

Review Of The Scoping: The Value Of Diversity Management In Preventing Deviant Behavior At Work

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Abstract. *Reviews of the literature on diversity management and workplace misconduct are still incredibly uncommon. Given the requirement for appropriate handling to stop irregular conduct at work (organizations; companies, government institutions, MSMEs). This scoping review's objective is to summarize the literature on the value of diversity management in avoiding workplace deviance. The scoping study adheres to the Arksey and O'Malley Steps. (2005). The scoping review used has 5 steps, including identifying research topics, finding pertinent studies, Specifically, (1) formulating research questions, (2) locating pertinent studies, (3) choosing studies, (4) outlining data, and (5) gathering, describing, and disclosing findings. Over 11 years, this research was reviewed using 3 electronic databases: Taylor dan Francis, Wiley dan Emerald. (2013-2023). Corruption, the giving of gifts or bribes, and gossip are among the categories of deviant behavior in the workplace that were identified, and all of these categories have the potential to negatively impact organizational performance, according to the findings of the scoping review. Gender, race, and culture are three types of diversity that are particularly susceptible to the issue of aberrant behavior in the workplace. Therefore, management must provide support and focus, particularly to human resource managers who are responsible for managing diversity in the workplace.*

Keyword: *Scoping, Review, Diversity Management, Preventing, Deviant Behavior at Work*

Abstrak. Tinjauan literatur tentang manajemen keragaman dan pelanggaran di tempat kerja masih sangat jarang. Mengingat perlunya penanganan yang tepat untuk menghentikan perilaku tidak wajar di tempat kerja (organisasi; perusahaan, lembaga pemerintah, UMKM). Tujuan tinjauan pelingkupan ini adalah untuk meringkas literatur tentang nilai manajemen keragaman dalam menghindari penyimpangan di tempat kerja. Studi pelingkupan mengikuti Langkah Arksey dan O'Malley. (2005). Scoping review yang digunakan memiliki 5 langkah, yaitu mengidentifikasi topik penelitian, menemukan studi terkait, Secara khusus, (1) merumuskan pertanyaan penelitian, (2) menemukan studi terkait, (3) memilih studi, (4) menguraikan data, dan (5) mengumpulkan, mendeskripsikan, dan mengungkapkan temuan. Selama 11 tahun, penelitian ini direview menggunakan 3 database elektronik: Taylor dan Francis, Wiley dan Emerald. (2013-2023). Korupsi, pemberian hadiah atau suap, dan gosip adalah beberapa kategori perilaku menyimpang di tempat kerja yang diidentifikasi, dan semua kategori ini berpotensi berdampak negatif terhadap kinerja organisasi, menurut temuan tinjauan pelingkupan. Jenis kelamin, ras, dan budaya adalah tiga jenis keragaman yang sangat rentan terhadap isu perilaku menyimpang di tempat kerja. Oleh karena itu, manajemen harus memberikan dukungan dan fokus, terutama

kepada manajer sumber daya manusia yang bertanggung jawab mengelola keragaman di tempat kerja.

Kata Kunci: Scoping, Review, Diversity Management, Mencegah, Perilaku Menyimpang di Tempat Kerja

INTRODUCTION

Deviations in workplace behavior can impact the organizational success and make it more difficult to carry out organizational objectives. Unite (2018) discovered that more than 56% of hospitality workers in the UK had experienced harassment from the public and nearly 27% from managers. According to research conducted in the United States, 66% of women and more than 50% of men have encountered manager-related harassment, with higher rates of men reporting harassment from co-workers. (Sherwyn & Wagner, 2018). The use of drugs and alcohol, theft, and other types of dishonest conduct by workers can also encourage cohesiveness within the group and employee empowerment. (Cooper, Giousmpasoglou, & Marinakou, 2017; Mars, 1994). It is important to stress that, depending on how they are conceptualized, deviations from the norm may not always be detrimental.

Behavioral deviance in the social sciences refers to a departure from customary or accepted norms or standards of conduct. (cf. Becker, 1966; Goode & Ben-Judah, 2009; Traub & Little, 1999). Behavioral deviation, on the other hand, is defined by Gruys and Sackett (2003) as voluntary behavior that materially deviates from organizational standards and endangers the organization's, its members, or both parties' welfare. Ketola (2006: 99) lists several organizational behaviors that are consistent with personal psychopathic traits and fall under the category of deviant behaviors in the workplace, such as disregard for others' feelings (harsh treatment of employees, partners, and customers and abrupt termination of work agreements), disregard for others' health (hazardous work environments, the sale of goods, and production practices that endanger human health and the environment), and more.

Gruys and Sackett (2003) classified workplace deviant conduct into 11 categories, including (1) Theft and related conduct (such as cash or rectification theft, the provision of goods or services, or the abuse of employee benefits); (2) Property destruction (such as damaging, damaging, or destroying property; production sabotage); (3) Information misuse (e.g., falsifying records or divulging confidential information); (4) Misuse of time and resources (e.g., changing time cards or conducting personal business while on the clock); (5) Unsafe behavior (e.g., failing to adhere to or learn safety procedures); (6) Poor attendance (such as persistent tardiness or

absence; misuse of sick time); (7) Poor work quality (such as sluggish or careless work); (8) Alcohol use (such as drinking while driving or arriving at work while intoxicated).

Implementing diversity management in the workplace is one way to stop deviant conduct in the workplace. The term "managing diversity" or "Diversity Management" is very metaphorical, according to (Mor, Barak, 2011), so it is essential to have a management of diversity that has a variety of goals based on the nation or area where the organization is located. It is challenging to establish a direct link between the application of diversity management and the (financial) success of the business, according to (Vedder 2006). According to Carnevale and Stone (1994), diversity management is a business strategy used by a company to create an inclusive and diverse workplace. Rash et al. (2021). argue that improper management of diversity will have detrimental effects and may.

The purpose of this research was to map the body of knowledge regarding the value of diversity management in curbing disruptive behavior in the workplace. There aren't many studies that look at how diversity management can be used to stop workplace deviance. Previous researchers frequently use scoping reviews, particularly in areas of science relating to health (O'Brien et al., 2016). The reason given by respondents in the study by O'Brien et al. (2016) is that scoping reviews are thought to be an effective tool for mapping a subject with an approach that is "not as rigid as a systematic review."

METHOD

The concept of Arksey and O'Malley is used in this research as part of the modified scoping review method. (2005). The five stages of the applied scoping review are: (1) defining research questions; (2) locating pertinent studies; (3) choosing studies; (4) mapping data; and (5) compiling, summarizing, and reporting results. When a subject hasn't been thoroughly reviewed, is complex, or is heterogeneous, a scoping review of the literature may be used. (Mays et al., 2001).

The scoping review's initial framework was modified by Levac et al. (2010) to create a scoping review study guideline. The steps are as follows: (1) clarify and link objectives to research questions to identify research questions; (2) find relevant studies by weighing feasibility, breadth, and completeness; (3) choose studies that use an iterative team approach to study data extraction and sorting; (4) map data by combining a summary of qualitative and numerical thematic analysis; and (5) compile, summarize, and report the results, including their policy implications. Although Levac et al. (2010) changed the steps in the scoping review, the

scoping review still adheres to the steps created by Arksey and O'Malley (2005) because they offer a useful review for practitioners.

How to Choose Research Questions

Establishing research questions is crucial in the early stages of a scoping review so that researchers can design strategies, perform literature searches, and make sure that all relevant subjective areas are covered (Arksey & O'Malley, 2005; O'Flaherty & Phillips, 2015). What is known from the literature already in existence about the significance of diversity management in averting deviant behavior in the workplace? was the research question posed in this study?

Find pertinent Studies The term "keyword" was developed to facilitate the search for literature pertinent to the research query. Thesaurus synonyms for "diversity management" and "deviant behavior at work" were looked up, but the numerous published electronic database searches turned up nothing for the original keywords and synonyms entered together, so the keywords entered were "Management diversity" or.

Table 1 illustrates the inclusion criteria applied in this research. The timeframe is 11 years, or from 2013 to 2023. The 11 years were considered long enough to evaluate the applicability of diversity management research and workplace deviations. Peer-reviewed journal articles released in English make up the chosen publications. Geographical regions are not limited to nations they satisfy the requirements, and all scientific studies conducted in various nations are included.

Table 1. Inclusion Criteria

| Criterion | Inclusion | |
|--------------------------|----------------------|--|
| Era | 2013-2023 | 11 Years of observation |
| Language | English | Most peer-reviewed articles published in English |
| Publication Type | Journal Articles | Only peer-reviewed articles are included in this article |
| Geographical Area | All countries | Findings from all countries |

Study Choice

Three electronic databases were searched for literature using the search term, and 73 articles were discovered, with 26 coming from Cambridge University Press, 25 from Taylor and Francis, and the remaining 22 from Wiley. The suitability of some of these articles concerning the posed study questions is then evaluated. Additionally, articles are screened for duplicates across various internet databases.

65 articles were eliminated during the selection stage of this study, the majority of which were eliminated because they did not answer the research question, (1) did not address the category of deviant behavior in the workplace, and (2) had no bearing on behavior management, which is crucial for preventing deviant behavior in the workplace.

Comparing Data

The chosen articles are extracted during the data mapping step to provide a summary of the most important data. The information that is kept on file includes information about the author, his study year, location, goals, design, and research methodology.

Results Compilation, Summarization, and Reporting

Compiling, summarizing, and reporting the study's findings is the final step in the evaluation process. When compiling, it creates a table with article extraction results from the data mapping step. A pattern or theme of the key results is produced during the summarizing stage, and the report format used for publication is created during the reporting stage. Table 2 displays the findings of the data gathering for the study.

Table 2. Collection Data

| No. | Writer | Year | Study Location | Purpose | Design/Method | Key Findings |
|------------|-------------------|-------------|-----------------------|---|--|---|
| 1. | Johnson, et.al. | 2022 | AS | Examine the negative aspects of reward-behavior relationships as well as the reward-theft parity impact. | A survey and experimental study | When the reward provided after the behavior is applied is deemed unfair, RTPE turns into a very bad thing. |
| 2. | Otterbach, et.al. | 2021 | 36 Countries | Analyze gender differences and gaps in PWH views, paying close attention to how gender equity and gender egalitarianism | Using 2015 International Social Survey Program (ISSP) data on 38,179 individuals | The importance of implementing gender equality policies is evident at the company level because the mismatch between company values and |

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|----|----------------------------|------|---------|---|--|---|
| | | | | affect scoring disparities. | | practices in this issue will only accentuate perceptions of harassment. |
| 3. | Curseu, et.al. | 2020 | Romania | Review empirical studies of moral dilemmas and the literature on group rationality to explore ways related to individual choice and its social influence on group moral choice. | Distributed questionnaires to 221 sample people | The emerging group-level utilitarianism is higher than the average individual utilitarianism but lower than the highest individual utilitarianism in the group. |
| 4. | B. Vernard, et.al | 2023 | Bhutan | Testing corruption on the performance of civil servants outside the OECD | Performing Analysis using SEM | Corruption is influenced by job satisfaction and ultimately affects performance. |
| 5. | A. Budjanovcin & D.E Guest | 2023 | UK | Know how the professional experience of black, Asian, and ethnic minority women shapes their working life careers | Using qualitative data by interviewing 39 informants | The need for HR managers and HR researchers to be aware of hidden influences on the career decisions of Black, Asian, and ethnic minority women. |

| | | | | | | |
|----|----------------------|-------|--------------|--|---|--|
| 6. | E.M David, et.al. | 2021 | AS | Test whether different types of organizational support affect the career outcomes of female ex-pats | Quantitative Methods for testing models | The perception of organizational support did not significantly improve age- appropriate adjustment and attitudes for both men and women, |
| 7. | C.-C.Kuo, et.al. | 2015 | Taiwan | Analyze some literature on gossip, and develop and test hypotheses about some antecedents of gossip, to develop knowledge about the relationship between gossip and employee behavior in the workplace | Analyze survey data in a two- stage process with respondents of 362 employees in various industries | Gossip is divided into two things, work- related and non-work- related gossip, so these different gossip constructions have different impacts on employee behavior HR managers should be careful about gossip in the workplace, as it can lead to cynical behavior among employees. |
| 8. | J. M. Lee, et.al. | .2022 | AS & Cina | Presents a cross-time comparison of managerial ethics between those in the United States and China. | Samples between 2005- 2007, and distributed Chinese and English versions of the questionnaire, by conducting questionnaire trials first | Chinese managers did not show much difference in their decisions on conflict, of interest issues, and physical environment issues between the mid-1990s and mid- 2000s, while American managers showed significant changes, making more ethical decisions for both. problems in the mid-2000s rather than in the mid-1990s. |

RESULT

Only 8 empirical studies from the period of 2013 to 2023 were discovered, which are largely appropriate for addressing research issues. Three studies (60%) were situated in the United States, one study (8%) in Bhutan, one study (8%) in Romania, one study (8%) in the United Kingdom, one study (8%) in Taiwan, and one study (8%) in 36 different countries. The years 2022 and 2023 had the most studies per year of publishing, followed by 2021 with one study, 2020 with one study, and 2015 with one study. Researchers use a variety of study techniques including surveys, experiments, questionnaire distribution, and analysis using pre-established models.

In research on the negative effects of reward-behaviour relationships, Johnson et al. (2022) investigated the reward-theft parity effect. Additionally, Investigate the purported reward-theft parity impact. Receiving gifts is thought to be a form of theft, according to the theory behind this research. It can be argued that views of procedural fairness undermine this relationship because survey results from Study 1 (n = 634) revealed that early support for RTPE between gifting and theft was in the same category. Study 2 supported RTPE further by demonstrating that theft increased under reward-theft parity conditions as opposed to reward-theft disparity conditions. This study used the experimental design of 2 (reward) 2 (chance of theft) between participants (n = 300).

With a focus on gender equality and gender egalitarianism in printing, Otterbach et al.'s study of gender gaps and differences in employee perceptions of workplace harassment (PWH) in 2021 will be able to surmount these differences.

To investigate how individual choices and their social effects on group moral decisions are linked, Curseu, et al. (2020) reviewed empirical studies of moral dilemmas and group rationality literature. The findings of the 221 participants' responses to the 10 moral conundrums revealed that the group's emerging utilitarianism was higher than the average individual utilitarianism but lower than the highest individual utilitarianism in the group. Additionally, we demonstrate that group utilitarianism favorably predicts individual utilitarianism while group fragmentation is individual.

Job satisfaction acts as a moderator in the relationship between corruption and individual performance, according to research by B. Vernard et al. (2023) on the effects of corruption on the performance of public servants outside the OECD. Corruption suggests job satisfaction-based indirect poor performance. Job satisfaction is also increased by autonomy, performance management, and promotion possibilities. The contextual application of HRM practices is questioned by the absence of a correlation between some HRM practices and performance. We

provide useful insights into how promoting moral anti-corruption policies along with relevant HRM policies can enhance work satisfaction and civil servant performance.

By demonstrating the role of mesostructured in the form of career scripts in examining the interaction between agency and individual structure, A. Budianovcanin & D.E. Guest (2023) analyze how the professional experiences of black, Asian, and ethnic minority women in shaping careers in their working lives. It also makes contributes by emphasizing the significance of reference groups in influencing and disseminating career scripts and incorporating reference group theory. thereby exposing the potential long-term effects of relationship influence on job decisions. The analysis emphasizes the necessity for HR managers and HR researchers to be conscious of covert influences on black, Asian, and ethnic minority women's career decisions.

The impact of various kinds of support on the career outcomes of female expatriates was examined by E.M. David et al. in 2021. According to research, POS does not substantially alter men's or women's attitudes and subsequent longevity adjustments. Then, OCQs (as well as FSOPs to a lesser extent) assist male employees in fitting in, resulting in greater commitment, career satisfaction, and community involvement. Women, on the other hand, benefit from FSOP but not OCQ.

To learn more about the link between workplace gossip and employee behavior, C.-C. Kuo et al. (2015) reviewed a variety of literature on gossip and created and tested theories regarding some of its antecedents. showed that non-work-related gossip has a similar but weaker impact on employee cynicism, while work-related gossip predicts employee cynicism and mediates the relationship between psychological contract breaches and cynicism. The study identified two gossip constructs, the first of which included previously unreported non-work-related gossip and work-related gossip for which a validated scale had been developed. Second, we discovered that these various gossip constructs can have various effects on employee behavior, so HR managers should be cautious about talking in the workplace because it can result in.

When J. M. Lee, et al. (2022) compared managerial ethics across time, they discovered that different viewpoints predominate concerning the moral theory guiding decision-making. In a world with more and more cross-cultural and multicultural interactions, these results offer crucial insight into cross-cultural and cross-temporal evolutions in business ethics.

DISCUSSION

The primary focus of the survey research in this scoping review is on what constitutes deviant behavior in the workplace and how crucial diversity management is to leaders' ability to foresee such behavior if it is related to the literature from earlier research.

Different Types of Deviant Behaviour at Work Workplace deviance is defined as undesirable conduct that is at odds with the organization's beliefs and ethics violates organizational norms, and occasionally poses a risk to the safety of other workers or the organization (Robinson & Bennett, 1995; Robinson & O'Leary-Kelly, 1998). Individually, the findings revealed that deviant conduct was associated with lower performance ratings. (Rotundo & Sackett, 2002). According to several models of workplace deviance (e.g., Bennet & Robinson, 2003; Abrams, Marques, Bown, & Dougill, 2002), the emergence of deviations in organizations typically starts with initial behaviors that go against formal or informal norms that establish expected standards for behavior at work. One such behavior is corruption, which has an impact on employee performance and is pertinent to the findings.

Corruption suggests job satisfaction-based indirect poor performance. Therefore, ethical anti-corruption policies need to be socialized in human resource management. Gift-giving, most people do not see anything wrong with the practice because gifts are typically given in return for normal social interactions. However, a significant number of people also contend that gifts are a form of bribery. Bribes are offered to sway a decision, frequently one that is political. According to anthropologists, the concept of "emic," which includes gifts and bribes, should not be defined by observer scientists but rather should be investigated from the viewpoint of local communities (Torsello and Venard 2015). According to Johnson, et al. (2022), giving gifts is larceny because of them.

Historically, many scholars have claimed that small interpersonal deviations like gossip are present. (Robbinson & Bennet, 1995). This classification encompasses gossip that occurs frequently on a scale of deviance, such as gossiping managers. (Mitchell & Ambrose, 2007). C-C Analysis. According to Kuo (2015), workplace gossip mediates the link between psychological contract violations and cynicism and predicts employee cynicism. HR managers should exercise caution when it comes to workplace gossip.

The Significance of diversity management in stopping disruptive behavior at Work Deviant conduct in the workplace is frequently brought on by gender diversity in the workplace. According to Chernyak-Hai, et al.'s (2019) study, married women reported primarily two types of somewhat unusual deviations, whereas divorced men were found to report two types of unusual workplace deviations. In both situations, it may be anticipated that these two groups

experience less psychological distress that "justifies" workplace deviation. Women in most nations are more likely than men to experience workplace harassment, according to research by Otterbach et al. from the year 2021. These findings highlight the significance of gender egalitarian values and behaviors. while increased gender norms. The findings of research by A. Budjanovcanin and D.E. Guest (2023) around diversity also present a study of the professional experiences of black, Asian, and ethnic minority women, which influence their careers and work situations. Her research's findings revealed a variety of factors that their intersectional gender and ethnic identities had on their job choices. Therefore, it's important for HR managers and researchers need to be conscious of the covert factors influencing women's career choices.

E.M. David (2021) claimed that reducing gender differences, which is one of the efforts to overcome behavioral deviations in the workplace, is necessary for organizational support in improving adjustment and attitudes, age-appropriate for men and women. This is related to the importance of workplace behavior management.

The findings of a study conducted by J.M. Lee, et al. (2022) between the mid-1990s and mid-2000s regard deviant behavior related to diversity management. His analysis supported cross-border viewpoints and found that different views predominate when it comes to the moral philosophy guiding manager decision-making. It also revealed that differences in the ethical decision-making of Chinese and American managers evolved in a variety of different directions during this decade. Consequently, it can be said that ethnic diversity.

CONCLUSION

Corruption, the giving of gifts or bribes, and gossip are some categories of deviant behavior that have been identified in the workplace. All these categories have the potential to negatively impact corporate performance. Gender, race, and culture are three types of diversity that are particularly susceptible to the issue of aberrant behavior in the workplace. to prevent deviant behavior in the workplace, management must provide support and attention, particularly to human resource managers managing diversity in the workplace. This scoping review organizes the body of research into categories that include aberrant behavior at the moment and establishes the relationship between diversity management and workplace deviance. The scope of this evaluation has some restrictions. Only three electronic systems are used.

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