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The diversities within diversity: a systematic review of Brazilian scientific production on diversity in Administration (2001-2019)

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Abstract

In recent decades, diversity has gained space mainly in the academic discussion of organizational studies, labor relations, and human resource management. There are critical reflections on inequality, difference, and prejudice, as well as a considerable discursive appeal about business management practices linked to the ideas of productivity, creativity, and innovation. The multiplicity of diversity reveals its theoretical and empirical plurality that takes different paths when related to the dynamic relationships among societies, organizations, and people. We conducted a systematic review of the Brazilian scientific production on diversity, in publications in the area of Administration, in the scientific databases Google Scholar, Web of Science (WoS), Spell, and Scopus. We understand diversity as a debate of the new millennium therefore, the period analyzed was 2001 to 2019. The main results include: i) diversity in and of the papers; ii) the (in)definition and scope of the concept; iii) the emergence and growth of the topic; iv) the incipience of authorship and reference institution; v) the predominance of qualitative studies; vi) the (in)visibility of certain social markers given the breadth of the concept and theme.

Keywords: Diversity. Markers of social inequality. Systematic review. Organizational studies. Labor relations.

As diversidades da diversidade: revisão sistemática da produção científica brasileira sobre diversidade na administração (2001-2019)

Resumo

Nas últimas décadas, a diversidade tem ganhado espaço, principalmente na discussão acadêmica dos estudos organizacionais e das relações de trabalho e gestão de pessoas. Se por um lado há reflexões críticas sobre desigualdade, diferença e preconceito, por outro também há considerável apelo discursivo acerca de práticas de gestão empresarial, atrelado às ideias de produtividade, criatividade e inovação. A multiplicidade da diversidade revela sua pluralidade teórica e empírica que toma caminhos diversos quando relacionada com as dinâmicas relações entre sociedades, organizações e pessoas. Este estudo tem como objetivo realizar uma revisão sistemática da produção científica brasileira sobre diversidade, nas publicações que fazem referência à área de administração, nas bases de dados Google Scholar, Web of Science (Wos), Spell e Scopus. Ao entender a diversidade como um debate do novo milênio, a escolha do período de análise compreendeu os anos de 2001 até 2019. Como principais resultados, destacam-se: i) a diversidade nas e das publicações; ii) a (in)definição e a abrangência do conceito; iii) a emergência e o crescimento do tema; iv) a incipiência de autoria e instituição de referência; v) a predominância de estudos qualitativos; vi) as (in)visibilidades de certos marcadores sociais em face da amplitude do conceito e do tema.

Palavras-chave: Diversidade. Marcadores sociais de diferença. Revisão sistemática. Estudos organizacionais. Relações de trabalho.

Diversidad de la diversidad: revisión sistemática de la producción científica brasileña sobre la diversidad en la Administración (2001-2019)

Resumen

En las últimas décadas, la diversidad ha ganado terreno, principalmente en la discusión académica de Estudios Organizacionales, Relaciones Laborales y Gestión de Personas. Si, por un lado, hay reflexiones críticas sobre la desigualdad, la diferencia y el prejuicio, por otro, también hay un considerable atractivo discursivo sobre las prácticas de gestión empresarial, vinculadas a las ideas de productividad, creatividad e innovación. La multiplicidad de la diversidad revela su pluralidad teórica y empírica que toma diferentes caminos cuando se la relaciona con las relaciones dinámicas entre sociedades, organizaciones y personas. Este estudio tuvo como objetivo llevar a cabo una revisión sistemática de la producción científica brasileña sobre diversidad, en publicaciones que se refieren al área de Administración, en las bases de datos científicas Google Scholar, Web of Science (WOS), Spell y Scopus. Al entender la diversidad como un debate del nuevo milenio, la elección del período de análisis abarcó los años 2001 a 2019. Como resultados principales se destacan: i) la diversidad en y desde las publicaciones; ii) la (in)definición y alcance del concepto; iii) la aparición y el crecimiento del tema; iv) la autoría e instituciones de referencia incipientes; v) el predominio de los estudios cualitativos; vi) la (in)visibilidad de ciertos marcadores sociales en vista de la amplitud del concepto y el tema.

Palabras clave: Diversidad. Marcadores sociales de diferencia. Revisión sistemática. Estudios organizacionales. Relaciones laborales.

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INTRODUCTION

The debate on diversity in Brazil has gained space during the 1980s, particularly after the 1988 Brazilian Constitution, which was marked by social rights such as the protection of women's labor force and legislation guaranteeing labor opportunities for people with disabilities in the public administration. This dynamic of diversity and social inclusion continued with the opening of the country's economy in the 1990s and the consequent arrival of US multinationals, bringing the issue to the organizations' agenda (Alves & Galeão-Silva, 2004; Fleury, 2000; Saraiva, & Irigaray, 2009).

In recent decades, diversity became part of academic discussions, especially in organizational studies, labor relations, and people management (Diniz, Carrieri, Gandra, & Bicalho, 2013; Gemelli, Fraga, & Prestes, 2019; Rosa, 2014). There are critical reflections on inequality, difference, and prejudice (Felix, Mello, & von Borell, 2018; Franco, Magalhães, Paiva, & Saraiva, 2017; Pompeu & Souza, 2019), and also considerable discursive appeal about business management practices, linked to ideas of productivity, creativity, and innovation (Beckhauser & Gomes, 2019; Irigaray & Freitas, 2013; Martinez, 2016; Nóbrega, Santos, & Jesus, 2014). The multiplicity of concepts and understandings on diversity reveals its theoretical and empirical plurality, which takes different paths related to the dynamic relationships involving people, organizations, and societies.

Diversity is understood as a concept with its own historicity, related to differences and social identity, considering a multiplicity of people in society and organizations, which is in constant interaction and dynamism (Alves & Galeão-Silva, 2004; Knomo & Cox, 1999). At the organizational level, the challenge is how to stop reproducing privileges and inequalities supported by differences regarding work opportunities. Research on the subject can be taken from an individual perspective with collective reflections, such as gender, race, and disability. It can also encompass broader views on social groups, such as class, economic resources, and professional training (Carvalho-Freitas, 2009). Linked to social responsibility, the organizations' management advocates that policies and practices promoting diversity enable the transformation of society through inclusion (Fleury, 2000; Irigaray & Vergara, 2011; Vasconcelos, 2016).

This study consists of a systematic review of the Brazilian scientific production on diversity in publications in the field of administration, based on four of the leading scientific databases used in Brazil: Google Scholar, Web of Science (Wos), Spell, and Scopus. Understanding diversity as a debate of the new millennium, the period analyzed extends from 2001 to 2019. The article is divided into five sections, including this introduction. The next section presents a literature review, followed by the methodological procedures. Section four presents the analysis and discussion of results, and the last section the final considerations.

LITERATURE REVIEW: DIVERSITY AS A FIELD AND CONCEPT UNDER CONSTRUCTION

The field of studies on diversity in organizations was originated in the US, linked to the organizational response to the 1960s and 1970s social movements (Fleury, 2000). The area of management in the country at that time advocated that social inequalities (particularly racial discrimination) could be overcome with meritocracy practices in companies (Alves & Galeão-Silva, 2004). Also, studies on workforce diversity throughout the 1980s stressed the hegemonic perspective that differences did not influence the organizational environment (Rosa, 2014). The debate advanced with the movement of people from one region to the other during the 1990s, motivated by opportunities in multinational companies in different parts of the world, including countries such as Brazil (Freitas, 2017).

Another reference to the origins of diversity as a field of studies is the notion of cultural multiplicity (Hanashiro & Carvalho, 2005) in the contemporary world, which can also be related to ethnic-racial ancestry. In Brazil, the prerogative of racial miscegenation, accompanied by the myth of racial democracy, blurs the history of enslavement and genocide of the black population and indigenous people in the colonial process, resulting in the inequalities observed in the country.

Diversity can be understood as "a mixture of people with different group identities within the same social system" (Nkomo & Cox, 1999, p. 335), or "the mixture of people with different identities interacting in a single social system" (Fleury, 2000, p. 20, our translation). It is "a social phenomenon characterized by people's distinctions based on their different group memberships in a specific context" (Carvalho-Freitas, Silva, Tette, & Silva, 2017, p. 178, our translation). There are different

approaches and specificities, starting with the choice of research regarding the direction – which may consider the society's structural context of society, may be limited only to business practices or individual effort. Alves and Galeão-Silva (2004), based on the analysis of foreign and national literature on the subject, proposed a critique of diversity management in organizations that corrupts the sociopolitical commitment of affirmative action, especially in the Brazilian labor market, in which there is an ideological racial democracy that disguises structural racism.

In international literature, there is a body of research in the US with a strong presence of women and incentives for researchers in annual diversity programs at the Academy of Management, as indicated by Nkomo, Roberts, Bell, Joshi, and Thatcher (2019) (authors recognized for the theoretical construction on the subject). In a recent study, Yadav and Lenka (2020) presented a systematic review of the international literature from 1991 to 2018, which glimpsed the history of the literature on diversity management and indicated research paths. Despite being a broad topic, the authors reveal that international diversity research has repeatedly split between 3 themes: age, gender, and race. Dimensions involving diversity of gender and sexuality, disability, and functional, educational, and class are neglected. They warn of the excessive focus on results at the organizational level at the expense of analyzing implications at individual and group levels.

The notion of dimensions of diversity has been present since the 1990s, making visible all groups encompassed in the concept and indicating the characteristics emphasized in the studies. The primary dimensions involve differences that do not go through a choice process but directly influence self-image (such as age, color, gender, sexuality, and physical abilities). The secondary dimensions refer to characteristics that are subject to change (considering certain limitations), such as social class, education, language, religion, geographic location, and professional experience (Hanashiro & Carvalho, 2005; Loden & Rosener, 1991). Mazur (2010) considers that dimensions can be symbolically perceived as an iceberg – some are more visible, while others (tertiary dimensions) are hidden, such as beliefs, feelings, and values.

According to Kirton and Green (2016), gender and race are the organizing principles of the labor market, and other conditions, such as disability, religion, age, and sexual orientation, complement the standards that guide work opportunities. In the authors' view, these six dimensions of diversity are the central sources of inequality in the professional field.

Thus, the concept of diversity management, although lacking a consensus in research (Carvalho-Freitas, 2009; Jabour & Santos, 2008; Nknomo & Cox, 1999), implies the construction of policies and practices, especially in human resources/people management, to encourage the growth of hiring and, later, career promotions for people who belong to historically marginalized groups. As diversity management intends to be politically neutral, instrumental, and reflect a competitive advantage, it ends up going against the critical perspective (Carrieri, Souza, & Aguiar, 2014; Kirton & Green, 2016). The discussion, taken as critical diversity, explores power relations, violence, and the various forms of discrimination and structural exclusion.

Regarding the Brazilian literature, Fleury (2000) presented one of the first concepts for diversity in administration. The author connected diversity to ideas such as respect and recognition of individuality and visible and invisible identities. For Fleury (2000, p. 20, our translation), "there are several aspects to be considered when thinking about the meaning of diversity: age, gender, education, ethnicity, religion, origin, race, and language." The author also highlights that diversity management points to a future in which the number of black people, women, and gay people would be more significant in organizational spaces. It is important to say that, in the Brazilian context, groups often considered minorities, such as women and black people are, in fact, socially minor groups, as they represent the majority of the population.

Previous Brazilian studies have analyzed the scientific literature on diversity in organizations. Hanashiro and Carvalho (2005) carried out a bibliographic study of discussions on cultural diversity in international scientific journals published from 1998 to 2003, proposing reflections for the Brazilian context. The debate regarding women in organizations has limits when discussing gender diversity (Fraga, Gemelli, & Rocha-de-Oliveira, 2019). Likewise, for the discussion of sexuality, the focus is generally on the experiences of gay men (Eccel, Saraiva, & Carrieri, 2015), bringing little problematization about the various forms of expression of sexuality and how compulsory heterosexuality ends up curtailing insertion and permanence in organizational spaces (Carrieri et al., 2014; Paniza & Cassandre, 2018). Social markers of difference are intercrossed and confer distinct (in) visibilities in supposedly homogeneous groups, such as LGBTQIA+ (lesbian, gay, bisexual, transgender, queer/questioning, intersex, aromantic/asexual, "+" stands for other identities within queerness/transness).

Cordeiro, Freitag, Fischer, and Albuquerque (2013) analyzed academic production on generations in the field of people management. The research reveals that international articles stand out for their theoretical depth and the use of sociological and psychological concepts, as corroborated by Yadav and Lenka (2020), while in Brazil, publications were found exclusively in congress proceedings. Michetti's (2017) review and bibliographic analysis pointed out that the discourse of diversity is enunciated in the corporate world as a form of legitimizing the private agents' operation of public power. As quantitative analyzes of scientific production in the field of diversity, two bibliometrics stand out: Ferreira, Sadoyama, Correia, and Gomes (2015) explored the collection of the National Meeting of Organizational Studies (Eneo) related to the theme of gender and diversity, and Silva and Vasconcelos (2019) carried out a study on cultural diversity in organizations, in which they found that American publications are prominent, followed by Austrian and Dutch research.

It is still possible to observe multiple (mis)understandings in the construction of the field and the concept of diversity. Historically, one can think about aspects of human diversity raised by areas such as anthropology (Geertz, 1999) and education (Gomes, 2012), for example, which deal with culture, ethnocentrism, language, religious conflicts, territorial belonging, public policies, the democratization of access to school, social inequality, and inclusion. The broadest possible interdisciplinary debate undergoes certain "asepsis" when taken by diversity management, which tends to homogenize differences and reinforce the discourses of social justice rationalized by meritocracy. Thus, reviewing the literature shows some (in)visibilities inscribed in the breadth of the word and concept of diversity.

Therefore, this article advances in discussions in the field due to its time span, which includes all articles published between 2001 and 2019. The analysis based on qualitative and quantitative techniques allows a deeper theoretical and conceptual discussion. The decision to restrict the study to Brazilian articles is justified by the relevance of analyzing the national context, which is marked by exclusion and inequality.

METHODOLOGY

Researches that analyze the academic production of a scientific field are relevant because they allow outlining the knowledge already produced and offer directions for future discussions (Gemelli et al., 2019). This study conducts a systematic review and investigates quantitative – from a bibliometric perspective – and qualitative aspects of the literature based on narrative analysis. The systematic review is one of the most powerful techniques for evaluating and synthesizing literature in different fields of knowledge (Zoltowski, Costa, Teixeira, & Koller, 2014). By including quantitative and qualitative components, the systematic review can provide new conceptual frameworks, reveal inconsistencies in the body of research, synthesize different results, and subsidize new studies (Palmatier, Houston, & Hulland, 2018).

The review was conducted in the following steps: elaboration of the research objective, the definition of the corpus of analysis, construction and validation of the research strategy, data collection, reading of abstracts and data cleansing based on exclusion criteria, elaboration of the framework of analysis for the construction of indicators of scientific production, a complete reading of the articles and, finally, data analysis.

The corpus of this investigation is composed of articles on diversity in the field of administration, indexed in the Web of Science (WoS), Scopus, Spell (Scientific Periodicals Electronic Library), and Google Scholar databases, published from 2001 to 2019. The databases were chosen based on the heterogeneity of their indexing criteria, allied to their representativeness in the field of scientific production in administration in Brazil.

WoS and Scopus are the most traditional databases at the level of world scientific journals, and their interdisciplinary coverage is significant when studying different scientific fields (Archambault, Campbel, Gingras, & Lariviére, 2009; Mongeon & Paul-Haus, 2016). Spell is a reference in the field of administration in Brazil. Maintained by the National Association of Graduate Studies and Research in Administration (Anpad) since 2016, its impact indicators are used in the classification of Qualis/Capes periodicals in the area of public and business administration, accounting, and tourism. Finally, Google Scholar's inclusive approach results in potentially more comprehensive coverage of scientific and academic literature compared to other databases (Martín-Martín, Orduna-Malea, Thelwall, & López-Cózar, 2018).

Data were collected in March and April 2020, using a research strategy based on the literature and validated by a specialist in the study of diversity in the field of administration. The validation sought to certify that the set of descriptors and their interrelationship exhaust the possibilities of investigation, as indicated by Gemelli et al. (2019). The research strategy consisted of the following descriptors (in Brazilian Portuguese): "*diversidade organizacional*", "*diversidade + estudos organizacionais*", "*diversidade + pessoas*", "*diversidade + trabalho*", "*diversidade empresarial*", "*gestão + diversidade*", "*estratégia + diversidade*", "*diversidade + pessoal*", "*diversidade + recursos humanos*", "*diversidade + organizações*", "*diversidade + equipe*", "*políticas diversidade*"; (in English): "organizational diversity", "diversity + organizational studies", "diversity + people", "diversity + work", "business diversity", "management + diversity", "strategy + diversity", "diversity + personnel", "diversity + human resources", "diversity + organizations", "diversity + staff", "diversity policies"). After the methodological decision to use four databases for the research, the strategy was carefully adapted to the specificities of each database.

In Google Scholar, each term set was searched individually. For data collection, the publications that appeared in the first ten pages of search results were considered. In the WoS database, the indexation is performed in English. Therefore, we translated the terms from Brazilian Portugues into English and carried out the search. The research was applied in the topic field (TS), using the Boolean operators OR and Near. As recommended by Fraga et al. (2019), the use of Near reduces the probability of collecting articles that cite the researched terms at random, without specific connection with the investigated field. Finally, the articles were refined by country of origin (Brazil). In the Scopus database, also searching in English, the refinements applied were for the country (Brazil) and area (social science, business and management, and economy).

In Spell, as in Google Scholar, each term set was searched individually in the abstract field. We decided not to refine the search specifically for administration, maintaining accounting, tourism, and economics because some articles are related to the organization field even though the journals are registered in these areas.

For data cleansing, articles that did not address diversity in the field of administration and documents in the format of proceeding papers, monographs, dissertations, theses, books, or similar publications were excluded from the analysis. Figure 1 shows the phases of data collection and cleansing.

Figure 1
Phases of data collection and cleansing



Source: Elaborated by the authors using Adobe Illustrator.

Bibliometric analyses were performed with the help of Microsoft Excel and NVivo software and observed temporal and periodical distribution, methodologies used, frequency of authorship, and keywords. Based on the narrative analysis, the dimensions of diversity addressed in the articles and the concepts that supported the discussions were observed.

ANALYSIS AND DISCUSSION OF RESULTS: DIVERSITY OF AND WITHIN PUBLICATIONS

The term "diversity" has been significantly referenced in different areas of administration, with emphasis on organizational studies, people management, and labor relations. Data collection and analysis showed that the term was mentioned and sometimes problematized in studies related to various themes around the organizational realm, such as power relations (Camargo et al., 2019; Cappelle & Melo, 2010; Souza, Silva, & Carrieri, 2012), social movements (Oliveira, 2012), inclusive communication (Teixeira & However, 2019), innovation (Fraga & Silva, 2012), consumer behavior (Pereira et al., 2012), entrepreneurship (Oliveira, Pereira, & Souza, 2013; Lima & Gomes, 2019), solidarity economy (Veronese, Gaiger, & Ferrarini, 2017), human and fundamental rights in the world of work (Alencar, 2016).

More specifically, in people management and labor relations, the term gains relevance and permeates studies on different spheres of human relationships in organizations. Research works particularly address performance indicators (Costa, Sampaio, & Flores, 2019; Dani, Picolo, & Klann, 2019; Ferreira & Rais, 2016; Fraga & Silva, 2012; Sobral & Bisseling, 2012), creativity and competitiveness (Nobrega, Santos, & Jesus, 2014), organizational culture (Ramos, Souza, & Wehrle, 2016; Silva & Vasconcelos, 2019), team satisfaction (Puente-Palacios, Seidl, & Silva, 2008), and suffering at work (Carrieri et al., 2013; Leão & Silva, 2012). In general, diversity is examined from a pragmatic viewpoint as something to be managed to achieve benefits such as innovation and creativity.

The articles published from 2001 to 2009 often present discussions related to identity in studies ranging from constructing identity to managing identity in the workplace. During this period, two studies stood out. The research on the perception of gay individuals about the influence of sexual orientation in the construction of identity and the meaning of work, carried out by Silva, Bastos, Lima, Ferraz and Cabral (2013); and the research by Campos, Lucas, and Fischer (2011) examining the construction of the socio-professional identity in the case of women who experienced the "glass ceiling" phenomenon in medium and large companies.

Also, regarding the discussion on identities and organizational diversity, two studies are worth mentioning: The research by Irigaray and Freitas (2013), which addressed different positions concerning the social identity of gay and bisexual individuals who used such identity as survival strategies in the work environment, and the study by Pompeu and Rohm (2018) identifying and analyzing how lesbians were managing sexual identity and strategies for coping with discrimination at work.

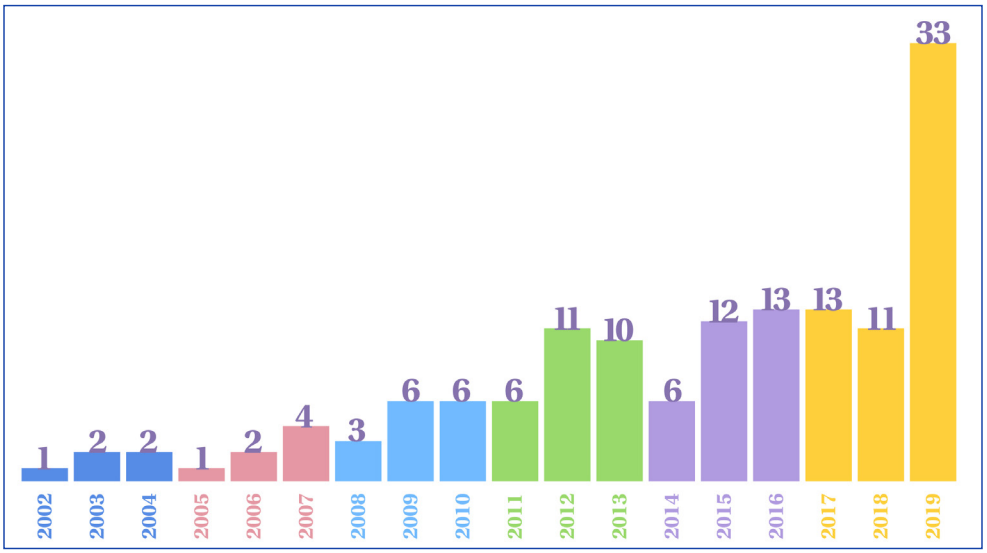
Concept(s) of Diversity and the Development and Expansion of the Field

The analyzed studies employ multiple concepts to define diversity. Sometimes, more than one concept is used in the theoretical review, and it is not clear which is more aligned with the authors' idea. Other studies present only one concept, and some of them do not clarify the concept adopted. A considerable number of articles used the word "diversity" exclusively in the title or keywords. Of 142 articles, 34 had no concept, approximately 24%. Hence the observation by Hanashiro and Carvalho (2005), more than a decade ago, when the authors pointed out the varied scope of definitions on diversity and the breadth of these concepts – sometimes specific to gender, sexual orientation, race, or ethnicity, sometimes hidden in the idea of all possible differences.

Among the universe of concepts used, those by Nkomo and Cox (1999) and Fleury (2000) stand out since they have been used in the literature for over a decade. The first article to use one of these studies to define diversity was published in 2004 (Alves & Galeão-Silva, 2004), and the most recent, in 2019 (Mendonça & Aragão, 2019). The two concepts are approximate and broad, which explains their prominence since the conceptual scope facilitates their use in several studies. However, these studies do not mention in their definitions dimensions such as generation and sexuality.

The discussion about diversity started to gain traction after the 1980s, appearing more frequently during the 1990s. However, the number of articles on the topic grew only in the 2000s, witnessing a broader debate. The research did not find articles addressing diversity in the organizational field in 2001. Graph 1 shows the emergence of the theme "diversity" year by year, demonstrating a slight increase in the number of articles after 2012, a fluctuation in 2014, and a significant increase in 2019.

Graph 1
Distribution of articles published over time



Source: Elaborated by the authors using Adobe Illustrator.

In the temporal analysis of publications, it is necessary to consider the influence of several factors on the percentage growth of articles, such as the emergence of new journals, the increase in scientific production, and greater access to the internet, which results in greater distribution of scientific research (Gemelli et al., 2019). However, the increase in the number of articles published in 2019 is expressive, representing 23.23% of all published articles in the period. Thus, it is fair to say that diversity is an emerging theme in the area of administration and, mainly, in people management and labor relations, as pointed out in the study by Gemelli et al. (2019).

The number of publications per year can also be linked to the emphasis given to the topic in academic events such as the Meeting of the National Association of Graduate Studies and Research in Administration (Enanpad) and its academic divisions such as organizational studies (EOR) and people management and labor relations (PMR). At the 33rd Enanpad, held in 2009, for example, the theme "Innovation and diversity" emerged in the academic division entitled, at the time, management of science, technology, and innovation (STI) – currently called innovation, technology, and entrepreneurship (ITE) – and the theme "Gender and diversity in organizations" in the academic division of ORS.

In ORS, visibility starts when the division launches the subtopic "Identity(ies) and diversity(ies)" within an umbrella topic entitled "Organizational behavior," at the time led by Professor Maria José Tonelli. In the same section, there was an invitation to submit studies that discussed "Masculinities, femininities, gays, and sexuality in organizations."

In 2010, the divisions ORS and PMR incorporated diversity as a mirror theme: first, "Diversity and labor," led by Professor Mônica Carvalho Alves Cappelle; then "Labor and diversity," led by Professor Hélio Arthur Reis Irigaray. Currently, the academic division PMR presents the themes "Diversity and in(ex)clusion in organizations: advancing the discussion," "Organizational studies," and ORS presents "Differences and inequalities: intersectionalities of races, ethnicities, genders, sexualities, and classes in the world of work." The process underway at Anpad events is both a product and producer of the increase in the number and variety of articles.

The Seminar on Administration of the Faculty of Economics, Administration, and Accounting (SemeAd), promoted by the University of São Paulo (USP), in 2014, included the topics "diversity in organizations," "individual differences," and "women and careers," in the theme "Organizational behavior," led by Professor Gisela Demo. In 2016, the theme "Gender, diversity, and inclusion in organizations" was included in this area, led by Professors Luiz Alex Saraiva and Darcy Mitiko Mori Hanashiro, which was renamed in 2020 "Diversity, difference, and inclusion in organizations," led by Professor Eloisio Moulin. Such themes have shown significant growth in production in the administration, gaining space in events, and specific calls for paper. Therefore, in the period highlighted, these events affected the number of articles published per year and the growth of the field.

Articles Authorship and Institutional Affiliation

As for the number of authors, only 19% of the articles have only one author. Most articles (81%) were published in co-authorship, with a concentration of articles written by two authors (38%). Among the articles written by two authors, 61.1% were produced by authors affiliated with the same institution. This trend repeats when analyzing the publications altogether. Authors sharing institutional affiliation were responsible for publishing 59.6% of the articles, whereas the other publications (40.4%) were published by only one author or by more than one author from different institutional affiliations.

As for the articles written by authors with different institutional affiliations, 36.7% of the studies were conducted in partnerships gathering authors from public and private institutions; 34.7% in partnerships gathering authors from public institutions; and 22.4% gathering authors from private institutions. Furthermore, in 6.2% of the cases analyzed, the article is an isolated collaboration among researchers affiliated with national and international universities. Regarding the language, 88.5% of the articles were published in Portuguese, 10.5% in English, and 1% in Spanish. In this scenario, the predominance of articles in Portuguese is a positive factor since the systematic review focused on Brazilian scientific production, capturing the national reality.

Many authors published between 2001 and 2019 on the theme of diversity in the organizational field. However, among the more than 300 authorships, 88% published only once during that period. Maria Nivalda de Carvalho Freitas stands out for her research efforts dedicated to people with disabilities. It was also possible to verify that only four institutions concentrate a total of 30% of the number of publications: Federal University of Minas Gerais (UFMG), Mackenzie Presbyterian University (UPM), Fundação Getulio Vargas (FGV), and the University of São Paulo (USP).

METHODOLOGICAL ASPECTS OF THE RESEARCH

The use of a qualitative approach was predominant in the articles analyzed. The main methodological strategies observed were interviews (19%) – mainly semi-structured – documentary research, literature reviews, and theoretical essays. In the years 2018 and 2019, the presence of teaching cases was noticed along with an increase in biographical and ethnographic methods to address issues related to diversity.

In studies adopting quantitative research, the use of questionnaires as a data collection instrument prevailed. Seven articles identified the study as a survey (4.9%), and some of the studies adopted secondary sources of data to analyze, for example, financial and bibliometric data. Only five articles (3.5%) use a mixed qualitative-quantitative methodology. The methodological procedures of such studies include the use of bibliographic review, interviews, and questionnaires.

Finally, 62.7% of the studies presented a theoretical-empirical nature, which included some type of fieldwork, such as interviews, questionnaires, or case studies. The other 37.3% of the articles presented teaching cases, theoretical essays, literature reviews, or documentary research in the theme of diversity in the area of administration. The data suggest that, during this period, these authors were more inclined to carry out empirical studies.

Frequency of keywords

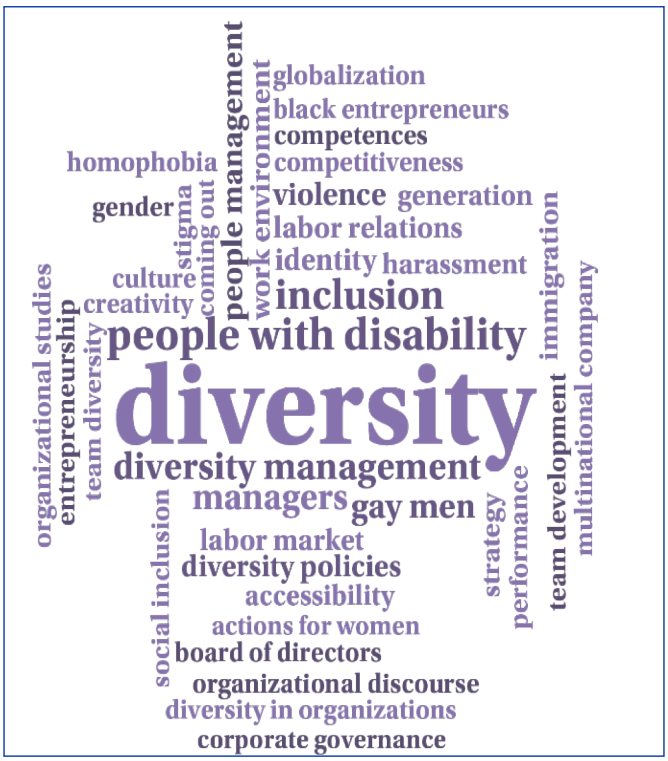
The keywords were extracted and analyzed with the help of the NVivo software. Figures 2, 3, and 4 show the keyword frequency map (words in Brazilian Portuguese) divided into three quadrenniums.

Figure 2
Keyword frequency map (2001-2010)



Source: Elaborated by the authors using the software NVivo and Adobe Illustrator.

Figure 3
Keyword frequency map (2011-2014)



Source: Elaborated by the authors using the software NVivo and Adobe Illustrator.

Figure 4
Keyword frequency map (2015-2018)



Source: Elaborated by the authors using the software NVivo and Adobe Illustrator.

In the first decade and subsequent quadrenniums analyzed, "*gestão da diversidade*" (diversity management) was a prominent term. "*Pessoas com deficiência*" (people with disabilities), "*gênero*" (gender), "*inclusão*" (inclusion) and "*discriminação*" (discrimination) were also recurrent keywords. However, the term "*pessoas transgêneras*" (transgender individuals) appeared only in the period 2015-2018 (Carrieri et al., 2014), which expanded the gender discussion beyond women (Fraga et al., 2019). The approach to sexuality is highlighted with the term "*homossexuais masculinos*" (gay men) and "gays" (Felix et al., 2018; Irigaray & Freitas, 2013; Paniza & Cassandre, 2018; Silva et al., 2013).

As the number of articles analyzed in 2019 is almost triple that of the previous quadrennium, we elaborated a keyword frequency map gathering the words of the 33 articles published that year. The keyword "*gestão da diversidade*" (diversity management) continues as a trend, as well as "*diversidade de gênero*" (gender diversity), with a focus on the discussion about the presence of women on boards of directors (Costa et al., 2019). However, new discussions emerge that may represent an expansion of the discussion of gender as a synonym for women, as well as the discussion of gender about women as a homogeneous group, by including the notion of intersectionality (the word "*interseccionalidade*" also stood out as observed in the superior part of Figure 5) (Braz & Benevides, 2019; Dalpian & Silveira, 2019).

Figure 5
Keyword frequency map (2019)



Source: Elaborated by the authors using the software NVivo and Adobe Illustrator.

Diversity Dimensions Addressed

The first article of the period analyzed (2001-2019) was entitled "Representations of gender relations in the public organizational space." The study was written by Mônica Carvalho Alves Cappelle, Áurea Lúcia Silva, Luiz Henrique de Barros Vilas Boas, and Mozar José de Brito, at the time affiliated with theGraduate Program in Administration of the Federal University of Lavras. The article was submitted in 2001 and published in 2002 in the Revista de Administraçãoa Pública (RAP) (Brazilian Journal of Public Administration). The authors sought to unveil the social representations of military police officers from a gender perspective, offering an analysis of how organizational policies and the workers' experiences build and reinforce gender asymmetries in the organization studied.

The first study of the sample published in an international journal was found in the WoS database, published in 2008 in The International Journal of Human Resource Management. The article was entitled "The central role of human resource management in the search for sustainable organizations" and authored by Charbel José Chiappetta Jabbour and Fernando César Almada Santos, both affiliated, at that time, with the University of São Paulo. In this article, the authors defended a strategic and central position of human resource management, connecting such a position with organizational sustainability. Cultural diversity was included among the essential elements in this interaction, together with environmental protection and innovation (Jabbaur & Santos, 2008).

More than 40% of the articles mentioned diversity management. The articles citing the concept of diversity have in common a mostly pragmatic and comprehensive understanding of the benefits of different social groups in companies (Fraga & Silva, 2012; Nóbrega et al., 2014; Pereira et al., 2012; Puente-Palacios et al., 2008; Schmiliver, Teixeira, Brandão, Andrade, & Jucá, 2019), reinforcing the depoliticized character of the business approach (Carrieri et al., 2014; Kirton & Green, 2016). In the scope of diversity management, the studies usually explore one or more diversity dimensions, with emphasis on gender diversity (Alencar, 2016; Benevides & Castro, 2019; Henderson, Ferreira, & Dutra, 2016), sexual diversity (Caproni, Saraiva, &

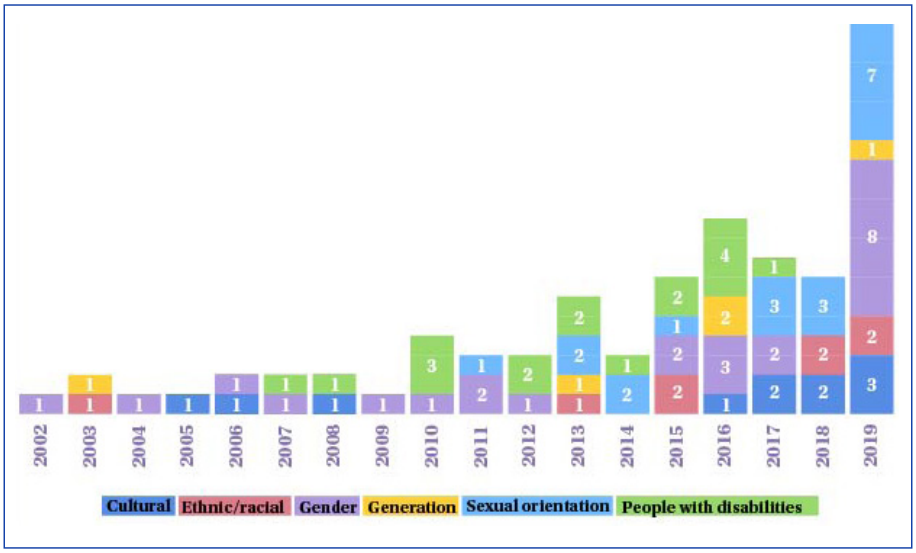
Bicalho, 2014; Irigaray & Freitas, 2013; Santos, Silva, & Cassandre, 2017), people with disabilities (Campos, Vasconcelos, & Kruglianskas, 2013; Kochhann & Rodrigues, 2016; Oliveira, 2012) and ethnic-racial diversity (Alencar, 2016; Benevides & Castro, 2019; Santos, 2019).

Diversity policies, a recurring theme in business administration, are also present in this systematic review. The studies found analyze and/or discuss the achievement of goals concerning hiring and managing people from the target groups of a diversity policy (Diniz et al., 2013). Furthermore, there are criticisms of the effectiveness of organizational diversity policies and practices, which suggest contradictions between the discourses and practices adopted (Saraiva & Irigaray, 2009).

Critical diversity (Carrieri et al., 2014) is the motto of the study by Alves and Galeão-Silva (2004). The authors problematize the understanding of "difference" as a commodity, which can be managed as an organizational resource and present itself exclusively as a competitive advantage in a capitalist society. Furthermore, the authors warn of the risks involved when diversity management is used to deny prejudices, carry out a movement of reification of social relations and shift political issues to the sphere of companies in a process of pseudo-privatization of social issues.

Graph 2 presents an analysis of diversity dimensions, considering the approach observed in the analyzed articles. Only articles that informed one or more dimensions in the discussion were considered. In other words, studies that focused on diversity management and/or policies without specifying one of the dimensions were not included in Graph 2.

Graph 2
Diversity dimensions, in numbers, per year



Source: Elaborated by the authors using Adobe Illustrator.

Among the dimensions discussed in the articles, 17% of the publications address gender, followed by sexual orientation (13.4%) and people with disabilities (12%). Only a few articles discussed cultural (7.7%), ethnic/racial (5.6%), and generational (4.2%) diversity.

The articles classified by their authors as studies that address gender diversity were focused primarily on women in leadership positions (Camargo et al., 2019). In this sense, gender is understood as a synonym for women (Fraga et al., 2019). The year 2019 concentrated 33% of articles in this category. For example, the studies explored – although without reaching a consensus – the relationship between gender and the companies' economic-financial performance (Costa et al., 2019). Among these studies, the research by Schmiliver et al. (2019) confirmed the hypothesis that the presence of women on the board of directors and executive positions improves the company's financial performance, while the findings of Lazzaretti, Piekas, and Julkoviski (2019) concluded that other cyclical characteristics could be more relevant to influence company's performance than gender diversity itself.

Sexual orientation also gained space in studies on diversity, and most of the publications on this topic (68%) were concentrated in 2017, 2018, and 2019. It is possible to say that this increase in the number of articles is related to the growing role of social movements linked to LGBTQIA+ causes and the adhesion of companies in the discourse of respect for their teams' diversity (Lucena & Santos, 2019). Despite this context, the focus of the articles addressing this topic ends up being the discrimination experienced mainly by gay men and sometimes by lesbians in the formal labor market. There are still few works proposing to expand the discussions to encompass sexuality and/or address an intersectional perspective. These studies, therefore, propose the intersection of the markers to analyze intra-diversity stratifications or differences.

Studies on people with disabilities (PWD) were observed between the years 2007 to 2017, with the highest number of publications in 2016 emphasizing diversity management. These articles predominantly adopted qualitative research, and the authors tended to explore the perception of people with disabilities regarding their daily lives and the challenges faced to access and staying at work and in school spaces. PWD form the only diverse group with legal guarantees regarding employment, and research about the inclusion of this population in organizations investigates more than mere compliance with legislation. The studies analyze aspects of the subjectivity of the relationships established between PWD and their colleagues and managers (Marques, Moreira, & Lima, 2017).

As for cultural diversity, the first article of this dimension published in the period analyzed was authored by Hanashiro and Carvalho (2005). The study presents an overview of international academic production on the subject, offers reflections on the Brazilian reality, and defends the management of cultural diversity as an important factor for organizational competitiveness. Among the recent articles, from 2018 and 2019, there are studies related to the inclusion of immigrants from Haiti in the Brazilian labor market (Castro, Pezarico, & Bernartt, 2019; Filippim & Schumarcher, 2018). These studies are part of the current context of migratory movements and focus on people who migrated mainly from 2010 due to political conflicts, economic crises, and natural disasters experienced in their country.

However, the literature on ethnicity and race in Brazil had a time-lapse of a decade among the articles analyzed, presenting a significant change in how these dimensions of diversity were perceived. The article entitled "The value of racial diversity in companies," published in 2003, focused on diversity programs and questioned why companies adhered to these initiatives (Myers, 2003). Ten years later, the study by Oliveira et al. (2013) had at the center of the discussions the influence of ethnic-racial factors on the profile of Brazilian entrepreneurs. The most recent studies addressing this dimension try to approach the issue of prejudice and racism in companies (Figueiredo, 2015; Silva, 2019), the myth of racial democracy (Machado, Bazanini, & Mantovani, 2018), and human rights at work (Alencar, 2016). Studies in an intersectional perspective are increasingly observed, including in the agenda of organizational diversity, together with ethnic-racial issues, markers such as class, gender, generation, and territory (Braz & Benevides, 2019).

Although generational diversity is a current concern due to the aging population and the permanence of people over 60 years old in the labor market, only a few studies in this category were observed in the systematic review. Cordeiro et al. (2013) considered the issue of generations an emerging topic in the area of people management, based on an assessment of the volume of national and international publications between 2001 and 2011. However, the authors used different databases from those used in this research, including proceedings of the Enanpad and GPR congresses and a wider range of international journals, without focusing on Brazilian research. The international literature presented a more expressive production on generational diversity, discussing the issues of aging and ageism (prejudice due to age), preparation for leaving or returning to work, and the coexistence of generations with different characteristics.

Finally, the dimensions of diversity mentioned were categorized to bring the themes together, not to limit them. After all, any type of categorization is subject to simplification, but such a measure fulfills its main goal of organizing and facilitating the understanding of the subject under analysis and contributes to inspiring reflections on the multifaceted aspects of diversity.

FINAL CONSIDERATIONS

The articles analyzed allowed mapping the Brazilian research on diversity in the field of administration. This panorama contributes to the literature by facilitating access to the knowledge produced from 2001 to 2019, offering elements to support research agendas. The main results include the diversity of and within publications, definition (or lack of definition) of scope and concept, emergence and growth of the theme, incipient authorship and reference institution, the predominance of qualitative studies, and (in)visibilities of specific social markers in the face of the breadth of the concept and theme. Thus, we conclude by highlighting three main contributions of this study to the theoretical and empirical development of the issue of diversities in administration.

First, the systematic review of the Brazilian scientific production provided in this study pointed out the lack of a conceptualization of the term *diversity* and explored the difficulty of offering such a concept. An attempt to consider diversity as something within the scope of managing differences – in line with productivity and market demands – can deflate and commercialize an understanding crucial for society and organizations. Therefore, we propose a concept that seeks to comprehend diversity considering its amplitude and plurality.

Diversity is understood as a polysemic concept encompassing representativeness, proportionality, equal opportunities, respect for differences, and inclusion. In organizations, diversity is reflected in different groups within the workspace, who demonstrate a sense of belonging and participate in decision-making processes. Diversity is a living concept, dynamic and inseparable from history and social, economic, political, and cultural crossing. As an umbrella term, diversity has to do with issues such as gender, body, aesthetics, disability, ethnicity, race, generation, sexuality, sexual orientation, religion, education, social class, geographic and cultural origin. Furthermore, the term deals with the inclusion of people socially stigmatized for differences that are more apparent or imperceptible at first.

Second, the contributions of studies about diversities within diversity could have more impact if more strongly directed to provoke intersectional discussions. This aspect has to do with topics such as body diversity, for example, where a body may be considered healthy and beautiful, to the detriment of others; or the social stigma toward people living with HIV (a condition still nowadays wrongly tied to male homosexuality); or the problematization of diverse families, diverse not only based on geographical and cultural origins but based on conditions that are different from the standard (cisgender, heterosexual, monogamous couple, with biological children). In addition, studies examined in this research denounced the various form of violence suffered by diverse people, which leads to reflect on the new terms to be included in the discussion in order to offer visibility to the issues, terms such as misogyny, machismo, sexism, racism, homophobia, biphobia, lesbophobia, transphobia, fatphobia, serophobia, aporophobia, religious intolerance.

This article discusses a concept and a field in dispute, inspiring the debate on diversities within diversity as indicated in its title, which suggests the visible-invisible dynamic around the term. In general, the absence of diversity is questioned when considering the visibility (representation) of marginalized people or groups. Although referring to diversity, the articles found in this review either approach diversity management as homogenizing differences or address dimensions of diversity (color/race/ethnicity, gender, age, PWD, LGBTQIA+, culture) in an isolated way. Therefore, we recognize the need to tackle the *diversities* when it comes to research on diversity in the field of administration.

Third, in our viewpoint, an agenda for advancing Brazilian research in administration regarding diversity management involves – although not limited to – the following subjects and social groups:

a) Intersectionality among diversities that remain overshadowed when only one characteristic is emphasized, as suggested by black feminism for the joint discussion of gender, race, and class (Akotirene, 2019).

b) Heterogeneity of groups with common identity characteristics, such as women, black people, indigenous people, and the LGBTQIA+ population.

c) Neurodiversity and cognitive diversity, a recent debate in the international literature about the barriers imposed on people who interact in an atypical way (Austin & Pisano, 2017; Krzeminska, Austin, Bruyère, & Hedley, 2019; Loiacono & Ren, 2018).

d) Gifted people in the world of work, which Schröeder (2020) called "the invisible diversity" in organizations.

e) Interdisciplinary approach with fields such as anthropology, geography, and education, broadening the perspectives on migratory movements, social inequality, access to and permanence in regular education, inclusive education, and insertion in the labor market.

f) Tokenism – or using people as a token – which generates a false impression of inclusion in organizational spaces, as well as the idea of diversity washing, which tends to capture the discussion of diversity superficially, as a marketing strategy (Abebe & Dadanlar, 2019; Joy, 2019).

g) Resuming classic works of Brazilian social research in order to qualify the debate about diversities. These studies can contribute to theoretically deepen ethnic-racial discussions, for example, which is the historical mark of inequality and discrimination in Brazil.

The limitations of this systematic review are, first, the phase of refining the data based on the exclusion criteria, which may have excluded articles related to diversity, but published in journals not indexed in the field of administration. Second, Brazilian research published in other languages and indexed only to Google Scholar were not included. Therefore, further studies should search other databases and keywords and analyze the relationships between national and international scientific production.

Finally, the results and discussions carried out in this study may contribute to raising awareness among managers, professors, practitioners, and scholars in the field of administration – and other areas of knowledge related to diversity. It is urgent that a sociopolitical commitment based on inclusion, equity, ethics, and citizenship, becomes a priority agenda in all organizations.

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