differences in empathic tendencies across various dimensions. This full scale consists of 45 items divided into four subscales: Fantasy, Perspective Taking, Empathic Concern, and Personal Distress. For the purposes of this study, 9 items were selected from the 14-item Empathic Concern subscale, as they were most relevant to capturing respondents' emotional concern for others. To ensure consistent interpretations across all statements, the negatively worded items were reverse coded before conducting any analysis, which allowed for higher scores to indicate higher levels of empathy. The reverse-coded items included: *'Sometimes I don't feel very sorry for other people when they are having problems,'* *'Other people's misfortunes do not usually disturb me a great deal,'* *'When I see someone being treated unfairly, I sometimes don't feel very much pity for them.'*

For intergroup contact, the survey used statements from Hayward et al.'s (2017) scale for positive and negative contacts, which allowed for the assessment of interpersonal interactions between respondents and their colleagues who are from different ethnic backgrounds. From the original scale, which included 69 different intergroup interactions (37 positive and 32 negative), 18 of the positive interaction questions were implemented and were changed to specifically evaluate the intergroup contact between the employees and their colleagues with different cultural backgrounds. In addition,

the original questions were reformulated into declarative statements so that they align with the matrix-question format of the survey. For example, *'Has a [outgroup] person ever been friendly toward you?'* was transformed to *'They are friendly towards me.'* The full list of adapted items can be found in Appendix C. Since in this case higher scores directly reflect higher levels of intergroup contact, no items required reverse coding.

3.4.7 Demographics

To gather relevant background information and enable group-level comparisons, the final section of the questionnaire included three demographic questions. First, respondents were asked to indicate their age by entering a number in an open text field. This item was not mandatory to ensure participant comfort, as some individuals may choose not to disclose their age. Secondly, they were inquired to specify their gender, choosing from *'Male,' 'Female,' 'Non-binary,' 'Prefer not to say,'* and an open *'other'* category allowing for self-identification.

The final demographic question asked: *"What is your ethnic or cultural background? You may choose the region that best describes your heritage."* Participants could select one option from a comprehensive list of 15 regional or identity-based categories, such as Dutch, Eastern European, Latin American, and others. There were also options to select *'Mixed background,' 'Prefer not to say,'* or provide a self-described identity. The question focused on ethnic and cultural background rather than race, as this approach aligns with how identity is more commonly discussed in the Dutch context. In the Netherlands, race is generally not used as an official policy category, even though it exists in legal anti-discrimination frameworks (Essed & Trienekens, 2008, p.55). Instead, public discourse tends to emphasize ethnicity, national identity, and cultural differences (Essed & Trienekens, 2008, p.55). At the same time, dominant ideas of who is considered Dutch remain implicitly racialized, as being seen as truly Dutch is still strongly associated with being a part of the *"het blanke ras, the white race"* (Essed & Trienekens, 2008, p.55). Those who are perceived to deviate from these norms, whether through language, religion, skin tone, *"een kleurtje hebben, "having a tinge of color"..."* (Wekker, 2016, p. 7), are often marked as non-Dutch. For this reason, the survey did not include a "White Dutch" option, as the label "Dutch" is already widely interpreted as referring to White native Dutch people. Including a separate racial category would have been inconsistent with local norms and potentially confusing for participants. This structure was designed to reflect the diversity of the Dutch workforce while allowing comparisons between majority and minority group members in the analysis. For the hypothesis testing, the ethnicity responses were recoded into a binary variable: participants who identified as Dutch were coded as 1 (ingroup), and all others were coded as 0 (outgroup). This new variable was labeled *'Dutch_vs_Others.'*

3.5 Validity and Reliability

In order to ensure the accuracy of the measurement instruments for this thesis, all of the chosen above-mentioned scales were widely used in previous academic research and have undergone repeated verification and adaptation in different contexts, confirming their validity. This means that the scales have accurately measured the theoretical concepts for which they have been intended. They were chosen based on their conceptual relevance to the present study's focus on employee perception of their companies' DEI policies and were slightly adjusted to fit the specific organizational workplace context. Nevertheless, in order to check the reliability of the adapted measures, a two-step process was followed, which included exploratory factor analyses (EFA) and reliability checks (namely Cronbach's alpha).

3.5.1 Factor Analysis and Reliability Test for Diversity Perception Scale

After running the factor analysis for the Diversity Perception Scale (see Appendix E, Tables E.1 through E.5), which included 6 positively worded and 6 reverse-coded items, the Kaiser-Meyer-Olkin showed a value of .97, confirming that the sample was adequate for analysis, as this surpasses the recommended minimum value of .60 (Kaiser, 1970). Additionally, Bartlett's Test of Sphericity revealed a significant result, $\chi^2(66) = 2523.44, p < .001$, suggesting that the correlations among the items were sufficiently large for an EFA (Bartlett, 1954). The output model comprised only one factor that collectively accounted for 70.7% of the variance. After that, a reliability test was conducted, which showed that the scale turned out to be reliable with Cronbach's alpha $\alpha = .96$. Subsequently, an average continuous variable for the scale was created, which was named 'General_DEI_Attitude.' It is going to be used for examining the respondents' general attitude towards diversity. Additionally, the two continuous variables from the scale that directly reflect resistance or resentment are going to be used for testing the hypotheses. The variables are labeled 'Diversity_Perception_8' and 'Diversity_Perception_12.'

3.5.2 Factor Analysis and Reliability Test for Perceived Threats Scale

After conducting factor analysis for the Perceived Threats Scale (see Appendix E, Tables E.6 through E.10), which consists of 10 items, the Kaiser-Meyer-Olkin value was .95, thus verifying the sampling adequacy for the analysis (Appendix D, Table 6). Bartlett's Test of Sphericity was significant, $\chi^2(45) = 2549.28, p < .001$, which indicates that the correlations between items were sufficiently large. The resultant model identified only one factor, which explained 76.8% of the variance. A reliability test was also conducted after that, which showed the scale's internal consistency with Cronbach's alpha $\alpha = .96$. Following this, an average continuous variable for the scale was made, which was labeled 'All_Threats' and it is going to be used for testing the first, fifth, and sixth hypotheses.

3.5.3 Factor Analysis and Reliability Test for Perceived Procedural Injustice Scale

After running the factor analysis for the Perceived Procedural Injustice Scale (see Appendix E, Tables E.11 through E.15), which includes 4 items, the Kaiser-Meyer-Olkin showed a value of .79, confirming that the sample was adequate for analysis. Additionally, Bartlett's Test of Sphericity revealed a significant result, $\chi^2(6) = 487.1, p < .001$, suggesting that the correlations among the items were sufficiently large. The output model comprised only one factor that collectively accounted for 73.4% of the variance. Subsequently, a reliability test was run, which indicated that the scale is reliable with Cronbach's alpha $\alpha = .88$. Afterwards, an average continuous variable for the scale was created, which was named 'All_Injustice'. It is going to be used to assess the second, fifth, and sixth hypotheses.

3.5.4 Factor Analysis and Reliability Test for DEI Fatigue Scale

After conducting factor analysis for the DEI Fatigue Scale (see Appendix E, Tables E.16 through E.20), which consists of 6 positively worded and 2 reverse-coded items, the Kaiser-Meyer-Olkin value was .94, thus verifying the sampling adequacy for the analysis. Bartlett's Test of Sphericity was significant, $\chi^2(28) = 1876.61, p < .001$, which indicates that the correlations between items were sufficiently large. The resultant model identified only one factor, which explained 78.4% of the variance. After that, a reliability test was conducted, which showed that the scale turned out to be reliable with Cronbach's alpha $\alpha = .96$. Following this, an average continuous variable for the scale was made, which was labeled 'All_Fatigue,' and it is going to be used for testing the first, fifth, and sixth hypotheses.

3.5.5 Factor Analysis and Reliability Test for Empathy Scale

After running the factor analysis for the Empathy (see Appendix E, Tables E.21 through E.25), which includes 6 positively worded and 3 reverse-coded items, the Kaiser-Meyer-Olkin showed a value of .87, confirming that the sample was adequate for analysis. Additionally, Bartlett's Test of Sphericity revealed a significant result, $\chi^2(36) = 625.1, p < .001$, suggesting that the correlations among the items were sufficiently large. The output model comprised of two factors that together explained for 56.11% of the variance. The first component included 7 items which explained 44.3% of the variance, while the second component included 2 items which accounted for 11.8% of the variance. This suggested that the scale could potentially be divided into two subscales. However, the reliability analysis showed that the overall scale demonstrated strong internal consistency, with Cronbach's alpha $\alpha = .84$. Given this relatively high reliability, the full scale was retained and an average continuous variable for it was created, which was named 'All_Empathy.' It is going to be used to assess the fifth hypothesis.

3.5.6 Factor Analysis and Reliability Test for Intergroup Contact Scale

After conducting factor analysis for the Intergroup Contact Scale (see Appendix E, Tables E.26 through E.30), which consists of 18 items, the Kaiser-Meyer-Olkin value was .96, thus verifying the sampling adequacy for the analysis. Bartlett's Test of Sphericity was significant, $\chi^2(153) = 4523.4$, $p < .001$, which indicates that the correlations between items were sufficiently large. The resultant model identified two factors, which together explained 75.1% of the variance. The first component included 11 items which accounted for 69.5% of the variance, while the second component comprised of 7 items which explained 5.6% of the variance. This indicated that the scale might consist of two distinct dimensions. Nevertheless, the reliability test that was conducted after that showed the overall scale's high internal consistency with Cronbach's alpha $\alpha = .97$. Because of this, the complete scale was kept for analysis and an average continuous variable for it was made, which was labeled 'All_IntergroupContact,' and it is going to be used for testing the sixth hypothesis.

Together, all these tests provided strong evidence that the instruments used in this thesis are both reliable and valid for capturing the concepts under investigation.

3.6 Data Analysis

When analyzing the collected data, it was crucial that all responses are carefully processed and interpreted in order to reach informed conclusions and answer the main research question. The statistical software SPSS was used to systematically organize, analyze and visualize the results, and several different data processing methods were applied.

As indicated above, all scales were aggregated via mean variables, which were employed in the hypothesis testing. The first step in the analysis included descriptive statistics, which allowed for the examination of the demographic characteristics of the respondents. This provided a clear picture of the composition of the sample and potential factors that may influence the results. After that, a box-plot graph and a one-sample t-test of the overall attitudes toward diversity were conducted, which provided an initial overview of how participants generally perceive diversity. Following this, several multiple regression analyses were applied to examine the relationship between the level of resentment and/or resistance towards DEI policies and the main independent variables – perceived threats, perceived injustice, and DEI fatigue. In addition, to test the fourth hypothesis, an independent-samples t-test was conducted, which allowed for a comparison of the levels of resistance and resentment between white native Dutch employees and participants from other ethnic backgrounds. Lastly, a series of hierarchical regressions were performed in order to examine whether empathy and intergroup contact moderate the relationships between negative perceptions of DEI initiatives and employees' resistance or resentment toward these policies. Each hypothesis and corresponding analysis are discussed in greater detail in the Results chapter

4. Results

4.1 Descriptive Statistics

The descriptive statistics (see Appendix F) showed that there was a relatively even gender distribution among the employees who filled out the survey ($N=226$), with 50.4% identifying as male, and 45.1% as female. Additionally, 2.7% reported themselves as non-binary/third gender, and 1.8% preferred not to disclose this information. Out of all 226 respondents, 214 declared their age. The age range was between 20 and 67 years, with an average age of 32.78 years ($M = 32.78$, $SD = 8.41$). The last demographic question asked the respondents to select the region that best describes their ethnic or cultural background: 38.5% indicated that they are Dutch, and 26.1% from other European countries. Other heritages include Middle Eastern or North African (5.3%), African (0.9%), Asian (8.5%), North American (3.5%), Latin American (5.3%), and Caribbean (0.4%). Some participants (6.2%) wrote that they come from a different background than the ones listed, which included Jewish, Australian, Armenian, and Russian. Furthermore, as mentioned previously, all the employees indicated that they work in a Netherlands-based company, 54.9% from which declaring it is a Dutch one, and the other 45.1% reporting it is an international one with a branch located in this country. Of all the respondents, 75.7% stated that their companies have Diversity, Equity, Inclusion (DEI) Policies, whereas the other 24.3% chose that they are not sure. For the subsequent analysis, the participants who were uncertain whether their employers had such initiatives were also included, as some companies may implement DEI-related policies without explicitly labeling them as such, or the employees might not be fully aware of the terminology used within their organizations.

4.2 General Perception of Diversity

Before testing the hypotheses, a boxplot was generated to see the distribution of participants' general attitudes toward DEI, using the `General_DEI_Attitude` variable (see Figure 2 below). The average score was $M = 3.87$, $SD = 0.99$, indicating that participants held overall positive attitudes toward DEI policies. The interquartile range extended approximately from 3.5 to 4.5, suggesting that 50% of responses clustered within this relatively favorable range. A few outliers were detected on the lower end of the scale (values around 1-2), indicating that while many respondents supported DEI, a small number expressed notably lower agreement.

Furthermore, to determine whether the overall attitudes significantly differed from a neutral midpoint, a one-sample t-test was conducted comparing the sample mean to the scale midpoint value of 3 (see Appendix G). Results indicated that participants expressed significantly more favorable attitudes toward DEI, $t(225) = 13.25$, $p < .001$, with a mean difference of 0.87 (95% *CI* [0.74, 0.99]). To be more precise, 56.6% of participants had an average score of 4.0 or higher, suggesting that participants held clearly positive attitudes toward DEI policies.

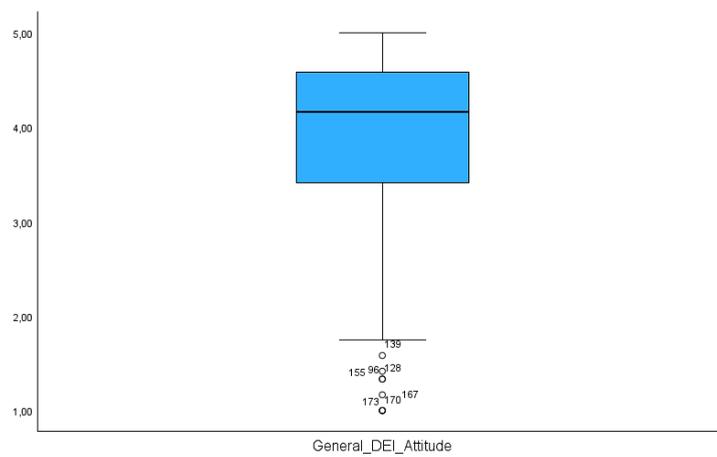


Figure 2. Boxplot for General Attitude towards DEI

4.3 Regression Assumption Checks

Before running and interpreting the regression analyses, six regression assumption checks were conducted - two for the multiple regression analyses and four for the hierarchical regressions (see Appendix H). Rather than performing separate assumption checks for each IV and DV combination (e.g., threat and resistance, threats and resentment, etc.), all checks were conducted using combined models for the sake of expedience. The first two checks used models that predicted resistance and resentment, respectively, including all three IVs (perceived threat, procedural injustice, and DEI fatigue). The remaining four checks followed the same approach but added either empathy or intergroup contact as moderators, along with their corresponding interaction terms. This combined strategy was chosen because including multiple IVs can sometimes reduce issues with residual non-normality. However, in this case, violations of the normality assumption were still observed across the models.

For the first two assumption checks, the Normal Probability Plots revealed deviations from normality, which were confirmed by statistically significant results on the Shapiro-Wilk and Kolmogorov-Smirnov tests ($p < .001$). In both cases, the scatterplots of standardized residuals indicated relatively consistent variance across predicted values, suggesting that the assumption of homoscedasticity was reasonably met despite some visible trends in the residual spread. In line with best practices, square root transformations of the DVs were applied to correct for non-normality; however, these did not improve the distribution of residuals nor resolve the variance inconsistency. Therefore, the original models were retained for interpretation.

In each of the four hierarchical models, which tested the moderation effects of empathy and intergroup contact, the Normal Probability Plots indicated deviations from normality, consistent with the patterns observed in the multiple regression models. These deviations were further supported by the statistically significant results in both the Shapiro-Wilk and Kolmogorov-Smirnov tests ($p < .001$). The scatterplots of standardized residuals again suggested relatively consistent variance across predicted values, indicating that the assumption of homoscedasticity was reasonably satisfied regardless of some residual trends.

These assumption violations render the findings of the hypothesis testing partly tentative and indicate that the results and the significance levels may be affected and biased. While this does not invalidate the analyses, it does highlight the importance of cautious interpretation when drawing conclusions from the regression output.

4.4 Hypothesis Testing

4.4.1 Hypothesis 1

H1: The more an individual perceives DEI policies as a realistic or symbolic threat, the higher level of resistance and/or resentment he or she will harbor towards them.

In order to test the first hypothesis, two multiple linear regressions were conducted. The first regression examined Resistance as the DV, and All_Threats as the IV (see Appendix I, Tables I.1 through I.3). The model accounts for 54.9% of the variation in participants' resistance of DEI policies, and was also found to be significant, $F(1, 224) = 272.24, p < .001, R^2 = .55$. All_Threats was found to be a significant predictor of participants' resistance ($b^* = .74, p < .001$, one-tailed), indicating a strong effect in the expected direction and providing partial support for H1. To interpret the coefficient, an increase of +1 SD of All_Threats perceptions contributes to a 0.74 increase in the SD of Resistance.

The second regression model assessed the relationship between All_Threats (IV) and Resentment as the DV (see Appendix I, Tables I.4 through I.6). The model summary explained 62.7% of the variance in participants' resentment toward DEI policies and was statistically significant, $F(1, 224) = 376.39, p < .001, R^2 = .63$. Furthermore, the Coefficients analysis confirmed that perceived threats significantly and positively predicted resentment levels ($b^* = .79, p < .001$, one-tailed), reflecting a strong effect in the hypothesized direction and offering partial support for H1. Interpreting the standardized coefficient shows that a +1 SD increase in perceived threats is linked to a 0.79 SD increase in Resentment. Taking both linear regressions together, the findings fully support the first hypothesis (H1), showing that perceived threats significantly predict both resistance and resentment toward DEI policies.

4.4.2 Hypothesis 2

H2: The more an employee perceives DEI policies as lacking procedural fairness, the greater the likelihood that he or she will harbor resistance and/or resentment towards them.

To investigate the second hypothesis, two multiple linear regressions were performed. The first regression focused on Resistance as the DV, and All_Injustice as the IV (see Appendix I, Tables I.7 through I.9). According to the model summary, perceived injustice explained 38.4% of the variation in participants' resistance of DEI policies. The model was also statistically significant, with $F(1, 224)$

= 139.65, $p < .001$, $R^2 = .38$. All_Injustice was a significant and positive predictor of resistance ($b^* = .62$, $p < .001$, one-tailed), demonstrating a strong effect consistent with the theoretical prediction and providing partial support for H2.

The second regression model explored the effect of All_Injustice (IV) on Resentment as the DV (see Appendix I, Tables I.10 through I.12). The model accounted for 35.4% of the variance in participants' resentment toward DEI policies and showed statistically significant results, $F(1, 224) = 122.64$, $p < .001$, $R^2 = .35$. Additionally, the Coefficients analysis demonstrated that perceived injustice was a significant positive predictor of resentment ($b^* = .59$, $p < .001$, one-tailed), reflecting a strong effect consistent with the hypothesized direction, thereby offering partial support for H2. Overall, the results provide full acceptance of the second hypothesis (H2), indicating that perceived procedural injustice is a significant predictor for both resistance and resentment toward DEI policies.

4.4.3 Hypothesis 3

H3: The higher the level of DEI fatigue an employee experiences, the greater the likelihood they will exhibit resistance and/or resentment toward DEI policies.

The third hypothesis was also assessed through two separate multiple linear regression analyses. The first regression tested Resistance as the DV, and All_Fatigue as the predictor (see Appendix I, Tables I.13 through I.15). The model summary revealed that perceived DEI fatigue accounted for 56.2% of the variance in participants' resistance toward DEI policies. The model was also statistically significant, $F(1, 224) = 287.74$, $p < .001$, $R^2 = .56$, and the Coefficients table showed that perceived DEI fatigue was a significant and positive predictor of resistance ($b^* = .75$, $p < .001$, one-tailed), which is in line with the theoretical assumption and providing partial support for H3.

The second regression model assessed the relationship between All_Fatigue (IV) and Resentment as the DV (see Appendix I, Tables I.16 through I.18). The analysis showed that perceived DEI fatigue explained 55.8% of the variance in participants' resentment toward DEI policies and yielded statistically significant results, $F(1, 224) = 282.84$, $p < .001$, $R^2 = .56$. Furthermore, the Coefficients table confirmed that perceived DEI fatigue was a significant positive predictor of resentment ($b^* = .75$, $p < .001$, one-tailed), indicating a strong effect in the expected direction and offering partial support for H3. Collectively, the results fully support the third hypothesis (H3), demonstrating that perceived DEI fatigue is a significant predictor for both resistance and resentment toward DEI policies.

A summary of all multiple regression analyses and results can be found in Table 1 below.

Table 1.*Multiple Regression Analyses for H1, H2, and H3*

Hypothesis	IV	DV	F(df1, df2)	F value	R²	b*	p-value (one-tailed)	Effect
H1	Threat	Resistance	<i>F</i> (1, 224)	272.24	.55	.74	< .001	Significant
H1	Threat	Resentment	<i>F</i> (1, 224)	376.39	.63	.79	< .001	Significant
H2	Injustice	Resistance	<i>F</i> (1, 224)	139.65	.38	.62	< .001	Significant
H2	Injustice	Resentment	<i>F</i> (1, 224)	122.64	.35	.59	< .001	Significant
H3	Fatigue	Resistance	<i>F</i> (1, 224)	287.74	.56	.75	< .001	Significant
H3	Fatigue	Resentment	<i>F</i> (1, 224)	282.84	.56	.75	< .001	Significant

4.4.4 Hypothesis 4

H4: White native Dutch employees are more likely to experience resistance and/or resentment towards DEI policies compared to workers belonging to other ethnic groups.

In order to test the fourth hypothesis, two independent samples t-tests were conducted (see Appendix J). As explained in the Operationalization section, the ethnicity responses were recoded into a binary categorical variable labeled Dutch_vs_Others. The first independent samples t-test was assessed using Dutch_vs_Others as the IV, and Resistance as the DV. The results revealed that Dutch respondents ($M = 2.09$, $SD = 1.33$) reported slightly higher resistance than other respondents ($M = 1.88$, $SD = 1.10$), but the difference was not statistically significant, $t(157.75) = 1.26$, $p = .11$ (one-sided due to directional H; equality of variance not held according to Levene's test), with mean difference = 0.21 (95% *CI*: [-0.12, 0.55]). Thus, H4 is partially rejected.

The second t-test examined the effect of the Dutch_vs_Others (IV) on Resentment (DV). Once again, Dutch respondents ($M = 1.8$, $SD = 1.08$) demonstrated a slightly higher resentment than the ones from other ethnic backgrounds ($M = 1.78$, $SD = 1.14$); however, this was not statistically significant, with $t(190.64) = 1.36$, $p = .45$ (one-sided due to directional H; equality of variance not held according to Levene's test), and mean difference = 0.02 (95% *CI*: [-0.28, 0.32]). Therefore, this also leads to a partial rejection of H4. Taken together, the results fully reject the fourth hypothesis (H4), as no statistically significant differences in resistance or resentment toward DEI policies were found between Dutch and non-Dutch employees.

4.4.5 Hypothesis 5

H5: Empathy moderates the relationships between negative DEI perceptions (perceived threat, perceived procedural injustice, and DEI fatigue) and (a) resistance and (b) resentment toward DEI policies, such that these relationships are weaker for employees with higher empathy.

To investigate the fifth hypothesis, a total of 8 hierarchical regression analyses were performed (see Appendix K, Tables K.1 through K.24). The moderating effect of empathy was examined

individually for each negative DEI perception on both resistance and resentment, as well as in a combined model including all three predictors. This was done to identify whether empathy weakens the effect of both each perception on its own and when all are present together. Before doing the regressions and testing for moderation, interaction variables were created by multiplying the mean-centered values of each negative DEI perception (All_Threats, All_Injustice, All_Fatigue) with the mean-centered moderating variable (All_Empathy). The new interaction variables were labeled ‘Threat_x_Empathy,’ ‘Injustice_x_Empathy,’ and ‘Fatigue_x_Empathy’ and were entered in a second block after the main effects in each model.

The analyses revealed that empathy significantly moderated the link between injustice and resistance ($b^* = -.72, p = .01$), suggesting that higher empathy weakens this relationship. This effect was also replicated in the combined model including all predictors ($b^* = -.89, p = .02$), again showing a strong negatively moderating influence. Empathy also significantly moderated the relationship between injustice and resentment ($b^* = -.61, p = .04$), indicating that more empathetic individuals are less likely to feel resentful when they perceive injustice in DEI efforts. Yet, all the other tested models did not reach statistical significance. Taken together, these findings offer partial support for the fifth hypothesis (H5), suggesting that empathy can act as a moderator against both resistance and resentment in response to perceived procedural injustice, but not in response to perceived threat or DEI fatigue. A summary of all the final models of the regression analyses are presented in Table 2 below.

Table 2.
Hierarchical Regression Analyses for Empathy as Moderating Variable

IV	DV	Interaction Term	b^* (Interaction)	ΔR^2	ΔF	p -value	Moderation Effect
Threat	Resistance	Threat x Empathy	-.14	.001	.37	.55	Not Significant
Injustice	Resistance	Injustice x Empathy	-.72	.02	6.17	.01	Significant
Fatigue	Resistance	Fatigue x Empathy	-.34	.005	2.45	.12	Not Significant
Combined	Resistance	Threat x Empathy	.28	.017	3.40	.43	Not Significant
		Injustice x Empathy	-.89	.017	3.40	.02	Significant
		Fatigue x Empathy	-.32	.017	3.40	.93	Not Significant
Threat	Resentment	Threat x Empathy	-.38	.005	3.24	.07	Not Significant
Injustice	Resentment	Injustice x Empathy	-.61	.01	4.26	.04	Significant
Fatigue	Resentment	Fatigue x Empathy	-.34	.005	2.47	.12	Not Significant
Combined	Resentment	Threat x Empathy	-.22	.012	2.55	.51	Not Significant
		Injustice x Empathy	-.47	.012	2.55	.18	Not Significant
		Fatigue x Empathy	.05	.012	2.55	.89	Not Significant

4.4.6 Hypothesis 6

H6: The quality of intergroup contact moderates the relationships between negative DEI perceptions (perceived threat, perceived procedural injustice, and DEI fatigue) and (a) resistance and (b)

resentment toward DEI policies, such that these relationships are weaker for employees who experience more positive intergroup contact.

To test the sixth hypothesis, a total of 8 hierarchical regression analyses were conducted (see Appendix K, Tables K.25 through K.48). The regressions assessed whether intergroup contact moderated the impact of each negative DEI perception on both resistance and resentment, as well as in a combined model including all three IVs. This approach aimed to determine whether intergroup contact reduces the effect of both each perception on its own and when all are present together. Prior to performing the analyses, interaction variables were created by multiplying the mean-centered values of each negative DEI perception (All_Threats, All_Injustice, All_Fatigue) with the mean-centered moderating variable (All_IntergroupContact). The new interaction variables were labeled ‘Threat_x_Contact,’ ‘Injustice_x_Contact,’ and ‘Fatigue_x_Contact’ and were entered in a second block after the main effects in each model.

The results showed that intergroup contact did not significantly moderate any of the tested relationships. For example, the interaction between injustice and intergroup contact did not significantly predict either resistance ($b^* = -.34, p = 1.74$) or resentment ($b^* = -.17, p = .52$). Similar findings were observed for the interaction terms involving threat and DEI fatigue across both outcome variables. Even in the combined models, the interaction block did not result in a statistically significant increase in explained variance ($\Delta R^2 = .003, p = .67$ for resistance; $\Delta R^2 = .005, p = .39$ for resentment). Based on these results, there is no evidence to support the sixth hypothesis (H6). Contrary to the assumed theory, more positive intergroup contact did not appear to weaken the impact of negative DEI perceptions on employee attitudes, suggesting that intergroup contact alone may not be sufficient to moderate resistance or resentment toward DEI initiatives in this context. A summary of all the final models of the regression analyses are presented in Table 3 below.

Table 3.

Hierarchical Regression Analyses for Intergroup Contact as Moderating Variable

IV	DV	Interaction Term	b^* (Interaction)	ΔR^2	ΔF	p -value	Moderation Effect
Threat	Resistance	Threat x Intergroup Contact	.16	.002	.88	.35	Not Significant
Injustice	Resistance	Injustice x Intergroup Contact	-.34	.005	.37	1.74	Not Significant
Fatigue	Resistance	Fatigue x Intergroup Contact	-.17	.002	.82	.37	Not Significant
Combined	Resistance	Threat x Intergroup Contact	.36	.003	.52	.28	Not Significant
		Injustice x Intergroup Contact	-.18	.003	.52	.51	Not Significant
		Fatigue x Intergroup Contact	-.33	.003	.52	.37	Not Significant
Threat	Resentment	Threat x Intergroup Contact	-.05	.00	.10	.75	Not Significant
Injustice	Resentment	Injustice x Intergroup Contact	-.17	.001	.42	.52	Not Significant
Fatigue	Resentment	Fatigue x Intergroup Contact	-.31	.006	2.86	.09	Not Significant
Combined	Resentment	Threat x Intergroup Contact	-.19	.005	1.01	.55	Not Significant
		Injustice x Intergroup Contact	.39	.005	1.01	.14	Not Significant
		Fatigue x Intergroup Contact	-.17	.005	1.01	.63	Not Significant

The table below summarizes the outcomes of the hypothesis testing results.

Table 4.

An overview of the hypothesis testing results

Hypothesis	Outcome
H1	Supported
H2	Supported
H3	Supported
H4	Rejected
H5	Partially Supported
H6	Rejected

5. Conclusion

The thesis aimed to answer the question: “*How and to what extent do employees in Netherlands-based companies experience resistance or resentment toward DEI policies?*” While the general attitudes toward diversity were largely positive, the results revealed that resistance and resentment emerged when DEI policies were perceived as threatening, unfair, and exhausting. The findings highlight the complex and often contradictory nature of attitudes towards DEI, revealing how individual perceptions and experiences could significantly shape employees’ reactions.

5.1 Summary of Results

The thesis firstly examined the participants’ general attitudes toward diversity as a principle. As outlined in the Results chapter, the overall feelings were relatively positive, with only a small portion of respondents expressing negative views. This aligns with the previous research by the Pew Research Center, which reported that 52% of people value DEI initiatives (Minkin, 2024, para.6). Despite the growing trend marked by skepticism and backlash (Minkin, 2024, para.2), the results suggest that DEI remains broadly accepted within the Dutch workplace context.

Nonetheless, the hypotheses testing revealed that negative reactions toward the policies do emerge under certain conditions. The first hypothesis (H1) suggested that the more an employee perceives DEI initiatives as a realistic or symbolic threat, the more likely they are to resist or resent them. This hypothesis was supported, demonstrating that threats were indeed a significant predictor of negative attitudes toward DEI. These results confirm the fundamentals of the Integrated Threat Theory by Stephan & Stephan (2000, p.25), according to which people may reject other groups or policies when they perceive them as a threat to their access to resources, material well-being, and economic stability. The findings also align with previous studies showing that when meritocratic principles are being disregarded, and other people appear to be gaining status instead of others, employees might see it as a threat to the social position of the group in which they belong and therefore respond with opposition to the policies (Iyer, 2022, p.3; Hing et al., 2002, p.493).

The second hypothesis (H2) suggested that perceived procedural injustice was another significant predictor of resistance and resentment toward DEI initiatives. The reported results confirmed this relationship, providing empirical support consistent with the Organizational Justice Theory (Colquitt et al., 2001, p.425). More specifically, the analyses demonstrated that employees will be less likely to support these policies if they view them as biased and applied inconsistently and unfairly, which resonated with the existing literature (Colquitt et al., 2001, p.425; Plaut et al., 2011, p.349). This also confirms the idea that opposition to a certain procedure (DEI policy in this case) can stem from a perception that moral and ethical standards are violated in its implementation, not so much because employees do not support the ultimate goals of such initiatives (Colquitt et al., 2001, p.425). Overall,

when employees see and perceive DEI as unfair and threatening, they react in a defensive manner because they may feel neglected, misrepresented, or burdened by how these policies are implemented. Such reactions indicate that resistance and resentment occur only at times and that they may reflect unmet needs for recognition, autonomy, and fairness rather than prejudice against underprivileged groups.

The third hypothesis (H3) examined whether negative emotions toward DEI initiatives stemmed from a sense of exhaustion from them. The results of the study confirmed this relationship as well - participants who reported higher levels of DEI fatigue also demonstrated higher levels of resentment and resistance. This finding is consistent with prior studies, which highlight that even employees who are positive about DEI goals can experience emotional and cognitive tiredness when overexposed to such initiatives and abstract messages that do not lead to real change (Smit et al., 2021, p.660; Ahmed, 2012, p.62). When there is a presence of such exhaustion, DEI policies risk losing their impact, which over time could alienate employees, leading them to see DEI as an insincere effort that fails to bring meaningful change.

The fourth hypothesis (H4) proposed that White native Dutch employees would show higher levels of resistance and resentment toward DEI policies compared to employees from other ethnic backgrounds. However, the findings did not reveal any statistical differences between the two groups. The results did not resonate with earlier literature and theoretical assumptions which suggested that members of historically privileged groups might feel threatened by DEI strategies because they appear to challenge their social position, or because the discrimination against them increases (McKinney, 2003, p.39; Ridgeway, 2014, p.6; Norton & Sommers, 2011, p.215; Rasmussen et al., 2022, p.1800). Within the Netherlands, prior research has reported that native Dutch individuals have sometimes expressed discomfort over the increasing diversity, often because of the constant historical changes in immigration and integration policies (Essed & Hoving, 2014, p.102; Bruquetas Callejo et al., 2007, pp.12-21; Schalk-Soekar et al., 2004, p.535), which was expected and assumed to have impact in the workplace as well by resisting and resenting DEI policies. The results may imply that negative reactions are determined by individual-level perceptions, how individuals experience their position within the organizational hierarchy, and how policies are communicated. It may also reflect the growing diversification of the Dutch workforce, where simple distinctions like Dutch and non-Dutch can no longer explain complex emotional and behavioral patterns.

The fifth hypothesis (H5) proposed that empathy moderates the relationships between the negative perceptions and behavioral reactions toward DEI policies, which was found to be only partially supported. Specifically, the analyses revealed that empathy moderated the relationship between injustice and both resistance and resentment, such that when a participant reported higher levels of empathy this weakened the resistance and resentment to the initiatives caused by perceived

procedural injustice. However, empathy did not moderate the relationships between the other negative perceptions. These results partially align with earlier research, which indicates that empathy could foster more positive responses toward marginalized groups (Batson et al., 2012, p.1656; Bobba & Crocetti, 2022, p.1977), and consequently policies related to them. In contrast, the sixth hypothesis (H6), which assumed that intergroup contact will also serve a similar moderating role, was fully rejected, as intergroup contact did not significantly influence any of the tested relationships. This outcome contradicts a substantial body of literature and theory, which has long emphasized that intergroup contact can reduce prejudice, set diversity as an asset for society, and promote more favorable attitudes toward outgroups (Pettigrew & Tropp, 2006, p.751; Kauff et al., 2021, p.281; Ioannou et al., 2018, p.401). The findings demonstrate that interpersonal mechanisms alone might not be enough to change how employees engage with DEI efforts. In other words, people can interact with their colleagues from other backgrounds without changing how they see issues like fairness and threat, especially if their concerns are more related to deeper issues such as status, recognition, or trust in the system. Rather, it is possible that other factors, such as company policies, leadership communication, or social norms may have a stronger influence.

5.2 Theoretical and Practical Implications

Taking into consideration the results, it can be argued that the thesis contributes to the existing DEI literature by shifting the focus to a more local understanding of DEI dynamics. Given that much of the existing work in this field is based on U.S. settings (Yeo & Jeon, 2023, p.7), focusing on the Dutch work setting contributes to the better understanding of DEI disengagement in other parts of the world. The insignificant results contradict the idea that resistance is tied to majority group members only but rather suggest that more attention should be paid to how employees interpret DEI in relation to their role, status, and authority within the company, regardless of the ethnical background. This implies the need for a greater focus on how people's views are shaped by their specific situations and experiences. From a practical standpoint, organizations ought to pay careful attention to how their DEI initiatives are implemented and presented given how perception of threat and injustice significantly will impact acceptance of the initiatives. If employees view these policies as unfair or favoring certain groups at their expense, resistance is likely to grow, regardless of the actual intention behind the policies. Thus, if employers want to have a satisfied workforce, they should ensure that such initiatives are framed as inclusive efforts that benefit the entire organization, not just specific groups. The findings also suggest that companies should avoid overwhelming employees with constant messaging or performative actions. Embedding DEI into existing systems, encouraging transparent communication, and involving workers in shaping these strategies may help reduce perceived injustice and emotional exhaustion.

Another key theoretical implication of the thesis lies in the decision to test empathy and

intergroup contact as moderating factors. As justified in the theoretical framework, although empathy and intergroup contact are often considered as mediators (Batson et al., 2012, p.1656; Bobba & Crocetti, 2022, p.1977; Pettigrew & Tropp, 2006, p.751; Kauff et al., 2021, p.281; Ioannou et al., 2018, p.401), it is possible for individuals to have high levels of them yet still perceive DEI policies negatively (Zaki, 2014, p.1608; Van Assche et al., 2023, p.1). Even though most of the interactions were not statistically significant, pointing to the choice of moderation instead of mediation as a methodological limitation, several significant effects were still found. This shows that the choice of moderation was not unreasonable, and that it highlights the complexity of the processes through which resistance and resentment to DEI policies are formed.

The findings might imply that empathy and intergroup contact can function both as mediators and moderators, depending on the specific situation. In some cases, these mechanisms may shape people's perceptions of DEI; for example, a person who has high empathy is more likely to perceive policies as fair and necessary, which in turn reduces their negative behaviors. In other cases, however, these mechanisms might not change perceptions of DEI but rather soften the response. For instance, an employee may view policies as unfair or threatening, but high empathy or frequent contact with people from other groups may help them refrain from strong resistance. But on the other hand, another employee with similarly high levels of these traits can still highly oppose these initiatives. This points to the possibility that the effectiveness of empathy and intergroup contact depends not only on their presence but also on what exactly the opposition is directed toward. In particular, when resistance is directed toward company policies instead of group members, these interpersonal mechanisms could lose their influence. In such cases, they may not be sufficient to transform views but can still affect behavior.

These theoretical insights also carry important consequences for practice. If empathy and intergroup contact act as mediators, then efforts should be directed towards building such attitudes, through training, personal stories, campaigns, and more collaborative and teambuilding experiences. However, if they act as moderators, then it can only mitigate resistance under certain conditions; for example, when DEI communication is presented in a non-aggressive, inclusive, and dialogical way. This suggests that companies should be cautious in treating empathy and intergroup contact as universal solutions but should consider them as part of a broader mix of factors that need to be carefully coordinated to achieve real support for DEI initiatives.

Finally, the thesis also has practical implications for employees, as they can benefit from reflecting on how these negative perceptions might shape their views and workplace interactions. These people can play an active role in shaping initiatives that feel both fair and effective by participating in constructive dialogue and giving honest feedback about how DEI efforts are presented in their company. Recognizing one's own reactions and contributing to more inclusive communication

may reduce the negative attitudes and improve teamwork and workplace satisfaction.

Overall, the results of the thesis highlight the importance of understanding resistance and resentment toward DEI policies as signs of how people experience and make sense of organizational change. The success of these strategies highly depends on how they are introduced, communicated, and implemented in everyday work life, not only on what they aim to achieve. If employees feel excluded, overlooked, or unsure of their place within these initiatives, no matter how well-intended they are, it could lead to frustration or disengagement. For companies, these hidden concerns require them to move beyond reputational management and symbolic gestures onto building a workplace grounded in trust, clarity, and fairness. When the initiatives are implemented in a way that are transparent and inclusive, then there will be lasting impact and genuine commitment to the company.

5.3 Limitations

While the findings of this thesis offer meaningful contributions to our understanding of responses to DEI efforts, it is important to highlight the study's limitations which could help improve further research in this field.

First and foremost, the relatively small sample size ($N=226$) limits the generalizability of the results. Although the goal of the data collection was to gather participants that are currently working in the Netherlands whose companies have DEI policies, a considerable number of participants indicated that their organizations did not have such strategies. In addition, the bigger portion of the sample consisted of people from other ethnic backgrounds, which might have shaped the results by underrepresenting perspectives that are more prevalent among native Dutch employees. Therefore, even though the number of valid responses was enough to conduct the research, a bigger and more demographically balanced sample is required to make more reliable assumptions about the whole population group of Netherlands-based workers.

Moreover, the decision to focus on ethnic and cultural background rather than race, and not offering explicit response options for "White Dutch" and "non-White Dutch," may have influenced the findings. For instance, some respondents with an old immigration background (second or third generation) may identify fully as Dutch despite having heritage from another country. As a result, individuals that originally have other heritages might have selected "Dutch," which could have affected the interpretation and accuracy of group comparisons in the analysis.

Another limitation is that the thesis relied entirely on self-report data, which hides the risk of self-enhancement and self-motivation (Paulhus & Vazire, 2007, p.228). Taking into account the sensitive nature of DEI-related topics and attitudes, respondents might have felt pressure and need to present themselves in a more socially acceptable way. Even though the animosity and neutral language of the questionnaire, it is possible that some people have underreported their negative opinions or overstated

their support for DEI initiatives. This discomfort may have caused the study to not properly record how much resistance or resentment exists, especially among the majority group employees who might be hesitant to share their disagreements and concerns with DEI.

The fourth drawback of the thesis is the operationalization of intergroup contact, which was assessed only in terms of quality, without checking for frequency, and without accounting for the type of contact (e.g., casual, professional, etc.). As a result, the lack of significant moderation effects for intergroup contact may reflect limitations in measurement rather than a true absence of such effect.

Lastly, while the research was based on a solid theoretical framework, it did not take into account other specific organizational factors, such as industry type and company size. All of the participants were treated as part of one general workforce group, without looking at the unique and distinctive features of their job places, which might have hidden some differences in how DEI is experienced. For instance, employees in public institutions may react in another way to DEI policies than those in multinational corporations or non-governmental organizations.

5.4 Future Research

This thesis also highlights the need for future research. The following suggestions aim to build on the results, address current limitations, and further expand our understanding of the complex reactions that DEI policies provoke in some individuals.

First, future research would benefit from looking at industry-specific characteristics as well. For instance, differences between the corporate, government, and non-government sectors could be explored, as well as across spheres such as technology, education, healthcare, construction, business, and others. Such an approach would allow for a more in-depth comparison of the presence of DEI policies, and the way in which they are perceived and implemented in different contexts. This would contribute to a more nuanced understanding of the topic and would allow for the identification of both good practices and structural challenges. Moreover, such a focus could reveal whether certain sectors are more resilient to changes related to DEI, or vice versa.

In a similar manner, future research could also examine the influence of other demographic factors, such as age, gender, religion, educational level, and political affiliation. For example, it could be investigated whether older white Dutch employees experience stronger resistance to DEI initiatives than their younger colleagues, or whether the academic background influences the way workers perceive and evaluate these policies. Such an analysis would help to establish whether there are persistent patterns, or whether attitudes towards DEI depend mostly on individual perceptions and personal life experiences.

Lastly, another valuable direction for future research would be to conduct a long-term study that

tracks how employees' attitudes toward DEI initiatives change over time. Rather than doing only a single data collection, such research would allow scholars to observe how participants' feelings evolve and whether they strengthen, weaken, or completely transform as a result of continued exposure to DEI policies. In addition, future studies could explore which communication styles are most effective in reducing resistance and resentment, especially among groups that show higher levels of these behaviors. This combined approach would provide a more comprehensive picture of the development of negative reactions to DEI initiatives and how it might be constructively addressed over time.

In conclusion, future research on DEI resistance should generally remain thoughtful, critical, and methodologically diverse. Given that cultural, organizational, and political contexts continue to change, research must keep evolving as well. This thesis has only laid some of the foundations of uncovering the emotional and cognitive layers behind such attitudes; thus, by focusing on employee experiences and closely examining both the causes and effects of DEI resistance, future studies can help create more effective approaches to organizational change.

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Appendices

Appendix A – Questionnaire

Version 1: English

Master Thesis

Start of Block: Introduction

Introduction Dear respondent, Thank you for your interest in this study! You are invited to participate in a survey that aims to investigate how employees feel about the Diversity, Equity, and Inclusion (DEI) Policies of their companies. DEI are organizational frameworks, seeking to create an inclusive work environment in which all employees, regardless of their background and identity, are treated with respect and have equal opportunities for career development. **You can complete the survey in English or Dutch by selecting your preferred language from the dropdown menu at the top right of the page.** This survey is open to all individuals employed at any company in the **Netherlands** who are **at least 18 years old**. Please note that this survey is part of a Master Thesis research project from Erasmus University Rotterdam. Please answer each question carefully and honestly. There are no right or wrong answers. The questionnaire will take between 7 and 10 minutes to fill in. **Confidentiality of Data:** Your responses will be kept confidential and used solely for research purposes, and will not be shared with any third parties. No identifying information will be collected or included in the final report, and all data will be stored securely. Any publication resulting from this study will not include any information that could identify you as an individual. **Voluntary Participation:** Your participation in this survey is entirely voluntary. You are free to withdraw from the survey at any time, without penalty, and without any impact on your relationship with the researcher or any associated institutions. **Further Information:** If you have questions about this research, in advance or afterwards, feel free to contact Kristina Dimitrova, email: 737343kd@student.eur.nl.

Consent Please confirm if you consent to participate in this research. By selecting "Yes," you confirm that you have read and understood the information provided and consent to participate in the

research.

- Yes (1)
- No (2)

End of Block: Introduction

Start of Block: Practical Information

Q1 Do you work in a Dutch company?

- Yes (1)
- No (2)
- I work for an international company with a branch located in the Netherlands (3)

Q2 Does your company have Diversity, Equity, Inclusion (DEI) Policies?

- Yes (1)
- No (2)
- I am not sure (3)

End of Block: Practical Information

Q3 Please indicate how much you agree or disagree with the following statements about diversity in your workplace:

	Strongly Disagree (1)	Disagree (2)	Neither Agree nor Disagree (3)	Agree (4)	Strongly Agree (5)
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DEI policies threaten my personal safety. (Threats_1)	<input type="radio"/>				
DEI policies act upon wrong moral principles. (Threats_2)	<input type="radio"/>				
DEI policies put in risk my economic stability. (Threats_3)	<input type="radio"/>				
DEI policies block my goals. (Threats_4)	<input type="radio"/>				
DEI policies undermine my wellbeing. (Threats_5)	<input type="radio"/>				
DEI policies' beliefs are very wrong. (Threats_6)	<input type="radio"/>				
DEI policies threaten my quality of life. (Threats_7)	<input type="radio"/>				
DEI policies	<input type="radio"/>				

undermine the
progress of
society.
(Threats_8)

DEI policies
undermine my
mental and
physical health.
(Threats_9)

DEI policies
are a threat to my
lifestyle.
(Threats_10)

End of Block: Perceived Threats

Start of Block: Perceived Procedural Justice

Q6 Please indicate how much you agree or disagree with the following statements about how fair you think your company's DEI policies are.

	Strongly Disagree (1)	Disagree (2)	Neither Agree nor Disagree (3)	Agree (4)	Strongly Agree (5)
DEI policies are applied consistently. (Injustice_1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
DEI policies are free of bias. (Injustice_2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
DEI policies are based on accurate information. (Injustice_3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
DEI policies uphold ethical and moral standards. (Injustice_4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

End of Block: Perceived Procedural Justice

Start of Block: DEI Fatigue

Q7 Please indicate to what extent you agree or disagree with the following statements:

	Strongly Disagree (1)	Disagree (2)	Neither Agree nor Disagree (3)	Agree (4)	Strongly Agree (5)
I am tired of hearing about diversity issues at work. (Fatigue_1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel annoyed when someone brings up concerns about diversity in the corporate world. (Fatigue_2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I do not want to see any more diversity sessions and trainings at my company. (Fatigue_3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am uneasy that diversity trainings are required for workers at my company. (Fatigue_4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I worry that my company has	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

neglected other important issues because of too much focus on diversity initiatives. (Fatigue_5)

Diversity efforts at my company are becoming distracting. (Fatigue_6)

I feel happy when people discuss the importance of diversity at my company. (Fatigue_7)

It is very important that my company continues to prioritize increasing employee diversity. (Fatigue_8)

End of Block: DEI Fatigue

Start of Block: Empathy and Intergroup Contact

Q8 Please indicate to what extent you agree or disagree with the following statements:

	Strongly Disagree (1)	Disagree (2)	Neither Agree nor Disagree (3)	Agree (4)	Strongly Agree (5)
I often have tender, concerned feelings for people less fortunate than me. (Empathy_1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sometimes I don't feel very sorry for other people when they are having problems. (Empathy_2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
When I see someone being taken advantage of, I feel kind of protective towards them. (Empathy_3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I sometimes try	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

to understand
my colleagues
better by
imagining how
things look
from their
perspective.
(Empathy_4)

Other
people's
misfortunes do
not usually
disturb me a
great deal.
(Empathy_5)

When I see
someone being
treated unfairly,
I sometimes
don't feel very
much pity for
them.
(Empathy_6)

I am often
quite touched
by things that I
see happen.
(Empathy_7)

I would
describe myself
as a pretty soft-
hearted person.



(Empathy_8)

Before criticizing somebody, I try to imagine how I would feel if I were in their place.

(Empathy_9)

Q9 Please indicate to what extent you agree or disagree with the following statements regarding your interpersonal interactions with your colleagues who are **NOT** the same ethnicity as you:

	Strongly Disagree (1)	Disagree (2)	Neither Agree nor Disagree (3)	Somewhat Agree (4)	Strongly Agree (5)
They are friendly towards me. (Intergroup_1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
They are polite towards me. (Intergroup_2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
They have been welcoming towards me. (Intergroup_3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
They are	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

treating me as
equal.
(Intergroup_4)

They are
encouraging me.
(Intergroup_5)

They are
praising me.
(Intergroup_6)

They make
me feel wanted.
(Intergroup_7)

They make
me feel valued.
(Intergroup_8)

They make
me feel
accepted.
(Intergroup_9)

Q10 Please indicate to what extent you agree or disagree with the following statements regarding your interpersonal interactions with your colleagues who are **NOT** the same ethnicity as you:

	Strongly Disagree (1)	Disagree (2)	Neither Agree nor Disagree (3)	Agree (4)	Strongly Agree (5)
I feel that the interactions with them are genuine and	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

sincere.
(Intergroup_10)

I feel that I
could trust
them.
(Intergroup_11)

I feel that
they are not
judging me.
(Intergroup_12)

I feel that
they appreciate
me.
(Intergroup_13)

I feel that
they respect
me.
(Intergroup_14)

I feel that
they are
approachable.
(Intergroup_15)

I feel they
are interested in
what I have to
say.
(Intergroup_16)

I feel free
to express

myself.
(Intergroup_17)

I feel
included by
them.
(Intergroup_18)

End of Block: Empathy and Intergroup Contact

Start of Block: Demographics

Age What is your age? (Please enter a number: e.g., 25)

Gender What is your gender?

- Male (1)
 - Female (2)
 - Non-binary / third gender (3)
 - Prefer not to say (4)
 - Other (please specify) (5)
-

Ethnicity What is your ethnic or cultural background? You may choose the region that best

describes your heritage:

- Dutch (1)
 - Western European (e.g., German, French, British) (2)
 - Eastern European (e.g., Polish, Romanian, Bulgarian) (3)
 - Southern European (e.g., Italian, Greek, Spanish) (4)
 - Scandinavian (e.g., Swedish, Danish, Norwegian) (5)
 - Middle Eastern or North African (e.g., Turkish, Moroccan, Saudi Arabian) (6)
 - African (excluding North Africa) (7)
 - South Asian (e.g., Indian, Pakistani) (8)
 - East/Southeast Asian (e.g., Chinese, Vietnamese, Indonesian) (9)
 - North American (e.g., U.S., Canada) (10)
 - Latin American (e.g., Brazilian, Mexican) (11)
 - Caribbean (12)
 - Mixed background (13)
 - Prefer not to say (14)
 - Other (please specify) (15)
-

End of Block: Demographics

Version 2: Dutch

Master Thesis

Start of Block: Introduction

Introduction Geachte respondent, Hartelijk dank voor uw interesse in dit onderzoek! U wordt uitgenodigd om deel te nemen aan een enquête die onderzoekt hoe medewerkers denken over het diversiteits-, gelijkheids- en inclusiebeleid (DEI) van hun bedrijf. DEI zijn organisatorische kaders die

streven naar een inclusieve werkomgeving waarin alle medewerkers, ongeacht hun achtergrond en identiteit, met respect worden behandeld en gelijke kansen hebben op carrièreontwikkeling. Deze enquête staat open voor alle personen die werkzaam zijn bij een bedrijf in **Nederland** en **minimaal 18 jaar oud** zijn. Let op: deze enquête maakt deel uit van een masterscriptieonderzoek van de Erasmus Universiteit Rotterdam. Beantwoord elke vraag zorgvuldig en eerlijk. Er zijn geen goede of foute antwoorden. Het invullen van de vragenlijst duurt ongeveer 10 minuten. **Vertrouwelijkheid van gegevens** : Uw antwoorden worden vertrouwelijk behandeld en uitsluitend gebruikt voor onderzoeksdoeleinden. Ze worden niet gedeeld met derden. Er worden geen identificerende gegevens verzameld of opgenomen in het eindrapport, en alle gegevens worden veilig opgeslagen. Publicaties die voortvloeien uit dit onderzoek bevatten geen informatie die u als individu zou kunnen identificeren. **Vrijwillige deelname** : Uw deelname aan deze enquête is geheel vrijwillig. U kunt zich op elk moment terugtrekken uit de enquête, zonder enige boete en zonder enige impact op uw relatie met de onderzoeker of geassocieerde instellingen. **Verdere informatie** : Mocht u vooraf of achteraf nog vragen hebben over dit onderzoek, neem dan gerust contact op met Kristina Dimitrova, e-mail: 737343kd@student.eur.nl.

Consent Bevestig of u toestemming geeft voor deelname aan dit onderzoek. Door "Ja" te selecteren, bevestigt u dat u de verstrekte informatie hebt gelezen en begrepen en dat u toestemming geeft voor deelname aan het onderzoek.

- Ja (1)
- Nee (2)

End of Block: Introduction

Start of Block: Practical Information

Q1 Werkt u bij een Nederlands bedrijf?

- Ja (1)
- Nee (2)
- Ik werk voor een internationaal bedrijf met een vestiging in Nederland (3)
-

Q2 Heeft uw bedrijf een diversiteits-, gelijkheids- en inclusiebeleid (DEI)?

- Ja (1)
- Nee (2)
- Ik weet het niet zeker (3)

End of Block: Practical Information

Start of Block: Workplace Diversity Perception

Q3 Geef aan in hoeverre u het eens of oneens bent met de volgende stellingen over uw perceptie van diversiteit op de werkplek:

	Helemaal oneens (1)	Niet mee eens (2)	Noch akkoord, noch oneens (3)	Mee eens zijn (4)	Helemaal mee eens (5)
Ik geloof dat diversiteit eerlijk is. (Diversity_Perception_1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ik ben enthousiast over diversiteit. (Diversity_Perception_2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Diversiteit frustrereert mij. (Diversity_Perception_3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ik ben hoopvol over diversiteit. (Diversity_Perception_4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ik geloof dat diversiteit	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

waardeloos is.
(Diversity_Perception_5)

Ik ondersteun
diversiteitsinspanningen
binnen organisaties.
(Diversity_Perception_6)

Ik trek mij terug uit
organisatorische
diversiteitsinspanningen.
(Diversity_Perception_7)

Ik voel wrok jegens
diversiteit.
(Diversity_Perception_8)

Ik neem deel aan
organisatorische
diversiteitsinitiatieven.
(Diversity_Perception_9)

Ik geloof dat diversiteit
goed is.
(Diversity_Perception_10)

Ik geloof dat diversiteit
onterecht is.
(Diversity_Perception_11)

Ik ben tegen pogingen
om organisatorische
diversiteit te bevorderen.
(Diversity_Perception_12)

End of Block: Workplace Diversity Perception

Start of Block: Perceived Threats

Q5 Geef aan in hoeverre u het eens of oneens bent met de volgende stellingen met betrekking tot uw perceptie van de bedreigingen door DEI-beleid:

	Helemaal oneens (1)	Niet mee eens (2)	Noch akkoord, noch oneens (3)	Mee eens zijn (4)	Helemaal mee eens (5)
DEI-beleid bedreigt mijn persoonlijke veiligheid. (Threats_1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
DEI-beleid handelt op basis van verkeerde morele principes. (Threats_2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
DEI-beleid brengt mijn economische stabiliteit in gevaar. (Threats_3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
DEI-beleid blokkeert mijn doelen. (Threats_4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
DEI-beleid ondermijnt mijn welzijn. (Threats_5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
De overtuigingen van het DEI-beleid zijn volkomen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

verkeerd. (Threats_6)

DEI-beleid
bedreigt mijn
kwaliteit van leven.
(Threats_7)

DEI-beleid
ondermijnt de
voortgang van de
samenleving.
(Threats_8)

DEI-
beleidsmaatregelen
ondermijnen mijn
geestelijke en
lichamelijke
gezondheid.
(Threats_9)

DEI-beleid
vormen een
bedreiging voor mijn
levensstijl.
(Threats_10)

End of Block: Perceived Threats

Start of Block: Perceived Procedural Justice

Q6 Geef aan in hoeverre u het eens of oneens bent met de volgende stellingen met betrekking tot uw perceptie van procedurele rechtvaardigheid door DEI-beleid:

Helemaal oneens (1)	Niet mee eens (2)	Noch akkoord, noch oneens (3)	Mee eens zijn (4)	Helemaal mee eens (5)
------------------------	----------------------	-------------------------------------	----------------------	--------------------------

DEI-
beleid wordt
consistent
toegepast.
(Injustice_1)

DEI-
beleid is vrij
van
vooroordelen.
(Injustice_2)

DEI-
beleid is
gebaseerd op
accurate
informatie.
(Injustice_3)

DEI-
beleid
handhaaft
ethische en
morele
normen.
(Injustice_4)

End of Block: Perceived Procedural Justice

Start of Block: DEI Fatigue

Q7 Geef aan in hoeverre u het eens of oneens bent met de volgende stellingen:

	Helemaal oneens (1)	Niet mee eens (2)	Noch akkoord, noch oneens (3)	Mee eens zijn (4)	Helemaal mee eens (5)
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Ik word er moe van om steeds maar weer over diversiteitsproblemen op de werkvloer te horen. (Fatigue_1)

Ik word er geïrriteerd van als iemand zijn bezorgdheid uit over diversiteit in het bedrijfsleven. (Fatigue_2)

Ik wil geen diversiteits sessies en - trainingen meer bij mijn bedrijf. (Fatigue_3)

Ik vind het vervelend dat werknemers bij mijn bedrijf diversiteitstrainingen moeten volgen. (Fatigue_4)

Ik maak me zorgen dat mijn bedrijf andere belangrijke kwesties verwaarloost doordat er te veel nadruk wordt gelegd op

diversiteitsinitiatieven.
(Fatigue_5)

De inspanningen
op het gebied van
diversiteit binnen mijn
bedrijf leiden me
steeds meer af.
(Fatigue_6)

Ik word blij als
mensen het belang van
diversiteit binnen mijn
bedrijf bespreken.
(Fatigue_7)

Het is van groot
belang dat mijn bedrijf
prioriteit blijft geven
aan het vergroten van
de diversiteit onder
zijn werknemers.
(Fatigue_8)

End of Block: DEI Fatigue

Start of Block: Empathy and Intergroup Contact

Q8 Geef aan in hoeverre u het eens of oneens bent met de volgende stellingen:

	Helemaal oneens (1)	Niet mee eens (2)	Noch akkoord, noch oneens (3)	Mee eens zijn (4)	Helemaal mee eens (5)
Ik heb vaak tedere, bezorgde gevoelens voor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

mensen die minder
geluk hebben dan ik.

(Empathy_1)

Soms heb ik niet
zoveel medelijden
met anderen als zij
problemen hebben.

(Empathy_2)

Als ik zie dat
iemand wordt
uitgebuit, voel ik een
soort van
beschermend gedrag
tegenover die
persoon. (Empathy_3)

Soms probeer ik
mijn collega's beter te
begrijpen door me in
te beelden hoe de
zaken er vanuit hun
perspectief uitzien.

(Empathy_4)

Het ongeluk van
anderen kan mij
doorgaans niet zoveel
schelen. (Empathy_5)

Als ik zie dat
iemand oneerlijk
behandeld wordt, heb
ik soms niet zoveel
medelijden met die

persoon. (Empathy_6)

Vaak word ik
geraakt door dingen
die ik zie gebeuren.

(Empathy_7)

Ik zou mezelf
omschrijven als een
zachtaardig persoon.

(Empathy_8)

Voordat ik
iemand bekritiseer,
probeer ik me voor te
stellen hoe ik me zou
voelen als ik in zijn of
haar schoenen stond.

(Empathy_9)

Q9 Geef aan in hoeverre u het eens of oneens bent met de volgende stellingen over uw
interpersoonlijke interacties met collega's die **NIET** dezelfde etniciteit hebben als u:

	Helemaal oneens (1)	Niet mee eens (2)	Noch akkoord, noch oneens (3)	enigszins mee eens (4)	Helemaal mee eens (5)
Ze zijn vriendelijk tegen mij. (Intergroup_1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ze zijn beleefd tegen mij. (Intergroup_2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Ze waren gastvrij tegenover mij. (Intergroup_3)	<input type="radio"/>				
Ze behandelen mij als gelijke. (Intergroup_4)	<input type="radio"/>				
Ze moedigen mij aan. (Intergroup_5)	<input type="radio"/>				
Ze prijzen mij. (Intergroup_6)	<input type="radio"/>				
Ze geven mij het gevoel dat ik gewild ben. (Intergroup_7)	<input type="radio"/>				
Ze geven mij het gevoel dat ik gewaardeerd word. (Intergroup_8)	<input type="radio"/>				
Ze geven mij het gevoel dat ik geaccepteerd word. (Intergroup_9)	<input type="radio"/>				

Q10 Geef aan in hoeverre u het eens of oneens bent met de volgende stellingen over uw interpersoonlijke interacties met collega's die **NIET** dezelfde etniciteit hebben als u:

	Helemaal oneens (1)	Niet mee eens	Noch akkoord, noch oneens	Mee eens zijn (4)	Helemaal mee eens (5)
--	---------------------	---------------	---------------------------	-------------------	-----------------------

	(2)	(3)			
Ik heb het gevoel dat de interacties met hen oprecht en authentiek zijn. (Intergroup_10)	<input type="radio"/>				
Ik heb het gevoel dat ik ze kan vertrouwen. (Intergroup_11)	<input type="radio"/>				
Ik heb het gevoel dat ze mij niet veroordelen. (Intergroup_12)	<input type="radio"/>				
Ik voel dat ze mij waarderen. (Intergroup_13)	<input type="radio"/>				
Ik voel dat ze mij respecteren. (Intergroup_14)	<input type="radio"/>				
Ik vind ze benaderbaar. (Intergroup_15)	<input type="radio"/>				
Ik heb het gevoel dat ze geïnteresseerd zijn in wat ik te zeggen heb.	<input type="radio"/>				

(Intergroup_16)

Ik voel mij
vrij om mezelf te
uiten.

(Intergroup_17)

Ik voel mij
door hen
betrokken.

(Intergroup_18)

End of Block: Empathy and Intergroup Contact

Start of Block: Demographics

Age Hoe oud ben je? (Voer een getal in, bijvoorbeeld 25)

Gender Wat is je geslacht?

- Mannelijk (1)
- Vrouwelijk (2)
- Non-binair / derde geslacht (3)
- Liever niet zeggen (4)
- Anders (specificeer) (5)

Etnicity Wat is uw etnische of culturele achtergrond? U kunt de regio kiezen die het beste bij uw afkomst past:

- Nederlands (1)
- West-Europees (bijv. Duits, Frans, Brits) (2)
- Oost-Europees (bijv. Pools, Roemeens, Bulgaars) (3)

- Zuid-Europees (bijv. Italiaans, Grieks, Spaans) (4)
- Scandinavisch (bijv. Zweeds, Deens, Noors) (5)
- Midden-Oosters of Noord-Afrikaans (bijv. Turks, Marokkaans, Saoedi-Arabisch) (6)
- Afrikaans (exclusief Noord-Afrika) (7)
- Zuid-Aziatisch (bijv. Indiaas, Pakistaans) (8)
- Oost-/Zuidoost-Aziatisch (bijv. Chinees, Vietnamees, Indonesisch) (9)
- Noord-Amerika (bijv. VS, Canada) (10)
- Latijns-Amerikaans (bijv. Braziliaans, Mexicaans) (11)
- Caribisch gebied (12)
- Gemengde achtergrond (13)
- Liever niet zeggen (14)
- Anders (specificeer) (15)

End of Block: Demographics

Appendix B – AI Declaration Form

Declaration Page: Use of Generative AI Tools in Thesis

Student Information

Name: Kristina Dimitrova

Student ID: 737343

Course Name: Master Thesis CM5000

Supervisor Name: Dr. Ju-Sung (Jay) Lee

Date: June 26, 2025

Declaration:

Acknowledgment of Generative AI Tools

I acknowledge that I am aware of the existence and functionality of generative artificial intelligence (AI) tools, which are capable of producing content such as text, images, and other creative works autonomously.

GenAI use would include, but not limited to:

- Generated content (e.g., ChatGPT, Quillbot) limited strictly to content that is not assessed (e.g., thesis title).
- Writing improvements, including grammar and spelling corrections (e.g., Grammarly)
- Language translation (e.g., DeepL), without generative AI alterations/improvements.
- Research task assistance (e.g., finding survey scales, qualitative coding verification, debugging code)
- Using GenAI as a search engine tool to find academic articles or books (e.g.,

I declare that I have used generative AI tools, specifically Grammarly, Quillbot, and ChatGPT, in the process of creating parts or components of my thesis. The purpose of using these tools was to aid in generating content or assisting with specific aspects of thesis work.

I declare that I have NOT used any generative AI tools and that the assignment concerned is my original work.

Signature: [digital signature]

Date of Signature: [Date of Submission]

Extent of AI Usage

I confirm that while I utilized generative AI tools to aid in content creation, the majority of the intellectual effort, creative input, and decision-making involved in completing the thesis were undertaken by me. I have enclosed the prompts/logging of the GenAI tool use in an appendix.

Ethical and Academic Integrity

I understand the ethical implications and academic integrity concerns related to the use of AI tools in coursework. I assure that the AI-generated content was used responsibly, and any content derived from these tools has been appropriately cited and attributed according to the guidelines provided by the instructor and the course. I have taken necessary steps to distinguish between my original work and the AI-generated contributions. Any direct quotations, paraphrased content, or other forms of AI-generated material have been properly referenced in accordance with academic conventions.

By signing this declaration, I affirm that this declaration is accurate and truthful. I take full responsibility for the integrity of my assignment and am prepared to discuss and explain the role of generative AI tools in my creative process if required by the instructor or the Examination Board. I further affirm that I have used generative AI tools in accordance with ethical standards and academic integrity expectations.

Signature:



Date of Signature: June 26, 2025

The paper incorporates Generative AI tools in the following ways:

- ChatGPT was utilized to assist in locating additional resources, verify citations, and clarify how to perform certain SPSS analyses. List of used prompts include:
 - “Find academic studies that investigate resistance to DEI policies.”
 - “How should I cite articles in APA7?”
 - “How should I check the general attitudes toward diversity in SPSS?”
- Quillbot facilitated the paraphrasing of cited information to ensure clarity and originality.
- Grammarly was employed to identify grammar mistakes and enhance overall language usage.

Appendix C – Adapted Scale Items

Perceived Threats Scale – Adapted Items

- *‘This group threatens my personal safety.’ → ‘DEI policies threaten my personal safety.’*
- *‘This group acts upon wrong moral principles.’ → ‘DEI policies act upon wrong moral principles.’*
- *‘This group puts in risk my economic stability.’ → ‘DEI policies put in risk my economic stability.’*
- *‘This group blocks my goals.’ → ‘DEI policies block my goals.’*
- *‘This group undermines my wellbeing.’ → ‘DEI policies undermine my wellbeing.’*
- *‘This group’s beliefs are very wrong.’ → ‘DEI policies’ beliefs are very wrong.’*
- *‘This group threatens my quality of life.’ → ‘DEI policies threaten my quality of life.’*
- *‘This group undermines the progress of society.’ → ‘DEI policies undermine the progress of society.’*
- *‘This group undermines my mental and physical health.’ → ‘DEI policies undermine my mental and physical health.’*
- *‘This group is a threat to my lifestyle.’ → ‘DEI policies are a threat to my lifestyle.’*

Perceived Procedural Injustice Scale – Adapted Items

- *‘Have those procedures been applied consistently?’ → ‘DEI policies are applied consistently.’*
- *‘Have those procedures been free of bias?’ → ‘DEI policies are free of bias.’*
- *‘Have those procedures been based on accurate information?’ → ‘DEI policies are based on accurate information.’*
- *‘Have those procedures upheld ethical and moral standards?’ → ‘DEI policies uphold ethical and moral standards.’*

DEI Fatigue Scale – Adapted Items

- *‘I am tired of hearing about diversity issues on campus.’ → ‘I am tired of hearing about diversity issues at work.’*
- *‘I feel annoyed when someone brings up concerns about diversity in academia.’ → ‘I feel annoyed when someone brings up concerns about diversity in the corporate world.’*
- *‘I do not want to see any more diversity classes and programs at [my university].’ → ‘I do not want to see any more diversity sessions and trainings at my company.’*
- *‘I am uneasy that diversity classes are required for students at [my university].’ → ‘I am uneasy that diversity trainings are required for workers at my company.’*
- *‘I worry that my university has neglected other important issues because of too much focus on*

diversity initiatives.’ → ‘I worry that my company has neglected other important issues because of too much focus on diversity initiatives.’

- *‘Diversity efforts on campus are becoming distracting.’ → ‘Diversity efforts at my company are becoming distracting.’*
- *‘I feel happy when people discuss the importance of diversity at my university.’ → ‘I feel happy when people discuss the importance of diversity at my company.’*
- *‘It is very important that my university continue to prioritize increasing faculty and student diversity.’ → ‘It is very important that my company continues to prioritize increasing employee diversity.’*

Intergroup Contact Scale – Adapted Items

- *‘Has a [outgroup] person ever been friendly toward you?’ → ‘They are friendly towards me.’*
- *‘Has a [outgroup] person ever been polite toward you?’ → ‘They are polite towards me.’*
- *‘Has a [outgroup] person ever been welcoming toward you?’ → ‘They have been welcoming towards me.’*
- *‘Has a [outgroup] person ever treated you as equal?’ → ‘They are treating me as equal.’*
- *‘Has a [outgroup] person ever been encouraging toward you?’ → ‘They are encouraging me.’*
- *‘Has a [outgroup] person ever praised you?’ → ‘They are praising me.’*
- *‘Have you ever had an interaction with a [outgroup] where he/she made you feel wanted?’ → ‘They make me feel wanted.’*
- *‘Have you ever interacted with a [outgroup] person where he/she made you feel valued?’ → ‘They make me feel valued.’*
- *‘Has a [outgroup] person ever made you feel accepted?’ → ‘They make me feel accepted.’*
- *‘Have you ever felt as though a [outgroup] person was being genuine and sincere to you during an interaction with them?’ → ‘I feel that the interactions with them are genuine and sincere.’*
- *‘Have you ever had an interaction with a [outgroup] person where you felt as though you could trust them?’ → ‘I feel that I could trust them.’*
- *‘Have you ever had an interaction with a [outgroup] person where you felt as though they weren’t judging you?’ → ‘I feel that they are not judging me.’*
- *‘Have you ever had an interaction with a [outgroup] person where you felt he/she appreciated you?’ → ‘I feel that they appreciate me.’*
- *‘Have you ever interacted with a [outgroup] where you felt as though he/she respected you?’ → ‘I feel that they respect me.’*
- *‘Have you ever felt as though a [outgroup] person was very approachable?’ → ‘I feel that they are approachable.’*

- ‘‘ → ‘I feel they are interested in what I have to say.’
- ‘Have you ever felt free to express yourself while interacting with a [outgroup] person?’ → ‘I feel free to express myself.’
- ‘Have you ever felt included by a [outgroup] person?’ → ‘I feel included by them.’

Appendix D – Bivariate Correlation

Correlations

		Please indicate how much you agree or disagree with the following statements about diversity in your workplace: - I believe that diversity is fair.	Please indicate how much you agree or disagree with the following statements about diversity in your workplace: - I feel enthusiastic about diversity.	Please indicate how much you agree or disagree with the following statements about diversity in your workplace: - I feel frustrated with diversity.	Please indicate how much you agree or disagree with the following statements about diversity in your workplace: - I feel hopeful about diversity.	Please indicate how much you agree or disagree with the following statements about diversity in your workplace: - I believe that diversity is worthless.	Please indicate how much you agree or disagree with the following statements about diversity in your workplace: - I support diversity efforts in organizations.	Please indicate how much you agree or disagree with the following statements about diversity in your workplace: - I withdraw from organizational diversity efforts.	Please indicate how much you agree or disagree with the following statements about diversity in your workplace: - I feel resentful about diversity.	Please indicate how much you agree or disagree with the following statements about diversity in your workplace: - I participate in organizational diversity efforts.	Please indicate how much you agree or disagree with the following statements about diversity in your workplace: - I believe that diversity is good.	Please indicate how much you agree or disagree with the following statements about diversity in your workplace: - I believe that diversity is unjustified.	Please indicate how much you agree or disagree with the following statements about diversity in your workplace: - I resist organizational diversity efforts.	
Please indicate how much you agree or disagree with the following statements about diversity in your workplace: - I believe that diversity is fair.	Pearson Correlation	1	,785**	-,696**	,627**	-,714**	,772**	-,636**	-,652**	,614**	,778**	-,761**	-,631**	
	Sig. (2-tailed)		<,001	<,001	<,001	<,001	<,001	<,001	<,001	<,001	<,001	<,001	<,001	
	N	226	226	226	226	226	226	226	226	226	226	226	226	
Please indicate how much you agree or disagree with the following statements about diversity in your workplace: - I feel enthusiastic about diversity.	Pearson Correlation	,785**	1	-,690**	,684**	-,763**	,817**	-,680**	-,664**	,637**	,802**	-,772**	-,659**	
	Sig. (2-tailed)	<,001		<,001	<,001	<,001	<,001	<,001	<,001	<,001	<,001	<,001	<,001	
	N	226	226	226	226	226	226	226	226	226	226	226	226	
Please indicate how much you agree or disagree with the following statements about diversity in your workplace: - I feel frustrated with diversity.	Pearson Correlation	-,696**	-,690**	1	-,579**	,660**	-,714**	,632**	,692**	-,522**	-,714**	,728**	,606**	
	Sig. (2-tailed)	<,001	<,001		<,001	<,001	<,001	<,001	<,001	<,001	<,001	<,001	<,001	
	N	226	226	226	226	226	226	226	226	226	226	226	226	
Please indicate how much you agree or disagree with the following statements about diversity in your workplace: - I feel hopeful about diversity.	Pearson Correlation	,627**	,684**	-,579**	1	-,620**	,647**	-,597**	-,566**	,543**	,689**	-,656**	-,538**	
	Sig. (2-tailed)	<,001	<,001	<,001		<,001	<,001	<,001	<,001	<,001	<,001	<,001	<,001	
	N	226	226	226	226	226	226	226	226	226	226	226	226	
Please indicate how much you agree or disagree with the following statements about diversity in your workplace: - I believe that diversity is worthless.	Pearson Correlation	-,714**	-,763**	,660**	-,620**	1	-,786**	,656**	,675**	-,571**	-,799**	,766**	,677**	
	Sig. (2-tailed)	<,001	<,001	<,001	<,001		<,001	<,001	<,001	<,001	<,001	<,001	<,001	
	N	226	226	226	226	226	226	226	226	226	226	226	226	
Please indicate how much you agree or disagree with the following statements about diversity in your workplace: - I support diversity efforts in organizations.	Pearson Correlation	,772**	,817**	-,714**	,647**	-,786**	1	-,688**	-,703**	,677**	,832**	-,779**	-,692**	
	Sig. (2-tailed)	<,001	<,001	<,001	<,001	<,001		<,001	<,001	<,001	<,001	<,001	<,001	
	N	226	226	226	226	226	226	226	226	226	226	226	226	
Please indicate how much you agree or disagree with the following statements about diversity in your workplace: - I withdraw from organizational diversity efforts.	Pearson Correlation	-,636**	-,680**	,632**	-,597**	,658**	-,688**	1	,601**	-,643**	-,662**	,697**	,661**	
	Sig. (2-tailed)	<,001	<,001	<,001	<,001	<,001	<,001		<,001	<,001	<,001	<,001	<,001	
	N	226	226	226	226	226	226	226	226	226	226	226	226	
Please indicate how much you agree or disagree with the following statements about diversity in your workplace: - I feel resentful about diversity.	Pearson Correlation	-,652**	-,664**	,692**	-,566**	,675**	-,703**	,601**	1	-,498**	-,711**	,741**	,662**	
	Sig. (2-tailed)	<,001	<,001	<,001	<,001	<,001	<,001	<,001	<,001		<,001	<,001	<,001	
	N	226	226	226	226	226	226	226	226	226	226	226	226	
Please indicate how much you agree or disagree with the following statements about diversity in your workplace: - I participate in organizational diversity efforts.	Pearson Correlation	,614**	,637**	-,522**	,543**	-,571**	,677**	-,643**	-,498**	1	,627**	-,563**	-,559**	
	Sig. (2-tailed)	<,001	<,001	<,001	<,001	<,001	<,001	<,001	<,001	<,001		<,001	<,001	
	N	226	226	226	226	226	226	226	226	226	226	226	226	
Please indicate how much you agree or disagree with the following statements about diversity in your workplace: - I believe that diversity is good.	Pearson Correlation	,778**	,802**	-,714**	,689**	-,799**	,832**	-,662**	-,711**	,627**	1	-,843**	-,675**	
	Sig. (2-tailed)	<,001	<,001	<,001	<,001	<,001	<,001	<,001	<,001	<,001	<,001		<,001	
	N	226	226	226	226	226	226	226	226	226	226	226	226	
Please indicate how much you agree or disagree with the following statements about diversity in your workplace: - I believe that diversity is unjustified.	Pearson Correlation	-,761**	-,772**	,728**	-,656**	,766**	-,779**	,697**	,741**	-,563**	-,843**	1	,672**	
	Sig. (2-tailed)	<,001	<,001	<,001	<,001	<,001	<,001	<,001	<,001	<,001	<,001	<,001		
	N	226	226	226	226	226	226	226	226	226	226	226	226	
Please indicate how much you agree or disagree with the following statements about diversity in your workplace: - I resist organizational diversity efforts.	Pearson Correlation	-,631**	-,659**	,606**	-,538**	,677**	-,692**	,661**	,662**	-,559**	-,675**	,672**	1	
	Sig. (2-tailed)	<,001	<,001	<,001	<,001	<,001	<,001	<,001	<,001	<,001	<,001	<,001	<,001	
	N	226	226	226	226	226	226	226	226	226	226	226	226	

** Correlation is significant at the 0.01 level (2-tailed).

Appendix E – Factor Analyses and Reliability Checks

Factor Analysis (Diversity Perception)

Table E.1 – KMO and Bartlett’s Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,968
Bartlett's Test of Sphericity	Approx. Chi-Square	2523,443
	df	66
	Sig.	<,001

Table E.2 – Total Variance Explained

Component	Total	Initial Eigenvalues		Extraction Sums of Squared Loadings		
		% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	8,478	70,650	70,650	8,478	70,650	70,650
2	,605	5,040	75,690			
3	,506	4,217	79,907			
4	,419	3,490	83,397			
5	,383	3,193	86,590			
6	,330	2,754	89,344			
7	,293	2,441	91,785			
8	,261	2,173	93,959			
9	,221	1,840	95,798			

10	,20 2	1,686	97,484		
11	,17 0	1,417	98,901		
12	,13 2	1,099	100,000		

Extraction Method: Principal Component Analysis.

Table E.3 – Component Matrix

Component Matrix^a

	Component 1
Please indicate how much you agree or disagree with the following statements about diversity in your workplace: - I believe that diversity is good.	,910
Please indicate how much you agree or disagree with the following statements about diversity in your workplace: - I support diversity efforts in organizations.	,907
DP_11_Reversed	,895
Please indicate how much you agree or disagree with the following statements about diversity in your workplace: - I feel enthusiastic about diversity.	,892
DP_5_Reversed	,866
Please indicate how much you agree or disagree with the following statements about diversity in your workplace: - I believe that diversity is fair.	,863
DP_3_Reversed	,818
DP_8_Reversed	,811
DP_7_Reversed	,807
DP_12_Reversed	,796

Please indicate how much you agree or disagree with the following statements about diversity in your workplace: - I feel hopeful about diversity.	,766
Please indicate how much you agree or disagree with the following statements about diversity in your workplace: - I participate in organizational diversity efforts.	,734

Extraction Method: Principal Component Analysis.
a. 1 components extracted.

Reliability Check (Diversity Perception)

Table E.4 – Reliability Statistics

Reliability Statistics	
Cronbach's Alpha	N of Items
,962	12

Table E.5 – Item-Total Statistics

	Item-Total Statistics			
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
DP_3_Reversed	42,5752	118,352	,780	,959
DP_5_Reversed	42,2965	117,072	,835	,958
DP_7_Reversed	42,6018	119,085	,772	,959
DP_8_Reversed	42,2212	119,933	,773	,959
DP_11_Reversed	42,3850	115,944	,868	,957
DP_12_Reversed	42,3894	118,897	,757	,960
Please indicate how much you agree or disagree with the following statements about diversity in your workplace: - I believe that diversity is fair.	42,5044	117,069	,832	,958

Please indicate how much you agree or disagree with the following statements about diversity in your workplace: - I feel enthusiastic about diversity.	42,6372	115,388	,866	,957
Please indicate how much you agree or disagree with the following statements about diversity in your workplace: - I feel hopeful about diversity.	42,9071	121,347	,724	,961
Please indicate how much you agree or disagree with the following statements about diversity in your workplace: - I support diversity efforts in organizations.	42,5487	116,053	,884	,956
Please indicate how much you agree or disagree with the following statements about diversity in your workplace: - I participate in organizational diversity efforts.	43,3142	120,439	,690	,962
Please indicate how much you agree or disagree with the following statements about diversity in your workplace: - I believe that diversity is good.	42,3407	117,337	,887	,956

Factor Analysis (Threats)

Table E.6 – KMO and Bartlett’s Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,946
Bartlett's Test of Sphericity	Approx. Chi-Square	2549,277
	df	45
	Sig.	<,001

Table E.7 – Total Variance Explained

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	7,677	76,774	76,774	7,677	76,774	76,774
2	,695	6,952	83,726			
3	,337	3,373	87,099			
4	,262	2,624	89,723			
5	,247	2,468	92,191			
6	,197	1,973	94,164			
7	,182	1,820	95,984			
8	,162	1,619	97,602			
9	,128	1,277	98,880			
10	,112	1,120	100,000			

Extraction Method: Principal Component Analysis.

Table E.8 – Component Matrix

Component Matrix^a

	Component 1
Please indicate how much you agree or disagree with the following statements about whether your company's DEI policies feel threatening to you: - DEI policies threaten my quality of life.	,910
Please indicate how much you agree or disagree with the following statements about whether your company's DEI policies feel threatening to you: - DEI policies undermine my wellbeing.	,910
Please indicate how much you agree or disagree with the following statements about whether your company's DEI policies feel threatening to you: - DEI policies undermine my mental and physical health.	,903
Please indicate how much you agree or disagree with the following statements about whether your company's DEI policies feel threatening to you: - DEI policies are a threat to my lifestyle.	,895
Please indicate how much you agree or disagree with the following statements about whether your company's DEI policies feel threatening to you: - DEI policies block my goals.	,894

Please indicate how much you agree or disagree with the following statements about whether your company's DEI policies feel threatening to you: - DEI policies undermine the progress of society.	,888
Please indicate how much you agree or disagree with the following statements about whether your company's DEI policies feel threatening to you: - DEI policies put in risk my economic stability.	,868
Please indicate how much you agree or disagree with the following statements about whether your company's DEI policies feel threatening to you: - DEI policies threaten my personal safety.	,848
Please indicate how much you agree or disagree with the following statements about whether your company's DEI policies feel threatening to you: - DEI policies' beliefs are very wrong.	,822
Please indicate how much you agree or disagree with the following statements about whether your company's DEI policies feel threatening to you: - DEI policies act upon wrong moral principles.	,817

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Reliability Check (Threats)

Table E.9 – Reliability Statistics

Reliability Statistics	
Cronbach's Alpha	N of Items
,963	10

Table E.10 – Item-Total Statistics

Item-Total Statistics

Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted

Please indicate how much you agree or disagree with the following statements about whether your company's DEI policies feel threatening to you: - DEI policies threaten my personal safety.	16,59	80,572	,802	,960
Please indicate how much you agree or disagree with the following statements about whether your company's DEI policies feel threatening to you: - DEI policies act upon wrong moral principles.	15,98	75,506	,787	,962
Please indicate how much you agree or disagree with the following statements about whether your company's DEI policies feel threatening to you: - DEI policies put in risk my economic stability.	16,45	79,573	,828	,959
Please indicate how much you agree or disagree with the following statements about whether your company's DEI policies feel threatening to you: - DEI policies block my goals.	16,43	79,215	,864	,958
Please indicate how much you agree or disagree with the following statements about whether your company's DEI policies feel threatening to you: - DEI policies undermine my wellbeing.	16,51	79,566	,878	,957
Please indicate how much you agree or disagree with the following statements about whether your company's DEI policies feel threatening to you: - DEI policies' beliefs are very wrong.	16,19	76,255	,795	,961
Please indicate how much you agree or disagree with the following statements about whether your company's DEI policies feel threatening to you: - DEI policies threaten my quality of life.	16,50	79,042	,882	,957

Please indicate how much you agree or disagree with the following statements about whether your company's DEI policies feel threatening to you: - DEI policies undermine the progress of society.	16,15	74,537	,868	,958
Please indicate how much you agree or disagree with the following statements about whether your company's DEI policies feel threatening to you: - DEI policies undermine my mental and physical health.	16,56	79,706	,870	,958
Please indicate how much you agree or disagree with the following statements about whether your company's DEI policies feel threatening to you: - DEI policies are a threat to my lifestyle.	16,59	80,617	,858	,958

Factor Analysis (Injustice)

Table E.11 – KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,794
Bartlett's Test of Sphericity	Approx. Chi-Square	487,104
	df	6
	Sig.	<,001

Table E.12 – Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2,935	73,367	73,367	2,935	73,367	73,367
2	,513	12,813	86,181			
3	,317	7,934	94,115			

4	,235	5,885	100,000			
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Extraction Method: Principal Component Analysis.

Table E.13 – Component Matrix

Component Matrix^a

	Component 1
Injustice_3_Reverse	,884
Injustice_2_Reverse	,877
Injustice_4_Reverse	,851
Injustice_1_Reverse	,813

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Reliability Check (Injustice)

Table E.14 – Reliability Statistics

Reliability Statistics	
Cronbach's Alpha	N of Items
,878	4

Table E.15 – Item-Total Statistics

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Injustice_1_Reversed	9,5531	9,342	,676	,866

Injustice_2_Reversed	9,0531	8,637	,766	,831
Injustice_3_Reversed	9,6062	8,604	,782	,825
Injustice_4_Reversed	10,0044	8,218	,728	,849

Factor Analysis (Fatigue)

Table E.16 – KMO and Bartlett’s Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,940
Bartlett's Test of Sphericity	Approx. Chi-Square	1876,606
	df	28
	Sig.	<,001

Table E.17 – Total Variance Explained

Component	Total	Initial Eigenvalues		Extraction Sums of Squared Loadings		
		% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6,272	78,402	78,402	6,272	78,402	78,402
2	,442	5,523	83,925			
3	,310	3,876	87,802			
4	,269	3,359	91,161			
5	,223	2,783	93,944			
6	,192	2,398	96,342			
7	,161	2,008	98,350			

8	,1 32	1,650	100,000			
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Extraction Method: Principal Component Analysis.

Table E.18 – Component Matrix

Component Matrix^a

	Component 1
Please indicate to what extent you agree or disagree with the following statements: - I am uneasy that diversity trainings are required for workers at my company.	,917
Please indicate to what extent you agree or disagree with the following statements: - I do not want to see any more diversity sessions and trainings at my company.	,903
Please indicate to what extent you agree or disagree with the following statements: - I am tired of hearing about diversity issues at work.	,901
Please indicate to what extent you agree or disagree with the following statements: - I feel annoyed when someone brings up concerns about diversity in the corporate world.	,888
Fatigue_8_Reversed	,888
Please indicate to what extent you agree or disagree with the following statements: - I worry that my company has neglected other important issues because of too much focus on diversity initiatives.	,871
Fatigue_7_Reversed	,858
Please indicate to what extent you agree or disagree with the following statements: - Diversity efforts at my company are becoming distracting.	,856

Extraction Method: Principal Component Analysis.
a. 1 components extracted.

Reliability Check (Fatigue)

Table E.19 – Reliability Statistics

Reliability Statistics	
Cronbach's Alpha	N of Items
,960	8

Table E.20 – Item-Total Statistics

	Item-Total Statistics			
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Please indicate to what extent you agree or disagree with the following statements: - I am tired of hearing about diversity issues at work.	16,93 36	72,453	,868	,954
Please indicate to what extent you agree or disagree with the following statements: - I feel annoyed when someone brings up concerns about diversity in the corporate world.	17,01 33	73,186	,852	,955
Please indicate to what extent you agree or disagree with the following statements: - I do not want to see any more diversity sessions and trainings at my company.	16,79 65	71,727	,870	,954
Please indicate to what extent you agree or disagree with the following statements: - I am uneasy that diversity trainings are required for workers at my company.	17,08 41	72,842	,888	,953

Please indicate to what extent you agree or disagree with the following statements: - I worry that my company has neglected other important issues because of too much focus on diversity initiatives.	16,93 81	73,276	,830	,956
Please indicate to what extent you agree or disagree with the following statements: - Diversity efforts at my company are becoming distracting.	17,26 55	76,223	,813	,957
Fatigue_7_Reversed	16,94 25	75,797	,815	,957
Fatigue_8_Reversed	16,87 61	73,593	,851	,955

Factor Analysis (Empathy)

Table E.21 – KMO and Bartlett's Test

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,868
Bartlett's Test of Sphericity	Approx. Chi-Square	625,104
	df	36
	Sig.	<,001

Table E.22 – Total Variance Explained

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings ^a
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	
1	3,988	44,313	44,313	3,988	44,313	44,313	3,858
2	1,062	11,800	56,114	1,062	11,800	56,114	2,032

3	,831	9,234	65,348				
4	,659	7,327	72,675				
5	,592	6,574	79,249				
6	,584	6,485	85,734				
7	,510	5,671	91,405				
8	,456	5,069	96,475				
9	,317	3,525	100,000				

Extraction Method: Principal Component Analysis.

a. When components are correlated, sums of squared loadings cannot be added to obtain a total variance.

Table E.23 – Pattern Matrix

Pattern Matrix^a

	Component	
	1	2
Please indicate to what extent you agree or disagree with the following statements: - I am often quite touched by things that I see happen.	,861	
Empathy_5_Reversed	,756	
Empathy_2_Reversed	,709	
Empathy_6_Reversed	,684	
Please indicate to what extent you agree or disagree with the following statements: - I would describe myself as a pretty soft-hearted person.	,658	
Please indicate to what extent you agree or disagree with the following statements: - I often have tender, concerned feelings for people less fortunate than me.	,657	

Please indicate to what extent you agree or disagree with the following statements: - When I see someone being taken advantage of, I feel kind of protective towards them.	,6 21	
Please indicate to what extent you agree or disagree with the following statements: - I sometimes try to understand my colleagues better by imagining how things look from their perspective.		,900
Please indicate to what extent you agree or disagree with the following statements: - Before criticizing somebody, I try to imagine how I would feel if I were in their place.		,727

Extraction Method: Principal Component Analysis.

Rotation Method: Oblimin with Kaiser

Normalization.

a. Rotation converged in 4 iterations.

Reliability Check (Empathy)

Table E.24 – Reliability Statistics

Reliability Statistics	
Cronbach's Alpha	N of Items
,840	9

Table E.25 – Item-Total Statistics

Item-Total Statistics

Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted

Empathy_2_Reversed	31,048 7	23,220	,597	,819
Empathy_5_Reversed	30,659 3	24,288	,634	,814
Empathy_6_Reversed	30,398 2	25,645	,534	,825
Please indicate to what extent you agree or disagree with the following statements: - I often have tender, concerned feelings for people less fortunate than me.	30,796 5	23,025	,653	,811
Please indicate to what extent you agree or disagree with the following statements: - When I see someone being taken advantage of, I feel kind of protective towards them.	30,482 3	25,789	,552	,824
Please indicate to what extent you agree or disagree with the following statements: - I sometimes try to understand my colleagues better by imagining how things look from their perspective.	30,380 5	27,881	,346	,842
Please indicate to what extent you agree or disagree with the following statements: - I am often quite touched by things that I see happen.	30,752 2	23,938	,682	,809
Please indicate to what extent you agree or disagree with the following statements: - I would describe myself as a pretty soft-hearted person.	30,920 4	25,140	,496	,829
Please indicate to what extent you agree or disagree with the following statements: - Before criticizing somebody, I try to imagine how I would feel if I were in their place.	30,738 9	26,238	,465	,832

Factor Analysis (Intergroup Contact)

Table E.26 – KMO and Bartlett's Test

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,961
Bartlett's Test of Sphericity	Approx. Chi-Square	4523,397
	df	153
	Sig.	<,001

Table E.27 – Total Variance Explained

Total Variance Explained

Component	Total	Initial Eigenvalues		Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings ^a Total
		% of Variance	Cumulative %	Total	% of Variance	Cumulative %	
1	12,509	69,493	69,493	12,509	69,493	69,493	11,417
2	1,009	5,606	75,099	1,009	5,606	75,099	10,383
3	,855	4,751	79,850				
4	,432	2,400	82,250				
5	,420	2,335	84,585				
6	,394	2,187	86,772				
7	,383	2,126	88,898				
8	,303	1,684	90,582				
9	,249	1,384	91,966				
10	,245	1,364	93,329				

11	,2 34	1,302	94,631				
12	,1 83	1,015	95,646				
13	,1 66	,922	96,568				
14	,1 59	,883	97,451				
15	,1 40	,775	98,227				
16	,1 30	,723	98,950				
17	,1 05	,585	99,535				
18	,0 84	,465	100,00 0				

Extraction Method: Principal Component Analysis.

a. When components are correlated, sums of squared loadings cannot be added to obtain a total variance.

Table E.28 – Pattern Matrix

Pattern Matrix^a

	Component	
	1	2
Please indicate to what extent you agree or disagree with the following statements regarding your interpersonal interactions with your colleagues who are NOT the same ethnicity as you: - They are praising me.	1,04 1	
Please indicate to what extent you agree or disagree with the following statements regarding your interpersonal interactions with your colleagues who are NOT the same ethnicity as you: - They make me feel wanted.	,972	
Please indicate to what extent you agree or disagree with the following statements regarding your interpersonal interactions with your colleagues who are NOT the same ethnicity as you: - They make me feel valued.	,837	

Please indicate to what extent you agree or disagree with the following statements regarding your interpersonal interactions with your colleagues who are NOT the same ethnicity as you: - I feel that they appreciate me.	,826	
Please indicate to what extent you agree or disagree with the following statements regarding your interpersonal interactions with your colleagues who are NOT the same ethnicity as you: - I feel that they respect me.	,705	
Please indicate to what extent you agree or disagree with the following statements regarding your interpersonal interactions with your colleagues who are NOT the same ethnicity as you: - They are encouraging me.	,687	
Please indicate to what extent you agree or disagree with the following statements regarding your interpersonal interactions with your colleagues who are NOT the same ethnicity as you: - I feel they are interested in what I have to say.	,647	
Please indicate to what extent you agree or disagree with the following statements regarding your interpersonal interactions with your colleagues who are NOT the same ethnicity as you: - I feel that they are not judging me.	,625	
Please indicate to what extent you agree or disagree with the following statements regarding your interpersonal interactions with your colleagues who are NOT the same ethnicity as you: - They make me feel accepted.	,618	,324
Please indicate to what extent you agree or disagree with the following statements regarding your interpersonal interactions with your colleagues who are NOT the same ethnicity as you: - I feel included by them.	,598	,334

Please indicate to what extent you agree or disagree with the following statements regarding your interpersonal interactions with your colleagues who are NOT the same ethnicity as you: - I feel that they are approachable.	,482	,390
Please indicate to what extent you agree or disagree with the following statements regarding your interpersonal interactions with your colleagues who are NOT the same ethnicity as you: - They are friendly towards me.		,946
Please indicate to what extent you agree or disagree with the following statements regarding your interpersonal interactions with your colleagues who are NOT the same ethnicity as you: - They are polite towards me.		,930
Please indicate to what extent you agree or disagree with the following statements regarding your interpersonal interactions with your colleagues who are NOT the same ethnicity as you: - They have been welcoming towards me.		,830
Please indicate to what extent you agree or disagree with the following statements regarding your interpersonal interactions with your colleagues who are NOT the same ethnicity as you: - They are treating me as equal.		,770
Please indicate to what extent you agree or disagree with the following statements regarding your interpersonal interactions with your colleagues who are NOT the same ethnicity as you: - I feel that the interactions with them are genuine and sincere.	,341	,554
Please indicate to what extent you agree or disagree with the following statements regarding your interpersonal interactions with your colleagues who are NOT the same ethnicity as you: - I feel that I could trust them.	,425	,481

Please indicate to what extent you agree or disagree with the following statements regarding your interpersonal interactions with your colleagues who are NOT the same ethnicity as you: - I feel free to express myself.	,381	,440
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Extraction Method: Principal Component Analysis.

Rotation Method: Oblimin with Kaiser Normalization.

a. Rotation converged in 22 iterations.

Reliability Check (Intergroup Contact)

Table E.29 – Reliability Statistics

Reliability Statistics	
Cronbach's Alpha	N of Items
,973	18

Table E.30 – Item-Total Statistics

	Item-Total Statistics			
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Please indicate to what extent you agree or disagree with the following statements regarding your interpersonal interactions with your colleagues who are NOT the same ethnicity as you: - They are friendly towards me.	69,66	172,375	,808	,972
Please indicate to what extent you agree or disagree with the following statements regarding your interpersonal interactions with your colleagues who are NOT the same ethnicity as you: - They are polite towards me.	69,62	174,458	,757	,972

Please indicate to what extent you agree or disagree with the following statements regarding your interpersonal interactions with your colleagues who are NOT the same ethnicity as you: - They have been welcoming towards me.	69,75	171,343	,826	,972
Please indicate to what extent you agree or disagree with the following statements regarding your interpersonal interactions with your colleagues who are NOT the same ethnicity as you: - They are treating me as equal.	69,81	169,559	,801	,972
Please indicate to what extent you agree or disagree with the following statements regarding your interpersonal interactions with your colleagues who are NOT the same ethnicity as you: - They are encouraging me.	70,06	167,610	,831	,971
Please indicate to what extent you agree or disagree with the following statements regarding your interpersonal interactions with your colleagues who are NOT the same ethnicity as you: - They are praising me.	70,31	168,942	,745	,973
Please indicate to what extent you agree or disagree with the following statements regarding your interpersonal interactions with your colleagues who are NOT the same ethnicity as you: - They make me feel wanted.	70,26	167,685	,802	,972
Please indicate to what extent you agree or disagree with the following statements regarding your interpersonal interactions with your colleagues who are NOT the same ethnicity as you: - They make me feel valued.	70,07	168,466	,844	,971

Please indicate to what extent you agree or disagree with the following statements regarding your interpersonal interactions with your colleagues who are NOT the same ethnicity as you: - They make me feel accepted.	69,96	168,123	,863	,971
Please indicate to what extent you agree or disagree with the following statements regarding your interpersonal interactions with your colleagues who are NOT the same ethnicity as you: - I feel that the interactions with them are genuine and sincere.	70,00	170,698	,801	,972
Please indicate to what extent you agree or disagree with the following statements regarding your interpersonal interactions with your colleagues who are NOT the same ethnicity as you: - I feel that I could trust them.	70,01	169,342	,816	,972
Please indicate to what extent you agree or disagree with the following statements regarding your interpersonal interactions with your colleagues who are NOT the same ethnicity as you: - I feel that they are not judging me.	70,28	169,137	,757	,972
Please indicate to what extent you agree or disagree with the following statements regarding your interpersonal interactions with your colleagues who are NOT the same ethnicity as you: - I feel that they appreciate me.	70,11	169,838	,860	,971
Please indicate to what extent you agree or disagree with the following statements regarding your interpersonal interactions with your colleagues who are NOT the same ethnicity as you: - I feel that they respect me.	70,02	169,395	,857	,971

Please indicate to what extent you agree or disagree with the following statements regarding your interpersonal interactions with your colleagues who are NOT the same ethnicity as you: - I feel that they are approachable.	69,94	172,303	,785	,972
Please indicate to what extent you agree or disagree with the following statements regarding your interpersonal interactions with your colleagues who are NOT the same ethnicity as you: - I feel they are interested in what I have to say.	70,12	168,319	,850	,971
Please indicate to what extent you agree or disagree with the following statements regarding your interpersonal interactions with your colleagues who are NOT the same ethnicity as you: - I feel free to express myself.	70,11	169,411	,731	,973
Please indicate to what extent you agree or disagree with the following statements regarding your interpersonal interactions with your colleagues who are NOT the same ethnicity as you: - I feel included by them.	70,24	166,547	,854	,971

Appendix F – Descriptives and Frequencies

Table F.1 – Age

Descriptive Statistics						
	N	Mini mum	Maxi mum	Mean	Std. Deviation	
What is your age? (Please enter a number: e.g., 25)	214	20	67	32,78	8,409	
Valid N (listwise)	214					

Table F.2 – Gender

What is your gender? - Selected Choice

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	114	50,4	50,4	50,4
	Female	102	45,1	45,1	95,6
	Non-binary / third gender	6	2,7	2,7	98,2
	Prefer not to say	4	1,8	1,8	100,0
	Total	226	100,0	100,0	

Table F.3 – Ethnical Background

What is your ethnic or cultural background? You may choose the region that best describes your heritage: - Selected Choice

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Dutch	87	38,5	38,5	38,5
	Western European (e.g., German, French, British)	13	5,8	5,8	44,2
	Eastern European (e.g., Polish, Romanian, Bulgarian)	29	12,8	12,8	57,1
	Southern European (e.g., Italian, Greek, Spanish)	16	7,1	7,1	64,2
	Scandinavian (e.g., Swedish, Danish, Norwegian)	1	,4	,4	64,6
	Middle Eastern or North African (e.g., Turkish, Moroccan, Saudi Arabian)	12	5,3	5,3	69,9
	African (excluding North Africa)	2	,9	,9	70,8
	South Asian (e.g., Indian, Pakistani)	6	2,7	2,7	73,5
	East/Southeast Asian (e.g., Chinese, Vietnamese, Indonesian)	13	5,8	5,8	79,2

North American (e.g., U.S., Canada)	8	3,5	3,5	82,7
Latin American (e.g., Brazilian, Mexican)	12	5,3	5,3	88,1
Caribbean	1	,4	,4	88,5
Mixed background	11	4,9	4,9	93,4
Prefer not to say	1	,4	,4	93,8
Other (please specify)	14	6,2	6,2	100,0
Total	226	100,0	100,0	

Table F.4 – Number of People Working in a Dutch Company

Do you work in a Dutch company?

		Freque ncy	Perc ent	Valid Percent	Cumulativ e Percent
Valid	Yes	124	54,9	54,9	54,9
	I work for an international company with a branch located in the Netherlands	102	45,1	45,1	100,0
	Total	226	100,0	100,0	

Table F.5 – DEI Policies in Companies

Does your company have Diversity, Equity, Inclusion (DEI) Policies?

		Freque ncy	Perc ent	Valid Percent	Cumulativ e Percent
Valid	Yes	171	75,7	75,7	75,7
	I am not sure	55	24,3	24,3	100,0
	Total	226	100,0	100,0	

Appendix G – General Perception of Diversity

Table G.1 – Descriptive Statistics

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
General_DEI_Attitude	226	1,00	5,00	3,8691	,98613
Valid N (listwise)	226				

Table G.2 – One-Sample Test

One-Sample Test

Test Value = 3

	t	df	Significance		Mean Difference	95% Confidence Interval of the Difference	
			One-Sided p	Two-Sided p		Lower	Upper
General_DEI_Attitude	13,249	225	<,001	<,001	,86910	,7398	,9984

Table G.3 – One-Sample Effect Sizes

One-Sample Effect Sizes

		Standardize	Point	95% Confidence Interval	
		r ^a	Estimate	Lower	Upper
General_DEI_Attitude	Cohen's d	,98613	,881	,727	1,034
	Hedges' correction	,98943	,878	,724	1,031

a. The denominator used in estimating the effect sizes.

Cohen's d uses the sample standard deviation.

Hedges' correction uses the sample standard deviation, plus a correction factor.

Table G.4 - Frequencies

		High_DEI_Score			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	,00	98	43,4	43,4	43,4
	1,00	128	56,6	56,6	100,0
	Total	226	100,0	100,0	

Appendix H – Regression Assumption Checks

Resistance & IVs (for H1, H2, and H3)

Figure H.1 – Normal P-P Plot of Regression Standardized Residual

Normal P-P Plot of Regression Standardized Residual
 Dependent Variable: Please indicate how much you agree or disagree with the following statements about diversity in your workplace: - I resist organizational diversity efforts.

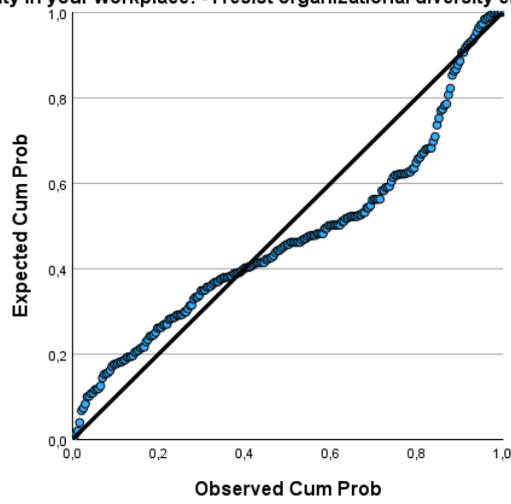


Figure H.2 – Scatterplot

Scatterplot
 Dependent Variable: Please indicate how much you agree or disagree with the following statements about diversity in your workplace: - I resist organizational diversity efforts.

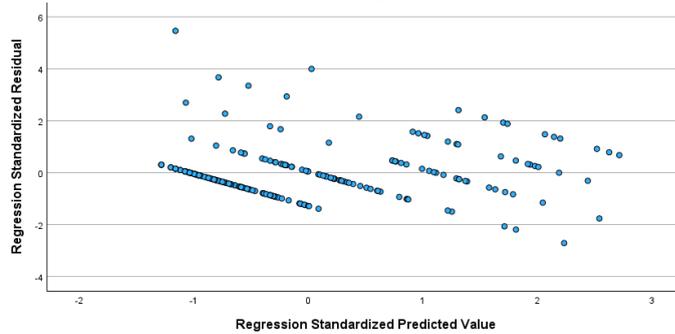


Table H.1 – Test of Normality (Resistance)

	Tests of Normality					
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Unstandardized Residual	,161	226	<,001	,868	226	<,001

a. Lilliefors Significance Correction

Resistance & IVs (Transformed)

Figure H.3 – Normal P-P Plot of Regression Standardized Residual

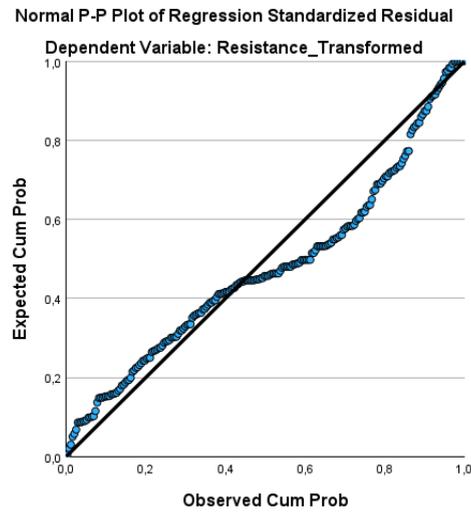


Figure H.4 – Scatterplot

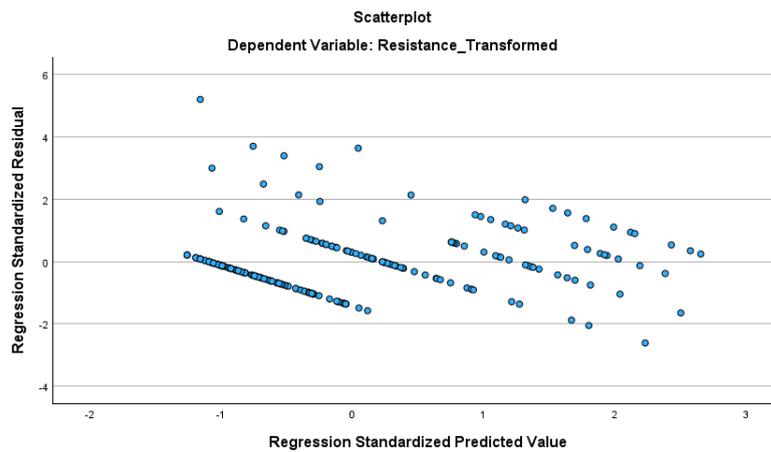


Table H.2 – Test of Normality (Resistance Transformed)

	Tests of Normality					
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Unstandardized Residual	,139	226	<,001	,895	226	<,001

a. Lilliefors Significance Correction

Resentment & IVs (for H1, H2, and H3)

Figure H.5 – Normal P-P Plot of Regression Standardized Residual

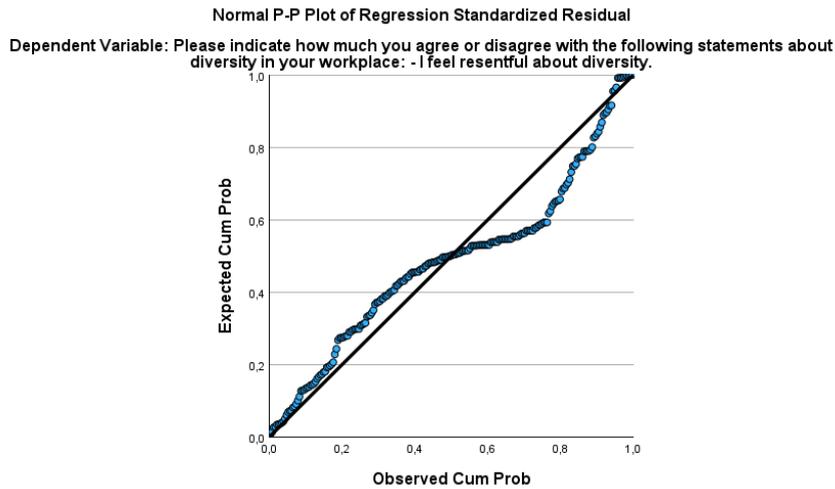


Figure H.6 – Scatterplot

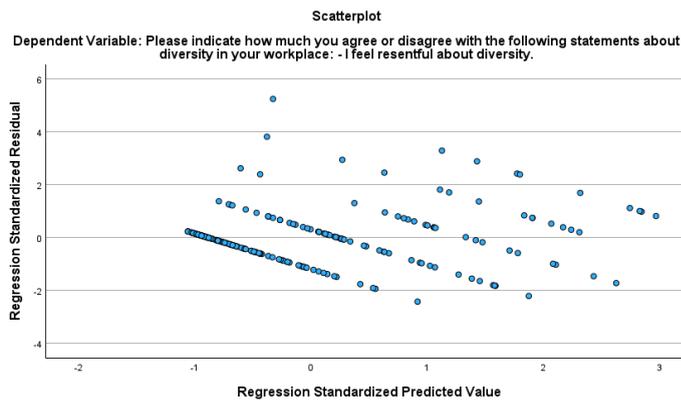


Table H.3 – Test of Normality (Resentment)

	Tests of Normality					
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Unstandardized Residual	,172	226	<,001	,898	226	<,001

a. Lilliefors Significance Correction

Resentment & IVs (Transformed)

Figure H.7 – Normal P-P Plot of Regression Standardized Residual

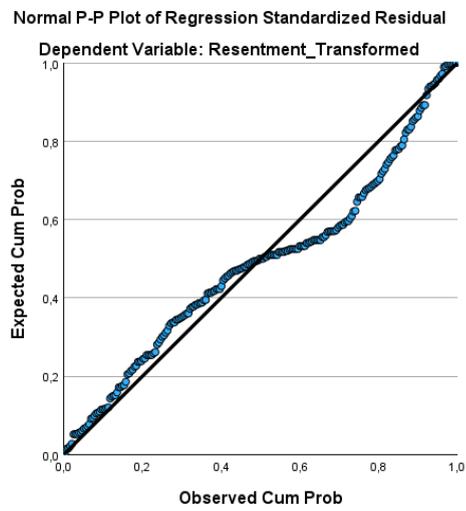


Figure H.8 – Scatterplot

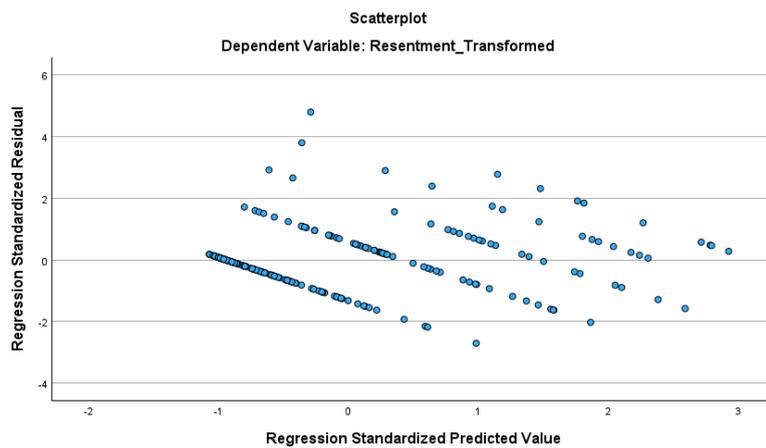


Table H.4 – Test of Normality (Resentment Transformed)

	Tests of Normality					
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Unstandardized Residual	,129	226	<,001	,935	226	<,001

a. Lilliefors Significance Correction

Resistance & IVs & Empathy (for H5)

Figure H.9 – Normal P-P Plot of Regression Standardized Residual

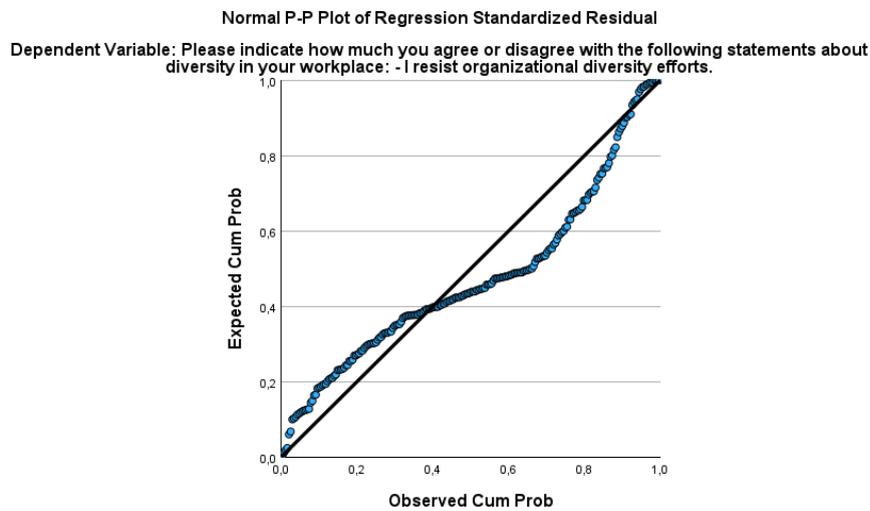


Figure H.10 – Scatterplot

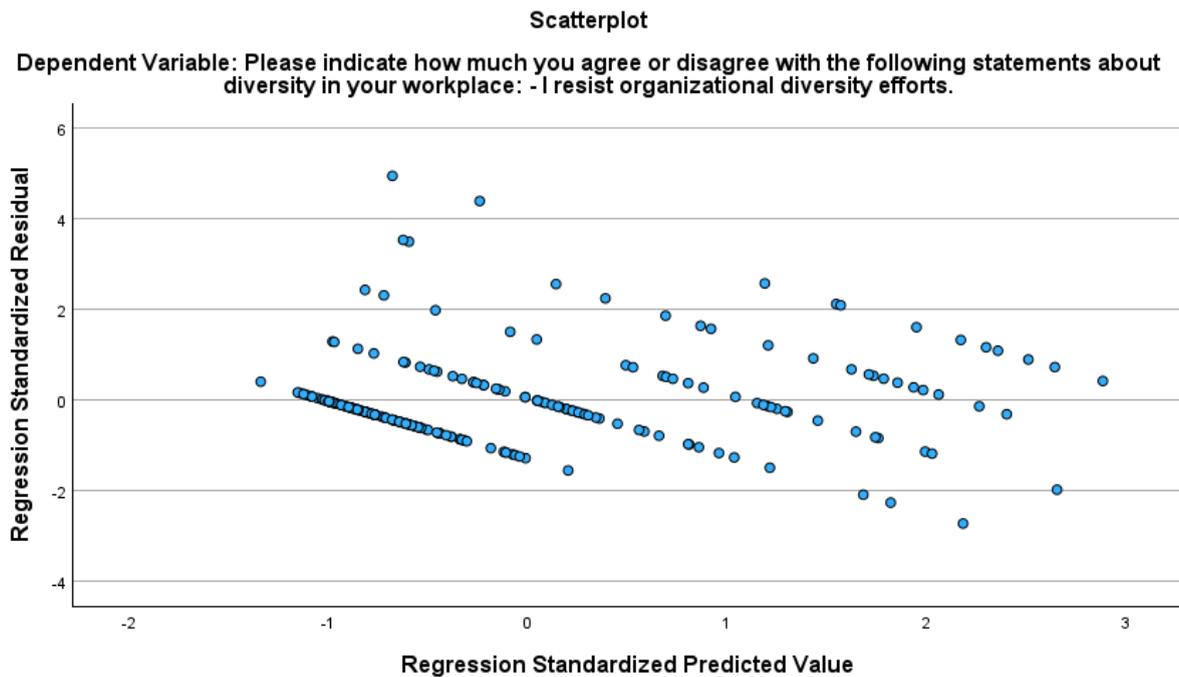


Table H.5 – Test of Normality (Resistance)

	Tests of Normality					
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Unstandardized Residual	,164	226	<,001	,869	226	<,001

a. Lilliefors Significance Correction

Resentment & IVs & Empathy (for H5)

Figure H.11 - Normal P-P Plot of Regression Standardized Residual

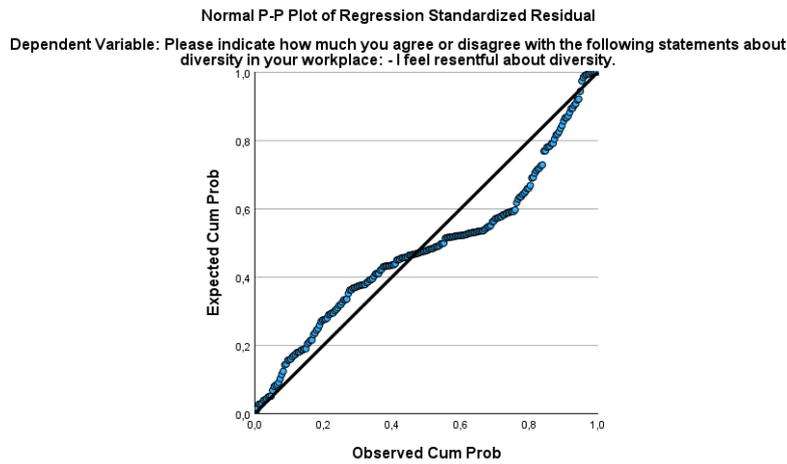


Figure H.12 – Scatterplot

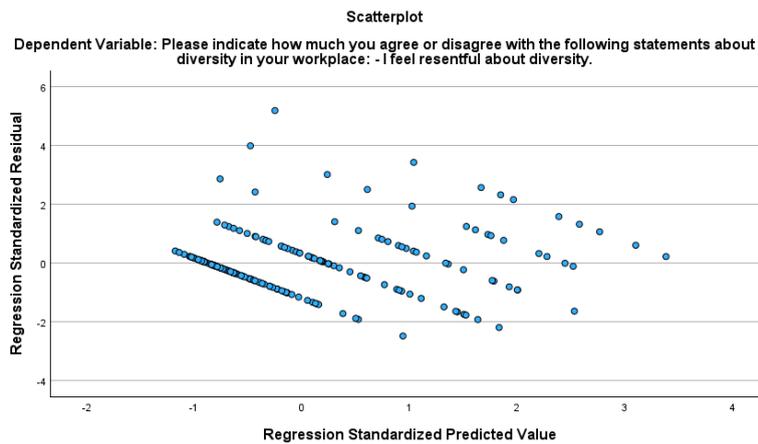


Table H.6 – Test of Normality (Resentment)

	Tests of Normality					
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Unstandardized Residual	,164	226	<,001	,893	226	<,001

a. Lilliefors Significance Correction

Figure H.13 - Normal P-P Plot of Regression Standardized Residual

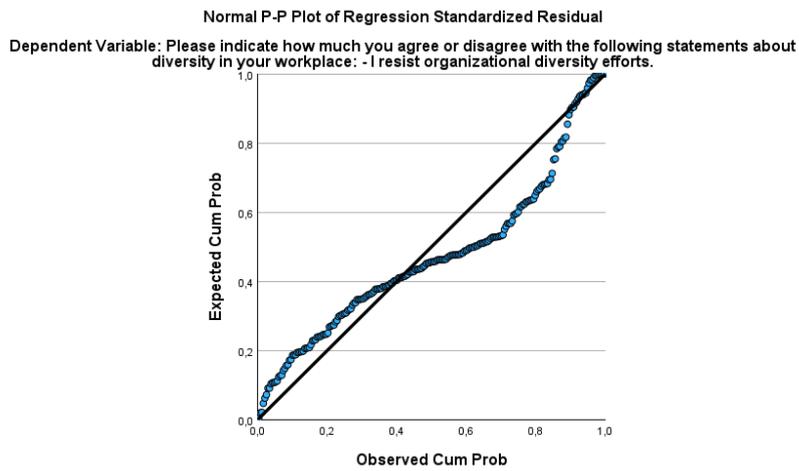


Figure H.14 – Scatterplot

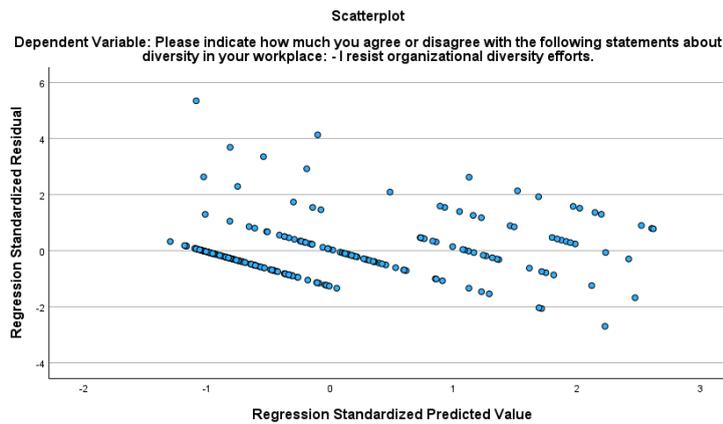


Table H.7 – Test of Normality (Resistance)

	Tests of Normality					
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Unstandardized Residual	,173	226	<,001	,861	226	<,001

a. Lilliefors Significance Correction

Resentment & IVs & Intergroup Contact (for H6)

Figure H.15 - Normal P-P Plot of Regression Standardized Residual

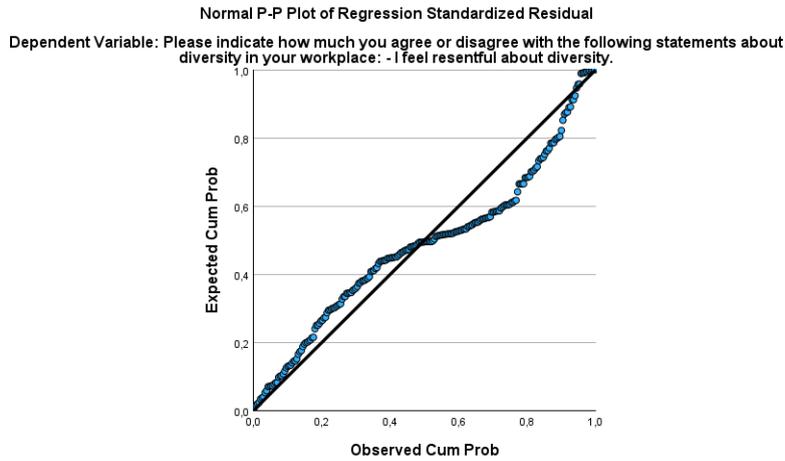


Figure H.16 – Scatterplot

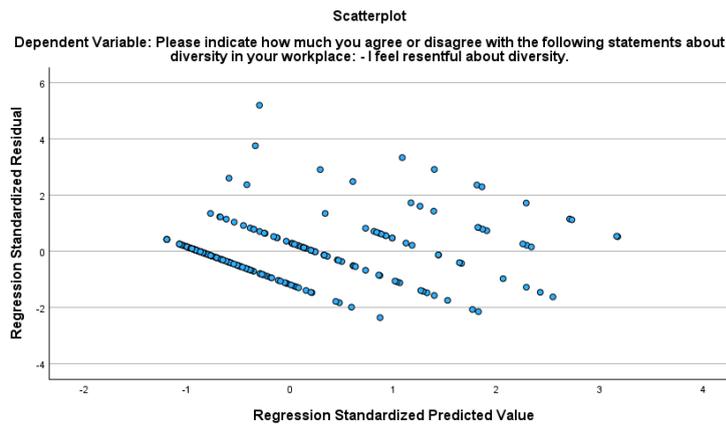


Table H.8 – Test of Normality (Resentment)

	Tests of Normality					
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Unstandardized Residual	,151	226	<,001	,901	226	<,001

a. Lilliefors Significance Correction

Appendix I – Multiple Regression Analyses

Threats and Resistance

Table I.1 – Model Summary

Model Summary										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change	
						F Change	df1	df2		
1	,741 ^a	,549	,547	,804	,549	272,240	1	224	<,001	

a. Predictors: (Constant), All_Threats

Table I.2 – ANOVA

ANOVA^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	175,906	1	175,906	272,240	<,001 ^b
	Residual	144,736	224	,646		
	Total	320,642	225			

a. Dependent Variable: Please indicate how much you agree or disagree with the following statements about diversity in your workplace: - I resist organizational diversity efforts.

b. Predictors: (Constant), All_Threats

Table I.3 – Coefficients

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	,320	,113		2,837	,005

All_Threats	,900	,055	,741	16,500	<,001
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a. Dependent Variable: Please indicate how much you agree or disagree with the following statements about diversity in your workplace: - I resist organizational diversity efforts.

Threats and Resentment

Table I.4 – Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change
						F Change	df1	df2	
1	,792 ^a	,627	,625	,682	,627	376,393	1	224	<,001

a. Predictors: (Constant), All_Threats

Table I.5 – ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	175,050	1	175,050	376,393	<,001 ^b
	Residual	104,176	224	,465		
	Total	279,226	225			

a. Dependent Variable: Please indicate how much you agree or disagree with the following statements about diversity in your workplace: - I feel resentful about diversity.

b. Predictors: (Constant), All_Threats

Table I.6 – Coefficients

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
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		B	Std. Error	Beta		
1	(Constant)	,156	,096		1,630	,105
	All_Threats	,898	,046	,792	19,401	<,001

a. Dependent Variable: Please indicate how much you agree or disagree with the following statements about diversity in your workplace: - I feel resentful about diversity.

Injustice and Resistance

Table I.7 – Model Summary

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change
						F Change	df1	df2	
1	,620 ^a	,384	,381	,939	,384	139,653	1	224	<,001

a. Predictors: (Constant), All_Injustice

Table I.8 – ANOVA

ANOVA^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	123,135	1	123,135	139,653	<,001 ^b
	Residual	197,506	224	,882		
	Total	320,642	225			

a. Dependent Variable: Please indicate how much you agree or disagree with the following statements about diversity in your workplace: - I resist organizational diversity efforts.

b. Predictors: (Constant), All_Injustice

Table I.9 – Coefficients

		Coefficients^a				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	-,484	,216		-2,242	,026
	All_Injustice	,768	,065	,620	11,817	<,001

a. Dependent Variable: Please indicate how much you agree or disagree with the following statements about diversity in your workplace: - I resist organizational diversity efforts.

Injustice and Resentment

Table I.10 – Model Summary

		Model Summary								
		R	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change	
Model	R	Square								
1	,595 ^a	,354	,351	,898	,354	122,642	1	224	<,001	

a. Predictors: (Constant), All_Injustice

Table I.11 – ANOVA

		ANOVA^a				
		Sum of Squares	df	Mean Square	F	Sig.
Model						
1	Regression	98,790	1	98,790	122,642	<,001 ^b
	Residual	180,435	224	,806		
	Total	279,226	225			

a. Dependent Variable: Please indicate how much you agree or disagree with the following statements about diversity in your workplace: - I feel resentful about diversity.

b. Predictors: (Constant), All_Injustice

Table I.12 – Coefficients

		Coefficients^a				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	-,398	,207		-1,925	,055
	All_Injustice	,688	,062	,595	11,074	<,001

a. Dependent Variable: Please indicate how much you agree or disagree with the following statements about diversity in your workplace: - I feel resentful about diversity.

Fatigue and Resistance

Table I.13 – Model Summary

		Model Summary								
		R	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics				Sig. F Change
Model	R	Square				F Change	df1	df2		
1	,750 ^a	,562	,560	,792	,562	287,741	1	224	<,001	

a. Predictors: (Constant), All_Fatigue

Table I.14 – ANOVA

		ANOVA^a				
		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	180,290	1	180,290	287,741	<,001 ^b
	Residual	140,352	224	,627		
	Total	320,642	225			

a. Dependent Variable: Please indicate how much you agree or disagree with the following statements about diversity in your workplace: - I resist organizational diversity efforts.

b. Predictors: (Constant), All_Fatigue

Table I.15 – Coefficients

		Coefficients^a				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	,184	,117		1,568	,118
	All_Fatigue	,732	,043	,750	16,963	<,001

a. Dependent Variable: Please indicate how much you agree or disagree with the following statements about diversity in your workplace: - I resist organizational diversity efforts.

Fatigue and Resentment

Table I.16 – Model Summary

		Model Summary							
		R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change
Model	R					F Change	df1	df2	
1	,747 ^a	,558	,556	,742	,558	282,842	1	224	<,001

a. Predictors: (Constant), All_Fatigue

Table I.17 – ANOVA

		ANOVA^a				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	155,821	1	155,821	282,842	<,001 ^b
	Residual	123,404	224	,551		
	Total	279,226	225			

a. Dependent Variable: Please indicate how much you agree or disagree with the following statements about diversity in your workplace: - I feel resentful about diversity.

b. Predictors: (Constant), All_Fatigue

Table I.18 – Coefficients

		Coefficients^a				
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	,141	,110		1,279	,202
	All_Fatigue	,681	,040	,747	16,818	<,001

a. Dependent Variable: Please indicate how much you agree or disagree with the following statements about diversity in your workplace: - I feel resentful about diversity.

Appendix J – T-Tests

Dutch and Resistance

Table J.1 – Group Statistics

	Group Statistics				
	Dutch_Vs_Others	N	Mean	Std. Deviation	Std. Error Mean
Please indicate how much you agree or disagree with the following statements about diversity in your workplace: - I resist organizational diversity efforts.	1,00	8	2,09	1,326	,142
	,00	17	1,88	1,100	,093

Table J.2 – Independent Samples Test

		Independent Samples Test									
		Levene's Test for Equality of Variances		t-test for Equality of Means						95% Confidence Interval of the Difference	
		F	Sig.	t	df	Significance One-Sided p	Two-Sided p	Mean Difference	Std. Error Difference	Lower	Upper
Please indicate how much you agree or disagree	Equal variances assumed	5,974	,015	1,315	224	,095	,190	,214	,163	-,107	,535

with the following statements about diversity in your workplace: - I resist organizational diversity efforts.	Equal variance is not assumed			1,260	157,753	,105	,210	,214	,170	-,122	,550
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Table J.3 – Independent Samples Effect Sizes

Independent Samples Effect Sizes

		Standardizer ^a	Point Estimate	95% Confidence Interval	
				Lower	Upper
Please indicate how much you agree or disagree with the following statements about diversity in your workplace: - I resist organizational diversity efforts.	Cohen's d	1,192	,180	-,089	,448
	Hedges' correction	1,196	,179	-,089	,447
	Glass's delta	1,100	,195	-,074	,463

a. The denominator used in estimating the effect sizes.

Cohen's d uses the pooled standard deviation.

Hedges' correction uses the pooled standard deviation, plus a correction factor.

Glass's delta uses the sample standard deviation of the control (i.e., the second) group.

Dutch and Resentment

Table J.4 – Group Statistics

Group Statistics					
	Dutch_Vs_Oth		Mean	Std. Deviation	Std. Error Mean
	ers	N			
Please indicate how much you agree or disagree with the following statements about diversity in your workplace: - I feel resentful about diversity.	1,00	87	1,80	1,077	,115
	,00	139	1,78	1,141	,097

Table J.5 – Independent Samples Test

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						95% Confidence Interval of the Difference	
		F	Sig.	t	df	One-Sided p	Two-Sided p	Mean Difference	Std. Error Difference	Lower	Upper
Please indicate how much you agree or disagree with the following statements about diversity in your workplace: - I feel resentful about diversity.	Equal variances assumed	,013	,909	,134	224	,447	,894	,020	,153	-,280	,321
	Equal variances not assumed			,136	190,641	,446	,892	,020	,151	-,277	,317

Table J.6 – Independent Samples Effect Sizes

		Standardizer ^a	Point Estimate	95% Confidence Interval	
				Lower	Upper
Please indicate how much you agree or disagree with the following statements about diversity in your workplace: - I feel resentful about diversity.	Cohen's d	1,116	,018	-,250	,286
	Hedges' correction	1,120	,018	-,249	,285
	Glass's delta	1,141	,018	-,250	,286

a. The denominator used in estimating the effect sizes. Cohen's d uses the pooled standard deviation. Hedges' correction uses the pooled standard deviation, plus a correction factor. Glass's delta uses the sample standard deviation of the control (i.e., the second) group.

Appendix K – Moderation Analyses

Effect of Empathy as a Moderator on Threat-Resistance Relationship

Table K.1 – Model Summary

Model Summary										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change	
						F Change	df1	df2		
1	,745 ^a	,555	,551	,800	,555	138,900	2	223	<,001	
2	,745 ^b	,555	,549	,801	,001	,366	1	222	,546	

a. Predictors: (Constant), All_Empathy, All_Threats
 b. Predictors: (Constant), All_Empathy, All_Threats, Threat_x_Empathy

Table K.2 – ANOVA

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	177,864	2	88,932	138,900	<,001 ^b
	Residual	142,778	223	,640		
	Total	320,642	225			
2	Regression	178,099	3	59,366	92,459	<,001 ^c
	Residual	142,543	222	,642		
	Total	320,642	225			

a. Dependent Variable: Please indicate how much you agree or disagree with the following statements about diversity in your workplace: - I resist organizational diversity efforts.

b. Predictors: (Constant), All_Empathy, All_Threats

c. Predictors: (Constant), All_Empathy, All_Threats, Threat_x_Empathy

Table K.3 – Coefficients

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	,998	,404		2,473	,014
	All_Threats	,866	,058	,712	14,975	<,001
	All_Empathy	-,160	,092	-,083	-1,749	,082
2	(Constant)	,641	,716		,896	,371
	All_Threats	1,045	,303	,860	3,455	<,001
	All_Empathy	-,068	,178	-,035	-,381	,704
	Threat_x_Empathy	-,048	,079	-,141	-,605	,546

a. Dependent Variable: Please indicate how much you agree or disagree with the following statements about diversity in your workplace: - I resist organizational diversity efforts.

Effect of Empathy as a Moderator on Injustice-Resistance Relationship

Table K.4 – Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change
						F Change	df1	df2	
1	,628 ^a	,394	,389	,933	,394	72,610	2	223	<,001
2	,641 ^b	,411	,403	,923	,016	6,173	1	222	,014

a. Predictors: (Constant), All_Empathy, All_Injustice

b. Predictors: (Constant), All_Empathy, All_Injustice, Injustice_x_Empathy

Table K.5 – ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	126,456	2	63,228	72,610	<,001 ^b
	Residual	194,186	223	,871		
	Total	320,642	225			
2	Regression	131,710	3	43,903	51,587	<,001 ^c
	Residual	188,932	222	,851		
	Total	320,642	225			

a. Dependent Variable: Please indicate how much you agree or disagree with the following statements about diversity in your workplace: - I resist organizational diversity efforts.

b. Predictors: (Constant), All_Empathy, All_Injustice

c. Predictors: (Constant), All_Empathy, All_Injustice, Injustice_x_Empathy

Table K.6 – Coefficients

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	,490	,543		,902	,368
	All_Injustice	,717	,070	,578	10,289	<,001
	All_Empathy	-,212	,108	-,110	-1,953	,052
2	(Constant)	-,2733	1,404		-1,946	,053
	All_Injustice	1,636	,377	1,321	4,346	<,001
	All_Empathy	,604	,345	,313	1,748	,082
	Injustice_x_Empathy	-,236	,095	-,715	-2,485	,014

a. Dependent Variable: Please indicate how much you agree or disagree with the following statements about diversity in your workplace: - I resist organizational diversity efforts.

Effect of Empathy as a Moderator on Fatigue-Resistance Relationship

Table K.7 – Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change
						F Change	df1	df2	
1	,750 ^a	,563	,559	,793	,563	143,630	2	223	<,001
2	,753 ^b	,568	,562	,790	,005	2,445	1	222	,119

a. Predictors: (Constant), All_Empathy, All_Fatigue

b. Predictors: (Constant), All_Empathy, All_Fatigue, Fatigue_x_Empathy

Table K.8 – ANOVA

		ANOVA^a				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	180,511	2	90,255	143,630	<,001 ^b
	Residual	140,131	223	,628		
	Total	320,642	225			
2	Regression	182,037	3	60,679	97,188	<,001 ^c
	Residual	138,605	222	,624		
	Total	320,642	225			

a. Dependent Variable: Please indicate how much you agree or disagree with the following statements about diversity in your workplace: - I resist organizational diversity efforts.

b. Predictors: (Constant), All_Empathy, All_Fatigue

c. Predictors: (Constant), All_Empathy, All_Fatigue, Fatigue_x_Empathy

Table K.9 – Coefficients

		Coefficients^a				
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-	,442		-	,877
		,069			,155	
	All_Fatigue	,746	,049	,764	15,255	<,001
	All_Empathy	,057	,097	,030	,593	,554
2	(Constant)	-	,788		-	,168
		1,091			1,384	
	All_Fatigue	1,108	,237	1,134	4,683	<,001

All_Empathy	,317	,192	,165	1,651	,100
Fatigue_x_Empathy	-,095	,061	-,337	-	,119
				1,564	

a. Dependent Variable: Please indicate how much you agree or disagree with the following statements about diversity in your workplace: - I resist organizational diversity efforts.

Effect of Empathy as a Moderator on Combined DEI-Resistance Relationship

Table K.10 – Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change
						F Change	df1	df2	
1	,780 ^a	,608	,601	,754	,608	85,694	4	221	<,001
2	,791 ^b	,625	,613	,742	,017	3,395	3	218	,019

a. Predictors: (Constant), All_Empathy, All_Threats, All_Injustice, All_Fatigue

b. Predictors: (Constant), All_Empathy, All_Threats, All_Injustice, All_Fatigue, Fatigue_x_Empathy, Threat_x_Empathy, Injustice_x_Empathy

Table K.11 – ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	194,950	4	48,738	85,694	<,001 ^b
	Residual	125,691	221	,569		
	Total	320,642	225			
2	Regression	200,561	7	28,652	52,015	<,001 ^c
	Residual	120,081	218	,551		
	Total	320,642	225			

a. Dependent Variable: Please indicate how much you agree or disagree with the following statements about diversity in your workplace: - I resist organizational diversity efforts.

b. Predictors: (Constant), All_Empathy, All_Threats, All_Injustice, All_Fatigue

c. Predictors: (Constant), All_Empathy, All_Threats, All_Injustice, All_Fatigue, Fatigue_x_Empathy, Threat_x_Empathy, Injustice_x_Empathy

Table K.12 – Coefficients

		Coefficients^a				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	- ,276	,456		- ,605	,546
	All_Threats	,409	,100	,337	4,090	<,001
	All_Injustice	,155	,076	,125	2,034	,043
	All_Fatigue	,371	,088	,380	4,235	<,001
	All_Empathy	,025	,093	,013	,268	,789
2	(Constant)	- 3,618	1,169		- 3,093	,002
	All_Threats	,056	,439	,046	,128	,898
	All_Injustice	1,286	,472	1,038	2,722	,007
	All_Fatigue	,404	,392	,414	1,031	,303
	All_Empathy	,871	,289	,452	3,016	,003
	Threat_x_Empathy	,095	,119	,282	,799	,425
	Injustice_x_Empathy	- ,292	,122	-,885	- 2,395	,017
	Fatigue_x_Empathy	- ,009	,105	-,032	- ,086	,931

a. Dependent Variable: Please indicate how much you agree or disagree with the following statements about diversity in your workplace: - I resist organizational diversity efforts.

Effect of Empathy as a Moderator on Threat-Resentment Relationship

Table K.13 – Model Summary

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change
						F Change	df1	df2	
1	,793 ^a	,629	,626	,681	,629	189,153	2	223	<,001
2	,797 ^b	,634	,630	,678	,005	3,242	1	222	,073

a. Predictors: (Constant), All_Empathy, All_Threats

b. Predictors: (Constant), All_Empathy, All_Threats, Threat_x_Empathy

Table K.14 – ANOVA

ANOVA^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	175,672	2	87,836	189,153	<,001 ^b
	Residual	103,553	223	,464		
	Total	279,226	225			
2	Regression	177,163	3	59,054	128,450	<,001 ^c
	Residual	102,063	222	,460		
	Total	279,226	225			

a. Dependent Variable: Please indicate how much you agree or disagree with the following statements about diversity in your workplace: - I feel resentful about diversity.

b. Predictors: (Constant), All_Empathy, All_Threats

c. Predictors: (Constant), All_Empathy, All_Threats, Threat_x_Empathy

Table K.15 – Coefficients

		Coefficients^a				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	,539	,344		1,566	,119
	All_Threats	,879	,049	,775	17,846	<,001
	All_Empathy	-,090	,078	-,050	-1,158	,248
2	(Constant)	-,361	,605		-,596	,552
	All_Threats	1,331	,256	1,173	5,199	<,001
	All_Empathy	,142	,151	,079	,944	,346
	Threat_x_Empathy	-,121	,067	-,382	-1,800	,073

a. Dependent Variable: Please indicate how much you agree or disagree with the following statements about diversity in your workplace: - I feel resentful about diversity.

Effect of Empathy as a Moderator on Injustice-Resentment Relationship

Table K.16 – Model Summary

		Model Summary								
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change	
						F Change	df1	df2		
1	,603 ^a	,364	,358	,893	,364	63,725	2	22	<,001	
2	,613 ^b	,376	,367	,886	,012	4,256	1	22	,040	

a. Predictors: (Constant), All_Empathy, All_Injustice

b. Predictors: (Constant), All_Empathy, All_Injustice, Injustice_x_Empathy

Table K.17 – ANOVA

		ANOVA^a				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	101,547	2	50,774	63,725	<,001 ^b
	Residual	177,678	223	,797		
	Total	279,226	225			
2	Regression	104,890	3	34,963	44,522	<,001 ^c
	Residual	174,336	222	,785		
	Total	279,226	225			

a. Dependent Variable: Please indicate how much you agree or disagree with the following statements about diversity in your workplace: - I feel resentful about diversity.

b. Predictors: (Constant), All_Empathy, All_Injustice

c. Predictors: (Constant), All_Empathy, All_Injustice, Injustice_x_Empathy

Table K.18 – Coefficients

		Coefficients^a				
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	,491	,520		,944	,346
	All_Injustice	,641	,067	,555	9,622	<,001
	All_Empathy	-,193	,104	-,107	-1,860	,064
2	(Constant)	-,2080	1,349		-,1542	,124
	All_Injustice	1,375	,362	1,189	3,801	<,001
	All_Empathy	,457	,332	,254	1,379	,169

Injustice_x_Empathy	- ,188	,091	-,611	- 2,063	,040
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a. Dependent Variable: Please indicate how much you agree or disagree with the following statements about diversity in your workplace: - I feel resentful about diversity.

Effect of Empathy as a Moderator on Fatigue-Resentment Relationship

Table K.19 – Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			
						F Change	df1	df2	Sig. F Change
1	,748 ^a	,559	,556	,743	,559	141,609	2	223	<,001
2	,751 ^b	,564	,558	,740	,005	2,468	1	222	,118

a. Predictors: (Constant), All_Empathy, All_Fatigue

b. Predictors: (Constant), All_Empathy, All_Fatigue, Fatigue_x_Empathy

Table K.20 – ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	156,221	2	78,110	141,609	<,001 ^b
	Residual	123,005	223	,552		
	Total	279,226	225			
2	Regression	157,573	3	52,524	95,850	<,001 ^c
	Residual	121,653	222	,548		
	Total	279,226	225			

a. Dependent Variable: Please indicate how much you agree or disagree with the following statements about diversity in your workplace: - I feel resentful about diversity.

b. Predictors: (Constant), All_Empathy, All_Fatigue

c. Predictors: (Constant), All_Empathy, All_Fatigue, Fatigue_x_Empathy

Table K.21 – Coefficients

		Coefficients^a				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	-	,414		-	,631
		,199			,481	
	All_Fatigue	,699	,046	,767	15,260	<,001
	All_Empathy	,077	,090	,043	,851	,396
2	(Constant)	-	,738		-	,117
		1,161			1,572	
	All_Fatigue	1,040	,222	1,141	4,692	<,001
	All_Empathy	,322	,180	,179	1,787	,075
	Fatigue_x_Empathy	-	,057	-,340	-	,118
		,090			1,571	

a. Dependent Variable: Please indicate how much you agree or disagree with the following statements about diversity in your workplace: - I feel resentful about diversity.

Effect of Empathy as a Moderator on Combined DEI-Resentment Relationship

Table K.22 – Model Summary

		Model Summary								
		R	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics				
Model	R	Square				F Change	df1	df2	Sig. F Change	
1	,805 ^a	,648	,641	,667	,648	101,529	4	221	<,001	
2	,812 ^b	,660	,649	,660	,012	2,546	3	218	,057	

a. Predictors: (Constant), All_Empathy, All_Threats, All_Injustice, All_Fatigue

b. Predictors: (Constant), All_Empathy, All_Threats, All_Injustice, All_Fatigue, Fatigue_x_Empathy, Threat_x_Empathy, Injustice_x_Empathy

Table K.23 – ANOVA

		ANOVA^a				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	180,824	4	45,206	101,529	<,001 ^b
	Residual	98,401	221	,445		
	Total	279,226	225			
2	Regression	184,156	7	26,308	60,325	<,001 ^c
	Residual	95,070	218	,436		
	Total	279,226	225			

a. Dependent Variable: Please indicate how much you agree or disagree with the following statements about diversity in your workplace: - I feel resentful about diversity.

b. Predictors: (Constant), All_Empathy, All_Threats, All_Injustice, All_Fatigue

c. Predictors: (Constant), All_Empathy, All_Threats, All_Injustice, All_Fatigue, Fatigue_x_Empathy, Threat_x_Empathy, Injustice_x_Empathy

Table K.24 – Coefficients

		Coefficients^a				
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-	,403		-	,780
		,113			,280	
	All_Threats	,626	,089	,552	7,067	<,001
	All_Injustice	,054	,067	,046	,795	,427
	All_Fatigue	,226	,078	,248	2,911	,004
	All_Empathy	,012	,082	,007	,146	,884
2	(Constant)	-	1,041		-	,016
		2,523			2,425	

All_Threats	,871	,391	,767	2,226	,027
All_Injustice	,627	,420	,543	1,492	,137
All_Fatigue	,190	,349	,208	,544	,587
All_Empathy	,621	,257	,345	2,416	,017
Threat_x_Empathy	-,070	,106	-,220	-,654	,514
Injustice_x_Empathy	-,146	,109	-,474	1,345	,180
Fatigue_x_Empathy	,013	,094	,048	,136	,892

a. Dependent Variable: Please indicate how much you agree or disagree with the following statements about diversity in your workplace: - I feel resentful about diversity.

Effect of Intergroup Contact as a Moderator on Threat-Resistance Relationship

Table K.25 – Model Summary

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			
						F Change	df1	df2	Sig. F Change
1	,743 ^a	,552	,548	,802	,552	137,658	2	223	<,001
2	,744 ^b	,554	,548	,802	,002	,879	1	222	,349

a. Predictors: (Constant), All_IntergroupContact, All_Threats

b. Predictors: (Constant), All_IntergroupContact, All_Threats, Threat_x_Contact

Table K.26 – ANOVA

ANOVA^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	177,152	2	88,576	137,658	<,001 ^b

	Residual	143,490	223	,643		
	Total	320,642	225			
2	Regression	177,718	3	59,239	92,015	<,001 ^c
	Residual	142,924	222	,644		
	Total	320,642	225			

a. Dependent Variable: Please indicate how much you agree or disagree with the following statements about diversity in your workplace: - I resist organizational diversity efforts.

b. Predictors: (Constant), All_IntergroupContact, All_Threats

c. Predictors: (Constant), All_IntergroupContact, All_Threats, Threat_x_Contact

Table K.27 – Coefficients

		Coefficients^a				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	,835	,387		2,159	,032
	All_Threats	,863	,061	,710	14,209	<,001
	All_IntergroupContact	-,108	,078	-,070	-1,392	,165
2	(Constant)	1,293	,623		2,075	,039
	All_Threats	,648	,237	,533	2,728	,007
	All_IntergroupContact	-,223	,145	-,143	-1,540	,125
	Threat_x_Contact	,056	,060	,164	,938	,349

a. Dependent Variable: Please indicate how much you agree or disagree with the following statements about diversity in your workplace: - I resist organizational diversity efforts.

Effect of Intergroup Contact as a Moderator on Injustice-Resistance Relationship

Table K.28 – Model Summary

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change
						F Change	df1	df2	
1	,634 ^a	,402	,397	,927	,402	74,935	2	223	<,001
2	,638 ^b	,407	,399	,926	,005	1,736	1	222	,189

a. Predictors: (Constant), All_IntergroupContact, All_Injustice

b. Predictors: (Constant), All_IntergroupContact, All_Injustice, Injustice_x_Contact

Table K.29 – ANOVA

ANOVA^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	128,877	2	64,439	74,935	<,001 ^b
	Residual	191,765	223	,860		
	Total	320,642	225			
2	Regression	130,365	3	43,455	50,700	<,001 ^c
	Residual	190,277	222	,857		
	Total	320,642	225			

a. Dependent Variable: Please indicate how much you agree or disagree with the following statements about diversity in your workplace: - I resist organizational diversity efforts.

b. Predictors: (Constant), All_IntergroupContact, All_Injustice

c. Predictors: (Constant), All_IntergroupContact, All_Injustice, Injustice_x_Contact

Table K.30 – Coefficients

		Coefficients^a				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	,711	,510		1,396	,164
	All_Injustice	,690	,071	,557	9,743	<,001
	All_IntergroupContact	-,230	,089	-,148	-2,584	,010
2	(Constant)	-,908	1,330		-,682	,496
	All_Injustice	1,129	,341	,912	3,313	,001
	All_IntergroupContact	,151	,302	,097	,498	,619
	Injustice_x>Contact	-,105	,080	-,342	-1,318	,189

a. Dependent Variable: Please indicate how much you agree or disagree with the following statements about diversity in your workplace: - I resist organizational diversity efforts.

Effect of Intergroup Contact as a Moderator on Fatigue-Resistance Relationship

Table K.31 – Model Summary

		Model Summary								
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change	
						F Change	df1	df2		
1	,753 ^a	,567	,563	,789	,567	146,150	2	22	3	<,001
2	,754 ^b	,569	,563	,789	,002	,822	1	22	2	,365

a. Predictors: (Constant), All_IntergroupContact, All_Fatigue

b. Predictors: (Constant), All_IntergroupContact, All_Fatigue, Fatigue_x>Contact

Table K.32 – ANOVA

		ANOVA^a				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	181,881	2	90,941	146,150	<,001 ^b
	Residual	138,760	223	,622		
	Total	320,642	225			
2	Regression	182,394	3	60,798	97,630	<,001 ^c
	Residual	138,248	222	,623		
	Total	320,642	225			

a. Dependent Variable: Please indicate how much you agree or disagree with the following statements about diversity in your workplace: - I resist organizational diversity efforts.

b. Predictors: (Constant), All_IntergroupContact, All_Fatigue

c. Predictors: (Constant), All_IntergroupContact, All_Fatigue, Fatigue_x_Contact

Table K.33 – Coefficients

		Coefficients^a				
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	,763	,381		2,005	,046
	All_Fatigue	,700	,048	,717	14,710	<,001
	All_IntergroupContact	-,121	,076	-,078	-1,599	,111
2	(Constant)	,276	,658		,420	,675
	All_Fatigue	,876	,200	,897	4,373	<,001

All_IntergroupContact	-	,151	-,002	-	,981
act	,004			,024	
Fatigue_x_Contact	-	,049	-,168	-	,365
	,045			,907	

a. Dependent Variable: Please indicate how much you agree or disagree with the following statements about diversity in your workplace: - I resist organizational diversity efforts.

Effect of Intergroup Contact as a Moderator on Combined DEI-Resistance Relationship

Table K.34 – Model Summary

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change
						F Change	df1	df2	
1	,780 ^a	,608	,601	,754	,608	85,870	4	221	<,001
2	,782 ^b	,611	,599	,756	,003	,519	3	218	,670

a. Predictors: (Constant), All_IntergroupContact, All_Injustice, All_Threats, All_Fatigue

b. Predictors: (Constant), All_IntergroupContact, All_Injustice, All_Threats, All_Fatigue, Threat_x_Contact, Injustice_x_Contact, Fatigue_x_Contact

Table K.35 – ANOVA

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	195,107	4	48,777	85,870	<,001 ^b
	Residual	125,535	221	,568		
	Total	320,642	225			
2	Regression	195,996	7	27,999	48,970	<,001 ^c
	Residual	124,645	218	,572		
	Total	320,642	225			

a. Dependent Variable: Please indicate how much you agree or disagree with the following statements about diversity in your workplace: - I resist organizational diversity efforts.

b. Predictors: (Constant), All_IntergroupContact, All_Injustice, All_Threats, All_Fatigue

c. Predictors: (Constant), All_IntergroupContact, All_Injustice, All_Threats, All_Fatigue, Threat_x_Contact, Injustice_x_Contact, Fatigue_x_Contact

Table K.36 – Coefficients

		Coefficients^a				
		Unstandardized Coefficients		Standard ized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	,061	,419		,146	,884
	All_Threats	,405	,100	,333	4,048	<,001
	All_Injustice	,146	,077	,118	1,897	,059
	All_Fatigue	,362	,083	,371	4,337	<,001
	All_IntergroupContact	-,044	,075	-,028	-,589	,556
2	(Constant)	-,675	1,101		-,614	,540
	All_Threats	-,083	,456	-,068	-,182	,855
	All_Injustice	,381	,361	,308	1,055	,293
	All_Fatigue	,702	,388	,719	1,808	,072
	All_IntergroupContact	,127	,250	,082	,508	,612
	Threat_x_Contact	,124	,116	,363	1,076	,283
	Injustice_x_Contact	-,056	,085	-,182	-,664	,507

Fatigue_x_Contact	-	,096	-,325	-	,369
	,086			,899	

a. Dependent Variable: Please indicate how much you agree or disagree with the following statements about diversity in your workplace: - I resist organizational diversity efforts.

Effect of Intergroup Contact as a Moderator on Threat-Resentment Relationship

Table K.37 – Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change
						F Change	df1	df2	
1	,793 ^a	,628	,625	,682	,628	188,439	2	223	<,001
2	,793 ^b	,628	,623	,684	,000	,103	1	222	,749

a. Predictors: (Constant), All_IntergroupContact, All_Threats

b. Predictors: (Constant), All_IntergroupContact, All_Threats, Threat_x_Contact

Table K.38 – ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	175,426	2	87,713	188,439	<,001 ^b
	Residual	103,800	223	,465		
	Total	279,226	225			
2	Regression	175,474	3	58,491	125,155	<,001 ^c
	Residual	103,752	222	,467		
	Total	279,226	225			

a. Dependent Variable: Please indicate how much you agree or disagree with the following statements about diversity in your workplace: - I feel resentful about diversity.

b. Predictors: (Constant), All_IntergroupContact, All_Threats

c. Predictors: (Constant), All_IntergroupContact, All_Threats, Threat_x_Contact

Table K.39 – Coefficients

		Coefficients^a				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	,439	,329		1,334	,183
	All_Threats	,878	,052	,774	16,990	<,001
	All_IntergroupContact	-,060	,066	-,041	-,899	,370
2	(Constant)	,305	,531		,575	,566
	All_Threats	,940	,202	,829	4,648	<,001
	All_IntergroupContact	-,026	,123	-,018	-,213	,831
	Threat_x_Contact	-,016	,051	-,051	-,321	,749

a. Dependent Variable: Please indicate how much you agree or disagree with the following statements about diversity in your workplace: - I feel resentful about diversity.

Effect of Intergroup Contact as a Moderator on Injustice-Resentment Relationship

Table K.40 – Model Summary

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change
						F Change	f1	df 2	
1	,612 ^a	,375	,369	,885	,375	66,855		223	<,001
2	,613 ^b	,376	,368	,886	,001	,423		222	,516

a. Predictors: (Constant), All_IntergroupContact, All_Injustice

b. Predictors: (Constant), All_IntergroupContact, All_Injustice, Injustice_x_Contact

Table K.41 – ANOVA

		ANOVA^a				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	104,665	2	52,333	66,855	<,001 ^b
	Residual	174,561	223	,783		
	Total	279,226	225			
2	Regression	104,997	3	34,999	44,596	<,001 ^c
	Residual	174,228	222	,785		
	Total	279,226	225			

a. Dependent Variable: Please indicate how much you agree or disagree with the following statements about diversity in your workplace: - I feel resentful about diversity.

b. Predictors: (Constant), All_IntergroupContact, All_Injustice

c. Predictors: (Constant), All_IntergroupContact, All_Injustice, Injustice_x_Contact

Table K.42 – Coefficients

		Coefficients^a				
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	,812	,486		1,670	,096
	All_Injustice	,609	,068	,527	9,014	<,001
	All_IntergroupContact	-,233	,085	-,160	-2,740	,007
2	(Constant)	,047	1,273		,037	,971
	All_Injustice	,817	,326	,707	2,504	,013
	All_IntergroupContact	-,053	,289	-,036	-,183	,855

Injustice_x Contac	-	,077	-,173	-	,516
t	,050			,651	

a. Dependent Variable: Please indicate how much you agree or disagree with the following statements about diversity in your workplace: - I feel resentful about diversity.

Effect of Intergroup Contact as a Moderator on Fatigue-Resentment Relationship

Table K.43 – Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change
						F Change	df1	df2	
1	,750 ^a	,563	,559	,740	,563	143,732	2	223	<,001
2	,754 ^b	,569	,563	,737	,006	2,864	1	222	,092

a. Predictors: (Constant), All_IntergroupContact, All_Fatigue

b. Predictors: (Constant), All_IntergroupContact, All_Fatigue, Fatigue_x_Contact

Table K.44 – ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	157,244	2	78,622	143,732	<,001 ^b
	Residual	121,982	223	,547		
	Total	279,226	225			
2	Regression	158,797	3	52,932	97,577	<,001 ^c
	Residual	120,428	222	,542		
	Total	279,226	225			

a. Dependent Variable: Please indicate how much you agree or disagree with the following statements about diversity in your workplace: - I feel resentful about diversity.

b. Predictors: (Constant), All_IntergroupContact, All_Fatigue

c. Predictors: (Constant), All_IntergroupContact, All_Fatigue, Fatigue_x_Contact

Table K.45 – Coefficients

		Coefficients^a				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	,688	,357		1,929	,055
	All_Fatigue	,650	,045	,713	14,574	<,001
	All_IntergroupContact	-,115	,071	-,079	-1,613	,108
2	(Constant)	-,160	,614		-,260	,795
	All_Fatigue	,958	,187	1,051	5,119	<,001
	All_IntergroupContact	,090	,141	,062	,644	,520
	Fatigue_x>Contact	-,078	,046	-,314	-1,692	,092

a. Dependent Variable: Please indicate how much you agree or disagree with the following statements about diversity in your workplace: - I feel resentful about diversity.

Effect of Intergroup Contact as a Moderator on Combined DEI-Resentment Relationship

Table K.46 – Model Summary

		Model Summary								
		R	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change	
Model	R	Square	Square	Estimate	Change	F Change	df1	df2	F Change	
1	,805 ^a	,648	,641	,667	,648	101,642	4	21	<,001	
2	,808 ^b	,653	,642	,667	,005	1,006	3	18	,391	

a. Predictors: (Constant), All_IntergroupContact, All_Injustice, All_Threats, All_Fatigue

b. Predictors: (Constant), All_IntergroupContact, All_Injustice, All_Threats, All_Fatigue, Threat_x>Contact, Injustice_x>Contact, Fatigue_x>Contact

Table K.47 – ANOVA

		ANOVA^a				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	180,896	4	45,224	101,642	<,001 ^b
	Residual	98,330	221	,445		
	Total	279,226	225			
2	Regression	182,238	7	26,034	58,517	<,001 ^c
	Residual	96,987	218	,445		
	Total	279,226	225			

a. Dependent Variable: Please indicate how much you agree or disagree with the following statements about diversity in your workplace: - I feel resentful about diversity.

b. Predictors: (Constant), All_IntergroupContact, All_Injustice, All_Threats, All_Fatigue

c. Predictors: (Constant), All_IntergroupContact, All_Injustice, All_Threats, All_Fatigue, Threat_x_Contact, Injustice_x_Contact, Fatigue_x_Contact

Table K.48 – Coefficients

		Coefficients^a				
		Unstandardized Coefficients		Standard ized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	,08 5	,371		,228	,819
	All_Threats	,62 2	,089	,549	7,03 0	<,00 1
	All_Injustice	,04 8	,068	,042	,706	,481
	All_Fatigue	,22 1	,074	,243	2,99 2	,003
	All_IntergroupCo ntact	- ,028	,066	-,019	- ,426	,671
2	(Constant)	,80 0	,971		,824	,411
	All_Threats	,84 9	,402	,749	2,11 0	,036
	All_Injustice	- ,409	,319	-,353	- 1,282	,201
	All_Fatigue	,39 1	,342	,429	1,14 1	,255
	All_IntergroupCo ntact	- ,192	,221	-,132	- ,871	,385
	Threat_x_Contact	- ,061	,102	-,189	- ,595	,553
	Injustice_x_Conta ct	,11 1	,075	,385	1,48 4	,139
	Fatigue_x_Conta ct	- ,041	,084	-,167	- ,487	,627

a. Dependent Variable: Please indicate how much you agree or disagree with the following statements about diversity in your workplace: - I feel resentful about diversity.