

VALUING DIVERSITY: AN EXAMINATION OF DIVERSITY CLIMATE, WORK ATTITUDES, AND
EMPLOYEE RACIOETHNICITIES.

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Abstract

Valuing Diversity: An Examination of Diversity Climate, Work Attitudes, and Employee

Racioethnicities

Jessica Menassa

This study examines the relations between diversity climate, characterized by organizational fairness and organizational inclusion, and employees' work attitudes (i.e., job satisfaction and affective, normative and continuance commitment). It was proposed that the degree of perceived organizational support would mediate the relationships between diversity climate and employees' work attitudes (i.e., job satisfaction, affective commitment and normative commitment). Furthermore, employees' racioethnicities were hypothesized to moderate the relationships between diversity climate and work attitudes. Employees (N = 311) in organizations in Canada completed a self-report survey regarding their perceptions on the organization's diversity climate and organizational support, and their levels of job satisfaction and organizational commitment. Regression analyses revealed that diversity climate is positively related to job satisfaction, affective and normative commitment, and that perceived organizational support mediates the relationship between diversity climate and these employee attitudes. Contrary to what had been hypothesized, diversity climate is negatively associated with continuance commitment. Furthermore, racioethnicity generally did not moderate the relations between diversity climate and work attitudes.

Dedication

This thesis is dedicated to Mom & Dad, Agnes, Joanna, Tatiana, Thalina, and Farid. I could not have done this without your constant love, support, and encouragement.

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Table of Contents

List of Figures.....	viii
List of Tables.....	ix
Introduction.....	1
Organizational climate, diversity climate & attitudes.....	2
Organizational Climate.....	4
Diversity Climate.....	5
Diversity climate & Attitudes.....	7
Diversity climate & Job Satisfaction	7
Diversity climate & Organizational Commitment.....	9
The Link between diversity climate and attitudes:	
perceived organizational support as a mediator.....	13
Diversity Climate & Perceived Organizational Support.....	14
Perceived Organizational Support & Attitudes.....	14
The Mediation Process.....	16
Workplace diversity & racioethnic identity.....	17
Race and ethnicity.....	17
The Moderation effect of Racioethnicity.....	18
Method.....	23
Participants.....	23
Characteristics of participants.....	24
Business-Graduate Students.....	24
StudyResponse Participants.....	26
Procedure.....	26
Questionnaire design.....	27
Measures.....	27
Preliminary Analysis.....	29
Results.....	31
Discussion.....	43
Strengths & limitations.....	48
Potential Managerial Implications.....	50
Directions for Future Research.....	52
Conclusion.....	53

References.....	54
Appendices.....	67
Appendix A. Invitation Letters	67
Appendix B. Reminder Letter.....	70
Appendix C. Consent Forms.....	71
Appendix D. On-line Survey business-graduate student version.....	77
Appendix E. On-line Survey StudyResponse version.....	89
Appendix F. CFA models and $\chi^2_{\text{difference}}$ test results.....	100

List of Figures

Figure 1. Links between diversity climate perceptions and employee attitudes.....	3
Figure 2. Hypotheses between diversity climate perceptions and employee attitudes.....	23
Figure 3. Organizational fairness and continuance commitment relationships for minority and majority employees.....	40

List of Tables

Table 1. Demographic Characteristics of Participants.....	25
Table 2. Mean differences between StudyReponse and business-graduate samples.....	30
Table 3. Descriptive statistics and inter-correlation matrix of the variables.....	32
Table 4. Mean differences between minority and majority employees.....	33
Table 5. Tests of Perceived Organizational Support as a Mediator of Relations between Organizational Fairness and Attitudes.....	36
Table 6. Tests of Perceived Organizational Support as a Mediator of Relations between Organizational Inclusion and Attitudes.....	37
Table 7. Tests of Racioethnicity as a Moderator of Relations between Organizational Fairness and Attitudes.....	41
Table 8. Tests of Racioethnicity as a Moderator of Relations between Organizational Inclusion and Attitudes.....	42

Valuing Diversity: An Examination of Diversity Climate, Work Attitudes, and Employee Racioethnicities

The new trend of managing diversity has gained increased popularity among scholars and organizations. Researchers speculate that the effective management of diversity brings benefits to organizations (e.g., decreasing turnover and intention to leave, and increasing organizational creativity, innovation and performance; Cox, 1994; Wise & Tschirhart, 2000). Very little is known, however, about the organizational and individual outcomes that diversity truly brings in organizations (Hicks-Clarke & Iles, 2000; Wise & Tschirhart, 2000). Although researchers have made suggestions on how to manage diversity, these propositions are often made without rigorous theoretical and empirical bases (Kossek & Lobel, 1996). One aspect of managing diversity is to create climates that are supportive of diversity (Cox, 1991). Empirical studies conducted to provide evidence regarding the effects of diversity management, such as creating a positive diversity climate, in organizations have been limited in number and have not been matched by parallel theoretical foundation (Alderfer & Thomas, 1988; Cox, 1991, 1994; Wise & Tschirhart, 2000). In addition, less is known about the effects of these diversity initiatives on employees' attitudes and behaviours (Cox, 1990; Hegarty & Dalton, 1995; William & O'Reilly, 1998) such as job satisfaction and organizational commitment (Wise & Tschirhart, 2000). In this study, diversity specifically refers to the racioethnic differences among individuals in the workplace.

The purpose of this study is to test the hypotheses that diversity climate is positively related to employees' work attitudes, namely job satisfaction and

organizational commitment, and that these relationships are mediated by organizational support and moderated by employees' racioethnicities. Hopefully, answers to questions such as do organizations investing in a positive diversity climate have employees more satisfied with their jobs and more committed to the company, and is the impact of diversity climate on attitudes different between minorities and majorities, will be provided. Figure 1 presents a summary of the hypothesized links explored in this study.

The remainder of this paper is structured in the following manner. First, a review of the different concepts (diversity climate, job satisfaction and organizational commitment) in the study and the links between them is provided. This is followed by a discussion about the rationale for choosing organizational support as a mediating process in these relationships. The concept of racioethnicity is then described and the reasons for its moderating role in the relationships between diversity climate and work attitudes are presented. Finally, the study implementation, its results, limitations and practical implications are discussed.

ORGANIZATIONAL CLIMATE, DIVERSITY CLIMATE & ATTITUDES

Employees are largely influenced by the organizational context in which they work (Campbell, Dunnette, Lawler III, & Weick, 1970; Meyer & Allen, 1997). Specifically, their attitudes in the workplace partly depend on the types of climates with which they interact. One of such climates would be diversity climate. Most importantly, individuals generally react to the perceptions they have of an environment; consequently, employees' perceptions of organizational climate influence their attitudes in the workplace regardless

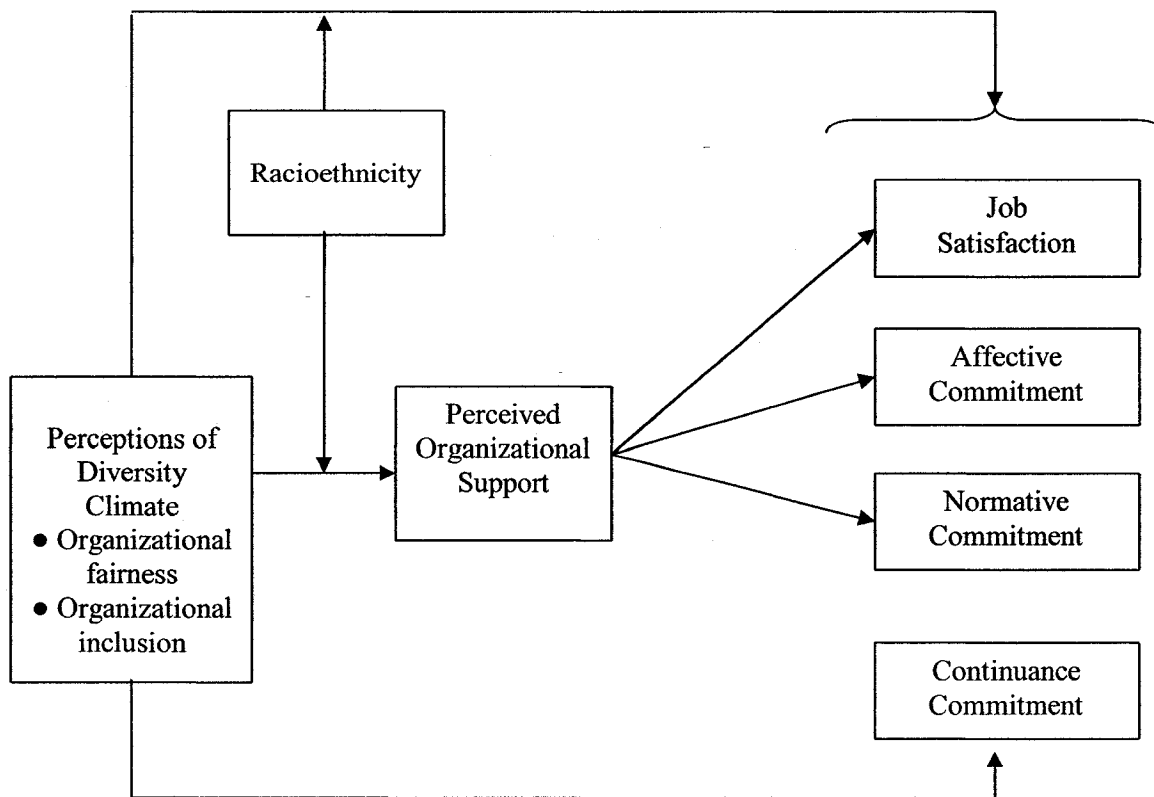


FIGURE 1. Linkages between diversity climate perceptions and employee attitudes

of whether or not these perceptions correspond with the objective reality (Campbell et al., 1970; Eisenberger, Fasolo, & LaMastro, 1990; Meyer & Allen, 1997; Ogilvie, 1987). The current study explores the relationship of employees' perceptions of diversity climate and their work attitudes (i.e., job satisfaction and organizational commitment). Brief reviews of organizational climate, diversity climate and work attitudes are presented, followed by proposed linkages between diversity climate and attitudes.

Organizational Climate

Although the organizational climate construct has suffered from contradicting definitions and inconsistent operationalizations over the years, the dominant thinking is that organizational climate is a representation of employees' perceptions of organizational events, practices, policies and procedures (Poole, 1965; Litwin & Stringer, 1968; Tagiuri, 1968; Schneider, 2000; Schneider, Gunnarson, & Niles-Jolly, 1994). It is assumed in the literature that organizational climate can be described by a number of dimensions (Patterson, West, Shackleton, Dawson, Lawthom, Maitlis, Robinson, & Wallace, 2005; Schneider & Snyder, 1975). This is illustrated by the presence of a multitude of multidimensional climate taxonomies (Campbell et al., 1970; Litwin & Stringer, 1968). Furthermore, since climates are outcomes of the organization's policies and practices, an organization can have numerous climates as a result of the multitude of policies and practices it has (Denison, 1996; Schneider et al., 1994). For example, employees' perceptions of safety or service climates are based on their experiences and behaviors supporting safety or service (Schneider, 2000). The same applies for diversity climates; employees' perceptions of diversity climate are based on employees' experiences and behaviors supporting diversity. According to Schneider & Snyder (1975:

327) “[w]hen speaking of a particular climate, we are speaking in actuality of a climate for something; the nature of that something [...] is determined by the purposes of the particular criterion orientation of the researcher.” In this case, the study concentrates on the climate for racioethnic diversity.

Diversity Climate

Diversity climate has gained importance over the years. Drawing on the organizational climate definition given in the previous section, diversity climate is defined as the representation of employees’ perceptions of organizational events, practices, policies and procedures specific to diversity issues. These initiatives include the implementation of formal and informal mentoring programs, the encouragement of network and support groups, the recruitment and training of the diverse workforce, the creation of a diversity-friendly environment, the structural integration and inclusion of all employees in the work environment, and the fair recruitment, promotion and rewards of all employees (Kossek, Lobel & Brown, 2006).

Following the organizational climate assumption that climate is a multidimensional construct, Mor Barak, Cherin, & Berkman (1998) identified diversity climate in terms of two dimensions: (1) the personal dimension, which represents individuals’ personal views and attitudes towards diversity, and (2) the organizational dimension, which represents employees’ perceptions of managerial policies and procedures specifically affecting minorities and women (such as discrimination or preferential treatment). The current study focuses on the organizational aspects of diversity climate, which according to Mor Barak et al.’s (1998) exploratory analysis, is formed of 2 factors: organizational fairness and organizational inclusion.

Organizational fairness refers to “management’s fairness in policies and procedures”. Cox (1994) referred to this dimension of diversity climate as institutional bias. Institutional bias refers to the fact that management practices in organizations can create barriers to full participation of organizational members from cultural backgrounds different from the traditional majority group. Organizational inclusion represents the “structural inclusion or exclusion of people from diverse backgrounds” (Mor Barak et al., 1998: 92). Cox (1994) referred to this dimension in terms of two characteristics: structural integration and informal integration. Structural integration refers to the presence of racioethnic heterogeneity in the formal hierarchy of the organization (Cox, 1994, 2001; Kossek & Zonia, 1993; Ogbonna & Harris, 2006). Informal integration refers to the integration of minorities in the informal system of the organization (e.g. informal networks, and activities outside normal working hours) (Cox, 1994). These two diversity climate dimensions, organizational fairness and organizational inclusion, are believed to create a positive diversity climate (Mor Barak et al., 1998). Hicks-Clarke & Iles (2000) refer to a positive diversity climate as “an organizational climate in which human resource diversity is valued and in which employees from diverse background feel welcomed and included.” (p.324)

To summarize, organizations that have a positive diversity climate (i.e., that value and support diversity) are generally characterized by the recognition, inclusion and fair treatment of minority employees, the distribution of resources and power regardless of race or sex, and policies and practices responsive to all employees’ needs (Merenivitch & Reigle, 1979, as cited in Morrison & Gilnow, 1990; Mor Barak et al., 1998). Knowing that organizational climate influences employees’ behaviors (Patterson, West,

Shackleton, Dawson, Lawthom, Maitlis, Robinson, & Wallace, 2005; Schneider, Gunnarson, & Niles-Jolly, 1994), the following section presents the rationale behind the hypothesis that diversity climate influences work attitudes.

Diversity Climate and Attitudes

In order to retain and get majority and minority employees committed in the workplace, organizations are encouraged to create a positive diversity climate (Butler, 1993) which is characterized by fairness and inclusion for employees, as discussed by others (Cox, 1994; Elsass & Graves, 1997; Hicks-Clarke & Iles, 2000; Mor Barak et al., 1998). Empirical research on diversity climate and its relationship with attitudinal variables has been very limited (Hopkins, Hopkins, & Mallette, 2001; Thomas, 1990) with the exception of Hicks-Clarke & Iles' (2000) study. Hicks-Clarke & Iles' (2000) study explored the impact of a positive diversity climate on employees' job satisfaction and affective commitment among employees in 9 organizations. The study showed positive relationships.

Following the concept that the organization's climate influences employees' attitudes (DeCotiis & Summers, 1987; LaFollette & Sims, 1975; Ferris, Arthur, Berkson, Kaplan, Cook, & Frink, 1998; Pritchard & Karasick, 1973; Schneider & Snyder, 1975; Tagiuri, 1968), and that diversity climate is positively related to job satisfaction and affective commitment (Hicks-Clarke & Iles, 2000), the following section explores the influence of a positive diversity climate on two specific employee attitudes, job satisfaction and organizational commitment.

Diversity Climate & Job Satisfaction. Job satisfaction is defined as an affective or attitudinal attachment to a job in general or to some aspect of it (Locke, 1976; Spector,

1985; Tett & Meyer, 1993). Overall job satisfaction is defined as “an indication of the organization’s members overall affective responses to their jobs” (Camman, Fichman, Jenkins, & Klesh, 1983: 80). More specifically, job satisfaction represents the satisfaction of employees’ values or desires at their jobs (Locke, 1969). The discrepancy theory can help explain how an organization’s diversity climate can affect the satisfaction of these values.

According to the discrepancy theory of job satisfaction (Rice, McFarlin, & Bennett, 1989), job satisfaction emanates from the comparison between what employees have in their current jobs and some standards of comparisons (e.g. what employees want, what they feel they are entitled to, what they see others getting, what they have experienced in the past; Locke, 1969). In other words, employees’ satisfaction at their jobs is a consequence of the discrepancy between what they perceive they are getting and what they value (Rosen & Rosen, 1955 c.f. Locke, 1969). These discrepancies are referred by Rice et al. (1989) as have-want discrepancies. They can be positive or negative (Rice et al., 1989). A positive discrepancy would mean that employees are getting more in their jobs than what they anticipated. A negative discrepancy would mean that what employees have in their jobs is less than what they want. Rice et al.’s (1989) study tested the impact of positive and negative discrepancies of different facets of job satisfaction, such as hours of work per week, promotion opportunities and hourly pay. For example, employees were asked to report whether they wanted more, less, or the same amount of promotion opportunities they currently possessed at their jobs. When employees had low have-want discrepancies, they had higher satisfaction. Overall, the

results showed that low have-want discrepancies lead to higher levels of job satisfaction and that high have-want discrepancies lead to low job satisfaction.

The same rationale of have-want discrepancies is applied in this study. The values that are of importance here are fairness and inclusion, the two dimensions of diversity climate. Employees are assumed to want to be treated fairly and integrated in the organization and the lower the have-want discrepancies employees experience at their jobs on these dimensions, the higher their level of job satisfaction. The reason why fairness and inclusion are predicted to be important values to employees is because literature has shown that these values were positive influential factors of job satisfaction (Cohen-Charash & Spector, 2001; Colquitt, Conlon, Wesson, Porter, & Ng, 2001). Unfortunately not all organizations provide such fair and inclusive treatment to its employees, and there exists justice discrepancies between what employees are experiencing at work and what they want. A positive diversity climate should diminish such discrepancies, making employees more satisfied at their jobs.

H1: Perceptions of diversity climate (organizational fairness (**H1a**) and organizational inclusion (**H1b**)) are positively related to job satisfaction.

Diversity Climate & Organizational Commitment. In addition to influencing job satisfaction, diversity climate should also have an impact on organizational commitment. Mowday, Porter, & Steers' (1982) define organizational commitment as a combination of "(1) a strong belief and acceptance of organizational goals and values, (2) the willingness to exert effort on behalf of the organization, and (3) a strong desire to

maintain membership in the organization” (p. 226). Meyer & Allen (1991, 1997) have demonstrated that commitment is comprised of three commitment components: affective, normative, and continuance commitment.

Diversity climate & affective commitment. An employee’s affective commitment to the organization represents a type of emotional attachment and identification with the goals and values of the organization (Allen & Meyer, 1990; Meyer & Allen, 1991; Meyer, Allen, & Smith, 1993). Employees who possess a high affective commitment want to remain in the organization (Allen & Meyer, 1990; Meyer & Allen, 1991).

Literature has proposed that fairness and support are antecedents of affective commitment (Meyer & Allen, 1997). According to Tsui, Pearce, Porter, & Tripoli (1997), caring and supportive organizational actions increase affective commitment. A positive diversity climate (organizational fairness and organizational inclusion) is characterized by fair and supportive attributes. Most individuals identify with these values and should feel more emotionally committed to organizations that also value them. Consistent with this, two meta-analyses (i.e., Cohen-Charash & Spector, 2001 and Colquitt et al., 2001) revealed that organizational justice affects affective commitment.

H2: Perceptions of diversity climate (organizational fairness (**H2a**) and organizational inclusion (**H2b**)) are positively related to affective commitment.

Affective commitment is not the only attitude that fairness and support affect; according to Meyer & Smith (2000) normative and continuance commitment should also be influenced.

Diversity climate & normative commitment. Normative commitment is the type of commitment that emanates from a feeling of obligation to remain with the organization (Meyer & Allen, 1991; Meyer, Stanley, Herscovitch, & Topolnytsky, 2002). Employees stay in the organization because they feel obligated towards the company, because it is the right thing to do (Allen & Meyer, 1990; Meyer & Allen, 1997).

Diversity climate can affect normative commitment through the employee's desire to reciprocate. This hypothesis is based on Social Exchange Theory, which posits that an individual who receives services from one party feels obligated toward this party and hence reciprocates the service back (Blau, 1964). The theory is applied to the organizational context where the organization is perceived as having human attributes, i.e. the process of personification (Levinson, 1965). The theory proposes that employees should respond positively to favorable treatment received from the organization (Eisenberger, Cummings, Armeli, & Lynch, 1997). As the organization treats employees favorably, they may acquire feelings of imbalance or indebtedness that they will try to rectify with a sense of obligation (normative commitment) to the organization (Meyer & Allen, 1991, 1997). By having a positive diversity climate, organizations are showing to their employees that they value and care about their well-being. It is assumed that this would, in turn, make employees want to reciprocate such behavior by normative commitment, in other words, feeling obliged to remain with the company.

H3: Perceptions of diversity climate (organizational fairness (**H3a**) and organizational inclusion (**H3b**)) are positively related to normative commitment.

Diversity climate & continuance commitment. Continuance commitment refers to commitment that originates from the costs a person endures when leaving the organization. The side-bet theory (Becker, 1960) defines these costs as anything of value that the employee has invested (e.g.: time, effort, money, development of organization-specific skills, use of organizational benefits) and that would be lost or judged to be worthless if the employee were to leave the organization (Becker, 1960; Meyer & Allen, 1984, 1990). It is the cost of losing these types of investments, either because of the lack of alternatives present or because of the difficulty to make up for these foregone investments, which pushes employees to have to stay in the organization.

According to the side-bet theory, one of the antecedents of continuance commitment is the existence of available alternatives. Employees who believe they have fewer alternatives will have higher continuance commitment than employees who think they have many alternatives (Meyer & Allen, 1997). Given that a lot of today's organizations do not possess a positive diversity climate, employees who work in organizations with a positive diversity climate may feel that it would be a loss to leave for another organization that may or may not possess a positive diversity climate. The limited numbers of alternative companies with positive diversity climate may increase employees' continuance commitment to those organizations that do hold such climates.

H4: Perceptions of diversity climate (organizational fairness (**H4a**) and organizational inclusion (**H4b**)) are positively related to continuance commitment.

To summarize, a positive diversity climate (characterized by organizational fairness and inclusion) is hypothesized to be associated with the development of strong (1) job satisfaction, (2) affective commitment, by identifying with the organization's support and caring, (3) normative commitment, by feeling obliged to reciprocate favorable behavior, and (4) continuance commitment, by feeling there would be too few alternatives to a positive diversity climate.

**THE LINK BETWEEN DIVERSITY CLIMATE AND ATTITUDES: PERCEIVED
ORGANIZATIONAL SUPPORT AS A MEDIATOR**

Although one study explored relations between diversity climate and work attitudes (Hicks-Clarke & Iles, 2000), no mechanism was proposed to explain why these relations occur. In this study, it is proposed that perceived organizational support (POS) mediates the relationship between diversity climate and employees' attitudes.

Perceived organizational support is the organization's commitment and support towards its employees (Eisenberger, Huntington, Hutchison, & Sowa, 1986; Shore & Wayne, 1993). More specifically, perceived organizational support is the employees' beliefs about "the extent to which the organization values their contributions and cares about their well-being" (Eisenberger et al., 1986: 501). In order for perceived organizational support to mediate the relationship between diversity climate and attitudes,

the propositions that diversity climate is an antecedent of perceived organizational support and that organizational support is an antecedent of work attitudes must be supported. These relationships are addressed in the sections below.

Diversity Climate & Perceived Organizational Support

According to the organizational support theory (Eisenberger et al., 1990; Eisenberger et al., 1986), high levels of perceived organizational support are outcomes of organizational favorable treatment that is usually perceived through fairness and support. Rhoades & Eisenberger's (2002) review of the POS literature showed that fair treatment is an antecedent of perceived organizational support. In addition, studies have demonstrated that organizational fairness is positively and significantly related to organizational support (Cropanzano, Howes, Grandey, & Toth, 1997; Moorman, Blakely, & Niehoff, 1998; Rhoades & Eisenberger, 2002; Rhoades, Eisenberger, & Armeli, 2001). Following from this, it seems reasonable to suggest that organizations' diversity climates, which are represented by fairness and inclusion, should communicate a message of support to employees. In other words, a positive diversity climate should affect employees' perceptions that the organization cares about them, and in turn influence perceived organizational support.

Perceived Organizational Support & Attitudes.

One antecedent of job satisfaction is how people are treated in their work environment (Spector, 1997). As previously discussed, the job satisfaction discrepancy theory states that employees' satisfaction at their jobs is a consequence of the discrepancy between what they perceive they are getting and what they value (Rosen & Rosen, 1955

c.f. Locke, 1969). With organizational support as a value assumed to be desired in the workplace by employees, the lower have-want discrepancies for support that employees experience on their jobs, the higher their level of job satisfaction should be. Support is expected to be an important work value because it has been demonstrated that social support (family support, coworker support, and supervisor support) is positively related to job satisfaction (Baruch-Feldman, Brondolo, Ben-Dayana, & Schwartz, 2002). In addition, empirical studies showed that perceived organizational support positively affects job satisfaction (Allen, Shore, & Griffeth, 2003; Cropanzano et al., 1997; Eisenberger et al., 1997; Rhoades & Eisenberger, 2002).

According to Eisenberger et al. (1990) and Eisenberger et al. (1986), employees who perceive their organization to be supportive of them are more likely to become committed to their organizations. Affective commitment is the emotional attachment and identification of employees with their organizations. As mentioned previously, one of the antecedents of affective commitment is the extent to which the organization signals its support towards its employees (Meyer & Allen, 1997). The organization's support meets employees' emotional support needs (Rhoades et al., 2001) that should make employees more emotionally attached to their organizations. Numerous studies have shown the positive association of organizational support and affective commitment (Allen et al., 2003; Eisenberger, Armeli, Rexwinkle, Lynch, & Rhoades, 2001; Eisenberger et al., 1990; Eisenberger et al., 1986; Meyer & Smith, 2000; O'Driscoll & Randall, 1999; Rhoades & Eisenberger, 2002; Rhoades et al., 2001; Shore & Wayne, 1993; Wayne, Shore, & Liden, 1997).

The reason why perceived organizational support should affect normative commitment follows the social exchange theory mentioned earlier. In order to reciprocate supportive behavior from the organization, employees may feel the need to reciprocate through normative commitment. Meyer & Smith's (2000) study provides evidence that perceived organizational support is positively associated with normative commitment.

No relationship is predicted between perceived organizational support and continuance commitment (as seen in figure 1). The explanation for this is because continuance commitment is based on the notion of economic exchange (lost costs and/or available alternatives) and perceived organizational support is founded on the notion of employees' emotional needs. There is little reason to believe that perceived support would be considered as a side-bet, influencing employees' continuance commitment. Consistent with this assumption, past studies have reported weak negative or non-existent relationship between perceived organizational support and continuance commitment (Meyer & Smith, 2000; O'Driscoll & Randall, 1999; Rhoades & Eisenberger, 2002; Shore & Wayne, 1993).

The Mediation Process

Based on the above, this study hypothesizes that perceived organizational support would be a process through which the organization's diversity climate (organizational fairness and organizational inclusion) affects employees' work attitudes. Previous studies have demonstrated the mediating role of perceived organizational support between organizational fairness and organizational citizenship behavior, HR practices and work attitudes, favorable work experiences and affective commitment (Allen et al., 2003; Meyer & Smith, 2000; Moorman et al., 1998; Rhoades et al., 2001; Wayne et al., 1997).

H5: The relationship between perceptions of diversity climate and job satisfaction is mediated by perceived organizational support.

H6: The relationships between perceptions of diversity climate and affective commitment (**H6a**) and normative commitment (**H6b**) are mediated by perceived organizational support.

WORKPLACE DIVERSITY & RACIOETHNIC IDENTITY

Despite the implementation of employment equity legislation to fight prejudice and discrimination against racioethnic minorities in organizations, a lot of workplace environments are still characterized by the dominant “white” oriented policies and practices (Kossek & Zonia, 1993; Morrison & Gilnow, 1990; Hegarty & Dalton, 1995). These policies and practices were originally created by white managers to form an environment suitable for white (i.e., majority) employees, but with the workforce becoming more racioethnically diverse, it seems reasonable to think about how the effect of changing these environments may be different for racioethnic majority and minority groups. That is, a positive diversity climate may affect attitudes differently for minority employees than majority employees. The goal of this section is to explore the idea that racioethnicity plays a moderating role in the diversity climate –attitudes relationships.

Race and Ethnicity

Race and ethnicity are social creations that are used to classify individuals according to phenotypical characteristics, such as skin color, for social or political

purposes (Proudford & Nkomo, 2006; Thomas & Dyall, 1999). Although some scholars view race and ethnicity as distinct concepts, others believe they are the same and use them interchangeably (Helms & Talleyrand, 1997; Proudford & Nkomo, 2006). The complexities of these concepts and the confusion between physiological and cultural criteria have rendered the agreement on a common specific meaning unattainable (Peterson, 1980; Cox, 1990). For this reason, Cox (1990) uses the term “racioethnic” groups to refer to biological (race) and/or culturally (ethnicity) distinct groups. Similarly, Helms & Talleyrand (1997) proposed that race and ethnicity generally come hand in hand when dealing with human beings from more than one country. Hence, to acknowledge both the physical and visible differences of people as well as their ancestral/cultural backgrounds, the term racioethnicity is used from herein. Examples of racioethnic groups are white, black or African American, Asian, and Arabs (Driedger, 2003).

The Moderating Effect of Racioethnicity

According to Ashforth & Mael (1989) and Cox (1994), institutions that value certain identities tend to be supported by individuals belonging to these identities. In an organization that supports racioethnic groups, such as minorities, employees that identify with such groups are expected to support and be committed to the organization (Ashforth & Mael, 1989; Hicks-Clarke & Iles, 2000). Similarly, some researchers (Buchanan, 1974; Chiu & Ng, 1999; Goldberg, Greenberger, Koch-Jones, O’Neil, & Hamill, 1989; Steers, 1977) have suggested that organizational characteristics, such as organizational climate, that are friendly and beneficial to a specific group of employees should ultimately lead to the commitment of these employees. Hence, a diversity climate that is beneficial and

supportive of minorities should lead to the satisfaction and commitment of these employees.

A positive diversity climate generally reduces prejudice and discrimination toward minority employees by increasing fair treatment in all employment processes and increasing inclusion (having access to resources such as networks in the organization) of these individuals (Ibarra, 1993). Thus, it seems that minorities are the primary beneficiaries of a positive diversity climate which should positively affect their work attitudes. On the other hand, with a positive diversity climate, majorities may fear the loss of their power and privileges in organizations (Fine, 1995). As the workforce is becoming more diverse, the resources at a given time are to be divided among a greater number of individuals from which majorities are getting a lesser piece of the pie (Fine, 1995). Thus, a positive diversity climate may have a negative influence on work attitudes for majorities as more resources are landing in the hands of minorities. Considering this, it seems reasonable to suggest that minority and majority employees will react differently to the same work environment. Thus, employees' racioethnicities may play a moderating role in the diversity climate-attitudes links.

Following the logic that Caucasian employees would not be in favor of diversity-promoting policies and practices that lower their benefits from the power structure and resource allocation in the organization (Cox, 1991; Hopkins et al., 2001; Kossek & Zonia, 1993), this study hypothesizes that the relationships between diversity climate and satisfaction, and diversity climate and commitment, will be negative for majority employees. That is, the more the diversity climate is positive, the less white employees will feel supported by the organization, satisfied at their jobs and commitment to the

organization. Since minorities will be the primary beneficiaries of diversity measures, minority employees are expected to feel more supported by the organization, which should lead to positive relationships between diversity climate and satisfaction, and diversity climate and commitment. That is, the more positive is the diversity climate, the more minorities will feel supported, satisfied at their jobs and committed to the organization.

To summarize, it is expected that majority employees will perceive less support from an organization that invests in diversity climate and thus would feel less satisfied at their jobs and less inclined to have high levels of affective, normative and continuance commitment. Minorities, on the other hand, would perceive more support from an organization that invests in diversity climate and would be more prone to respond with higher job satisfaction, affective, normative and continuance commitment.

Thus,

H7: The relationship between perceptions of diversity climate (organizational fairness and organizational inclusion) and perceived organizational support is moderated by the individual's racioethnic identity.

Specifically,

H7a: Majority employees' perceptions of diversity climate is negatively related to their perceived organizational support; and,

H7b: Minority employees' perception of diversity climate is positively related to their perceived organizational support.

H8: The relationship between perceptions of diversity climate (organizational fairness and organizational inclusion) and job satisfaction will be moderated by the employee's racioethnic identity.

Specifically,

H8a: Majority employees' perception of diversity climate is negatively related to their job satisfaction; and,

H8b: Minority employees' perception of diversity climate is positively related to their job satisfaction.

H9: The relationship between perceptions of diversity climate (organizational fairness and organizational inclusion) and affective commitment will be moderated by the individual's racioethnic identity.

Specifically,

H9a: Majority employees' perception of diversity climate is negatively related to their affective commitment; and,

H9b: Minority employees' perception of diversity climate is positively related to their affective commitment.

H10: The relationship between perceptions of diversity climate (organizational fairness and organizational inclusion) and normative commitment will be moderated by the individual's racioethnic identity.

Specifically,

H10a: Majority employees' perception of diversity climate is negatively related to their normative commitment; and,

H10b: Minority employees' perception of diversity climate is positively related to their normative commitment.

H11: The relationship between perceptions of diversity climate (organizational fairness and organizational inclusion) and continuance commitment will be moderated by the individual's racioethnic identity.

Specifically,

H11a: Majority employees' perception of diversity climate is negatively related to their continuance commitment; and.

H11b: Minority employees' perception of diversity climate is positively related to their continuance commitment.

To sum up, the purpose of the study is to explore the effects of diversity climate (organizational fairness and organizational inclusion) on employees' job satisfaction (H1) and organizational commitment (H2, H3, H4). The influence of diversity climate on job satisfaction, affective commitment and normative commitment is expected to be mediated by organizational support (H5, H6). Finally, employees' racioethnicities are anticipated to moderate the relationships between diversity climate – perceived organizational support (H7) and diversity climate – work attitudes (H8, H9, H10, H11). Figure 2 shows the hypothesized model of all the relationships expected to be tested.

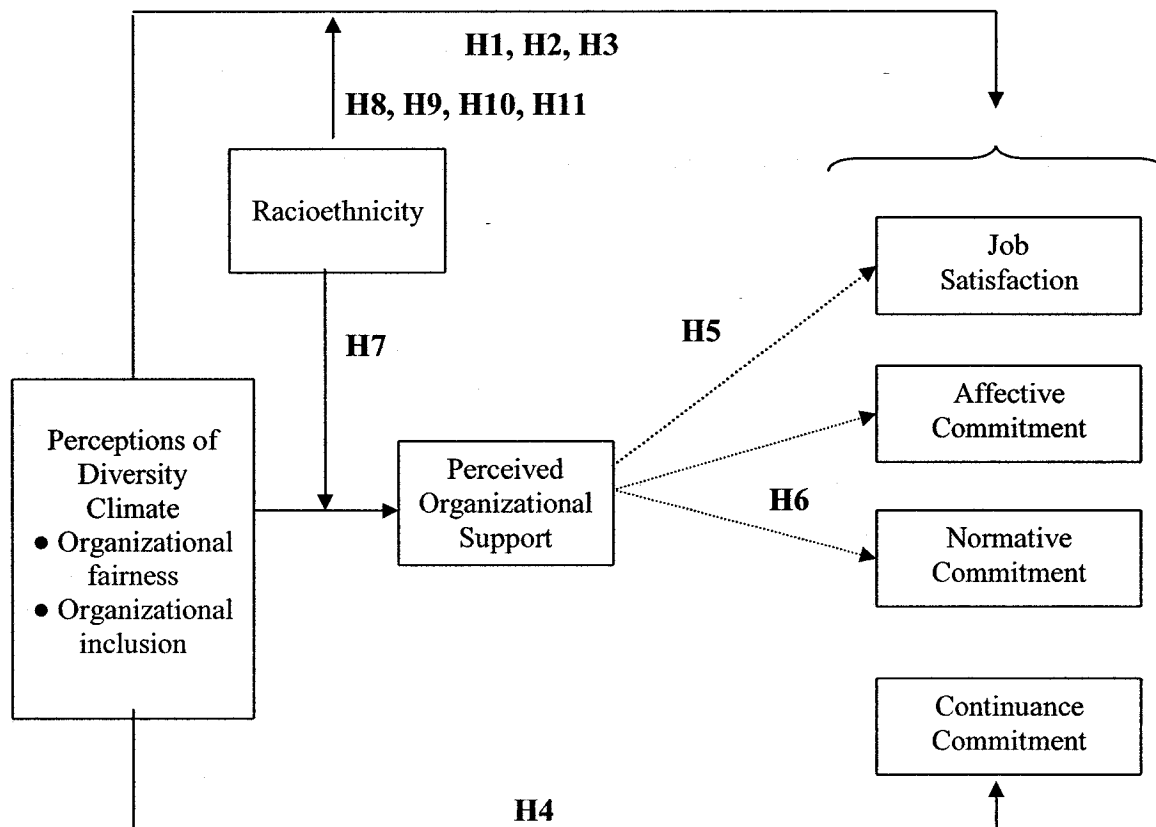


FIGURE 2. Hypotheses between diversity climate perceptions and employee attitudes

METHOD

Participants

Two criteria were chosen for individuals to be included in the study. The first was that these individuals would be residing in Canada. The second criterion was that these individuals were employed in organizations (not self-employed). To increase the sample

size of the minority group, participants were recruited from two data collection sources. Combining both sources, a total of 480 participants participated in the study from which 169 participants were excluded from the sample for completing less than 50% of the survey or because they were self-employed. Consequently, the final sample of 311 participants is made up of 245 StudyResponse participants and 66 business graduate students (52 minorities, 259 majorities). Detailed characteristics of participants from the whole sample and from each source are described below.

Characteristics of Participants. The sample consists of 311 full-time and part-time employees (201 females, 110 males) residing in Canada, whose average age is 38 years old (SD = 10.89). The average tenure is approximately 5.5 years (SD = 6.51). The sample is composed of 16.7% racioethnic minorities and 83.3% racioethnic majorities. The different racioethnic groups that participants identified with are listed in Table 1 below. In terms of education and job hierarchical level, participants with a bachelor's degree and participants in professional jobs represented the biggest percentages, 28.3% and 26.4% respectively, in their categories. Further detail on the educational and job position backgrounds of participants are provided in Table 1.

Business-Graduate Students. First, participants were recruited from business graduate programs at a Canadian university. Because the graduate school insists on keeping the confidentiality of its students' personal information, an invitation letter to participate in the study was sent to the staff representatives of the respective programs, who either posted it on the students' intranet or sent it directly to students enrolled in the programs. Consequently, it was not possible to determine the number of graduate

students to whom the survey was initially sent. 66 individuals (32 females, 34 males) participated of whom 20 are racioethnic minorities and 46 are majorities. The average age

Table 1

Demographic Characteristics of Participants

Characteristics	n	%
Racioethnic categories		
Aboriginal (Inuit, Métis, North American Indian)	9	2.9
Asian or Pacific Islander	24	7.7
Black or African American	7	2.3
White	254	81.7
North American (not Aboriginal)	55	17.5
Northern & Western European	30	9.6
Arab	8	2.6
Latin American or Hispanic	2	0.6
East European	15	4.8
Other	10	3.2
Highest education level attained or pursuing		
Elementary School Diploma	0	0
High School Diploma	59	19
CEGEP/College degree	61	19.6
Technical Institute degree	26	8.4
Bachelor's degree	88	28.3
Master's degree	75	24.1
Doctorate degree	2	0.6
Job Hierarchical level		
CEO, President, Vice President	4	1.3
General/Regional manager or director	15	4.8
Department/District manager, unit manager, supervisor	42	13.5
Professional	82	26.4
Sales staff	32	10.3
Technical staff	32	10.3
Secretarial and other administrative staff	31	10
Clerk, service, shop and market workers	31	10
Other non-management staff	30	9.6

Note. N = 311. Percentages of racioethnic groups do not add up to 100 because participants were allowed to check several racioethnic categories they felt they belonged to.

is 30 years old (SD = 6.54) and average job tenure is 3.5 years (SD = 3.68). A random draw of incentives (3 gifts of \$50 on Amazon.ca) was offered to this group of participants to encourage them to be involved in the study.

StudyResponse Participants. Participants were also recruited via the StudyReponse project, which is a university-based project that connects academic researchers with a large and varied sample of individuals within North America. The institution recruits participants on a voluntary basis and provides them with incentives for participation. The incentives are a proportion of the fees paid to the project and are designated to participants based on a standard draw technique. In this case, an amount of 9 gift certificates of a value of \$50 on Amazon.ca were assigned. The questionnaire was initially sent to 2000 registered individuals with the StudyResponse, of whom 245 responded (169 females, 76 males). The average age of participants is 40 years (SD = 10.83) and the average tenure is 6 years (SD = 10). In this sub-sample there are 32 racioethnic minorities and 213 majorities.

Procedure

An initial announcement inviting individuals to participate in the study (see Appendix A) was sent to both business graduate students and StudyReponse participants. The invitation letter provided the survey's online URL link to which they could connect. A reminder letter was sent after a 7-day period to encourage potential participants to be involved in the study if they had not done so (see Appendix B). Once they entered the site, a consent form (see Appendix C) provided participants with information on their rights and the details of the research.

Questionnaire design

Questionnaires were initially sent to business graduate students before the end of the fall term of the year 2006. The survey for business graduate students began with some demographic questions, followed by the diversity climate and attitudinal items, ending with more demographic questions. The survey was sent to StudyResponse participants in December 2006. Prior to sending it out, a decision was made to revise the order of questions. The StudyResponse survey had the attitudinal questions at the beginning, followed by the diversity climate items and finally by demographic questions. Both surveys were web-based self-report questionnaires and had separate URL addresses.

Measures

Affective, Normative and Continuance Commitment. Affective, normative and continuance commitment were measured using Meyer, Allen & Smith's (1993) 6-item affective, normative and continuance commitment scales, which have been demonstrated to be psychometrically sound and representative of their respective constructs. Items were responded to on a 7-point Likert-type scale ranging from 1 (strongly disagree) to 7 (strongly agree). Higher scores on all 3 scales reflected a higher degree of commitment level to the organization. The scales in the study had α equal to .845, .851 and .764 for affective, normative and continuance commitment respectively.

Job Satisfaction. Job satisfaction was measured by the 3-question overall job satisfaction subscale of the MOAQ (Michigan Organizational Assessment Questionnaire; Cammann et al., 1979). The measure has an internal consistency (α) of .859 in this study. Participants showed their level of job satisfaction by responding to the items on a 7-point

Likert-type scale. The answers ranged from 1 (strongly disagree) to 7 (strongly agree). One sample item is: All in all, I am satisfied with my job.

Perceived Organizational Support. Perceived organizational support (POS) was measured by Eisenberger et al's. (1986) 17-item scale of Perceived Organizational Support. Studies have shown the reliability and validity of the POS scale (Eisenberger et al., 1990; Shore & Wayne, 1993) which has an internal consistency of .957 in this study. Responses to items were measured on a 7-point Likert-type scale that signaled the extent to which participants perceived their organization to be supportive.

Diversity Climate. Mor Barak et al's. (1998) empirical analysis on diversity climate has led to a 10-item diversity perception scale composed of two organizational factors: organizational fairness and organizational inclusion. Both factors are measured by responses to items on a 6-point Likert-type scale ranging from 1 (strongly disagree) to 6 (strongly agree). The 6-item measure of organizational fairness has an internal consistency (α) of .760 in this study. Sample items include: (1) I feel I have been treated differently here because of my race, ethnicity, (2) Managers interpret human resource policies (such as sick leave) fairly for all employees, and (3) Managers here have a track record hiring and promoting employees objectively, regardless of their race/ethnicity .

Initially, the internal consistency of the 4-item organizational inclusion scale was $\alpha = .616$ in this study. The removal of one item (i.e., "The old boys' network is alive and well here") increased the internal consistency (α) to .695, leaving 3 items to measure organizational inclusion. Examples of items for organizational inclusion are (1) The company spends enough money and time on diversity awareness and related training, and

(2) There is a mentoring program in use here that identifies and prepares all minority employees for promotion.

Racioethnicity. This concept was measured by three questions from the Canadian Census (2001) in this study. One of these items asks participants if they belong to a racioethnic minority or majority group: “Do you consider yourself belonging to a racial/ethnic minority group?”. This question was customized from the original Canadian Census survey (2001) wording by replacing the words “visible minority” to just minority, allowing members of non-visible feature minority groups to be able to identify themselves as minorities.

Preliminary Analysis

It was important to make sure that the two sub-samples (i.e., business graduate students and StudyResponse participants) were similar prior to combining them. For this reason, independent samples t-tests were conducted to compare variable means in the two groups. Looking at the t-test results for equality of means, there are no significant differences in the means for affective commitment, normative commitment, job satisfaction, organizational fairness and organizational inclusion (see Table 2). However, the samples have different means on continuance commitment, perceived organizational support, age, and tenure (see Table 2). Despite these differences, the two sub-samples were merged because of the need to have a sufficient sample of minorities.

Table 2

Mean differences between business-graduate and StudyResponse samples.

	StudyResponse Individuals n = 245		Business Graduate Students n = 60		df	t
	Mean	SD	Mean	SD		
1. Perceived Organizational Support	4.24	1.34	4.60	1.15	309	-2.029*
2. Job Satisfaction	4.83	1.50	5.14	1.26	309	-1.733 †
3. Affective Commitment	3.87	1.32	4.03	1.28	309	-.849
4. Normative Commitment	3.90	1.37	3.63	1.20	309	1.454
5. Continuance Commitment	4.32	1.19	3.47	1.16	309	5.188***
6. Organizational Fairness	4.68	0.94	4.92	0.74	308	-1.859 †
7. Organizational Inclusion	3.40	1.26	3.12	1.16	308	1.648
Age (in years)	39.96	10.83	29.79	6.54	309	7.28**
Tenure (in years)	5.85	7.00	3.54	3.43	307	2.55**

Note. N = 311. Response scales for measures 1, 2, 3, 4, and 5 ranged from 1 to 7. Response for measures 6 and 7 ranged from 1 to 6.

† p < .10.

* p < .05.

** p < .01.

*** p < .001

Additionally, results showed inconsistency among the responses on racioethnic questions in the survey. For example, although 29 participants did not identify themselves as minorities in the self-perception question, they did categorize themselves in pre-established minority racioethnic groups. Therefore, these participants were counted as

majorities. The inconsistency between the three measures lead to the decision that only one item, the participant's self-identification as a racioethnic minority, was used for this study. A reason for choosing this one item to measure racioethnicity is because people identify and classify themselves and other individuals into different social categories in society (e.g., race and ethnicity) (Ashforth & Mael, 1989; Tajfel, 1981; Turner, 1987; Turner, Hogg, Oakes, Reicher, & Wetherell, 1987).

RESULTS

Analyses

Descriptive statistics and inter-correlations among the variables are presented in Table 3. Further describing the sample, independent samples t-tests were conducted to compare variable means for the majority and minority groups (Table 4). Looking at the t-test results for equality of means, there are no significant differences in the means for minority and majority employees except for continuance commitment (see Table 4).

Testing the effect of Diversity Climate on Work Attitudes (H1, H2, H3, & H4).

Independent regression analyses were conducted to analyze the relation between each diversity climate variable (organizational fairness and organizational inclusion) and each work attitudes variable (job satisfaction, affective commitment, normative commitment, and continuance commitment).

It was expected that diversity climate would positively affect all attitudes. The results shown in step 1 of Table 5 & Table 6 demonstrated that organizational fairness and

organizational inclusion have a positive significant effect on job satisfaction, affective commitment, and normative commitment.

Table 3

Descriptive statistics and inter-correlation matrix of the variables

Variable	Mean	SD	1	2	3	4	5	6	7
1. Affective Commitment	3.99	1.36	.845						
2. Normative Commitment	3.93	1.39	.775**	.851					
3. Continuance Commitment	4.14	1.24	-.076	.163**	.764				
4. Perceived Organizational Support	4.39	1.34	.796**	.683**	-.231**	.957			
5. Job Satisfaction	4.95	1.46	.781**	.650**	-.121**	.763**	.859		
6. Organizational Fairness	4.74	.94	.393**	.318**	-.098 [†]	.546**	.427**	.760	
7. Organizational Inclusion	3.39	1.26	.354**	.356**	.019	.446**	.315**	.497**	.695

Note. N = 311. Response scales for measure 1, 2, 3, 4, and 5 ranged from 1 to 7. Response for measures 6 and 7 ranged from 1 to 6. Internal consistencies are presented on the diagonal.

[†] p < .10. * p < .05. ** p < .01. *** p < .001

Table 4

Mean differences between minority and majority employees.

	Majority Employees n = 259		Minority Employees n = 52		df	t
	Mean	SD	Mean	SD		
1. Perceived Organizational Support	4.34	1.33	4.16	1.19	309	-.901
2. Job Satisfaction	4.95	1.48	4.63	1.28	309	-1.469
3. Affective Commitment	3.95	1.33	3.70	1.20	309	-1.229
4. Normative Commitment	3.88	1.37	3.67	1.66	309	-1.021
5. Continuance Commitment	4.11	1.24	4.27	1.20	309	.842
6. Organizational Fairness	4.81	.89	4.37	.93	308	-3.218**
7. Organizational Inclusion	3.39	1.26	3.11	1.68	308	-1.458

Note. N = 311. Response scales for measures 1, 2, 3, 4, and 5 ranged from 1 to 7.

Response for measures 6 and 7 ranged from 1 to 6.

† p < .10.

* p < .05.

** p < .01.

*** p < .001

As a result, Hypotheses 1, 2, & 3 are all supported. Contrary to Hypothesis 4, diversity climate (organizational fairness and organizational inclusion) is negatively related to continuance commitment (as shown in step 1 of Table 5 & 6). Hence, Hypothesis 4 was not supported.

Testing the Mediation effect of Perceived Organizational Support on the diversity climate – attitudes relationships (H5, H6).

Several independent regression analyses were conducted to determine the extent to which perceived organizational support mediated the relationships between diversity climate variables (organizational fairness and organizational inclusion) and the attitudinal variables (job satisfaction, affective commitment, normative commitment, and continuance commitment). It was expected that perceived organizational support would mediate all of these relationships.

The procedure of testing mediation was based on Baron & Kenny's (1986) approach which entails the following steps: (1) regressing perceived organizational support on the diversity climate variables, (2) regressing each attitudinal variable on the diversity climate variables, and (3) regressing each attitudinal variable on the diversity climate variables and perceived organizational support. In order to demonstrate mediation, (1) diversity climate must be a significant predictor of POS in the first equation, (2) perceived organizational support must add incremental variance to the prediction of the attitudinal variables above the effect of the diversity climate variables (illustrated through a significant increase in R^2 between the 2nd and 3rd equation), and (3) the contribution of the diversity climate variables on the attitudinal variables must diminish once perceived organizational support is added (illustrated through the significant decrease in the β of the diversity climate variables between the 2nd and 3rd equations in Sobel z-tests).

As shown in Table 5, the results of the separate regression analyses indicated that perceived organizational support fully mediated the relationships between organizational

fairness and job satisfaction (Sobel $z = 9.22$, $p < .001$), affective commitment (Sobel $z = 9.76$, $p < .001$), and normative commitment (Sobel $z = 8.78$, $p < .001$).

Regression analyses and Sobel z -tests with organizational inclusion showed that perceived organizational support also fully mediated the relationships between organizational inclusion and job satisfaction ($z = 7.60$, $p < .001$), affective commitment ($z = 7.73$, $p < .001$), and normative commitment ($z = 7.10$, $p < .001$). Results can be seen in Table 6. Hypotheses 5 and 6 are supported by the findings.

Table 5

Tests of Perceived Organizational Support as a Mediator of Relations between Organizational Fairness and Attitudes.

	Dependent Variable				
	POS	CC	JS	AC	NC
Step 1					
OF	.539***	-.160**	.399***	.375***	.284***
R ²	.291	.026	.159	.141	.081
F	126.13***	8.10**	58.35***	50.40***	26.99***
(df)	(1, 308)	(1, 308)	(1, 308)	(1, 308)	(1, 308)
Step 2					
OF			-.001	-.068	-.101*
POS			.742***	.821***	.715***
ΔR ²			.390	.479	.363
ΔF			266.02***	385.93***	199.83***
(df)			(1, 307)	(1, 307)	(1, 307)
Total R ²			.550	.619	.443
F			187.28***	249.65***	122.12***
(df)			(2, 307)	(2, 307)	(2, 307)

Note. N = 311. OF = Organizational fairness. POS = Perceived Organizational Support. JS = Job Satisfaction. AC = Affective Commitment. NC = Normative Commitment. CC = Continuance Commitment.

- † p < .10
- * p < .05.
- ** p < .01.
- *** p < .001

Table 6

Tests of Perceived Organizational Support as a Mediator of Relations between Organizational Inclusion and Attitudes.

	Dependent Variable				
	POS	CC	JS	AC	NC
Step 1					
OI	.433***	-.005	.294***	.334***	.331***
R ²	.187	.000	.086	.112	.110
F	70.92***	.007	29.15***	38.80***	37.87***
(df)	(1, 308)	(1, 308)	(1, 308)	(1, 308)	(1, 308)
Step 2					
OI			-.033	-.006	.056
POS			.756***	.788***	.636***
ΔR ²			.464	.504	.329
ΔF			316.85***	403.07***	179.70***
(df)			(1, 307)	(1, 307)	(1, 307)
Total R ²			.550	.616	.438
F			187.95***	246.27***	119.78***
(df)			(2, 307)	(2, 307)	(2, 307)

Note. N = 311. OI = Organizational Inclusion. POS = Perceived Organizational Support. JS = Job Satisfaction. AC = Affective Commitment. NC = Normative Commitment. CC = Continuance Commitment.

† p < .10

* p < .05.

** p < .01.

*** p < .001

Testing the Moderation effect of Racioethnicity on the relationships between diversity climate and work attitudes (H7, H8, H9, H10, & H11).

Separate regression analyses were conducted to test the moderating effect of racioethnicity on the relationships between organizational fairness and all the attitudinal variables. It was hypothesized that racioethnicity would moderate the relationships of diversity climate (organizational fairness and organizational inclusion) and the attitudinal variables.

The analyses first consisted of regressing each attitudinal variable (perceived organizational support, job satisfaction, affective commitment, normative commitment, and continuance commitment) on the diversity climate variables (organizational fairness and organizational inclusion respectively) and racioethnicity. The second step regressed each attitudinal variable on the diversity climate variables, racioethnicity and the interaction between both. In order to demonstrate moderation, (1) the interaction term (diversity climate * racioethnicity) must add incremental variance to the prediction of the attitudinal variables above the effect of the diversity climate and racioethnicity variables (illustrated through a significant increase in R^2 between the 1st and 2nd equation), and (2) the final equation, regressing diversity climate, racioethnicity and the interaction term on the attitudinal variables must be significant (Baron & Kenny, 1986).

In the case of organizational fairness and continuance commitment, the results demonstrated a marginal moderation effect of racioethnicity on this relationship (H11; see Table 7). To further investigate the meaning of this interaction, Aiken & West's (1991) approach was used. Plotting this relationship for the two racioethnic groups (see Figure 3) shows that: the association between organizational fairness and continuance

commitment is negative for both groups, and that this relationship is in fact different for minority and majority employees. According to Figure 3, majority employees have higher continuance commitment than minority employees when organizational fairness is low. On the other hand, minority employees have higher continuance commitment than majority employees when organizational fairness is high.

No moderation effect of racioethnicity on the relationships between organizational fairness and perceived organizational support (H7), job satisfaction (H8), affective commitment (H9), and normative commitment (H10) were found. This can be seen in Table 7 where changes in R^2 (step 2 the Table 7) were not significant for these variables.

Applying the same Baron & Kenny (1986) procedures for organizational inclusion, the results in Table 8 demonstrate that racioethnicity does not moderate any of the relationship between organizational inclusion and the attitudinal variables (H7, H8, H9, H10 & H11).

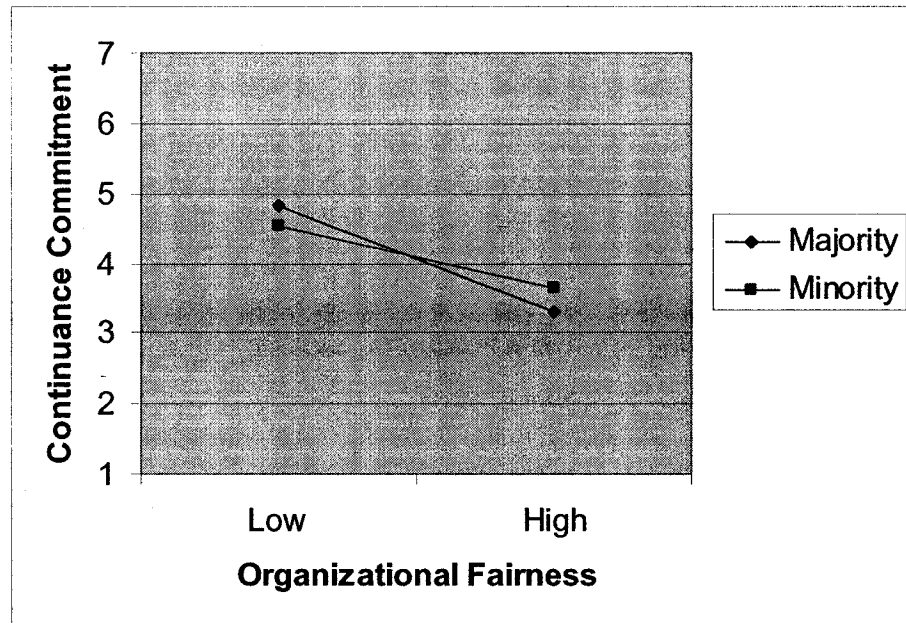


FIGURE 3. Organizational fairness and continuance commitment relationships for minority and majority employees.

Table 7

Tests of Racioethnicity as a Moderator of Relations between Organizational Fairness and Attitudes.

	Dependent Variable				
	POS	JS	AC	NC	CC
Step 1					
OF	.547***	.396***	.374***	.282***	-.156**
Racioethnicity	-.045	.015	.004	.009	-.022
R ²	.292	.159	.141	.081	.026
F	63.449***	29.124***	25.120***	13.465***	4.108*
(df)	(2, 307)	(2, 307)	(2, 307)	(2, 307)	(2, 307)
Step 2					
OF	.628**	.292	.500	.265	-.608*
Racioethnicity	.037	-.090	.131	-.009	-.477 [†]
OF x Racioethnicity	-.126	.162	-.191	.027	.703 [†]
ΔR ²	.000	.000	.001	.000	.009
ΔF	.123	.169	.244	.004	2.780 [†]
(df)	(1, 306)	(1, 306)	(1, 306)	(1, 306)	(1, 306)
Total R²					
F	42.219***	19.420***	16.787***	8.949***	3.681*
(df)	(3, 306)	(3, 306)	(3, 306)	(3, 306)	(3, 306)

Note. N = 311. OF = Organizational fairness. POS = Perceived Organizational Support. JS = Job Satisfaction. AC = Affective Commitment. NC = Normative Commitment. CC = Continuance Commitment.

[†] p < .10

* p < .05.

** p < .01.-

*** p < .001

Table 8

Tests of Racioethnicity as a Moderator of Relations between Organizational Inclusion and Attitudes.

	Dependent Variable				
	POS	JS	AC	NC	CC
Step 1					
OI	.431***	.289***	.331***	.328***	-.001
Racioethnicity	.018	.062	.044	.033	-.050
R ²	.187	.090	.114	.111	.002
F	35.422***	15.241***	19.718***	19.083***	.381
(df)	(2, 307)	(2, 307)	(2, 307)	(2, 307)	(2, 307)
Step 2					
OI	.399	-.005	.653*	.555 [†]	-.481
Racioethnicity	.002	-.088	.209	.149	-.295 [†]
OI x Racioethnicity	.038	.346	-.379	-.267	.564
ΔR ²	.000	.003	.004	.002	.008
ΔF	.014	1.055	1.301	.640	2.571
(df)	(1, 306)	(1, 306)	(1, 306)	(1, 306)	(1, 306)
Total R²					
F	23.543***	10.514***	13.592***	12.920***	1.112
(df)	(3, 306)	(3, 306)	(3, 306)	(3, 306)	(3, 306)

Note. N = 311. OI = Organizational Inclusion. POS = Perceived Organizational Support. JS = Job Satisfaction. AC = Affective Commitment. NC = Normative Commitment. CC = Continuance Commitment.

[†] p < .10

* p < .05.

** p < .01.

*** p < .001

DISCUSSION

The purpose of this research was to address the lack of evidence on the impact of diversity climate on employees' work attitudes (job satisfaction and organizational commitment) in the literature. The study provided evidence that organizations' diversity climates positively influenced employees' attitudes, with the exception of continuance commitment. In addition, I examined if perceived organizational support mediated the relationship between diversity climate and attitudes (e.g. job satisfaction, affective commitment, and normative commitment). Results showed that organizational support mediated these relationships. Finally the moderating effect of racioethnicity on the diversity climate – attitudes associations was explored. With one exception, the relations between diversity climate and attitudes were similar for minority and majority employees.

The Relations between Diversity Climate and Attitudes

Results of this study supported the notion that employees' perceptions of diversity climate (both organizational fairness and inclusion) were positively related to their job satisfaction (Hypothesis 1), affective commitment (Hypothesis 2), and normative commitment levels (Hypothesis 3).

In the case of job satisfaction, it was proposed that a positive diversity climate would lower the discrepancy between the type of fair treatment and inclusion employees currently have in their jobs and the type of fair treatment and inclusion they want at their jobs. The more positive an organization's diversity climate (organizational fairness and organizational inclusion) the more fair and inclusive the job environment will be, meeting employees' desires. Results showed that by treating employees justly and integrating

them in the organization's system, employees are more satisfied at their jobs. With respect to affective commitment, it was posited that a positive diversity climate would result in employee identification with the organization because of its fair values and increase their affective commitment (emotional attachment) toward the organization. The results support these two propositions and confirm earlier findings that an organization's general climate is positively related to commitment and job satisfaction (DeCotiis & Summers, 1987; LaFollette & Sims, 1975; Pritchard & Karasick, 1973; Schneider & Snyder, 1975). The current study also corroborates Hicks-Clarke & Iles' (2000) findings concerning the positive associations between diversity climate, job satisfaction, and affective commitment.

With regard to normative commitment, it was hypothesized that through the process of social exchange theory (i.e., reciprocating supportive treatment), a positive diversity climate would increase employees' normative commitment. Results supported this association: employees would feel obliged to reciprocate supportive and caring behavior from the organization (i.e., diversity climate).

The results are quite different for continuance commitment. Contrary to Hypothesis 4, which states that diversity climate (organizational fairness and organizational inclusion) is positively related to continuance commitment, the results demonstrated a negative organizational fairness-continuance commitment relationship and a non-existent relationship between organizational inclusion and continuance commitment. This is quite puzzling result. As mentioned in the beginning of the paper, available alternatives are one of the antecedents of continuance commitment. It was anticipated that employees with positive perceptions of diversity climate would have

difficulty in finding many alternative organizations with similar or greater positive diversity climates, thus increasing their continuance commitment levels. This was, however, not the case. It seems that employees do not perceive a positive diversity climate as an important reference in assessing available alternatives. An explanation for this result could be that employees expect fair treatment from all organizations because of employment equity laws to which all institutions must comply. Every organization is expected to treat employees fairly. Consequently, having positive perceptions of diversity climate does not necessarily limit the potential for alternatives since a high number of alternative organizations are also assumed to treat their employees fairly. An alternative explanation could be that an organizational context favorable in positively influencing employees' affective and normative commitment (emotionally based commitments) may negatively influence continuance commitment (rational commitment). In other words, at a certain period in time, employees that are concentrated in being committed to organizations that provide them with economic benefits may not be interested in emotionally-based organizational behavior, such as diversity climate. With a positive diversity climate, organizations are demonstrating their concern for their employees' well-being and are influencing employees' affective and normative commitment by fulfill these emotions. For employees with economic needs, a positive diversity climate may not satisfy those needs and may, on the contrary, negatively affect their continuance commitment as they would feel that the organization is oriented more towards emotions, something they do not identify with at this particular time.

The Mediating Role of Perceived Organizational Support

The current study predicted that perceived organizational support would mediate the relationships between diversity climate and work attitudes (H5). Having a positive diversity climate should communicate to employees that the organization is supportive of their racioethnic identities and values diversity. Employees should interpret the organization's fairness and inclusion as sympathetic and caring behavior that would in turn affect their work attitudes (i.e., job satisfaction, affective commitment and normative commitment). All of these mediational relationships were supported (Hypotheses 5 & 6). These findings support previous studies that have demonstrated that perceived organizational support can be an intermediary between an organization's environment and individual outcomes, such as organizational citizenship behavior (Moorman et al., 1998), job satisfaction (Allen et al., 2003) and affective commitment (Allen et al., 2003; Rhoades et al., 2001; Wayne et al., 1997).

The Moderating Role of Racioethnicity

Results generally did not support the idea that relationships between perceptions of diversity climate and work attitudes were moderated by racioethnicity. The rationale for this hypothesis was that diversity climate would affect attitudes positively for minorities because of the benefits they would gain from such an environment. The opposite, negative relationships, was expected for majorities as they would suffer from a loss of opportunities and power from such a climate. Inconsistent with Hypotheses 7, 8, 9, 10 and 11 (organizational inclusion and continuance commitment), the relationships between diversity climate, organizational support, job satisfaction, affective and normative commitment are not different between minority and majority employees. That

is, a positive diversity climate leads to positive perceived organizational support, job satisfaction, affective and normative commitment for both minority and majority employees. A potential reason for this finding is that diversity climates are an overall positive influence in the workplace for all employees regardless of racioethnic identities (Cox, 1994; Hopkins et al., 2001). Hopkins et al., (2001) showed that both whites and minorities perceive the organization's commitment to diversity as a positive factor that is beneficial to both groups in the workplace. Consistent with this, we did not find that the relationship between diversity climate and attitudes to be negative for majorities. It may be that majority employees feel they are as accepted and supported as minority employees in a company that values diversity. In the diversity literature there is a tendency to assume that diversity climate is beneficial to disadvantaged groups only, such as racioethnic minorities, when in fact it may be beneficial to all groups in companies. An alternative explanation could be based on Harrison et al.'s (1998) study that demonstrated that the effects of surface-level characteristics (e.g., race and ethnicity) diminish over time and that employees' perceptions were more an outcome of deep-level differences (e.g., attitudes and values). Since the average tenure in the sample is approximately 5.5 years, it may be possible that the moderation effect of employees' racioethnicities may have disappeared with time; that is, that employees may not base their perceptions on their overt differences when they have been with an organization for some time.

The story is different for organizational fairness and continuance commitment. Contrary to what was hypothesized (H11), that the relationship between organizational fairness and continuance commitment would be positive for minorities and negative for

majorities, organizational fairness was negatively related to continuance commitment for both groups (see Figure 3). That means that the more positive the diversity climate in the organization, the lower the continuance commitment levels of both majorities and minorities. Unfortunately, I could not find any explanation for the negative association between organizational fairness and continuance commitment for both racioethnic groups. Figure 3 does, however, show that when the organization has a diversity climate low on organizational fairness, majority employees have higher levels of continuance commitment than minority employees. In contrast, when the diversity climate is high on organizational fairness, minority employees have higher continuance commitment than majority employees. This supports the idea that minorities, who are likely to benefit from organizations with high organizational fairness, might feel that they have few alternative organizations with such a climate to go to. In turn, minority employees would feel that they have to stay in their current organization. On the other hand, when the organization is low on organizational fairness, majorities may perceive themselves as the beneficiaries of the climate because the resources and power distribution of the organization remain in their hands. In this particular context, they may find few alternative organizations with low organizational fairness that would allow them to maintain these benefits. Hence, majority employees would possess higher levels of continuance commitment than minorities in organizations with low organizational fairness.

Strengths & Limitations

A major strength in this study is the demographic diversity of participants in the sample and the different organizations to which they belong. This allows the sample to be more representative of the population. In addition to that, the study's focus on the relation

between diversity climate and attitudinal outcomes adds value to the diversity literature, which had seriously lacked empirical evidence of the relations between diversity climate and attitudes (Cox, 1994; Kossek & Zonia, 1993). Finally, the current study contributes to the literature on diversity climate in that it proposes perceived organizational support as a mechanism in explaining the relation between diversity climate and work attitudes; it is also the first study to test this newly proposed mechanism.

The research has its limitations. A first limitation would be that the findings are based on a single data source (i.e., self-report), which may be source of common method variance. Although common method variance cannot be entirely ruled out, actions were taken to moderate responses and common method biases. The implementation of procedural remedies in the design of the questionnaire (e.g. allowing respondents' answers to be anonymous, assuring participants that there were no right or wrong answers and asking the participants to respond honestly) and statistical analyses such as confirmatory factor analyses (CFAs, Podsakoff, MacKenzie, Lee, & Podsakoff, 2003) were used to minimize and assess common method biases. The CFA analyses compared different models to the expected five-factor model for the attitudinal variables (i.e., perceived organizational support, job satisfaction, affective, normative, and continuance commitment). Based on the χ^2_{diff} tests, the 5-factor model was the most adequate model although it did not represent an ideal fit to the data (see Appendix F). Additionally, self-report questionnaires were deemed the most appropriate choice to measure all the variables in the study since perceptions and work attitudes in the workplace are variables that reflect inner states of employees and that are best measured by this tool (Campbell et al., 1970; Spector, 1976; Podsakoff & Organ, 1986; Rentsch, 1990). Another limitation

would be the different question order of the two questionnaires, which represents an inconsistency in the methodology. The differences between the order of the questions, however, did not seem to cause any problem since no major systematic differences were found between the two samples when compared to each other. A final limitation would be the unequal distribution of minority and majority participants in the sample. The number of minorities is small relative to the number of majorities in the sample.

Potential Managerial Implications

As mentioned earlier in the paper, organizational climate has an important influence on employees' attitudes in the workplace (DeCotiis & Summers, 1987; LaFollette & Sims, 1975; Ferris et al., 1998; Mathieu & Zajac, 1990; Pritchard & Karasick, 1973; Schneider & Snyder, 1975; Tagiuri, 1968). This study showed that diversity climate affects employees' commitment and job satisfaction. Based on these results, it seems reasonable to encourage organizations to establish a positive diversity climate in order to help them retain their employees and have them satisfied. The logical question is how can organizations create positive diversity climates? As noted in the introduction, organizational climates are known to be influenced by the policies and practices implemented by organizations (Larkey, 1996; Schneider et al., 1994). Similarly, diversity climates are also influenced by policies, practices and strategic priorities of organizations (Cox, 1994; Hicks-Clarke & Iles, 2000) - in this case policies and practices focused on fairness and inclusion in the organization (Larkey, 1996). Researchers have proposed different policies and practices for organizations to create a positive diversity climate (fair and inclusive environment). For example, Kossek, Lobel, & Brown (1996)

propose an extensive list of organizational strategies and HRM initiatives to do so. Examples of HRM practices are the implementation of formal and informal programs, the encouragement of network and support groups, and rewarding managers who effectively manage diversity. Cox & Blake (1991) emphasize diversity training, culture and management practices audits, and constant follow-up of diversity practices as important steps to maintain and create a positive diversity climate. Barry & Bateman (1996) suggest diversity training, mentoring programs, network groups, survey and feedback as diversity initiatives for a positive diversity climate. D'Netto & Sohal's (1999) study showed that top-management support of diversity recruitment, fair assessment of employees' needs regardless of their origin, and appraisal ratings based on performance and not personal characteristics were respectively the most important HRM diversity practices in the recruitment, training and development, and performance appraisal functions in organizations.

Although there are a multitude of strategies and practices proposed to manage diversity, no single initiative can be recommended to all organizations alike (Wentling & Palma-Rivas, 2000). Organizations can use employee surveys, cultural audits, and interviews with managers as methods to determine which initiatives to put into practice to create a positive climate in their particular situation (Wentling & Palma-Rivas, 2000). What does seem important for all organizations, however, is that they should not only implement policies and practices focused on diversity, but top-management must demonstrate its support of diversity and must establish diversity as a strategic priority (Cox & Blake, 1991; D'Netto & Sohal, 1999; Kossek et al., 1996; Rynes & Benson, 1995).

Directions for Future Research

As organizations are increasingly engaging in diversity management (Wentling & Palma-Rivas, 2000) more organizations should possess positive diversity climates in the future. At that point, researchers may become more interested in conducting future empirical studies on the antecedents of diversity climate. What type of policies and practices lead to highly positive diversity climates? How are organizations to choose among all the proposed diversity initiatives those that are the most efficient to them? Future research may concentrate on answering these questions.

With respect to the effect of racioethnicity, it has been noted that racioethnicity may interact with gender (Mor Barak et al., 1998). Women are considered as an identity minority group that endures similar discrimination and prejudice as racioethnic minorities (Hopkins et al., 2001; Mor Barak et al., 1998). In this regard, an employee who is a racioethnic minority woman may face more difficulties than a racioethnic minority male. This individual is subject to a double whammy in the workplace where she competes against majorities and male minorities. Unfortunately, in this study the minorities constituted a small proportion of the sample and could not allow for gender-race interaction analyses. It would be interesting if future research could explore such interaction effects.

This study concentrates on the employee's perceptions of diversity climate and their effects on work attitudes. Some researchers believe that an organization's climate is represented by the consensus of all employees' perceptions in the organization. To have an objective view of diversity climate in organizations, it may be interesting if future

research could apply this concept and explore the differences between organizations that do have a positive diversity climate and those that don't.

CONCLUSION

The study's findings suggest that a positive diversity climate is a means of communication through which organizations can show their support toward their employees, and in turn, can encourage employees to commit to the organization and be satisfied at their jobs. Investing in a positive diversity climate can help organizations retain their employees, as this study demonstrated through the positive relationships between diversity climate and organizational commitment (affective and normative commitment) and job satisfaction. On the other hand, it seems that diversity climate does not strengthen the need of employees to remain with the organization (continuance commitment). An important contribution of the study lies in the findings that perceived organizational support mediates relations between diversity climate and attitudes. This study also demonstrated that a positive diversity climate is beneficial for both minorities and majorities. An employee's racioethnicity does not seem to change the direction in which diversity climate relates to attitudes. In conclusion, this study reveals that valuing diversity can bring positive benefits to companies, such as the commitment and job satisfaction of their employees.

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Appendix A. (Continued) Invitation Letter for StudyResponse Participants.

Date: December 12, 2006

Dear StudyResponse Project Participant,

You are eligible for this study if you are **currently working full-time in an organization** and you are **currently residing in Canada**.

We are interested in gathering information on organizational diversity and employee attitudes. Since a large number of responses would contribute to more meaningful results, your input is necessary to ensure the success of this project.

To this effect, a web-based questionnaire has been developed. The survey will only take you approximately 10-15 minutes to complete. The questions are straightforward, and you will not be asked to identify yourself, thereby ensuring your anonymity. All information given in the survey will be held confidential by the researcher.

If you complete the survey you will be eligible for a gift certificate draw of 9 prizes of 50\$ each from Amazon.ca. The researchers have provided StudyResponse with funding for these gift certificates. The draw will be conducted by StudyResponse and will take place on or about Tuesday December 26. Note that you must enter your StudyResponse ID into the survey to be eligible for the incentive draw.

To access the survey please click on the following link:

<http://lms.concordia.ca/survey//TakeSurvey.asp?SurveyID=3KH7m35M8I45G>

The deadline to participate in the study is **Friday December 25, 2006**. Participation in this study is voluntary and you may withdraw from participation at any time.

be entitled to if you participate in the research. The draw will be conducted by the researchers one week after the end of the study.

D. CONFIDENTIALITY AND DISCLOSURE OF INFORMATION

This study is anonymous. The combination and type of questions will not permit the research to identify you, so please do not enter any identifying information into the research instrument. The researcher has pledged to keep your data confidential and only to report aggregated results in any published scientific study. In any publication, information will be provided in such a way that you cannot be identified.

E. WITHDRAWAL WITHOUT PREJUDICE

You are free to withdraw your consent and to discontinue participation in this project at any time without prejudice against further care that you may receive at this institution.

F. QUESTIONS

If you desire to receive a summary of the research's results, or have any questions or concerns about the study, don't hesitate to contact the researchers and they will be happy to provide you with the necessary information.

G. CONDITIONS OF PARTICIPATION

- I understand that I am free to withdraw my consent and discontinue my participation at anytime without negative consequences.
- I understand that my participation in this study is ANONYMOUS (i.e., the researcher will not know or disclose my identity).
- I understand that the data from this study may be published.

provided StudyResponse with funding for 9 gift certificates of \$50 each to which you may be entitled to if you participate in the research, hence in the draw. The draw will be conducted by StudyResponse on or about December 20th, 2006. Note that you must enter that number into the survey to be eligible for the incentive plan.

D. CONFIDENTIALITY AND DISCLOSURE OF INFORMATION

This study is anonymous. The combination and type of questions will not permit the research to identify you, so please do not enter any identifying information into the research instrument except your StudyResponse ID. The researcher has pledged to keep your data confidential and only to report aggregated results in any published scientific study. In any publication, information will be provided in such a way that you cannot be identified.

E. WITHDRAWAL WITHOUT PREJUDICE

You are free to withdraw your consent and to discontinue participation in this project at any time without prejudice against further care that you may receive at this institution. Note that instructions on how to discontinue your participation in the study are available at StudyResponse.

F. QUESTIONS

If you desire to receive a summary of the research's results, or have any questions or concerns about the study, don't hesitate to contact the researchers and they will be happy to provide you with the necessary information.

G. CONDITIONS OF PARTICIPATION

- I understand that I am free to withdraw my consent and discontinue my participation at anytime without negative consequences.



Diversity & Organizations

The workforce is very diverse. You will be asked to answer questions on your work atmosphere. There are no right or wrong answers. Your honesty throughout the survey is of utmost importance.

1. Please check all racial/ethnic categories that apply to you:

- Aboriginal (Inuit, Métis, North American Indian)
- Asian
- Black or African American
- White
- North American (not Aboriginal)
- Northern & Western European
- Arab
- Latin American or Hispanic
- East European
- Other, please specify

2. Do you consider yourself belonging to a race/ethnic “minority” group? *

- Yes
- No

3. Were you born in Canada?

- Yes
- No

If No, in which country were you born?



DIVERSITY AND ORGANIZATIONS

Listed below are perceptions towards your organization. Please indicate the degree of your agreement or disagreement with each statement by selecting one of the following alternatives.

Strongly Disagree	Moderately Disagree	Slightly Disagree	Slightly Agree	Moderately Agree	Strongly Agree
1	2	3	4	5	6

4. Managers here give feedback and evaluate employees fairly, regardless of the employee's race/ethnicity

1 2 3 4 5 6

5. I feel I have been treated differently here because of my race/ethnicity

1 2 3 4 5 6

6. Managers here have a track record hiring and promoting employees objectively, regardless of their race/ethnicity

1 2 3 4 5 6

7. There is a mentoring program in use here that identifies and prepares all minority employees for promotion

1 2 3 4 5 6

8. Managers here give assignments based on skills and abilities of employees

1 2 3 4 5 6

9. Managers here make layoff decisions fairly, regardless of factors such as employees' race/ethnicity

1 2 3 4 5 6

10. Management here encourages the formation of employee network support groups

1 2 3 4 5 6

11. The "old boys" network is alive and well here

The 'old boys network' is an exclusive informal network linking members of an organization in order to provide connections and information and favors; in the past, usually composed of White males and/or females)

1 2 3 4 5 6

12. Managers interpret human resource policies (such as sick leave) fairly for all employees

- 1 2 3 4 5 6

13. The company spends enough money and time on diversity awareness and related training

- 1 2 3 4 5 6

Back

Next

Cancel



DIVERSITY AND ORGANIZATIONS

With respect to your own feelings about the company in which you are now working, please indicate the degree of your agreement or disagreement which each statement.

Very Strongly Disagree	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree	Very Strongly Agree
---------------------------	----------------------	----------	----------------------------------	-------	-------------------	------------------------

1	2	3	4	5	6	7
---	---	---	---	---	---	---

14. Even if it were to my advantage, I do not feel it would be right to leave my organization now

1 2 3 4 5 6 7

15. The organization values my contribution to its well-being

1 2 3 4 5 6 7

16. Right now, staying with my organization is a matter of necessity as much as desire

1 2 3 4 5 6 7

17. I do not feel a strong sense of "belonging" to my organization

1 2 3 4 5 6 7

18. The organization really cares about my well-being

1 2 3 4 5 6 7

19. The organization cares about my general satisfaction at work

1 2 3 4 5 6 7

20. The organization shows very little concern for me

1 2 3 4 5 6 7

21. Help is available from the organization when I have a problem

1 2 3 4 5 6 7

22. If I had not already put so much of myself into this organization, I might consider working elsewhere

1 2 3 4 5 6 7

23. In general, I like working here

1 2 3 4 5 6 7

24. Even if I did the best job possible, the organization would fail to notice

1 2 3 4 5 6 7

25. I do not feel any obligation to remain with my current employer

1 2 3 4 5 6 7

26. I do not feel like "part of the family" at my organization

1 2 3 4 5 6 7

27. The organization cares about my opinions

1 2 3 4 5 6 7

28. The organization is willing to extend itself in order to help me perform my job to the best of my ability

1 2 3 4 5 6 7

29. The organization disregards my best interests when it makes decisions that affect me

1 2 3 4 5 6 7

30. All in all, I am satisfied with my job

1 2 3 4 5 6 7

31. I would be very happy to spend the rest of my career in this organization

1 2 3 4 5 6 7

32. I feel that I have too few options to consider leaving this organization

1 2 3 4 5 6 7

33. The organization would ignore any complaint from me

1 2 3 4 5 6 7

34. I would not leave my organization right now because I have a sense of obligation to the people in it

1 2 3 4 5 6 7

35. One of the few negative consequences of leaving this organization would be the scarcity of available alternatives

1 2 3 4 5 6 7

Back

Next

Cancel



DIVERSITY AND ORGANIZATIONS

Very Strongly Disagree	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree	Very Strongly Agree
1	2	3	4	5	6	7

36. If given the opportunity, the organization would take advantage of me

1 2 3 4 5 6 7

37. In general I don't like my job

1 2 3 4 5 6 7

38. I really feel as if this organization's problems are my own

1 2 3 4 5 6 7

39. This organization has a great deal of personal meaning for me

1 2 3 4 5 6 7

40. The organization tries to make my job as interesting as possible

1 2 3 4 5 6 7

41. The organization takes pride in my accomplishments at work

1 2 3 4 5 6 7

42. This organization deserves my loyalty

1 2 3 4 5 6 7

43. The organization fails to appreciate any extra effort from me

1 2 3 4 5 6 7

44. I owe a great deal to my organization

- 1 2 3 4 5 6 7

45. The organization strongly considers my goals and values

- 1 2 3 4 5 6 7

46. If the organization could hire someone to replace me at a lower salary it would do so

- 1 2 3 4 5 6 7

47. Too much of my life would be disrupted if I decided I wanted to leave my organization now

- 1 2 3 4 5 6 7

48. I do not feel 'emotionally attached' to this organization

- 1 2 3 4 5 6 7

49. I would feel guilty if I left my organization now

- 1 2 3 4 5 6 7

50. The organization is willing to help me when I need special favor

- 1 2 3 4 5 6 7

51. It would be very hard for me to leave my organization right now, even if I wanted to

- 1 2 3 4 5 6 7



Diversity & Organizations

Demographics

52. Please indicate your age in years:

53. Please indicate your gender:

- Female Male

54. How many years have you been working in this company?

55. Please indicate the highest education degree you have attained or are currently pursuing:

- None
- Elementary school diploma
- High school diploma
- CEGEP / College degree
- Technical Institute degree
- Bachelor's degree
- Master's degree
- Doctorate Degree

56. Please indicate your employment status:

- Part-time
- Full-time
- Self-employed

57. Please indicate your job hierarchical level in the organization:

- CEO, President, Vice president
- General/Regional Manager, Director

- Department/district Manager, Unit manager, supervisor
- Professional
- Sales staff
- Technical staff
- Secretarial and other administrative staff
- Clerks, Service, Shop and Market workers
- Other, non-management staff

Back

Next

Cancel



DIVERSITY AND ORGANIZATIONS

Thank you for having filled the survey.

You will now be asked some personal information for the gift certificate draw, in order for the researchers to be able to contact you.

Please keep in mind that this information is entered in a different survey and will not affect your anonymity status in the current questionnaire.

[Click here to proceed](#)

Back

Done

Cancel



John Molson
School of Business
Concordia University



DIVERSITY AND ORGANIZATIONS

1. Please indicate your StudyResponse ID number: *

Back

Next

Cancel



DIVERSITY AND ORGANIZATIONS

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Very Strongly Disagree	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree	Very Strongly Agree
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2. Even if it were to my advantage, I do not feel it would be right to leave my organization now

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DIVERSITY AND ORGANIZATIONS

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Back

Next

Cancel



DIVERSITY AND ORGANIZATIONS

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1 2 3 4 5 6

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1 2 3 4 5 6

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1 2 3 4 5 6

49. The company spends enough money and time on diversity awareness and related training

1 2 3 4 5 6

Back

Next

Cancel



Demographics

50. Please indicate your age in years:

51. Please indicate your gender:

- Female Male

52. How long have you been working in this company?

Year(s)

Month(s)

53. Please indicate the highest level of education you have attained or are currently pursuing:

- None
 Elementary school diploma
 High school diploma
 CEGEP / College degree
 Technical Institute degree
 Bachelor's degree
 Master's degree
 Doctorate Degree

54. Please indicate your employment status:

- Part-time
 Full-time
 Self-employed

55. Please indicate your job hierarchical level in the organization:

- CEO, President, Vice president
 General/Regional Manager, Director
 Department/district Manager, Unit manager, supervisor
 Professional
 Sales staff

- Technical staff
- Secretarial and other administrative staff
- Clerks, Service, Shop and Market workers
- Other, non-management staff

56. Please check all racial/ethnic categories that apply to you:

- Aboriginal (Inuit, Métis, North American Indian)
- Asian
- Black or African American
- White
- North American (not Aboriginal)
- Northern & Western European
- Arab
- Latin American or Hispanic
- East European
- Other, please specify

57. Do you consider yourself belonging to a race/ethnic "minority" group? *

- Yes
- No

58. Were you born in Canada?

- Yes
- No

If No, in which country were you born?

Back

Next

Cancel



DIVERSITY AND ORGANIZATIONS

Survey Completed

We thank you for your cooperation in this project. If you are interested in learning about the results of the study once it is completed or have any questions regarding any other issue, please do not hesitate to contact the researchers: Jessica Menassa, MSc Student at (514) 735-0570 or email: j_menass@jmsb.concordia.ca, Dr. Terri Lituchy, Associate Professor, Department of Management, JMSB - Concordia University at (514) 848-2424 x 2998 or email: lituchy@jmsb.concordia.ca, OR Dr. Tracy Hecht, Assistant Professor, Department of Management, JMSB - Concordia University at (514) 848-2424 x 2785 or email: thecht@jmsb.concordia.ca

Close

Appendix F. CFA models and $\chi^2_{\text{difference}}$ test results.

Model	χ^2	df	$\chi^2_{\text{difference}}$	GFI	CFI	RMSEA
5-factor model	1201.840	314	-----	.738	.852	.096
4- factor model ^a	1383.782	317	181.942*	.703	.822	.104
4- factor model ^b	1250.541	318	48.701*	.730	.844	.097
4- factor model ^c	1279.173	318	77.333*	.728	.840	.099
4- factor model ^d	1373.420	318	171.58*	.697	.824	.103
3- factor model	1516.662	321	314.822*	.667	.800	.110
1- factor model	2044.410	324	842.84*	.562	.713	.131

Note. N = 311 for all models. All models are compared to the 5-factor model; thus, $\chi^2_{\text{difference}}$ represents the difference between the χ^2 of each model and the χ^2 of the 5-factor model.

AC = affective commitment. NC = normative commitment. CC = continuance commitment. JS = job satisfaction. POS = perceived organizational support.

The 5-factor model is represented by all five distinct factors (AC, NC, CC, JS and POS);

The 4-factor model ^a is represented by AC, NC, CC and a combined factor of POS/JS;

The 4-factor model ^b is represented by CC, POS, JS and a combined factor of AC/ NC;

The 4-factor model ^c is represented by NC, CC, POS and a combined factor of AC /JS;

The 4-factor model ^d is represented by NC, CC, JS and a combined factor of AC/ POS;

The 3-factor model is represented by NC, CC and a combined factor of AC/JS / POS;

The 1-factor model is represented by one factor (AC = NC = CC = POS = JS).

GFI = goodness-of-fit index. CFI = comparative fit index. RMSEA = root-mean-square error of approximation.

* p < .05.