

DISSERTATION

WHICH FAIRNESS FACTORS MOST INFLUENCE MINORITY PROFESSIONALS
TO REMAIN COMMITTED TO AN ORGANIZATION AS EVIDENCED BY A
PREDISPOSITION TO DEPART

Submitted by

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In partial fulfillment of the requirements for

the degree of Doctor of Philosophy

Colorado State University

Fort Collins, Colorado

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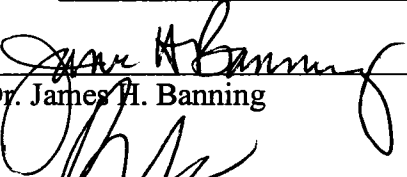
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May 3, 2007

WE HEREBY RECOMMEND THAT THE DISSERTATION PREPARED UNDER OUR SUPERVISION BY ANTHONY W. WADE ENTITLED WHICH FAIRNESS FACTORS MOST INFLUENCE MINORITY PROFESSIONALS TO REMAIN COMMITTED TO AN ORGANIZATION AS EVIDENCED BY A PREDISPOSITION TO DEPART BE ACCEPTED AS FULFILLING IN PART REQUIREMENTS FOR THE DEGREE OF DOCTOR OF PHILOSOPHY.

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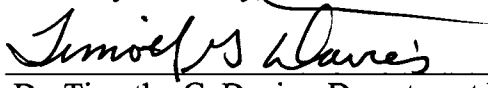
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ABSTRACT OF DISSERTATION
WHICH FAIRNESS FACTORS MOST INFLUENCE MINORITY PROFESSIONALS
TO REMAIN COMMITTED TO AN ORGANIZATION AS EVIDENCED BY A
PREDISPOSITION TO DEPART

The presence of minority professionals in the workforce ranks is indicative of the organization's corporate citizenship and its commitment to equal opportunity and diversity. Consequently, factors that affect organizational commitment and retention are of key importance.

This mixed study explored the relationship between the attitudes and perceptions of minority professionals as related to fair treatment between themselves and white counterparts, and whether those perceptions influenced minority professionals to remain committed to organizations. The survey was distributed to 122 minority professionals at various events held by professional minority organizations.

A concurrent nested design was used in the study, in which a qualitative phase was embedded within a predominantly quantitative study. The instrument survey used was an adaptation of a standardized faculty survey developed by the Higher Education Research Institute (HERI) at the University of California at Los Angeles. Returned surveys were analyzed using the Statistical Package for the Social Sciences (SPSS) to transform raw data into tables appropriate to the analysis. Qualitative data was analyzed using inductive coding.

The researcher's findings suggest that while the majority of respondents feel that they are treated as equitably as their White counterparts, approximately one-third indicated that they were either unsatisfied or neutral on this subject. The most intense issue that the responses highlighted was inequity in advancement. An overwhelming majority of respondents are committed to their organizations, even though they may not always receive fair treatment, and many are unable to leave at this time, regardless of treatment.

Private sector employees indicated that they may be more willing to change jobs during the course of their careers as opposed to those in the public sector.

From this research, the following recommendations were given:

- (1). The premise of this study should be extended beyond the convenience sample indicated in this study.
- (2). Interviews should be conducted with senior organizational management relative to implementing changes altering organizational practices and culture.
- (3). A separate study could be conducted regarding the effects of generation socialization upon retention, attrition, and tolerance.
- (4). A study should be conducted that evaluates middle minority managers willingness to stay in an organization.

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DEDICATION

To my incredible parents,
Louis Waddell Wade and Mamie Lee McNeil Wade,
who, through their words and deeds
and everything that they instilled in all of their children,
inspired us to go successfully beyond perceived limitations,
becoming the realization of their dreams and vision,
their living legacy

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First and foremost, I thank God for blessing me and giving me the strength and endurance to complete this journey. All my accomplishments throughout my life have been the result of His blessing and it is through His blessing that I have successfully completed this important milestone in my life .

I would like to acknowledge many people and organizations for helping me during my doctoral work. I am extremely grateful for the generosity and support provided by the four organizations who allowed survey administration at their chapter meetings and events and without whom this research would not have been possible. The organizations include the Colorado Chapter of the Conference of Minority Transportation Officials (COMTO-Colorado), the Colorado Association of Black Journalists (CABJ), the African-American Leadership Institute (AALI), and the Colorado Chapter of the National Association of African-Americans in Human Resources (NAAHR-CSC).

I am also very grateful for having an exceptional doctoral committee and wish to thank Dr. Gary Geroy, Dr. James Banning, Dr. Raymond Yang and Dr. David Most for their continual support and encouragement.

I extend many thanks and an enormous debt of gratitude to my wife, Dr. Dorothy Garrison-Wade, who not supported and believed in me, but who also proof-read multiple versions of all the chapters of this dissertation and provided many critical and

constructive suggestions and recommendations to help me improve my research and clarify my arguments.

I owe a debt of gratitude to the following individuals for their ongoing input, assistance and support on this journey: Frank Wade, Dr. Mary Davis, James Blue, Ronald Flowers, Bianca Crockett, Dr. Rashida Braggs, Ronald Sparks, P.E., Deborah Sinclair, Kathy Balu, Georganne Chapman, Ed Wakefield, James Ellis, Ritchie and Bruce Hunter, Carla Ladd, Dr. James Dugan, Phillip Washington, Amani Ali, Linda Williams, Andreas Nearchou, Dr. Cody Golman and Dr. Robert Greene.

Finally, this dissertation would not have been possible without the expert guidance of my esteemed advisor and dissertation committee chair, Professor Gary D. Geroy. Not only was he readily available for me, as he so generously is for all of his students, but he always read and responded to the drafts of each chapter of my work more quickly than I could have hoped. His oral and written comments were always extremely perceptive, helpful, and appropriate. Throughout my doctoral work he encouraged me to develop independent thinking and research skills, continually stimulated my analytical thinking and greatly assisted me with scientific writing.

Of course, despite all the assistance provided by Professor Geroy and others, I alone remain responsible for the content of the following, including any errors or omissions which may unwittingly remain.

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CHAPTER I

INTRODUCTION

Background/Overview

In the struggle for industry competitiveness, a stable workforce represents the difference between winning and losing the battle for industry-specific superiority. Thus, the challenge to retain the best and brightest resources has become even more important. In other words, for organizations to remain competitive, a key focus must be placed upon how they retain their most competent and capable professionals.

Talented minority professionals normally constitute a small percentage of the workforce in the majority of organizations. However, their presence in the workforce ranks is indicative of the organization's corporate citizenship and its commitment to equal opportunity and diversity. Since there is a disproportionate attrition of minorities across industry and institutional lines, retention strategies may take many forms. Some retention strategies may be directed to individuals who benefit from information that affects interests and choices in careers. Other retention strategies seek to change organizational culture — the climate of the workplace — that welcomes some, but deters others (Tapia, Chubin, & Lanius, 1999).

Consequently, factors that affect organizational commitment and retention are of key importance.

Statement of Research Problem

The purpose of this study was to explore the relationship between concern for dimensions of fairness and the propensity for a certain response. This involved an examination of the relationship between the attitudes and perceptions of minority professionals as related to fair treatment between themselves and White counterparts, and whether those perceptions influence minority professionals to remain committed to organizations. This study examined the perceived factors of fair treatment and its influence on the organizational commitment of minority professionals, specifically as evidenced by a predisposition to leave the organization.

It was believed that a better understanding by organizational management of the relationship regarding minority employee attitudes involving equity of treatment might increase the retention of minority professionals within organizations. This research has theoretical as well as practical value, which is applicable across industry and organizational lines.

Research Questions

The following research questions will be addressed in this study:

Do minority professionals perceive that there is a difference in the relationship between their personal effort levels and indications of professional success levels versus that of their non-minority counterparts?

How do these attitudes and perceptions most influence minority professionals to remain committed to an organization as evidenced by a predisposition to depart?

Are the levels and type of perceptions of inequities, which affect retention consistent across organizational typology?

Definition of Terms

A number of key terms are used in this study. The definitions should help to clarify how the terms are used and serve to limit the scope of the study.

Minorities. The term, minorities, is defined as males and females of non-White ancestry. Non-White will include Blacks, Hispanics, Asian/Pacific Islander, American Indian, and Alaskan Native. The terms Black and African-American are synonymous. The terms Hispanic, Latino, Latina and Spanish are synonymous.

Retention. The term, retention, refers to the ability to retain employees within their respective organizations.

Perception. The term, perception, refers to the perspective applied to individuals and/or situations by others, based upon the images and beliefs that one has as a result of their life experiences, whether those perspectives are factual or not.

Organizational commitment: The extent to which the individual: (1) accepts and believes in the organization's goals; (2) is willing to exert effort on behalf of the organization; and (3) wants to continue involvement in the organization.

Perceived organizational support (POS). The development of global beliefs by employees concerning the extent to which the organization values their contribution and cares about them and their well-being.

Delimitations

The following delimitations have been placed on this study.

1. No attempt will be made to survey all public and private sector organizations and industries.

2. Only a sample of professional organizations will be included in this study.

This is due to the cost-effectiveness of this approach as opposed to the cost-prohibitive nature of attempting to contact all public and private sector organizations and industries.

3. No attempt will be made to verify the self-disclosure of participants as to their specific racial and ethnic status. This is due to the belief that there will be a greater predisposition for participants to disclose information if the possibility of identification is minimized.

4. This study is not meant to indicate that the results received are indicative of the experiences of all minority professionals and will be representative of the minority professionals who chose to participate in this study. As a result, the findings will be specific to the professional associations and organizations who have allowed access to their membership and events.

Limitations

The outcome of this study may be affected by the number of minority professionals willing to participate in the study. Additionally, the information received will be representative of the minority professionals who are members of or affiliated with the professional organizations and associations listed in Chapter 3.

Significance of the Study

The literature review to this point has surfaced very little information regarding the retention of minority professionals as related to attitudes or perceptions of equity of treatment and organizational commitment. Based upon this fact, it is believed that there is an absence of research regarding the topic that is the basis for this dissertation. The research proposed will provide a body of knowledge that may help to retain minority

professionals within organizations by addressing the organizational and institutional practices that facilitate the perceptions of inequity among minority professionals. This research should have theoretical as well as practical value. It is applicable across industry and organizational lines because it examines the possible relationship between minority employee perceptions and retention.

The significance of this research cannot be overstated because organizations can explore and strategically institute practices, based upon the study's findings, which may reduce the loss of valuable resources and intellectual capital. That intellectual capital is represented in the form of talented minority professionals who migrate to competitors in the hope that improved equity of treatment will have a commensurate effect upon their career success.

Researcher's Perspective

I am aware of my biases and sensitivities regarding the topic. As an African-American who was born in the Deep South in the 1950s, I experienced Jim Crow conditions and, as a child, drank from segregated fountains. My family was involved in the civil rights movement on a national level starting with Joseph McNeil's peaceful, non-violent activities reflected in photographs of the Woolworth department store lunch counter sit-in in February 1960. From an early age, I have understood and witnessed prejudice, discrimination and the social injustice associated with both issues.

I am a graduate of the Department of Defense's Equal Opportunity Management Institute, which has also resulted in an increased sensitivity to diversity issues. I have served as a director of regulatory agencies in both my military and civilian career. Prior to my tour as Director of Equal Opportunity Treatment and Human Relations Education

(EOT/HRE) for U.S. Air Force bases, I experienced racism first-hand at my first assignment in the late 1970s in the Deep South. My friendship with a blond, blue-eyed White woman and fellow Air Force colleague resulted in harassment towards both of us by squadron command personnel. As an EOT/HRE Director, I witnessed racist attitudes and sentiments as well as command actions protecting those individuals during investigations and in seminars that I conducted.

As a North Carolina county government Human Relations Commission Director, I directed staff activities involving administration of county government ordinances against discrimination, including investigation and enforcement authority regarding fair employment and housing discrimination. For my actions, I also experienced threatening phone calls and death threats during the same period.

I am presently the executive in charge of employment, compensation, equal opportunity treatment, and minority/women business enterprise administration for a quasi-governmental organization in Colorado. During this time, I have also witnessed minority professionals who have departed my organization as a result of their perception of disparate treatment between themselves and non-minority professionals involving rewards and recognition. Exit interviews indicated that there were attitudes involving inequity in organizational support and valuing that were perceived to be indicative of racist attitudes.

As a result of my socialization and professional career, there is great sensitivity to issues of equity and treatment. I understood the necessity of subordinating those biases in support of the objective administration of the research study.

CHAPTER II

REVIEW OF THE LITERATURE

Introduction

Looking back at the last four decades in the American workplace, it is evident that the valuing diversity movement began as an outgrowth of the civil rights movement to promote representation and fairness in our society (Loden, 1996). However, while equal opportunity and affirmative action opened doors and provided increased access to the world of work for minorities, this access did not guarantee that development and access would also be provided (Loden, 1996). Further, stereotypical assumptions and automatic trait associations affected the way that minorities have been treated inside organizations. (Stockdale & Crosby, 2004).

Minority Experiences and Perceptions of Organizational Support

While many organizations have aggressively recruited minority professionals, many have not created the infrastructure or environments that would result in those individuals feeling they were being treated equitably or fairly (CABE, 2003). A study conducted by L.T. McGill (2001) suggests that perceptions of advancement opportunities, along with perceptions of fairness in promotions and pay, were significant factors in the decisions of employees of all races to leave their jobs. McGill's research involves the differences between the perceptions of non-minority management and minority employees with regards to equity of treatment and its relationship to career

success in the newspaper industry. A meta-analysis of 13 studies conducted from 1989 to 2000 that permitted comparisons between the attitudes of White and non-White journalists disclosed that the issue of advancement opportunities proved far more salient to journalists of color than to White journalists. Moreover, achievement opportunities consistently ranked at or near the top of the list of all factors that might influence the decision of a journalist of color to stay in newspaper industry (McGill, 2001).

Even more importantly, the study revealed an amazingly wide gap between the perceptions of African-American journalists and White newsroom managers with respect to issues of advancement. For example, while nearly all of the newsroom managers surveyed (94 %) said that "managers in [their] newsroom show a commitment to retaining and promoting black journalists," only 28 % of journalists affiliated with the National Association of Black Journalists (NABJ) agreed with this opinion. McGill's study also revealed that 59 % of African-American journalists believed that standards for promotion were higher for them than they were for "other" journalists as compared to 1 % of newsroom managers.

Even if upward mobility exists for minority professionals in some organizations, it is difficult to document. Further, there is a persistent perception that non-minority counterparts were and are getting more opportunities to progress and move up the hierarchy quickly. To a number of minority professionals, non-minority counterparts seemed to get hired faster, and much of this was attributed to their relationships with senior non-minority executives (CAF-FCA, 2004). Many minority professionals believed that how quickly an employee gets an offer of employment or upward mobility depends on whether 'your face fits' (CABE, 2004). Equity of treatment was a concern

for numerous minority employees who perceived that younger White people were overtaking the minority ethnic staff members in terms of upward mobility (CAF-FCA, 2004). Additionally, it was perceived by many minority professionals that they had to be better than their White counterparts to be successful (CAF-FCA, 2004).

One interview with a minority professional who left their company was as follows:

“Certainly there were others around me who I can say perhaps had less ability - and that does sound a little conceited - but of a higher grade. And before leaving I spoke to the senior management and just said ‘I feel that in order to progress and to be recognized for the work that I have done, and can do, and am capable of, I’d have to move forward; I have to move on.’” (CAF-FCA, 2004).

Another minority professional who had moved to his own private practice made the following statement:

“I couldn’t move forward, I couldn’t progress...so for me, wanting to develop as a professional and not wanting to be pigeonholed, I took a conscious decision to move outwards and onwards, and certainly it’s benefited me. It’s a small organization that I run here, but I’ve got the ability to influence things and to take the organization forward” (CAF-FCA, 2004).

Because of their relatively small number, minority professionals have to push themselves forward, to be noticed, to be assertive, to make an immediate impression – although that is not always successful either. A female Asian project manager recalled her perceptions involving equity of treatment in her organization as follows:

“I and a friend started with the same contractor. We both asked for pay raises after a period of time. He got his and I was told the pot was empty. I actually ended up leaving them as I had been on the same wage for one-and-a half years. Obviously, he was White” (CAF-FCA, 2004).

Minorities appear to have different experiences at work than non-minorities. Greenhaus, Parasuraman, & Wormley (1999) surveyed approximately 900 managers and their supervisors in three large organizations. Forty-five (45 %) percent of the managers surveyed were Black who reported being less accepted than their White counterparts. Blacks also reported less career satisfaction and tended to be rated lower than their non-minority peers. The outcomes of the research led the researchers to wonder what occurs in organizations that results in Blacks experiencing those feelings.

Organizational Commitment and Expectancy Theory

Commitment is defined as a set of behavioral intentions, such as a desire to remain with the organization, an intention to exert high levels of effort on behalf of the organization and identification with the organization's goals (Porter, Steers, Mowday, & Boulian, 1974; Steers, 1977). The antecedents of these intentions are basically positive work experiences, personal characteristics and job characteristics. The outcomes of these intentions are increased performance, reduced absenteeism, and reduced turnover (Steers,

1977). This model takes the general form of expectancy theory, according to which employee behaviors are the result of valued rewards.

Expectancy theory is a motivational model that uses the exchange concept in explaining the individual decision-making processes of membership and performance (Graen, 1969; Lawler, 1973; Porter & Lawler, 1968; Vroom, 1964). Expectancy theory predicts that individuals will engage in behavior that they perceive as eventually leading to valued rewards. Theorists agree that at least two general components surface in this individual decision-making process. The first is the value of the outcomes or rewards associated with a line of behavior. The outcome can be perceived as having value in itself or because of its instrumentality in achieving other valued ends. The second major variable is expectancy. Expectancy refers to the individual's subjective perception that effort will lead to performance. By contrast, instrumentality refers to the individual's subjective estimate of probability that performance will lead to certain outcomes or rewards (Scholl, 1981).

Perceived Organizational Support

In research involving favorable job conditions and perceived support, it was found that in order to meet their socioemotional needs and to assess the organization's inclination and willingness to recognize their efforts, employees develop global beliefs concerning the extent to which the organization values their contribution and cares about them and their well-being. This is defined as perceived organizational support (POS) (Vandenberghe & Stinglhamber, 2004; Eisenberger, Huntington, Hutchison, & Sowa, 1986). An 18-item measure of job conditions was developed by Eisenberger (1997) in order to test the effect of the organization's discretionary control over job conditions on

POS. As expected, it was found that the effect of the favorableness of job conditions on POS was moderated by the effect of perceptions concerning the extent to which the organization had discretionary control over job conditions (Eisenberger, Cummings, Armeli, & Lynch, 1997). Those employees who perceived their organization as having control over job conditions felt more supported as a consequence of the favorableness of job conditions (Eisenberger, Cummings, Armeli, & Lynch, 1997).

In the legal profession, perceived organizational support is manifested through opportunities to learn and advance through challenging assignments, client contact, coaching, and feedback (Giovannini, 2002). Once associates are in the door, the biggest retention challenge focuses on career opportunities such as mentoring, access to key assignments, exposure to rainmakers, and most importantly, to clients (Giovannini, 2002).

According to Giovannini (2002), the root causes of this challenge are many and complex. They include the fact that, despite the myth of the meritocracy, the mentoring and sponsorship opportunities that give some attorneys an edge exist in every firm (2002). Since as humans, individuals are all most comfortable with people like themselves, the chances are great that partners—typically Caucasian men—will gravitate toward associates most like themselves—other Caucasian men (Giovannini, 2002). As a result, for attorneys of color, the perception of equitable opportunities is the most challenging.

The issue of institutional perceptions affecting career opportunities for minorities is not limited to industry. In education, the call has emerged for the continuing diversification of school and university faculty to meet the growing diversification of the

student body (Moss, 2000). However, while the number of minority students is increasing considerably, the number of minority faculty is not keeping pace (Moss, 2000). As a result, concerns in the world of academia that significantly make an impact on the representation of diverse faculty are directly related to hiring, tenure and promotion (Jackson, 1991).

Garcia (1993) believed universities in general, and schools of education in particular, held a rather skewed perception of people of color and the field of multicultural education. According to Garcia (1993), a conclusion can be drawn about education officials' general perceptions of people of color. Minorities are viewed as prime candidates for staffing courses and minority student advisors even though they were invited to join departments to meet other responsibilities. Because of these perceptions, minority faculty are rarely given support for research, publication or presenting at national meetings. As a result, they have less of an opportunity to be promoted or gain tenure than White, Anglo-Saxon older males (Garcia, 1993). This has resulted in minorities selecting other fields in which to pursue their careers other than academia.

One intriguing piece of anecdotal evidence supporting the statement above is that African-Americans who received doctoral degrees in computer science over the past decade have overwhelmingly chosen (approximately 90 %) industrial rather than academic careers (Freeman & Aspray, 1999). Speculation is that companies have done a better job than universities at making diversity an integral part of their organizational values and salaries are better.

Stereotyping and discrimination based on ethnic origin or race continues to exist across national lines as well as industries. In Canada, the professions in the built environment industry, which includes architects, engineers and related fields, are faced with perceptual challenges regarding Black and minority ethnic (BME) professionals that have created obstacles to progress for those individuals. In 2004, a report was researched and written for Commission for Architecture and the Built Environment by a research team led by the Centre for Ethnic Minority Studies, Royal Holloway University of London and funded by the Office of the Deputy Prime Minister of Canada (CABE, 2005). Through interviews with industry management and BME professionals, a portrait emerged that highlights a number of barriers to progress as a result of stereotypes and differing perceptions. BME professionals interviewed generally indicated that they did not receive equal recognition and/or rewards for equal work when compared to their White counterparts (CABE, 2005). This, in turn, affected their ability to be recognized and to minimize or eliminate doubts or concerns about their professional competency and organizational progress.

The same phenomenon also exists in the skilled trades and apprenticeship fields where preconceived notions about the racially- or culturally-based capabilities and competencies of minorities can have a highly stressful impact on these individuals (CAF-FCA, 2004). Further, it was found that as a result of this impact, the pressure upon BME professionals may be significant enough to result in constructive discharges from their employment or training (CAF-FCA, 2004). To the extent that they fuel discriminatory behavior, these preconceived notions may represent important causes of barriers to apprenticeship access for members of minority groups.

The inability of industry managers and supervisors, due to lack of skills and understanding to manage an increasingly diverse workforce combined with existing perceptions and stereotypes, affected the ability and opportunities of BME professionals to establish themselves and their abilities (CABE, 2005). Additionally, the ineffectiveness and/or absence of managerial support resulted in not only a lack of opportunity for industry success, but also added to negative perceptions regarding BME professionals involving their perceived lack of ambition (CABE, 2005).

The issues referenced above combine to create a type of image that serves as a double-edged sword and represents a multi-faceted problem, and its negative consequences are manifested in a number of different ways. Some BME professionals have attempted to utilize this to their advantage while others who did not want to stand out attempted to minimize their “visibility” by trying to fit into their environment (CABE, 2005). For BME professionals, these perceptions resulted in a feeling of alienation and ostracism combined with their feelings of being a “pioneer” not only for their ethnic group, but also for all BME professionals (CABE, 2005).

Procedural and Distributive Justice

The perceptions involving the lack of an environment for success and BME professionals needing to work harder than their non-minority counterparts are representative of primary factors that result in minority employee attrition. According to Luminis (2004), a human resource consulting firm, two of the causes of staff turnover are supervisor support and procedural and distributive justice. Supervisor support involves the ability of supervisors and managers by way of his/her human relations skills to facilitate feelings of support and sponsorship for employees (Luminis, 2004). In many

cases, employees who display greater levels of job satisfaction and commitment have supervisors who act as a buffer against job stress by displaying support of those employees (Luminis, 2004). Additionally, a low perception of supervisor support is one of the major determinants of an employee's intention to leave his/her organization (Luminis, 2004).

Procedural justice and distributive (pay) justice affect the individuals' perceptions of equity (Luminis, 2004). Equity or "fairness" issues are particularly relevant since the research indicates that if employees perceive inequity in the workplace, then they will be more likely to leave the organization (Luminis, 2004). In companies where there is a perceived lack of procedural justice, there may be a need to focus on existing policies and practices which are seen as being unfair, specifically those related to pay and promotion (Luminis, 2004). Policies and practices which involve staff in decision making processes will contribute to a feeling of ownership and fairness amongst employees (Luminis, 2004). This would also be expected to lead to increased job satisfaction and organizational commitment resulting in lower attrition rates.

If perceptions surrounding procedural and distributive justice are negative, an employee is far more likely to leave a company (Luminis, 2004). Both factors, which affect employees' perceptions of equity, are embodied in organizational human resource and management practices and processes. These practices and processes are a critical determinant of a person's perception of fairness and equity. Equity or "fairness" issues are particularly relevant since, if employees perceive inequity in the workplace, they will be more likely to leave the organization (Luminis, 2004).

Intrinsic and Extrinsic Satisfaction

According to Eisenberger (1997), the perception of organizational support is imparted by the natural tendency of employees to personify their organization and to ascribe anthropomorphic or humanistic traits to it. Positive organizational support represents the extent of perceived support received that emerges from the global actions of the organization's agents directed toward individual employees (Eisenberger, Cummings, Armeli, & Lynch, 1997).

Organizational support is realized by means of two types of job conditions: intrinsic satisfying (IS) and extrinsic satisfying (ES) job conditions (Vandenberghe & Stinglhamber, 2004). Some job conditions appear to reflect the intrinsic aspects of the task (e.g., "opportunity for challenging tasks," "variety and adventure"), while others are clearly tied to extrinsic aspects (e.g., "physical working conditions," "work schedule") (Eisenberger et al., 1997). The distinction between IS and ES tasks has long been proposed by motivation theorists (e.g., Herzberg, 1966; Moorman, 1993), but has also been consistently found in the assessment of work values. The distinction between intrinsic and extrinsic work values is the most widely accepted (e.g., Ben-Yoav & Hartman, 1988; Dagenais, 1998). This classification corresponds to two main types of rewards an employee may receive on the job. The first category of rewards is intrinsic to work activities because it derives directly from the very nature of work experiences and contributes to a sense of personal growth. (Ben-Yoav & Hartman, 1988; Dagenais, 1998). Examples of intrinsic work values are feeling of competence, use of one's ability, and personal responsibility. The second category of rewards includes tangible external

reinforcers, such as pay, benefits, and relationships with supervisors, peers, or subordinates (Ben-Yoav & Hartman, 1988).

Favorable job conditions, regardless of what they are, should be interpreted by employees as a sign that their organization cares about them and values their contributions, and thus should be significantly related to positive organizational support (Eisenberger et al., 1997). IS job conditions contribute to a sense of value and personal growth, and thus are rewarding by themselves while ES job conditions provide feelings of comfort (Hackman & Oldham, 1980). Following the principles of social exchange, both IS and ES job conditions provide signs that the organization is caring about the fate of its employees (Blau, 1964).

Relationship between favorableness of IS job conditions and perceived supervisor support is a function of perceived supervisory control over IS job conditions. By their nature, IS job conditions may elicit feelings of positive organizational support because they provide opportunities for personal growth and development, which is rewarding (Hackman & Oldham, 1980). In a similar vein, favorable ES job conditions (e.g., pay raises, promotion) provide tangibles that are valued by employees because they increase their feelings of comfort at work (Eisenberger et al., 1997; Eisenberger, Rhoades, & Cameron, 1999; Guzzo et al., 1994). Hence, the favorableness of ES job conditions also is related to positive organizational support.

Just as employees form global beliefs concerning the extent to which their organization values their contribution and cares about them, they may develop parallel perceptions of the extent of support received from their supervisor (Vandenberghe & Stinglhamber, 2004). It was predicted that, because IS job conditions are more symbolic

and intangible in nature, their favorableness would enhance perceptions of support from both organizations and supervisors (Vandenberghe & Stinglhamber, 2004). In contrast, the allocation of favorable ES job conditions is more of an organizational business. Indeed, (a) rules and policies are established at the organizational level that provide the guidelines for offering ES job conditions; and (b) other individuals than the supervisor (e.g., human resource professionals) are involved in determining ES job conditions (Vandenberghe & Stinglhamber, 2004). Consequently, the supervisor may not have enough decision latitude to allocate favorable ES job conditions based on his or her own principles.

Consistent with this view, the favorableness of IS and ES job conditions exerted a significant longitudinal effect on positive organizational support (Vandenberghe & Stinglhamber, 2004). In a related vein, the favorableness of IS job conditions alone was found to have a significant effect on positive supervisory support when positive organizational support was removed (Vandenberghe & Stinglhamber, 2004).

On the one hand, it is likely that if employees perceive their organization as being responsible for or having discretionary control over their job conditions, the favorableness of job conditions would result in a stronger sense of positive organizational support (Vandenberghe & Stinglhamber, 2004). On the other hand, if they perceive their supervisor as being responsible for or having control over their job conditions, the favorableness of job conditions would lead to a stronger feeling of positive supervisory support.

Extrinsic rewards generally are distributed on a collective basis in organizations (Vandenberghe & Stinglhamber, 2004). For example, pay raises or career advancement

opportunities generally follow organizational policies and rules that apply uniformly to workers. As a result, employees would be less sensitive to the discretionary control of their organization/ supervisor over ES job conditions because this discretionary treatment does not involve personalized actions that are specifically directed toward them, as it is the case with favorable IS job conditions. Employees rely on their inferences regarding the origin of favorable IS job conditions to determine their perceptions of support from the organization and immediate supervisor (Vandenberghe & Stinglhamber, 2004). Additionally, employees build separate feelings of positive organizational support and positive supervisory support, depending on the extent to which they attribute discretionary control over IS job conditions (Vandenberghe & Stinglhamber, 2004).

IS/ES and Socioemotional Needs

The understanding of IS/ES has practical implications for the manner in which managers and organizations deal with the socioemotional needs of employees (Vandenberghe & Stinglhamber, 2004). First, providing employees with such favorable IS job conditions as opportunities for personal accomplishment and challenging tasks appears to be more important in terms of support given to employees than the development of comfortable ES job conditions, such as pay raises and opportunities for promotion (Vandenberghe & Stinglhamber, 2004). Second, employees tend to feel more indebted to their organization (or supervisor) when they perceive that the organization (or the supervisor) voluntarily offers them favorable IS job conditions (Vandenberghe & Stinglhamber, 2004). Finally, because employees rely on their attributions regarding the source of favorable IS job conditions to determine their feelings of support, they will tend to reciprocate to the perceived “donator” (Vandenberghe & Stinglhamber, 2004). If

the donator is the organization, they will presumably wish to stay longer with it.

Organizations and supervisors would be well advised to manage IS job conditions in such a way that the work outcome to which they give high priority (e.g., retention, performance) is most likely to occur (Vandenberghe & Stinglhamber, 2004).

Similarity-Attraction Paradigm

Many factors affect employee success in organizations. One of the critical elements for career success is the presence of an influential mentor and/or network of influential relationships (Dreher & Cox, 1996). Unfortunately, many times minorities are not afforded an opportunity to develop the mentor/mentee relationships. This is primarily due to the fact that individuals tend to develop close relationships with those with whom they share similar socialization, values and ideals (Stockdale & Crosby, 2004). This is described as similarity-attraction paradigm (Byrne, 1971). There is a natural bias and preference that individuals have for those with whom similar characteristics are shared (i.e., age, race, gender, attitudes, etc.) (Byrne, 1971). Cultural influences shape not only a manager's perspective, but also tend to give him/her something in common with those who share those influences (Buckingham & Coffman, 1999). By virtue of this paradigm, interactions with similar individuals tend to be very comfortable and desirable (Byrne, 1971). As a general rule, the most influential executives in corporations tend to be White males. Because of this, Blacks are generally at a disadvantage in developing such relationships (Stockdale & Crosby, 2004).

The similarity-attraction paradigm has other organizational impacts. Organizations tend to become homogeneous as a result of it (Schneider, 1987). Recruiting and retention are impacted by it in that employees tend to work for and remain

with organizations where they “fit in.” As indicated earlier, because most senior organizational executives tend to be White males, there is a natural bias to attract and select other White males in hiring (Schneider, 1987). Minorities tend to be more attracted to organizations where a diverse workforce is represented (Stockdale & Crosby, 2004). Each year national magazines that target the minority population such as Black Enterprise, Hispanic Business, Asian Enterprise Magazine, and others, focus upon the best places in America for their respective readers. Organizations that are touted as best places for minorities to work generally have heterogeneity as a core aspect of their work environment. As a result, senior leaders must be sensitive to similarity-attraction paradigm and its potential impact upon personnel and staffing decisions.

Equity of Treatment

Good managers should have a healthy distrust for generalizations that extends all the way to race and ethnicity (Buckingham & Coffman, 1999). If it is believed by employees that management’s actions are related to generalizations involving race and ethnicity, there will be negative perceptions surrounding equity of treatment for those employees. Management’s goal should be to help every employee move towards self-actualization in their professional lives. If management is aware of the cultural influences that shape his/her perspectives, then he/she can guard against generalizations and concentrate on creating environments for success. Those environments will focus upon finding the strengths of each employee and turning those strengths and talents into measurable performance (Buckingham & Coffman, 1999). This, in turn, allows each employee to play their unique role within the organization to the fullest (Buckingham & Coffman, 1999).

However, if senior leadership, generally White males, give into the natural tendency to seek out individuals who share their socialization and cultural tendencies, this will inevitably lead to a perceived inability to relate to the talents of those minority employees, thus affecting the ability to help those employees develop their individual skills and strengths (Buckingham & Coffman, 1999). This, in turn, has the potential to contribute to those employees failing to effectively achieve their goals and reduces their ability to contribute to the organization (Buckingham & Coffman, 1999).

External Resources and Support

There are many challenges surrounding retention of minority professionals. For this reason, there are many organizations whose focus is that of support to corporations and firms wanting to either develop or improve inclusive work environments and support minority professionals in their career development.

The Consortium for Graduate Study in Management is dedicated to promoting diversity and inclusion in American business. Through an annual competition, The Consortium awards merit-based, full-tuition fellowships to America's best and brightest diverse candidates. In conjunction with member schools, sponsoring companies, and an elite group of MBA students and alumni, The Consortium fosters inclusion and encourages diversity in American business (<http://www.cgsm.org/>).

To encourage more minority presence at senior levels across all areas of finance, the Robert A. Toigo Foundation recruits the best and brightest minority students pursuing finance-related careers. Potential sponsors for the Foundation are shown how their contributions are used for a host of career developmental activities including, but not limited to, financial support, mentoring and professional development, career counseling,

continuing education programs, leadership training, and a host of formal and informal networking opportunities (<http://www.toigofoundation.org/toigofoundation/home.htm>).

Minority professional associations are also serving as resources for organizations searching for retention solutions. The National Association of Asian-American Professionals (NAAAP) is an organization where Asian American professionals across the country work together to enhance leadership in careers and the communities through professional development by way of panels, workshops and seminars (NAAAP, 2005). The National Society of Hispanic MBAs recently launched a program called Leadership IQ with the Murphy Leadership Institute to help prepare seasoned M.B.A. graduates for more-senior roles (NSHMBA, 2005).

The National Association of Hispanic Journalists (NAHJ) is dedicated to the recognition and professional advancement of Hispanics in the news industry (NAHJ, 2006). Its goals involve organizing and providing mutual support for Hispanics involved in the gathering or dissemination of news, furthering the employment and career development of Hispanics in the media, and fostering a greater understanding of Hispanic media professionals' special cultural identity, interests, and concerns (NAHJ, 2006). At its 1995 convention, Hispanic newspaper journalists completed a survey of early career influences and attitudes on advocacy that showed a previously unexamined area of conflict for many Hispanic newspaper journalists directly related to perceptions of support (NAHJ, 2006). The respondents' primary suggestion for increased recruitment was mentorships with working professionals for students (NAHJ, 2006).

The National Association of African-Americans in Human Resources (NAAAHR) is another organization that focuses upon the professional development of

individuals in this profession. NAAHR's mission is to increase the presence of African American professionals at all levels, in all industries and throughout all regions.

Professionals across the country work together to enhance leadership in careers and the communities through networking and professional development by way of local chapter events including meetings, workshops and seminars and national conferences

(<http://www.naaahr.org/>).

These are but a few of the minority professional organizations whose individual efforts and partnerships with companies and organizations are designed to assist minority professionals in successful career development. However, even with the availability of these resources, it is companies, corporations, and institutions who must implement practices and procedures to ensure effective retention of minority employees within their hierarchy. Further, employees must perceive that the organizations that employ them are committed to and supportive of their success and inclusion.

Summary

In order to meet socioemotional needs and assess the organization's willingness to recognize their efforts, employees develop global beliefs concerning the extent to which the organization values their contribution and cares about them. For minority employees, this has a greater importance due to historical treatment by non-minorities. Minorities still report that they have different experiences in the workplace than Whites, believe that they are less accepted than their White counterparts and report less career satisfaction and tended to be rated lower than their non-minority peers.

While equal opportunity and affirmative action has opened organizational doors and provided increased access for minority professionals, organizations have been

struggling with how to ensure an environment for success for those individuals that would facilitate retention of these individuals. Further, the combination of stereotypical assumptions, automatic trait associations, similarity-attraction paradigm, procedural and distributive justice and other factors have contributed to homogeneous organizational demographics and a tendency to favor those whom are representative of the dominant demographic. This, in turn, has resulted in a self-fulfilling prophecy affecting the way that minorities have been treated inside organizations and their perceptions of that treatment. The perceived treatment includes mentoring, access to key assignments, exposure to rainmakers and sponsorship, and most importantly, to clients. These are some of the factors contributing to a wide range of attrition issues ranging from seeking career opportunities with organizations perceived to display positive organizational support to constructive discharges.

Across racial and ethnic lines, there have been perceptions by minority employees of inequity in both intrinsic and extrinsic rewards. Intrinsic satisfaction in job conditions provides for personal growth and development opportunities while extrinsic satisfaction in job conditions results in tangible benefits such as pay increases and career advancement. While the review suggests that extrinsic satisfaction ranks as a significant factor in minority retention, it also suggests that it is believed that if favorable intrinsic and extrinsic job conditions exist, there is indebtedness to their organization and an obligation to reciprocate back to the organization. This is manifest through greater performance and higher retention.

While the review provided data reflective of the environments and institutions referenced, the information referenced in the preceding paragraphs is indicative of

numerous related examples surfaced during the literature review. Further, the literature review suggests a strong relationship between perceptual disparities and minority attrition. While the preceding studies are reflective of the environments and institutions referenced, this study traces trends across various industries and organizations to ascertain whether the organizational commitment of minority employee is affected by perceptions of equitable treatment between minority and White employees for equivalent work effort and product. Chapter 3 describes the quantitative methodology used in this study.

CHAPTER III

METHODOLOGY

Introduction

This chapter presents a discussion of the research design and rationale, data collection methods, data analysis process, research reliability and validity issues, and the ethical considerations used in this study.

Research Design and Rationale

A concurrent nested design was used in the study, in which a qualitative phase was embedded within a predominantly quantitative study. This approach was used to “confirm, cross-validate, or corroborate findings within a single study” (Creswell, Plano Clark, Gutmann, & Hanson, 2003). The mixed-method design in this study uses quantitative and qualitative in the data collection and analysis to answer the research questions (Tashakkori & Teddlie, 2003).

Survey research was preferred in this study for numerous reasons including “rapid turnaround in data collection” (Creswell, 2003, p. 154). The advantages of survey administration included the ability, with limited resources and expenditures, to simultaneously reach a large number of respondents, allowing multiple uses of the data, and the measurement of several variables (Depoy & Gitlin, 1994). The use of survey instruments to a large population was both convenient and cost-effective, especially in the professional associations. Additionally, given the focus of the research, there were

significant advantages to the ability to analyze a smaller population and generalize to a larger population (Creswell, 2000).

Data Collection

The study collected both qualitative and quantitative data by using a survey instrument. The two types of data were collected at the same time by the survey instrument. In the instrument design, priority was given to quantitative data collection and analysis, augmented by open-ended questions to add clarity, scope and breadth to the analysis.

Convenience sampling was used for this study because of availability of the participants and the opportunity for the researcher to gather a diverse sampling of minority professionals in an expeditious matter. This approach was selected because of the limited resources available to the researcher to conduct a larger study. The characteristics (i.e., minority professionals) of the population of interest were specified, then individuals were located who match those characteristics (Trochim, 2001). The survey administration sites included professional events held by the local chapters of national minority professional organizations and members and guests were invited during group association meetings to participate in completing the survey. The surveys were disseminated by the researcher at the meetings to maximize the response, and great effort was made to assure all respondents that their individual responses would be held in absolute confidence. Table 1 presents the data collection matrix.

Table 1

Data Collection Matrix

Data Collection	What	Who	Number of Participants
Survey Instrument	Questionnaire Likert Scale, Closed/Open-Ended Questions Demographic information	Professional Association Members	150

A cover page, “Consent to Participate in a Research Study,” detailing the purpose of the study, was distributed with each survey. The cover page also stated that, by completing the survey, the participants were granting their consent for the confidential use of the information obtained from the survey (see Appendix A). After the participants completed the surveys, they placed them in envelopes and then placed them in containers at the event or mailed them to the researcher. All responses were confidential and no names were associated with any particular response

Instrumentation

The survey used in this study is an adaptation of a standardized faculty survey developed by the Higher Education Research Institute (HERI) at the University of California at Los Angeles. It is used to examine numerous issues including, but not limited to, the relationship between work-life issues, and overall satisfaction with regard to a number of issues including, morale and likelihood to leave with specific analysis comparisons by sex and race/ethnicity.

The adapted survey for this study is intended to ascertain the experiences and perceptions of minority professionals in order to determine the quality of their work lives

and to determine their organizational commitment related to perceptions of equity of treatment. The survey is composed of twenty-two items encompassing eight broad dimensions of work life identification: Job Components/Performance Evaluation, Intra-Organizational Relations, Working Conditions, Demonstrated Organizational Values, Personal Perspectives, Morale, Future Plans and Demographic Information. Using a likert-like scale, respondents were asked to indicate, their satisfaction regarding a given item and the importance they attached to the item in seven of eight categories (see Appendix B).

A number of statements were included to determine the level of satisfaction respondents have with their jobs and the level of their morale as a result of their experience in their respective organizations. Respondents agreed or disagreed with the statements (example: 1=Strongly Disagree, 3=Neutral, and 5=Strongly Agree) and indicated an overall perception of their treatment related to organizational values and satisfaction with their organization (example: 1=Never, 3=Often, and 5=Very Frequently) and morale (example: 1=Very Low Morale, 3=Undecided, and 5=Very High Morale). Future plans were also elicited by asking respondents to indicate how likely they were to stay in their current position, stay in their organization, stay in their career/profession, leave to retire, and to seek a new job in another organization (example: 1=Not at All, 3=Undecided, and 5=Very Likely).

A number of items involving demographic information (such as level of responsibility, years of service in the organization and in their present position, type of organizational industry, pay range, race/ethnicity, national origin, gender, supervisory/managerial responsibility, age) were included to enable the researcher to determine (1)

whether the survey respondents were representative of the population, and (2) whether perceptions of work life differed by demographic groups. In order to allow for comparisons between groups, racial/ethnic categories were used on the instrument. For example, groups such as African-Americans are a subset of the category "Black, non-Hispanic"; Japanese-Americans and Filipino-Americans are subsets of the category "Asian or Pacific Islanders."

Participants

The participants in the study consisted of members of minority professional organizations. Access approval was received from local association chapter presidents or their designated representatives. The specified professional associations presented in Table 2 served as the research sites. The researcher anticipated a minimum sample size of 150 participants. The criteria for selection of participants were based on: (1) self-identification as an individual of non-White descent, and (2) a member of the professional organizations listed in Table 2. The professional associations provided a population significant enough to obtain sufficient data for the investigative study's purpose. Table 2 displays the sites and participants.

Table 2

Sites for Subjects

Location	Colorado	Colorado	Colorado	Colorado
Sites	Conference of Association of Minority Transportation Officials	Colorado Association of Black Journalists	National Association of African-Americans in Human Resources	African-American Leadership Institute

Data Analysis

Returned surveys were analyzed by using a statistical software program, Statistical Package for the Social Sciences (SPSS), to present measures of central tendency. This analysis includes the transformation of raw data into tables appropriate to the analysis to facilitate interpretation.

Inductive coding was used in the analysis of the qualitative data received from the open-ended questions. The primary purpose of the inductive approach was to allow research findings to emerge from the frequent, dominant or significant themes inherent in raw data (Thomas, 2003). The reasons for using an inductive approach were “(1) to condense raw text data into a brief, summary format; (2) to establish clear links between the research objectives and the summary findings derived from the raw data and (3) to examine the underlying structure of experiences or processes which are evident in the raw data” (Thomas, 2003, p. 1).

The analysis involved starting with analyzing data gathered from the survey instrument and formulating specific observations and measures, resulting in a detection of patterns and regularities. From this analysis emerged the development of some general assumptions regarding the data (Trochim, 2001).

Data reduction was used to select, simplify and transform the qualitative data gathered from the surveys, allowing the development of final assumptions (Miles, 1994). Once the data was received, certain categories were collapsed to provide a more global view of the data being examined (i.e., “Agree” and “Strongly Agree,” “Disagree” and “Disagree” and “Strongly Disagree”). This approach also allowed easier trend analysis during the study.

Validity and Trustworthiness

The survey instrument used for this study was adapted from a diversity climate survey developed at the Higher Education Research Institute (HERI) at University of California at Los Angeles. HERI's survey was adapted from a diversity climate survey previously developed at University of California at Berkeley. The survey questions have been tested and continue to demonstrate content validity (Mayhew & Grunwald, 2006). The survey measured a variety of constructs relating to diversity (e.g., beliefs about diversity, perceptions of institution's commitment to diversity, etc.) (Mayhew & Grunwald, 2006).

In preparation of the study, the researcher was very careful to ensure that all actions related to aspects of the project had been reviewed by two other individuals, both senior doctoral senior researchers. One is a researcher with expertise in the quantitative methodology and the other is a professional in the area of human resources management and organizational development. Both reviewers are individuals cognizant of issues related to diversity and employment. Both researchers reviewed the study's methodology; including, the data source, participants and sites, data collection methods, data analysis process, and research reliability and validity issues.

Ethical Considerations

Ethical factors and practices were extremely important in this research study and an integral part of this project. Informed consent ensuring that no participants were placed at risk was paramount (Bailey, 1982). Because of the focus of the research study, attention to issues surrounding invasion of privacy was a priority (Bailey, 1982). The American Sociological Association's Code of Ethics (1997) served as an operational

guideline to ensure study credibility and integrity. Additionally, the researcher successfully completed the Collaborative Institutional Training Initiative (CITI) program, “Instruction in The Protection of Human Research Subjects” which was required by Colorado State University (CSU) and obtained approval by the CSU Human Research Committee prior to the dissemination of the survey instruments.

CHAPTER 4

PRESENTATION AND ANALYSIS OF DATA

Introduction

The purpose of this exploratory study was to examine the relationship between dimensions of fairness and the propensity for a certain response by minority professionals. The study examined the notion of a connection between perceived factors of fair treatment and its influence on the organizational commitment of minority professionals, specifically as evidenced by a predisposition to leave the organization. From an analysis of survey data, implications were drawn as to how study participants perceived their job performance and its value by their organizations.

Demographics of the Participants

To obtain a demographic portrait of the participants, questions H16-22 of the survey instrument solicited demographic information (race, income, length of employment, etc). From the self-identified demographical data on race, it was revealed that the largest number of participants were Black, non-Hispanic at 82 %. Six (6) (4.9 %) were American Indians or Alaskan, 3 (2.5 %) Asian or Pacific Islander, 82 (67.2 %), 9 (7.4 %), Hispanic, and 3 (2.5 %) White, non-Hispanic. Nineteen (15.6%) respondents declined to identify their race or ethnic group.

Females represented 46.7 % (n=57) of the respondents and males 48.4 % (n=59); 4.9 % (n=6) of those surveyed did not identify their gender. The self-identified ages of

the participants included: 5.7 % (n=7) between 21-30, 16.4 % (n=20) between 31-40, 34.4 % (n=42) between 41-50, 34.4 % (n=42) between 51-60, and 7.4 % (n=9) as 61 or older; 1.6 % (n=2) did not identify their age.

The participants identified themselves as minority professionals with varying lengths of service within their organizations. They included senior management (n=32, 26.2 percent), middle management (n=28, 23.0 %), functional managers/department heads (n=29, 23.8 %), middle executives (n=12, 9.8 %), and junior executives (n=12, 9.8 %). Nine respondents (7.4%) did not disclose their level of responsibility within their organizations.

Respondent Organizational Longevity

Organizational longevity was analyzed to determine the tenure of respondents with their respective organizations. Eighty-seven (71.3 %) respondents had been at their organizations between one to 10 years. The lowest number of years of service belonged to respondents who had been with their organizations 16-20 years (n=5, 4.1 %). A breakdown of the length of service for all participants is detailed in Table 3.

Table 3

Respondents' Length of Service with their Organizations

Respondents	Frequency	Percent
1-5 years	63	51.6
6-10 years	24	19.7
11-15 years	12	9.8
16-20 years	5	4.1
21-25 years	10	8.2
26 years or more	6	4.9
Total	120	98.4
Non-Respondents	2	1.6
Total	122	100.0

Industry Typology

The respondents were employed by various organizations in the public and private sectors. As shown in Table 4, respondents affiliated with the private sector represented 56 % of the surveys received. Thirty-nine percent (n=47) of respondents were employed in the public sector and 5 % of respondents did not disclose their organizational affiliation. Table 4 below provides a further breakdown of industry typology.

Table 4

Organizational Affiliation by Typology

Industry Typology	Frequency	Percent
Public Sector (Government)	43	35.2
Public Sector (Social Agency)	3	2.5
Public Sector (Social Service)	1	.8
Private Sector (Small Organization (1-100))	18	14.8
Private Sector (Midsize Organization 101-999)	6	4.9
Private Sector (Large Organization (1000+))	23	18.9
Private Sector (Manufacturing/ Industrial)	3	2.5
Private Sector (Service)	1	.8
Private Sector (Not-for-Profit)	4	3.3
Private Sector (Professional)	13	10.7
Total	115	94.3
Non-Respondents	7	5.7
Total	122	100.0

Respondent Pay Ranges

Table 5 details the annual monetary compensation received by respondents. More than 20 % earned between \$25,000 and \$49,999. and approximately 50 % earned between \$50,000 and \$99,999. Public sector respondents accounted for 38.5 % (47) of surveys completed and private sector respondents represented 55.7 % (69).

Table 5

Respondent Pay Ranges

Income	Frequency	Percent
Less than \$24,999	5	4.1
\$25,000-49,999	25	20.5
\$50,000-74,999	32	26.2
\$75,000-99,999	33	27.0
\$100,000-149,999	15	12.3
\$150,000 and above	7	5.7
Total	117	96.7
Non-Respondents	5	3.3
Total	122	100.0

Retention by Industry

In Table 6, industry typology is cross tabulated with predisposition to depart. The objective of this analysis is to determine to what extent, if any, there are differences between public and private sector respondents in terms of their choice to leave their organizations.

Survey item 14 asked, “One year from today, how likely are you to leave your organization for another job?” A cross tabulation of industry typology by predisposition to leave the organization for a new job revealed that twice as many private sector respondents (n=21, 17.2 %) indicated they would depart the organization as opposed to public sector respondents (n=10, 8.2 %). This information is displayed in greater detail in Table 6.

Table 6

Cross-tabulation of Industry and Predisposition to Leave

Q_14 Leave the Organization for a New Job				
Q_18 Industry Typology	“Unlikely” to “Not-at-All”	“Undecided”	“Likely” to “Very Likely”	Total
Public Sector	23	12	10	45
Private Sector	31	13	21	65
Total	54	25	31	110
Non-Respondents				12
Total	54	25	31	122

Perceptions and Retention

An analysis of respondent perceptions is presented in “Analysis by Research Questions.” This section addresses (1) how employers’ perceptions influenced the retention and/or attrition of minority professionals and (2) negative perceptions involving equity of treatment displayed in differing reactions to that treatment. The perceptions of organizational valuing were addressed by quantitative questions in the survey instrument

sections A through F. The predisposition to depart their organizations was addressed by quantitative and qualitative questions in sections D through G.

Analysis by Research Questions

The participant responses specific to research question #1 involved questions that were quantitative in nature, located within the first six sections of the survey instrument. The questions address respondent perspectives involving rewards and recognition, intra-organizational relationships, organizational values, moral and future plans as a result of responses to the preceding questions.

Research Question #1: How strongly do these perceptions influence minority professionals to remain or depart from their organization?

Personal Perspectives Regarding the Respondents' Organization.

Several survey questions were posed in an effort to obtain personal perspectives regarding how the respondents felt about their organizations in order to gain insight into their workplace predilection. In response to question #E9, "There's not much to be gained by staying with this organization indefinitely," 55 % (n=67) indicated that they either "Disagreed" or "Strongly Disagreed," 26.2 % (n=32) either "Agreed" or "Strongly Agreed," and 18.9 % (n=23) indicated that they were "Neutral" on this statement.

When asked question #E10, "Given my personal/professional circumstances, it is not feasible for me to consider leaving the organization now," 25.4 % (n=31) indicated that they either "Disagreed" or "Strongly Disagreed," 44.3 % (n=54) either "Agreed" or "Strongly Agreed" while 28.7 % (n=35) indicated a "Neutral" position on this statement. and 1.6 % (n=2) of participants did not respond to this question.

Intra-Organizational Relations

Respondents' predilection for their organizations was further explored through an analysis of intra-organizational relations. In response to the examination of respondents' perceptions of fair treatment within the work units, 18.9 % (n=23) indicated that they were either "Unsatisfied" or "Very Unsatisfied," 67.2 % (n=82) responded they were "Somewhat Satisfied" to "Very Satisfied" with their treatment, 12.3 % (n=15) indicated a "Neutral" position on this question and 1.6 % (n=2) of participants did not respond to this question.

In response to question #D7 involving treatment as a result of race/ethnicity, 19.7 % (n=24) indicated they were either "Unsatisfied" or "Very Unsatisfied" with their treatment within their organizations. In contrast, 57.3 % (n=70) indicated that they were either "Satisfied" or "Very Satisfied," 12.3 % (n=15) indicated a "Neutral" position, while 10.7 % (n=13) did not provide an answer to this question.

Analysis by cross-tabulation involving fair treatment by race and ethnicity and predisposition to leave the organization showed that 27.9 % (n=34) indicated that they were either "Satisfied" or "Very Satisfied" with their treatment. A small group, 7.4 % (n=9) of individuals, responded that they were either "Unsatisfied" or "Very Unsatisfied" with their treatment related to their race/ethnicity. Those individuals were either "Likely" or "Very Likely" to leave the organization for a new job. Table 7 presents a further breakdown of these data.

Table 7

Illustration of Treatment by Race/Ethnicity related to Predisposition to Leave

Q3 Treatment as a result of my race or ethnicity		Q 14 Leave Your Organization for a New Job					Total
		Not at all	Unlikely	Undecided	Likely	Very Likely	
Very Unsatisfied		2	2	1	0	3	8
Unsatisfied		1	5	3	0	6	15
Neutral		2	4	4	2	3	15
Somewhat Satisfied		7	14	7	4	3	35
Very Satisfied		6	7	10	7	2	32
Total		18	32	25	13	17	105
Non-Respondents							17
Total		18	32	25	13	17	122

Demonstrated Organizational Values

The extent to which respondents experienced equitable treatment inside their organizations specific to the practice of two organizational values, fairness and tolerance was addressed in Section D of the survey. On the subject of fairness, 51.6 % (n=63) indicated that this value was practiced either “Frequently” or “Very Frequently” while 21.3 % (n=26) indicated that their organizations practice this value “Occasionally.” Approximately 24 % of respondents (n=30) provided a response of “Neutral” in this area.

On the subject of tolerance as it relates to inequitable treatment, 54.1% (n=66) indicated that this value was practiced either “Frequently” or “Very Frequently,” and 25.4 % (n=31) provided a response of “Neutral” in this area.

Morale and Future Plans

The examination of respondent experiences specific to being valued, their commitment to the organization and plans involving a future with their organizations was addressed in Sections F and G of the survey. The majority of respondents (n=63, 51.6 %)

indicated that their organization valued its minority employees while 16.4 % (n=20) indicated that they either “Disagreed” or “Strongly Disagreed” with the same statement.

On the subject of organizational commitment, a strong majority, (n=98, 80.4 %) 80.4 % (n=98) either “Agreed” or “Strongly Agreed” that they were committed to their organizations. Dissenting respondents accounted for 9.9 % (n=12) of total respondents, indicating either “Disagree” or “Strongly Disagree” in their responses. When a cross-tabulation was performed involving the organizational valuing of minority employees and organizational commitment (questions #F12 and F13), the following was revealed: 50.8 % (n= 62) either “Agreed” or “Strongly Agreed” with both statements and 8.2 % (n=10) of individuals either “Disagreed” or “Strongly Disagreed.” This is represented in Table 8

Table 8

Organizational Valuing of Minority Employees/Commitment to Organization

Q 12 My orgn values its minority employees	Q 13 I am committed to my orgn					
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
Strongly Disagree	2	0	0	0	1	3
Disagree	0	8	2	5	2	17
Neutral	1	1	7	20	8	37
Agree	0	0	1	16	13	30
Strongly Agree	0	0	0	8	25	33
Total	3	9	10	49	49	120
Non-Respondents						2
Total	3	9	10	49	49	122

Consequences of Negative Perceptions and Organizational Membership

The survey questions regarding the consequences of negative perceptions and organizational membership involved responses specific to research question #2. The

quantitative and qualitative data were analyzed in response to this research question. The questions address respondent perspectives involving organizational values, organizational commitment, predisposition to depart, rewards and recognition, intra-organizational relationships, organizational values, morale and future plans as a result of responses to the preceding survey questions.

Research Question #2: What behavior response is likely to occur should the individual remain with the organization and this perception continue?

Table 9 presents data related to respondent attitudes towards leaving the organization when encountering negative perceptions of how they are valued by the organization. Respondents who either “Disagreed” or “Strongly Disagreed” on the value of organizational commitment and who were either “Unlikely” to or would “Not at All” consider leaving the organization represented 33.6 % (41) of respondents. In contrast, 13.1 % (n=16) who either “Agreed” or “Strongly Agreed” on organizational commitment were either “Likely” or “Very Likely” to consider leaving the organization. Additionally, “Neutral” responses on the subject of minority employee valuing constituted approximately 18 % (n=22) of the responses.

Table 9

Respondents' organizational valuing and commitment related to retention

Q 9 There's not much to be gained by staying	Q 14 Leave your organization for a new job					
	Not at all	Unlikely	Undecided	Likely	Very Likely	Total
Strongly Disagree	11	11	2	2	1	27
Disagree	5	14	12	5	0	36
Neutral	2	5	7	3	5	22
Agree	1	5	6	2	6	20
Strongly Agree	2	0	1	2	6	11
Total	21	35	28	14	18	117
Non-Respondents						5
Total	21	35	28	14	18	122

Research Question #3 was, Are the levels and type of perceptions of inequities, which affect retention consistent across organizational typology?

A cross tabulation of survey question #18, “Which of the following most closely describes your industry?” and #14, “Leave your organization for a new job,” revealed the following: Ten (10) public sector employees, (22.2% of public sector respondents, 8.2% of total respondents) and twelve private sector employees (18.5% of private sector respondents, 9.8% of total population) indicated that it was either “Likely” to “Very Likely” that they would leave their organizations within a year. Survey item #14, which falls under Section G of the survey instrument, asks the question, “Given your responses above, is preceded by survey questions F #12 (“My organization values its minority employees”) and # 13 (“I am committed to my organization”). This provides the context for the responses received in Item #14. The cross-tabulation of those responses is illustrated in Table 10.

Table 10

Industry retention related to retention

Q 18 Which of the following most closely describes your organization's industry?	Q 14 Leave your organization for a new job					
	Not at all	Unlikely	Undecided	Likely	Very Likely	Total
Public Sector	8	15	12	4	6	45
Private Sector	12	19	13	9	12	65
Total	20	34	25	13	18	111
Non-Respondents						11
Total	20	34	25	13	18	122

Open-Ended Question Responses

The analytical process for these data involved inductive coding in an attempt to allow research findings to be ascertained from the frequent, dominant or significant themes inherent in raw data (Thomas, 2003). Data obtained from the survey instrument were analyzed resulting in specific observations and the detection of certain patterns. Further review resulted in some basic assumptions emerging regarding the data. (Trochim, 2001).

Data gathered from open-ended questions (D 7a, E 11, and F 15) in survey sections D through F were analyzed in order to gain insight and clarity of the underlying dynamics to the responses presented in Table 9. The analysis included placing responses similar in nature under headings that reflect the tenor of the comments. Several themes emerged from the data analysis. The themes included (1) overt displays of inequity of treatment and (2) responses to the inequity of treatment. These themes are supported by several quotes to illustrate the extent of feelings associated with each theme.

Sixteen (16%) percent (n=20) of survey respondents reflected themes of unequal treatment, which they indicated were based on their race and ethnicity. Comments

included limited understanding by supervisors of minority culture and communities with no apparent desire on their part to attempt to learn or be receptive. This lack of understanding by employers reportedly resulted in different rates of evaluation and advancement of minority candidates. The quotations in Table 11 are representative of the sentiments expressed by respondents.

Table 11.

Underlying Dynamics to Respondent Perceptions

Theme	Respondent Comments
<p>Perceptions of Overt Displays of Inequity of Treatment (Respondent Statements).</p>	<p><i>“People take one look at my skin color and form assumptions. I must also be prepared to over-perform.”</i></p> <p><i>“Standards were raised whenever minorities began to climb the corporate ladder.”</i></p> <p><i>“African-Americans are evaluated differently from majority employees because of perceptions of Blacks. Whites rarely praise the performance of African-Americans.”</i></p> <p><i>“I have had an experience with a manager who had too low expectations of me because of my race.”</i></p> <p><i>“I experience racism every day on some level. So you just deal with it and really pay it no mind.”</i></p> <p><i>“I have not experienced inequitable treatment in present organization, although I have experienced it in all other newsrooms where I have worked.”</i></p> <p><i>“There is the perception that a manager’s predisposition, because of race, resulted in lowered expectations for me. I am a minority professional with a Master of Library Science degree and one year towards the requirements for a doctorate. I observed that a new White college graduate with a four-year degree was paid \$11,000 more than I was. The organization has four Black professionals out of 3000 employees. Management states they want to hire, but say they</i></p>

just can't find any Black professionals".

"(There is) limited understanding by supervisors of minority culture and communities with no apparent desire on their part to attempt to learn or be receptive."

"White members or employees are promoted with less experience or given more latitude to do the job, creating the perception of no real opportunities for advancement for minority advancement"

"Despite 10 years supervisory experience, I was not selected for a supervisory position in favor of a White employee with no supervisory experience. I was then was also assigned the responsibility of training the new supervisor."

"The good ole boy club runs construction in Colorado."

"(There's not much to be gained by staying in this organization because) my experience and attitude was not conducive to what they were looking for in a Black male."

"Promotional opportunities are unfair and have been addressed by surveys conducted within organization. Not many African-Americans are hired in management positions, only Hispanics and Whites."

"(I have experienced inequitable treatment based upon race/ethnicity because more work is expected of me with less sharing of workload; I am paid 10% less than my co-workers."

"People of color have a harder time opening doors."

"(In the area of inequitable treatment based upon race), members or employees are promoted with less experience or given more latitude to do the job" It appears there is no real opportunities for advancement."

"I am a minority professional and Dean of Students with four years' experience who has observed other individuals not being required to go through the system for career opportunities."

	<p><i>Despite my qualifications, including significant administrative experience and a Professional Principal License, a non-minority candidate was promoted to Assistant Principal over me. I am a team player who has worked harder at my position than my colleagues and I believe the organization has an invisible ceiling when it comes to promoting black employees. I have spoken to human resources about promotions and what is necessary to compete for an Assistant Principal position, but the rules and qualifications change every time I apply."</i></p> <p><i>"Racism is in the fabric of the US of America, regardless of economics, labor, etc., is it possible to escape it?"</i></p>
<p>Reactions to Perceived Organizational Values and Behaviors.</p>	<p><i>"I was forced out of the organization because I refused to do the job and let my new (White) supervisor take the credit."</i></p> <p><i>"(I am) looking for an organization that more so values diversity."</i></p> <p><i>"Given an opportunity to lead diversity strategic management, I would consider another company."</i></p> <p><i>"Next week I begin a job search!"</i></p> <p><i>"I expect to leave my current organization for a new opportunity in a different organization or outside business."</i></p> <p><i>"Due to the lack of training, mentorship, or opportunity for achievement, I would rather find a new place to work."</i></p>

Summary

As the findings from this study have suggested, the majority of minority professionals surveyed are committed professionals who work in organizations that they perceive to be fair and equitable. The responses also indicate that there is no difference in the attrition rates of minority professionals surveyed regardless of industry typology. However, a number of respondents indicated that problems still exist in fairness and equitable treatment in organizations and, as such, have resulted in behaviors

counterproductive to organizational efficiency. Chapter 5 presents a summary and conclusions from the entire body of research, including recommendations for practice and further research.

CHAPTER 5
CONCLUSIONS, RECOMMENDATIONS FOR PRACTICE, AND
RECOMMENDATIONS FOR FURTHER RESEARCH

Introduction

Through a review of pertinent literature and analysis of data received from 122 surveys, certain conclusions are advanced regarding the research questions for the study. The data also provided insight into potential best practices that support retention of these professionals. Beyond the specific focus of the research questions, what was learned could potentially add to the literature for further clarification of these issues.

Assumptions of the study

Two assumptions of the study were made by the researcher. The first assumption is that organizational commitment is affected by perceptions of equity of treatment among employees in terms of rewards for work-related contributions. The second assumption is that if minority professionals perceive that they are being treated fairly, that perception will influence positive feelings about their affiliation with organizations. The survey respondents addressed these assumptions by the data that they provided to instrument's questions.

A majority of the survey respondents (78 %) self-identified themselves as in either a middle or senior management role or as a functional manager/department head.

The upper-management position afforded the respondents a global view of the organizational culture, politics, values and practices.

The data analysis supports the notion that it is important for organizations to be aware of the importance of understanding factors that affect organizational commitment and retention of minority professionals. Many of the findings apply to employees of all races; however, in this study the target population is minority professionals.

Organizational commitment is defined as a set of behavioral intentions; such as a desire to remain with the organization, an intention to exert high levels of effort on behalf of the organization and identification with the organization's goals (Porter, Steers, Mowday, & Boulian, 1974; Steers, 1977). Positive job characteristics and constructive work experiences resulting in valued rewards are the precursors to perceived organizational support. If the employee experiences these events, the projected results would include reduction in attrition and increased job contributions (Steers, 1977). This was reflected by the survey respondents' comments regarding organizational commitment and the valuing of minority employees.

Employees develop global beliefs regarding the organizational valuing of their contributions and well being. While this will differ among employees, the extent of organizational commitment will dependent upon if and how those beliefs are validated by management's actions. All employees value intrinsic and extrinsic satisfaction (IS/ES) in job conditions that facilitate organizational commitment and an obligation to reciprocate back to the organization. This is normally displayed through increased value contributions and lower turnover. For minority employees, IS/ES are important factors in support of the realization of those global beliefs.

The global beliefs compete with historical beliefs and experiences for minority employees. These employees have reported different experiences in the workplace than Whites and feelings that they are less accepted than their non-minority counterparts. The literature suggests that, despite the myth of the meritocracy, the similarity attraction paradigm (Byrne, 1971) leads to inequity in mentoring and sponsorship opportunities for minority professionals (Giovannini, 2002). This is attributed to the fact that White males normally represent the dominant demographic in organizational senior management. This state of affairs contributes to the perception that equitable career opportunity for minority professionals is still a challenge for many organizations. In the qualitative data provided by the open-ended survey questions, there were strong feelings shared by several respondents regarding this notion. The following is a sampling of those feelings.

“People take one look at my skin color and form assumptions.”

“Standards were raised whenever minorities began to climb the corporate ladder.”

“White members or employees are promoted with less experience or given more latitude to do the job, creating the perception of no real opportunities for advancement for minority advancement”

“Despite 10 years supervisory experience, I was not selected for a supervisory position in favor of a White employee with no supervisory experience. I was then was also assigned the responsibility of training the new supervisor.”

“I am a minority professional and Dean of Students with four years’ experience who has observed other individuals not being required to go through the system for career opportunities. Despite my qualifications, including significant administrative experience and a Professional Principal License, a non-minority candidate was promoted to Assistant Principal over me. I am a team player who has worked harder at my position than my colleagues and I believe the

organization has an invisible ceiling when it comes to promoting black employees. I have spoken to human resources about promotions and what is necessary to compete for an Assistant Principal position, but the rules and qualifications change every time I apply.”

“Racism is in the fabric of the US of America, regardless of economics, labor, etc., is it possible to escape it?”

While equal opportunity and affirmative action have opened organizational doors and provided increased access for minority professionals, organizations have been struggling with how to ensure an environment for success for those individuals that would facilitate retention (Loden, 1996). Additionally, minority professionals report less career satisfaction and tend to be rated lower than their non-minority peers (Greenhaus, Parasuraman, & Wormley (1999). The combination of stereotypical assumptions, automatic trait associations, similarity-attraction paradigm, procedural and distributive justice and other factors have contributed to homogeneous organizational demographics and a tendency to favor those individuals who are representative of the dominant demographic. This, in turn, has resulted in a self-fulfilling prophecy that affects the way minorities have been treated inside organizations. Minorities’ perceptions of this treatment include an absence in the following areas: mentoring, access to key assignments, exposure to rainmakers and sponsorship, and most importantly, to clients. These are some of the factors that contribute to a wide range of attrition issues, ranging from seeking career opportunities with other organizations perceived to display organizational support to constructive discharges.

The tenor of comments involving inequitable treatment related to career opportunities and advancement, which surfaced in the literature as well as in quantitative research by McGill (2001), was also reflected in the qualitative survey responses. The

qualitative comments obtained from the CAF-FCA study (2004) and the survey respondents reflect a perceived predisposition on the part of management to value the contributions of Whites over minorities. Recurring themes in these comments included non-minorities being promoted over more qualified minorities.

While the survey analysis of this study yielded data that is reflective of the industry typology identified by respondents, the information referenced in this chapter is indicative of numerous related examples that surfaced during the literature review. Further, the literature review suggests a strong relationship between perceptual disparities and minority attrition. In addition to information provided in the preceding paragraphs, qualitative statements were drawn from the CAF-FCA study (2004) involving Black and Asian professionals. The sentiments below are reflective of the comments provided by the survey respondents and referenced earlier in this chapter.

“Certainly there were others around me who I can say perhaps had less ability - and that does sound a little conceited - but of a higher grade. And before leaving I spoke to the senior management and just said ‘I feel that in order to progress and to be recognized for the work that I have done, and can do, and am capable of, I’d have to move forward; I have to move on.’” (CAF-FCA, 2004).

“I couldn’t move forward, I couldn’t progress...so for me, wanting to develop as a professional and not wanting to be pigeonholed, I took a conscious decision to move outwards and onwards, and certainly it’s benefited me. It’s a small organization that I run here, but I’ve got the ability to influence things and to take the organization forward” (CAF-FCA, 2004).

“I and a friend started with the same contractor. We both asked for pay raises after a period of time. He got his and I was told the pot was empty. I actually ended up leaving them as I had been on the same wage for one-and-a half years. Obviously, he was White” (CAF-FCA, 2004).

Responses to Research Questions

This study, by way of the literature review, data gathering and analysis, has endeavored to trace trends across various industries and organizations to ascertain whether the organizational commitment of minority employees is affected by perceptions of equitable treatment. The subsequent study research questions have guided the conduct of this study and the development of conclusions based on the data.

Research Question 1 - Do minority professionals perceive that there is a difference in the relationship between their personal effort levels and indications of professional success levels versus that of their non-minority counterparts?

The findings provided conflicting data. The majority of respondents (67 %) indicated that they were either somewhat satisfied or very satisfied with their treatment within organizations and the majority also shared the same view regarding treatment as a result of race and ethnicity. However, 19 % indicated that they were either unsatisfied or very unsatisfied with their treatment and 12 % provided a neutral response. Additionally, the qualitative responses provided more specificity to their feelings of inequitable treatment.

The conclusion drawn from these data is that while the majority of respondents feel that they are treated equitably, approximately one-third indicated that they were either unsatisfied or neutral on this subject. This indicates a perceived disparity between their work efforts and related rewards as opposed to those of their non-minority counterparts. The most intense issue that the responses highlighted was inequity in advancement as identified in the qualitative comments from the CAF-FCA study (2004),

survey responses in this study, as well as data obtained from the studies of McGill (2001) & Giovanninni (2002).

Research Question 2 - How do these attitudes and perceptions most influence minority professionals to remain committed to an organization as evidenced by a predisposition to depart?

Eighty percent of respondents either agreed or strongly agreed that they were committed to their organizations. Consistent with this was a majority of respondents (67 %) who felt positively about their equity of treatment within organizations. Additionally, 55 % indicated that there was much to be gained by staying with their respective organizations indefinitely. However, 26 % specified that they did not share this perspective on equity of treatment and 19 % gave a “neutral” response. Also, given their professional/personal circumstances, 44 % of respondents indicated they were unable to leave their organizations at this time. Twenty-nine (29) percent provided a neutral response to this question. This is significant given in that the responses were related to the survey item related to respondent attitudes towards leaving the organization when encountering negative perceptions of how they are valued.

Thirty-five (35 %) percent who either “Disagreed” or “Strongly Disagreed” on the value of organizational commitment were either “Unlikely” to or would “Not at All” consider leaving the organization. In contrast, approximately 13 % of individuals who either “Agreed” or “Strongly Agreed” on organizational commitment were either “Likely” or “Very Likely” to consider leaving the organization. Additionally, “Neutral” responses on the subject of minority employee valuing constituted approximately 23 % of the responses.

Analysis by cross-tabulation involving fair treatment by race and ethnicity and predisposition to leave the organization showed that 7.4 % of individuals were either “Unsatisfied” or “Very Unsatisfied” with treatment related to their race/ethnicity. Those individuals were either “Likely” or “Very Likely” to leave the organization for a new job. Approximately 32 % of respondents indicated that they were either “Satisfied” or “Very Satisfied” with their treatment. Further, the possibility of these employees leaving the organization was either “Unlikely” or “Not at All.”

Given the responses to Research Question 2, the researcher concludes that an overwhelming majority of respondents are committed to their organizations, even though they may not always receive fair treatment, and many are unable to leave at this time, regardless of treatment. It is believed that, if professional and personal circumstances were better, the survey responses under the item, “Leave your organization for a new job,” may have been quite different. This also confirms the research conducted by Luminis (2004) addressing perceptions of procedural and distributive justice. Luminis which indicates that if employees perceive inequity in the workplace, they will be more likely to leave the organization.

Research Question 3 - Are the levels and type of perceptions of inequities which affect retention consistent across organizational typology?

Public sector respondents accounted for 38.5 % of surveys completed and private sector respondents represented 55.7 % with non-identifying respondents accounting for 5.8 %. A cross tabulation of industry typology, by predisposition to leave the organization for a new job, displayed that twice as many private sector respondents (19.1 %) stated they would depart the organization as opposed to public sector respondents (9.1

%). This question was preceded by other questions involving the organizational valuing of minority professionals and organizational commitment.

Given these results, the researcher concludes that private sector employees may be more willing to change jobs during the course of their careers. In contrast, public sector employees may not be so willing to change their jobs. In addition, some of the data in this study suggests that some respondents simply do not feel comfortable making a job change despite their current circumstance. For example, while not broken down by industry typology, 45 % of survey respondents noted that it was not feasible to leave their organizations given their personal/professional circumstances and 29 % indicated a “neutral” response. This, combined with the cross-tabulation of the predisposition to leave the organization by industry typology, may raise an interesting question as to whether there is an increased tolerance in the public sector to remain in their organizations regardless of treatment that may not be embraced by private sector employees.

General Discussion

Because this research has focused primarily on factors that affect organizational commitment and retention of minority employees, recommendations for practice will be advanced in that direction. The recommendations are the result of the literature review and survey responses. When considering these recommendations, it must be noted that because of the convenience sample used in the data collection, the recommendations provided should not be generalized beyond the participants involved in the survey administration process. However, the recommendations may serve as a basis for

reflection by organizational management challenged with facilitating the organizational commitment of minority professionals.

Personal Reflections

When reflecting upon the data from the study, the researcher used his 26 years of experience as a practicing professional as a template to consider implications for organizational best practices. From this reflection, the researcher advances for consideration that positive organizational values are critical in the facilitation of organizational commitment for minority professionals. In response to the data from the study, including information from the literature review involving the studies regarding perceived organizational support (Vandenberghe & Stinglhamber, 2004; Eisenberger, Huntington, Hutchison, & Sowa, 1986), Byrne (1971) related to the similarity-attraction paradigm (SAP), related work by Stockdale & Crosby (2004) indicating that SAP disadvantages minority candidates, qualitative comments from the CAF-FCA study (2004) and this study's survey respondents' concerns regarding organizational valuing of minority employees, the following are recommendations for practice.

1. Organizations must create a top-down process for ensuring implementation of organizational values of fairness and tolerance is demonstrated. This should also include metrics and measurements for the accomplishment of this objective in management performance evaluations at all levels. Organizations should strive for the highest goal achievement possible and require full accountability from management in these efforts.
2. Training should be mandated for management at all levels on how to foster a positive workplace specific to an understanding of a diverse workforce. The

training would include ensuring all professionals are accorded a positive work experience to foster intrinsic and extrinsic job satisfaction.

3. The implementation of an effective succession planning program that creates a diverse pool of candidates which are provided leadership training, mentoring and sponsorship, and career development should be developed as a strategic organizational goal.

Recommendations for Further Research

As stated earlier, this study consisted of a review and analysis of survey responses from a convenience sample involving minority professional organizations. From the conclusions obtained from the research, recommendations for further research are as follows:

1. The premise of this study should be extended beyond the convenience sample indicated in this study. Surveys and interviews of minority professionals throughout the United States would provide a more adequate picture of the issues raised in this study.
2. Interviews with senior organizational management could prove valuable because of management's role as decision-making and the challenges of implementing changes that could alter organizational practices and culture.
3. A separate study could be conducted regarding the effects of generation socialization upon retention, attrition, and tolerance.
4. A study that evaluates middle minority managers willingness to stay in an organization should items 1- 3 above, as well as any elements from the General Discussion section, be implemented in any organization.

Summary

The results of this study highlights the challenges faced related to creating an infrastructure that facilitates organizational commitment and the retention of minority professionals. It is hoped that further research and the consideration of the recommendations for future practice will contribute to the development of organizational practices that facilitate an environment for success for all employees.

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APPENDIX A
CONSENT TO PARTICIPATE IN A RESEARCH STUDY FORM

APPENDIX A

Consent to Participate in a Research Study Colorado State University

This survey instrument is part of a research study in support of a doctoral study at Colorado State University. The survey is being distributed to minority professionals to examine their work lives in regard to climate, working conditions, satisfaction, and morale. The survey should take approximately 3 – 6 minutes to complete. All responses will be confidential and no names will be associated with any particular response; thus, there is no risk of being identified. Participation is strictly voluntary: no compensation will be provided. You are encouraged to answer all of the questions; however, you may choose to answer some or all of the questions. You may also decide not to answer certain questions.

By completing this survey, you are granting your consent for the confidential use of this information. For any questions regarding, this survey, or to receive any accommodations in completing the survey, please contact Anthony Wade at awwade@hotmail.com. If you have questions regarding your rights as a research subject, you may contact Janell Meldrem, Colorado State University Human Subjects Committee Office, at (970) 491-1655. Once you complete the survey, please place it in the box at the doorway.

You are being asked to respond to each of the following work life factors in one of two areas: satisfaction or importance. In indicating the level of your **satisfaction** with the quality of your experience on each factor, please circle your response on a range of “1” to “5.” For example, placing a check mark in the box next to the number “1” indicates that you are not satisfied with the experience, and a check mark in the box next to the number “5” indicates that you are very satisfied. In identifying the extent of the **importance** of the factor to you, please place a check mark in the box indicating your response on a range of “1” to “5.” For example, placing a check mark in the box next to the number “1” indicates that this factor is not important to you, and placing a check mark in the box next to the number “5” indicates that it is very important to you. If the item is not applicable to you, please write “N/A” on that question. Thank you for your participation.

Please Review The Information Below Prior to Completing the Survey

TITLE OF STUDY: Which Fairness Factors Most Influence Minority Professionals to Remain Committed to an Organization as Evidenced by a Predisposition to Depart

PRINCIPAL INVESTIGATOR: Dr. Gary D. Geroy, School of Education, Room 105F, Fort Collins, CO 80523-1588

CO-PRINCIPAL INVESTIGATOR: Anthony W. Wade, MA, c/o Dr. Gary E. Geroy, School of Education, Room 105F, Fort Collins, CO 80523-158

WHY AM I BEING INVITED TO TAKE PART IN THIS RESEARCH? The attached survey instrument is part of a research study at Colorado State University. The survey is being distributed to minority professionals to examine their work lives in regard to climate, working conditions, satisfaction and morale. You were chosen for this survey based upon your status as a minority professional and your membership in a minority professional organization.

WHO IS DOING THE STUDY? Dr. Gary D. Geroy, Principal Investigator, and Anthony W. Wade, MA, Co-Principal Investigator, Colorado State University

WHAT IS THE PURPOSE OF THIS STUDY? The purpose of this study is to determine if there is a relationship between equity of treatment and certain behavioral responses by minority professionals if it is perceived that they are being treated less than equal when they perform at the same level of effort and accomplishment as their non-minority counterparts.

WHERE IS THE STUDY GOING TO TAKE PLACE AND HOW LONG WILL IT LAST? The survey administration will be conducted at local chapters of national minority professional organizations in the Denver, Colorado metropolitan area. The average time required to complete the survey is approximately 3

APPENDIX A (continued)

to 5 minutes.

WHAT WILL I BE ASKED TO DO? You are being asked to respond to each of the questions on the survey regarding work life factors in one of two areas: satisfaction or importance. In indicating the level of your satisfaction with the equality of your experience on each factor, please indicate your response on a range of "1" to "5." For example, checking a response of "1" may indicate that you are not satisfied with the experience and a check mark indicating a response of "5" indicates that you are very satisfied. In identifying the extent of the importance of the factor to you, please place a check mark in the box indicating your response on a range of "1" to "5." For example, placing a check mark in the box next to the number "1" indicates that this factor is not important to you and placing a check mark in the box next to the number "5" indicates that it is very important to you. If the item is not applicable to you, please write "N/A" on that question.

ARE THERE REASONS WHY I SHOULD NOT TAKE PART IN THIS STUDY? There are no known reasons to warrant non-participation in this project

WHAT ARE THE POSSIBLE RISKS AND DISCOMFORTS? It is not possible to identify all potential risks in research procedures, but the researcher(s) have taken reasonable safeguards to minimize any known and potential, but unknown, risks. There are no known risks associated with participating in this survey.

ARE THERE ANY BENEFITS FROM TAKING PART IN THIS STUDY? There are no direct benefits to individual participants for taking part in this study. however it is hoped that the research will provide a body of knowledge that may help to retain minority professionals within organizations by addressing the organizational and institutional practices that facilitate the perceptions of inequity of treatment among minority professionals related to organizational practices.

DO I HAVE TO TAKE PART IN THE STUDY? Your participation in this research is voluntary. If you decide to participate in the study, you may withdraw your consent and stop participating at any time.

WHAT WILL IT COST ME TO PARTICIPATE? There is no cost for participation in the survey.

WHO WILL SEE THE INFORMATION THAT I GIVE? This study is anonymous. That means that no one, not even members of the research team, will know that the information you give on the survey comes from you.

CAN MY TAKING PART IN THE STUDY END EARLY? Since survey participation is voluntary, you may stop taking part in the study at any time during its administration.

WILL I RECEIVE ANY COMPENSATION FOR TAKING PART IN THIS STUDY? There is no compensation for participating in this study.

WHAT HAPPENS IF I AM INJURED BECAUSE OF THE RESEARCH? There is no expectation of injury as a result of participating in this study. However, The Colorado Governmental Immunity Act determines and may limit Colorado State University's legal responsibility if an injury happens because of this study. Claims against the University must be filed within 180 days of the injury.

WHAT IF I HAVE QUESTIONS? Before you decide whether to accept this invitation to take part in the study, please ask any questions that might come to mind now. Later, if you have questions about the study, you can contact the investigator, Anthony Wade at 303.949.8858. If you have any questions about your rights as a volunteer in this research, contact Janell Meldrem, Human Research Administrator at 970-491-1655. We will give you a copy of this cover letter to take with you.

WHAT ELSE DO I NEED TO KNOW? By completing this survey, you are granting your consent for the confidential use of this information.

Dr. Gary D. Geroy
Principal Investigator

Date

Anthony W. Wade, MA
Co-Principal Investigator

Date

APPENDIX B
WORKPLACE SATISFACTION SURVEY

APPENDIX B

WORKPLACE SATISFACTION SURVEY Confidential Survey of Minority Professionals

	Very Unsatisfied	Somewhat Unsatisfied	Neutral	Somewhat Satisfied	Very Satisfied
A. Job Components/Performance Evaluation					
1. Evaluation conducted fairly and objectively	1	2	3	4	5
B. Intra-Organizational Relations					
2. Fair treatment within my unit.	1	2	3	4	5
3. Treatment as a result of my race/ethnicity	1	2	3	4	5
C. Working Conditions					
4. The salary/wages I receive	1	2	3	4	5

D. Demonstrated Organizational Values

Please indicate the extent to which you have experienced equitable treatment inside your organization
(Please feel free to attach a sheet to describe specific positive or negative experience you have had.)

	Never	Occasionally	Often	Frequently	Very Frequently
To what extent are these values practiced in your organization?					
5. Fairness	1	2	3	4	5
6. Tolerance	1	2	3	4	5

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I have experienced <i>inequitable treatment</i> based upon:					
7. Race/ethnicity	1	2	3	4	5

If possible, please elaborate briefly on the reasons for your response

E. Personal Perspectives regarding your Organization:

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
8. I am willing to put in a great deal of effort beyond what is normally expected in order to help this organization be successful.	1	2	3	4	5
9. There's not much to be gained by staying with this organization indefinitely.	1	2	3	4	5
10. Given my personal/professional circumstances, it is not feasible for me to consider leaving the organization now.	1	2	3	4	5
11. If possible, please provide further elaboration on any of the responses above and/or attach an additional sheet(s) for any additional comments.					

APPENDIX B (continued)

F. Morale

Please indicate the extent to which you agree or disagree with the following statements about your experience with your organization:

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
12. My organization values its minority employees	1	2	3	4	5
13. I am committed to my organization	1	2	3	4	5

G. Future Plans

Based on your responses above, by 2007 (one year from today), how likely are you to:

	Not at all	Unlikely	Undecided	Likely	Very Likely
13a. Stay in your organization	1	2	3	4	5
14. Leave your organization for a new job	1	2	3	4	5
15. Please elaborate briefly on any of the responses above					

H. Demographic information

16. What describes your level of responsibility in your organization? (please check one)
- Senior Management Middle Management Functional Manager/Department Head
 Middle Executive Junior Executive
17. How many years have you been employed at your present organization? _____ years
- 1 - 5 6 - 10
 11 - 15 16 - 20
 21 - 25 26 +
18. Which of the following most closely describes your organization's industry? (please check one)
- Public Sector (Government) Public Sector (Social Agency)
 Public Sector (Social Service)
 Private Sector (Small Organization [1-100]) Private Sector (Midsize Organization [101-999])
 Private Sector (Large Organization [1000+])
 Private Sector (Manufacturing/Industrial) Private Sector (Service)
 Private Sector (Not-for-Profit) Private Sector (Professional)
19. What is your pay range? (please check)
- Less than \$24,999
 \$25,000 - 49,999
 \$50,000 - 74,999
 \$75,000 - 99,999
 \$100,000 - 149,999
 \$150,000 or above
20. What is your race/ethnicity? (please check all that apply)
- American Indian or Alaskan
 Asian or Pacific Islander
 Black, non-Hispanic
 Hispanic
 White, non-Hispanic
 Other
21. What is your gender?
 Female Male
22. What is your age?
- 21 - 30 31 - 40 61 +
 41 - 50 51 - 60

APPENDIX C
HUMAN SUBJECTS APPROVAL

APPENDIX C
Human Subjects Approval



awwade@hotmail.com

Printed: Monday, April 2, 2007 6:32 AM

From : Meldrem,Janell <Janell.Meldrem@Research.ColoState.edu>
Sent : Friday, February 2, 2007 12:15 PM
To : "Geroy, Gary" <geroy@lamar.colostate.edu>, <awwade@hotmail.com>
Subject : human research, Geroy, Which Fairness Factors...

Your project, Which Fairness Factors Most Influence Minority Professionals to Remain Committed to an Organization as Evidenced by a Predisposition to Depart, has been approved as of February 2, 2007 with the condition that the approved cover letter is used. Approval is for a maximum of 150 participants. The HRC ID number is 07-014H.

The approval is being processed and will be sent in the next several days.

Janell Meldrem

HRC Administrator

321 General Services Building

Colorado State University

Fort Collins, CO 80523-2011

970-491-1655

FAX: 970-491-2293

<http://portal.research.colostate.edu/RCO/>

APPENDIX D
H100 APPLICATION

Application for Human Research Review H-100

Colorado State University

This information will assist you in applying for approval to use human participants for research under Colorado State University's auspices. All of the information is available on the Regulatory Compliance Web page, <http://www.research.colostate.edu/rcoweb>.

1. Instructions

Under the Federal Policy for the Protection of Human Subjects, Federal Register, V. 56, No. 117, June 18, 1991, and later amendments, Colorado State University's Human Research Committee (HRC) is required to review and approve all proposed research involving humans that is conducted under the University's auspices. Approval is required regardless of funding status or sponsorship. Our campus policies are affirmed to the federal government in a document titled "Federalwide Assurance of Compliance with DHHS Regulations for Protection of Human Research Subjects" (1996, copy available on the Web page or by request).

The main considerations and responsibilities of the HRC are to determine that

- a. the potential risks to research subjects are adequately addressed and their confidentiality is assured.
- b. adequate explanation of the potential risks and safeguards, as well as benefits, are given to the subjects and their consent to participate is validated.
- c. the proposals are clearly planned and the risk/benefit ratio to the subjects is clearly articulated and acceptable.

Philosophically, the HRC believes that investigators who use humans in their studies have a fundamental ethical responsibility to inform the participants of the nature of the investigation and obtain informed consent for participation in the studies. The procedure for obtaining informed consent may differ from one study to another, but using a carefully considered procedure has the advantage that it will reduce problems for the investigator in the future. Participants who have a clear understanding of the extent and purpose of their role in a study are less likely to have complaints about the investigator and the study. The fundamental right of individuals to be informed of their role in research should not be violated by investigators, and should be of particular concern to all involved in conducting research involving human participation. Failure of even one researcher to abide by ethical guidelines could jeopardize the future right of everyone at the University to conduct research.

The Administrator for the HRC is a staff person (see below) with the Regulatory Compliance Office, located at 321 General Services Building. All inquiries, correspondence, and submissions should be directed there.

A current copy of the *curriculum vitae* of the Principal Investigator must be on file in the Administrator's office. If you have submitted a vitae since July 1 of this year, you do not need to include it with this application.

APPENDIX D (continued)

If this project is being conducted for a graduate degree, the student's faculty advisory committee should approve it before it is submitted to the HRC. The faculty Principal Investigator will receive the original review and approval documentation; the student will receive copies through his/her campus department address. Renewal documents will be sent to the Principal Investigator only, since the student typically has graduated. It is the responsibility of the Principal Investigator to retain records and report the status of the project for renewal or close-out.

Data from human subjects are not to be collected until approval is received from the Human Research Committee.

Training of the PI:

A protocol may be reviewed, but not approved, until the Principal Investigator has successfully completed one of CSU's human research protection training options and met any continuing education requirements. This became a requirement with CSU's 2001 Federalwide Assurance. Details about training are linked from the human research web site at www.research.colostate.edu/rcoweb.

How to proceed:

1. Become familiar with this packet. Consult other links on the Human Research web page (FAQ and tips especially).
 2. Complete Parts A, B, C & D. This must be done for all types of review. Include all necessary attachments.
 3. *Preliminarily* determine the type of review for which your project would qualify (the final determination rests with the HRC and any project may be referred to the HRC for full review at a regularly convened meeting). If you have questions about the type of review for which your project will qualify, call the HRC Administrator in the Regulatory Compliance Office (see below).
- **Exempt Review:** See Exemption Criteria. Submit anytime. **Submit the original application.** Keep a copy for yourself. Reviewed by one reviewer. Response in approximately 10 days.
 - **Expedite Review:** See Expedite Criteria. Submit anytime. **Submit the original application and one entire copy (but only one copy of the proposal/prospectus and résumé).** Keep a copy for yourself. Reviewed by two reviewers. Response in approximately 14 days.
 - **Full Review:** Every other type of activity. Submit by noon on second Thursday of every month. **Submit the original application and 13 entire copies** (but only one copy of the proposal/prospectus and résumé). Keep a copy for yourself. Reviewed by full HRC at regular monthly meeting on the third Thursday of every month. Response is within 10 business days after committee meeting.

REMEMBER: Each application set represents your project to the HRC reviewer. It must be complete.

APPENDIX D (continued)

Submit application and copies to:

HRC Administrator
Regulatory Compliance
321 General Services Building
Campus 2011

After review, you will receive an e-mail or printed determination notice (copy to the student co-PI via campus mail to the department) outlining the reviewers' concerns. Once the concerns have been satisfactorily addressed, a written approval notice will be sent to both the researcher and the student Co-PI. Federal certification forms will be provided if the project is being submitted for funding to a federal agency requiring such forms (USDA, NIH).

Recognizing every situation has unique characteristics, please do not hesitate to call the Administrator if you have questions or concerns: Janell Meldrem, HRC Administrator.
Telephone: 970-491-1655 FAX: 970-491-2293 E-mail: janell.meldrem@colostate.edu.

APPENDIX D (continued)

2. Forms to be completed: Application to Use Human Subjects H-100

Part A: Cover page.

Part B: Research Project Review Summary.

Part C: Protocol information, to be typed on your word processor in Word. Every question must be answered, even if "not applicable."

Part D: Special requirements/attachments checklist. Don't forget a copy of the entire proposal or prospectus.

3. Helpful information All of these are available separately on the HRC Forms web site.

a. Exempt criteria

b. Expedite criteria

c. Risks of common procedures (focus groups, blood draws, etc.)

d. Definitions

e. Elements of a consent form

f. Model consent form. If your project will require a consent form, remove the italics, bracketed

text from this model and add project-specific information to produce a consent form that is typically suitable for a routine project.

For best results, save this as a file to your computer. If bullets or different formatting are needed, unprotect the file.

APPENDIX D (continued)

Office Use Only: HRC Tracking number: _____
Type of Review: <input type="checkbox"/> Exempt <input type="checkbox"/> Expedite <input type="checkbox"/> Full Category # _____ PI Trained

**APPLICATION FOR HUMAN SUBJECTS RESEARCH REVIEW
 COLORADO STATE UNIVERSITY
 (Please type or electronically fill)**

Complete the cover page, review summary, and sections A, B, C & D. For full review protocols, submit the ORIGINAL (with original signatures and copy of proposal/dissertation/thesis) and 13 copies (each with attachments except proposal/dissertation/thesis) to Regulatory Compliance Office (RCO), 321 General Services Building, Campus Delivery 2011. Assistance is available on the RCO web site at <http://www.research.colostate.edu/rcoweb>

H-100 COVER SHEET Part A
Project Title (identical to proposal or thesis/dissertation): Which Fairness Factors Most Influence Minority Professionals to Remain Committed to an Organization as Evidenced by a Predisposition to Depart OR Grant Title if different from Project Title:

Contact Information

Principal Investigator (PI):

Name: Dr. Gary D. Geroy	Department: School of Education
Campus Mailing Address & Mail Code: School of Education, Room 105F, Fort Collins, CO 80523-1588	Phone #: 970.223.5530
E-Mail Address: geroy@cahs.colostate.edu	

Co-Investigator (attach information if more than one Co-PI):

Name: Anthony W Wade, MA	Department: School of Education
Campus Mailing Address & Mail Code: care of/ Dr. Gary E. Geroy, School of Education, Room 105F, Fort Collins, CO 80523-1588	Phone #: 303.949.8858
E-Mail Address: awwade@hotmail.com	

Funding Source: Not Applicable	PASS #: Not Applicable
Proposed Start Date (may not precede approval date): OR <input checked="" type="checkbox"/> "Upon HRC approval"	If Co-PI is a student, is this project for a: <input type="checkbox"/> thesis <input checked="" type="checkbox"/> dissertation <input type="checkbox"/> other
I think this qualifies for the following type of review: <input type="checkbox"/> Exempt Category number (submit original) <input checked="" type="checkbox"/> Expedite Category number (submit original & one copy) <input type="checkbox"/> Full Review (submit original & 13 copies)	New Protocol YES <input checked="" type="checkbox"/> NO <input type="checkbox"/> Resubmission YES <input type="checkbox"/> NO <input type="checkbox"/> Follow-up to 118 request YES <input type="checkbox"/> NO <input type="checkbox"/>

APPENDIX D (continued)

As the PI submitting this proposed research and signing below, I agree to conduct the research involving human subjects as presented in the protocol or modifications to it and as approved by the Department and the Human Research Committee; to obtain and document informed consent and provide a copy of the consent form to each subject unless this is waived by the HRC; to present any proposed modifications in the research to the HRC for review and approval prior to implementation; to retain records for the mandated lengths of time; and to report to the HRC any problems or injuries to subjects.

PI Signature: _____ Date: _____

My signature below confirms that I have read this protocol and approve of this research.

Department Chair/Head or Acting Signature

Signature: _____ Date: _____
(If PI is Department Head, please have alternate/designee sign)

APPENDIX D (continued)

PART B. RESEARCH PROJECT REVIEW SUMMARY Your completion of the following checklist will facilitate the review process.

1. **SUBJECT POPULATION:** (Check all appropriate boxes.)

<input checked="" type="checkbox"/> Healthy adults	<input type="checkbox"/> Children or minors (<18)
<input type="checkbox"/> Institutional residents	<input type="checkbox"/> Cognitively or psychologically impaired
<input type="checkbox"/> Elderly	<input type="checkbox"/> Pregnant women or fetuses
<input type="checkbox"/> Prisoners or parolees	<input type="checkbox"/> Non-English speaking

2. **IF THE RESEARCH INVOLVES ANY OF THE FOLLOWING, CHECK THE APPROPRIATE BOXES:**

<input type="checkbox"/> Interview	<input checked="" type="checkbox"/> Survey/questionnaire
<input type="checkbox"/> Clinical studies	<input type="checkbox"/> Behavioral observation
<input type="checkbox"/> Investigational drugs	<input type="checkbox"/> Investigational devices
<input type="checkbox"/> Deception	<input type="checkbox"/> Waiver of consent
<input type="checkbox"/> Study of existing data	<input type="checkbox"/> Controlled substances
<input type="checkbox"/> Study of human biological specimens	<input type="checkbox"/> Microorganisms or recombinant DNA
<input type="checkbox"/> Venipuncture	<input type="checkbox"/> Genetic research
<input type="checkbox"/> PI or Co-PI is the treating physician	

3. **LOCATION(S) OF RESEARCH TO BE CONDUCTED AT:**

<input type="checkbox"/> CSU campus	<input checked="" type="checkbox"/> Other locations, specify: Coalition of Minority Transit Officials, Denver, Colorado; National Association of African-Americans in Human Resources, Denver, Colorado; African-American Leadership Institute, Denver, Colorado, Colorado Association of Black Journalists, Denver, Colorado
-------------------------------------	--

4. **INFORMED CONSENT OF SUBJECTS:** Your study protocol must clearly address one of the following areas: (justification for #2 & #3 must be included in your application) Discuss details in purpose section, (question If).
 - INFORMED CONSENT:** Signed informed consent is the default. A model consent is available on the HRC website and should be used as a basis for developing your informed consent document. **If applicable, the proposed consent must be submitted with the study protocol.**
http://www.research.colostate.edu/rcoweb/hr/hr_forms.htm

 - COVER LETTER:** You may request a waiver of documented informed consent under the following conditions: (1) *That the only recording linking the subject and the research would be the consent document and the principle risk would be potential harm resulting from a breach of confidentiality. Each subject will be asked whether the subject wants documentation linking the subject with the research, and the subject's wishes will govern; (45CFR46.117c1), OR* (2) *That the research presents no more than minimal risk of harm to subjects and involves no procedures for which written consent if normally required outside of the research context. (45CFR46117c2).*

APPENDIX D (continued)

It is the responsibility of the investigator to: a) provide clear justification for how a project meets the criteria for waiver of documented informed consent under one of the two previous categories, and b) provide what will be used to inform the subjects about research activities. It may be a telephone or verbal script, a cover letter, or some other means.

The cover letter needs to be sent to the subjects and to the HRC on CSU departmental letterhead.

- NO INFORMED CONSENT:** You may request a waiver of informed consent under the following conditions: *(1) The research involves no more than minimal risk to the subjects; (2) the waiver or alteration will not adversely affect the rights and welfare of the subjects; (3) the research could not practicably be carried out without the waiver or alteration; and (4) when appropriate, the subjects will be provided with additional pertinent information after participation (45CFR46.116d).*

It is the responsibility of the investigator to: a) explain how a project meets all four of the criteria for waiver of informed consent and b) where applicable, provide an alternate form of sharing study information with prospective subjects (i.e., a public service announcement, or a modified version of a consent to be used in research that by design requires deception – this type of research requires an accompanying debriefing form that completes the informed consent process).

APPENDIX D (continued)

PART C. RESEARCH PROTOCOL:

I. PURPOSE, METHODS, AND PROCEDURES: Describe the following:

- a. Purpose (will be used in assessing the risk/benefit ratio for subjects. The hypothesis to be tested may be listed.) **The purpose of this study was to determine if there was a relationship between concern for fairness and the propensity for a certain behavioral responses by minority professionals when confronted with their perception that they were being treated less than equal when they perform at the same level of effort and accomplishment as their White counterparts.**
- b.
- c. Research methods and procedures of the study. (It is OK to diagram complex designs. Please include information on the time commitment required for each activity.) **Convenience sampling will be used, the population will be restricted to a very specific population (minority professionals) within the local region and survey instruments will be administered to all of the subjects available. This process should take approximately two months. Returned surveys will be analyzed using a statistical software program, Statistical Package for the Social Sciences (SPSS),, the results reviewed and conclusions will be documented. This process should take approximately one to two months..**
- d. Variables to be studied (what is being measured or examined). **(1) how strongly perceptions influence minority professionals to remain or depart from their organization, (2) what behavior response is likely to occur should the individual remain with the organization and this perception continue and (3) whether the type of organization is related to the type of behavioral response decision**
- e. Describe equipment used with subjects, if any. **None**
- f. How will subject confidentiality or anonymity be maintained? If a linked list is used, list when it will be destroyed. Provide a sample of the code that will be used. **The survey is anonymous; there is no requirement for individuals to identify themselves beyond basic demographic information. Participants are informed that their participation is on a volunteer basis.**
- g. Describe the consent process and method of consent to be used. (*signed consent, cover letter, other*) **Informed consent will be used for this process. A copy of the form is attached for your review.**
- h. How will research records be maintained during and upon completion of the project? (This may include audio or videotapes). Indicate when the records and/or tapes will be destroyed. *Federal Regulations require that study data and consent documents be kept for a minimum of 3 years after the completion of the study by the PI; for longitudinal projects, a longer period may be needed.*
All data will be kept in a locked file in Dr. Geroy's office at the Education Building, Colorado State University, Fort Collins, Colorado 80523

APPENDIX D (continued)

- i. Address how you will monitor this study to ensure that the study is being conducted according to the protocol. **The PI will be informed of all actions related to the protocol to ensure that all actions taken are in accordance with the protocol.**
- j. Is a Data Safety Monitoring Board required to conduct such monitoring? YES
 NO
If yes, the HRC may request copies of the reports.

II. SUBJECT SELECTION: Indicate the following (this section must also be completed for secondary data analysis):

- a. How will subjects be recruited and where will the recruitment take place? (submit recruitment material) : **I will be attending meetings where the potential participants are also in attendance. After their business is conducted, I will announce my study and hand out a consent form and survey to each person. Those who are interested will stay and complete the consent form and survey and the others will be allowed to leave.**
- b. If secondary data analysis is being conducted, please describe the original consent procedures. **Not Applicable**
- c. What are the characteristics of the subject population? (age, gender, student, disease conditions, behavioral abnormalities; affiliations or memberships) **(1) Self-identification as an individual of non-White descent, and (2) a member of the indentified professional organizations (Conference of Minority Transit Officials (COMTO), National Association of African-Americans in Human Resources (NAAHR), African-American Leadership Institute (AALI) and Colorado Association of Black Journalists (CABJ)**
- d. How many subjects do you plan to study? **Approximately 150**
- e. Address the inclusion and exclusion criteria. Federal regulations consider minors, pregnant women and prisoners vulnerable populations that require added protection. When vulnerable populations are involved, describe why they are necessary. Excluding any group, i.e., minors, elderly, gender, ethnic minorities, must be clearly justified and inconvenience can't be the reason. **For example, if minors are in a classroom where recruitment will take place, parental permission must be obtained or justification must be made to exclude the minors. Participants must fit the parameters of the study (minority professionals (individuals of non-White descent). Participation is voluntary.**
- f. Will subjects be compensated for participation? If so, please describe the proposed compensation. **No**
- g. Criteria for excluding participants involuntarily (such as "failed to keep food diary as required") **None, other than what is defined in item IIe**
- h. Letters of agreement/approval from the organizations that will be recruiting subjects for the project will be needed. Such letters need to be initiated by the organization, on organization letterhead, and signed by a person authorized to do so. The letters need to include statements a) that the organization is familiar with the scope of the project, b) that it is satisfied the individuals it is involving

APPENDIX D (continued)

are adequately protected as human research subjects, c) that the subjects' participation is completely voluntary, and d) identify what the organization's involvement will entail.

III. RISKS AND DISCOMFORTS:

- a. Describe any potential risks to subjects and assess the likelihood and seriousness of those risks. **(If there are no known risks, state as such, but do NOT respond "NA".)** These could include: physical, psychological trauma or stress, legal, social, economic, loss of confidentiality. **There are no known risks.**
- b. Please describe the proposed methods to minimize the risks and discomforts associated with the research. For example, document how potential psychological distress will be addressed, by whom, and with what credentials (provide letter of agreement from counselor explaining their role – this must be someone other than the researchers on the project) Specify what factors will lead to stopping procedures causing physical or emotional stress. **Not applicable.**
- c. If the methods of research create potential risks, describe other methods, if any, that were considered and why they will not be used. **Not applicable**
- d. Address procedures for maintaining confidentiality if a breach of confidentiality represents a risk. **Not applicable**

IV. ADVERSE EVENTS: Explain your reporting mechanism for reporting adverse and serious adverse events to the HRC. **No adverse or serious adverse events are expected. In the unlikely event of such an event occurring, it would be reported to the HRC within 24 hours. The RCO would be informed of the situation, including an assessment of the severity, the cause, whether it was caused by the research, and any recommendations regarding the continued conduct of the project.**

V. BENEFITS: Describe the anticipated benefits of the research to the individual subjects, to the particular group or class from which the subject population is drawn. The benefits must be realistic and not overly stated of what each person is likely to gain from the research. If there is no direct benefit to the subject, state so. For example: "There is no known benefit in participating in this study, but we hope you will gain more knowledge on..." Compensation, payment for participation, gifts, etc., are NOT benefits. **There is no known benefit for participating in this study, however it is hoped that the research will provide a body of knowledge that may help to retain minority professionals within organizations by addressing the organizational and institutional practices that facilitate the perceptions of inequity among minority professionals.**

VI. Other matters pertinent to the human participant. None.

APPENDIX D (continued)

Part D. SPECIAL REQUIREMENTS/ATTACHMENTS CHECKLIST: For the items below, check where applicable and include with your protocol submission. Items marked “required” must accompany an HRC protocol application or the project can not be approved.

Research Proposal Materials

- Grant proposal** (if this is a funded project, this is required)
- Thesis/dissertation methods** (if the project is a thesis or dissertation, this is required)
- CV** (If this is a first time submission as PI, this is required. A current copy of the curriculum vitae of the PI must be on file in the Administrator’s office. If the PI has submitted a vitae since July 1 of the current year, the PI does not need to include it with this application).

Research Instruments/Tools

- Informed Consent, or**
- Cover letter** (with justification for waiver), or
- Justification for waiving informed consent**
- Interviews** (phone or in person) - attach script if applicable and questions to be asked.
- Surveys/questionnaires** - attach surveys and questionnaires if applicable. Provide permission use for instruments (whether copyrighted or public domain)
- Focus Groups: attach introductory script to the group and sample questions. (describe in consent form what a focus group is)**
- Recruitment materials:** Advertisements, press releases, in-class announcements, posted flyers, e-mail announcements, phone script, or other forms of recruitment.
- Debriefing Materials**

Research Collaboration/Support Materials

- IRB approval** from other institutions involved in research (collaborating university, hospital, etc.)
- Letters of cooperation** from participating sites that do not have an IRB.
- Letters of agreement** (i.e., from a site that is allowing you access, but is not directly involved in research, or a colleague allowing you to recruit from a class, a clinic or business allowing recruitment, etc.)
- Letter of collaboration** from a counselor if needed.

Secondary Data Analysis (for research involving secondary data analysis, include original IRB approval and informed consent)

- IRB approval from collaborating organization
- Consent form from original data analysis

APPENDIX D (continued)

APPENDIX A

RESEARCH METHODS AND PROCEDURES OF THE STUDY.

The information listed below presents a discussion of the theoretical framework and rationale for the research project, "Fairness Factors Influencing Organizational Commitment as Evidenced by a Predisposition to Depart." The discussion includes the use of the quantitative paradigm, participants and sites, data collection methods, data analysis process, and research reliability and validity issues are discussed.

Participants

The participants in the study consisted of members of minority professional organizations. Access approval was received from local association chapter presidents or their designated representatives. Convenience sampling was used, the population was restricted to a very specific population (minority professionals) and survey instruments were administered to all of the subjects available. This approach was selected because of the limited resources available to the researcher to conduct a larger study. Population elements were selected based upon availability and the personal judgment of the researcher that the elements were representative of the population of interest.

The specified professional associations presented in Table 1 served as the research sites. The researcher anticipated a minimum sample size of 150 participants. The criterion for selection of participants was based on: (1) self-identification as an individual of non-White descent, and (2) a member of the professional organizations listed in Table 2. The professional associations provided a population significant enough

APPENDIX D (continued)

to obtain sufficient data for the investigative study’s purpose. Table 1 displays the sites and participants.

Table 1

Sites for Subjects

Location	Colorado	Colorado	Colorado	Colorado
Sites	Conference of Association of Minority Transportation Officials	Colorado Association of Black Journalists	National Association of African-Americans in Human Resources	African-American Leadership Institute

Measures

The advantages of survey administration included the ability, with limited resources and expenditures, to simultaneously reach a large number of respondents, allowing multiple uses of the data, and the measurement of several variables (Depoy and Gitlin, 1994). Survey research was preferred for numerous reasons including “rapid turnaround in data collection” (Creswell, 2003, p. 154). Additionally, especially in the professional associations, the use of survey instruments to a large population was both convenient and cost-effective. Additionally, given the focus of the research, there were significant advantages to the ability to analyze a smaller population and generalize to a larger population (Creswell, 2000).

Instrumentation

The survey used in this study is an adaptation of a standardized faculty survey developed by the Higher Education Research Institute (HERI) at the University of

APPENDIX D (continued)

California at Los Angeles. It is used to examine numerous issues including, but not limited to, the relationship between work-life issues, and overall satisfaction with regard to a number of issues including, morale and likelihood to leave with specific analysis comparisons by sex and race/ethnicity.

The adapted survey for this study is intended to ascertain the experiences and perceptions of minority professionals in order to determine the quality of their work lives and to determine their organizational commitment related to perceptions of equity of treatment. The survey is composed of sixty items encompassing eight broad dimensions of work life identification: Job Components/Performance Evaluation, Intra-Organizational Relations, Working Conditions, Demonstrated Organizational Values, Satisfaction, Personal Perspectives, Morale, Future Plans and Demographic Information. Respondents were asked to indicate, via Likert-like scales, both their satisfaction regarding a given item and the importance they attached to the item.

A number of statements were included to determine the level of satisfaction respondents have with their jobs and the level of their morale regarding their experience as employees of their respective organizations. Respondents agreed or disagreed with the statements (example: 1=Strongly Disagree, 3=Neutral, and 5=Strongly Agree) and indicated an overall perception of their treatment related to organizational values and satisfaction with their organization (example: 1=Never, 3=Often, and 5=Very Frequently) and morale (example: 1=Very Low Morale, 3=Undecided, and 5=Very High Morale). Future plans were also elicited by asking respondents to indicate how likely they were to stay in their current position, stay in their organization, stay in their career/profession,

APPENDIX D (continued)

leave to retire, and to seek a new job in another organization (example: 1=Not at All, 3=Undecided, and 5=Very Likely).

A number of items involving demographic information (such as level of responsibility, years of service in the organization and in their present position, type of organizational industry, pay range, race/ethnicity, national origin, gender, supervisory/managerial responsibility, age) were included to enable the researcher to determine (1) whether the survey respondents were representative of the population, and (2) whether perceptions of work life differed by demographic groups. In order to allow for comparisons between groups, racial/ethnic categories were used on the instrument. For example, groups such as African-Americans are a subset of the category "Black, non-Hispanic"; Japanese-Americans and Filipino-Americans are subsets of the category "Asian or Pacific Islanders." Respondents were also encouraged to add additional sheets to the survey for their comments.

Validity and Trustworthiness

In preparation of this study, the researcher was very careful to ensure that all actions related to aspects of the project had been reviewed by not only him, but two other individuals, both senior doctoral senior researchers. One is a researcher in the quantitative methodology and the other is a professional in the area of human resources management and organizational development. Both reviewers are individuals cognizant of issues related to diversity and employment. Both researchers reviewed the study's methodology; including, the data source, participants and sites, data collection methods, data analysis process, and research reliability and validity issues.

APPENDIX D (continued)

Data Collection

As stated earlier, convenience sampling was selected for this study. The characteristics (i.e., minority professionals) of the population of interest are specified, then individuals were located who match those characteristics (Trochim, 2001). The local chapters of national minority professional organizations represented the survey administration sites. Members were invited during group association meetings to participate in completing the survey. The survey instrument and envelopes were distributed to organization members at professional association chapter meetings. Table 2 presents the data collection matrix.

Table 2

Data Collection Matrix

Data Collection	What	Who	Number of Participants
Survey Instrument	Questionnaire Likert Scale, Closed/Open-Ended Questions Demographic information	Professional Association Members	150

The surveys were disseminated by the researcher at the meetings to maximize the response, and great effort was made to assure all respondents that their individual responses would be held in absolute confidence. After the members completed the surveys, they placed the surveys in the envelopes to ensure confidentiality and collected by the researcher prior to the end of each meeting

APPENDIX D (continued)

Data Analysis

Returned surveys were analyzed by using a statistical software program, Statistical Package for the Social Sciences (SPSS), to present measures of central tendency. This analysis includes the transformation of raw data into tables and charts appropriate to the analysis to facilitate interpretation of the information

Ethical Considerations

Ethical factors and practices were extremely important in this research study and an integral part of this project. Informed consent ensuring that no participants were placed at risk was paramount (Bailey, 1982). Because of the focus of the research study, attention to issues surrounding invasion of privacy was a priority (Bailey, 1982). The American Sociological Association's Code of Ethics (1997) served as an operational guideline to ensure study credibility and integrity. Additionally, the researcher successfully completed the Collaborative Institutional Training Initiative (CITI) program "Instruction in The Protection of Human Research Subjects" which was required by Colorado State University (CSU) and approval was obtained from the CSU Human Research Committee prior to the dissemination of the survey instruments.

APPENDIX D (continued)

APPENDIX B

RESEARCH METHODS AND PROCEDURES OF THE STUDY.

How Subjects will be Recruited and Where will the Recruitment Take Place

Convenience sampling was selected for this study. The characteristics (i.e., minority professionals) of the population of interest were specified, then individuals were located who match those characteristics. The local chapters of national minority professional organizations represented the survey administration sites. Members were invited during group association meetings to participate in completing the survey. Access approval was received from local association chapter presidents or their designated representatives prior to survey administration.

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APPENDIX D (continued)

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APPENDIX D (continued)

collected by the researcher prior to the end of each meeting. No compensation was provided to individuals for completing the survey.