Code-switching in Working African Americans: Internalized Racism, Minority Status, and Organizational Commitment

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ABSTRACT

CODE-SWITCHING IN WORKING AFRICAN AMERICANS: INTERNALIZED RACISM, MINORITY STATUS AND ORGANIZATIONAL COMMITMENT

By

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Chairperson: Professor Catherine Daus

This study examined the relationships between internalized racism, perceived minority status, code-switching and three types of organizational commitment of African Americans. Overall, internalized racism and code-switching were related to less positive forms of organizational commitment. The perception of minority status was not related to affective or continuance commitment, but was strongly related to code-switching.

Keywords: African-American, code-switching, organizational commitment, internalized racism

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CHAPTER I

INTRODUCTION

Organizational commitment (OC) is an important component in the connection employees make with their organizations. Swailes (2002) broadly conceptualized OC as the likelihood that individuals will remain with their job and feel attached to it. Allen and Meyer (1990) however, theorized three types of OC, all of which differ in characteristics, and only one of which focuses on feelings of genuine attachment. Using Allen and Meyer's literature as a theoretical framework, the current research will examined how certain phenomena in the workplace are related to the type of OC an employee experiences. Understanding the factors that may contribute to OC gives managers insight into how to decrease turnover expenses and prevent the loss of valued talent. One factor that has the potential to affect OC is ethnic diversity. Although ethnic diversity in organizations has proved beneficial in many respects (McLeod, Lobel, & Cox, 1996), as workplace diversity increases in the United States, so, too, must considerations for the possibility of negative effects. Two negative psychological consequences that may afflict African Americans in the U.S. workforce are internalized racism (IR), which is the internalization of negative stereotypes about one's racial and/or ethnic group, and perceived minority status at work (PMS). In the context of this research, PMS refers to the perception that one is a minority (numerically and ethnically) in his or her workplace.

Additionally, the current research examined the role of code-switching (CS), or the adaptation of a person's normal communication habits to fit the appropriateness of a given situation (Godley & Escher, 2012), as a possible response to, or coping strategy employed in the presence of IR and PMS. While not focusing on CS, Block, Koch,

Liberman, Merriweather, and Roberson (2011) found that employees attempting to avoid being stereotyped, may keep certain aspects of their true self hidden in order to engage in counter-stereotypic behavior. Other references to similar coping strategies include the work of Phinney, Horenezyk, Liebkind, and Vedder (2001), which suggests that negative perceptions about one's group, or hostility from other groups, may cause minorities to downplay or even reject their own ethnic identity.

Regarding PMS specifically, a minority coping with the realization that he or she is the sole representative of his or her race or ethnicity in an organization might behave in a similar manner (Durr & Harvey Wingfield, 2011). Attitudes and behaviors such as these may then have the potential to affect an African American employee's OC. The current study utilized a sample of working African Americans to examine attitudes towards CS as a response to IR and PMS, respectively. In doing so, the current research examined the relationships between IR, PMS, CS, and OC among African Americans within the working environment.

CHAPTER II

REVIEW OF LITERATURE

Internalized Racism

Internalized racism (IR) has been defined several ways in the literature. According to Watts-Jones (2002), IR is the phenomenon of people of color having taken in and internalized aspects of racism. Likewise, Baldwin (1979) suggested that racist attitudes of the larger White population might influence African Americans to regard themselves similarly through internalization. IR refers to the belief in derogatory stereotypes, values, images, and ideas perpetuated by a dominant culture about one's racial group, which in turn, leads to the negative emotions of self-doubt, disgust, and disrespect for one's race and oneself (Pyke, 2010). This influence is apparent when socially stigmatized groups adopt and spread negative messages regarding their own abilities and characteristics (Harper, 2006). Moreover, IR can cause marginalized groups to turn on themselves, often without even realizing it. This is exemplified when middle-class African Americans distance themselves from lower-income African Americans, and/or blame poverty-stricken African Americans for their own predicament (Pyke, 2010). However, it must be noted that issues encompassing class and IR are increasingly complex because effects that may appear to be related to IR tend to be better explained by socio-economics (Taylor, 1990).

Although most of the research on the subject is fairly recent, even early theorists understood the potentially devastating effects of IR decades prior. In 1933, Carter Godwin Woodson, an African American historian, author, and accredited founder of Black History Month, spoke about the internalization of negative self-perceptions.

Woodson suggested that a dominant group need not overtly oppress people who internalize the status of a pariah because they will seek out their own oppression (Woodson, 1933). Present day examples of IR can be found commonly in some African American communities.

How internalized racism is expressed

Although it must be noted that IR is not an affliction affects all African Americans as a whole, a common example of IR occurs when African Americans receive cues from the dominant culture that convey messages that depict White norms of physical attractiveness (Bond & Cash, 1992; Perkins, 1996). White (2005) suggests that since slavery, some subsets of the African American community have perpetuated a system of their own division through IR, wherein the European features of lighter skin, thinner noses, and less coarse hair are seen as more attractive and worthy of higher esteem. Along with the messages that depict White norms, there are often negative portrayals of characters with more distinctly African features (Perkins, 1996). Bigler, Averhart, and Liben (2003) found that African American children as young as six years of age were significantly more likely to stereotype low status jobs as being performed by only African Americans compared to high status jobs. These African American children had developed racial schemas that affected their perceptions of jobs. As the current research examined, the manner in which a portion of African Americans speak can be affected by the internalization of negative perceptions. Subject to much criticism, African American Vernacular English (AAVE) is used by many, but also devalued by many.

Stereotyped language

Although it is understood that not all African Americans utilize one specific style of speech, Cargile, Takai, and Rodriguez (2006) characterized specific speech patterns used primarily by African Americans as African American Vernacular English (AAVE) as compared to Standard American English (SAE) and suggest that it is among the most stigmatized varieties of non-standard English in the United States. Common characteristics of AAVE include improper subject verb agreement (e.g., *We was minding our own business* vs. *We were minding our own business*), omission of the articles *is* and *are* in declarative statements (e.g., *They here* vs. *they are here*), a tendency to omit the pronunciation of the last syllables of words that end in consonants (e.g., *dice' pineapples* vs. diced pineapples) (Carpenter, 2005), and the mispronunciation of certain consonant sounds (e.g., *dis* vs. *this*) (Rahman, 2008). It is possible that the stark differences between representations of AAVE and SAE have led to negative perceptions about AAVE and those who use it.

Stereotypes about the communication patterns of different ethnic groups may play a role in racial stereotyping, and in turn IR. Past research has used White college students to assess stereotypes of other racial groups (Leonard & Locke, 1993; Popp, Donovan, Crawford, Marsh, & Peele, 2003). African American communication is often perceived as louder and more hostile than White speech (Popp et al., 2003). Leonard and Locke (1993) found that White raters perceived African American communication to be ostentatious, aggressive, boastful, talkative, emotional, and argumentative. Additionally, Popp et al. (2003) found that when White participants were asked to create dialogue for conversations, they were more likely to create slang and profanity-laced dialogue for

African American conversations than for White conversations. Moreover, White students rated White speech as more socially appropriate than African American speech. Rahman (2008) examined the AAVE perceptions of middle-class African Americans. Findings of this research suggest that middle class African Americans tend to use AAVE in social settings, but not when conducting business. These finding may suggest that African Americans have developed similar perceptions of the appropriateness of AAVE in the workplace.

Green and Smart (1997), suggested that many view AAVE as evidence of failed mastery of English; however, Williams (1997) suggest that Ebonics is a language all its own, incorporating components of West African language patterns and SAE. This contrasting view would likely suggest that negative perceptions of AAVE and those who use it have little merit. Barnes (2003) suggests that the factors that contribute to these negative perceptions of AAVE are political orientation, age, and a perception that AAVE is related to socioeconomic constraints. Negative perceptions of African American communication patterns may contribute to the "angry Black man" and "angry Black woman" stereotypes that exist in the U.S., the latter of which may be related to stereotypes of Black women as "domineering, vociferous, and curt" in nature (Durr & Harvey Wingfield, 2013, p. 558). As discussed earlier, many African Americans are well aware of the stereotypes that exist about their ethnic group, and may employ specific behaviors to avoid being typecast as such (Block et al., 2011). Also, it is possible that another important feature for many African American employees is being a numerical minority, along with being an ethnic minority in the workplace.

Minority Status in the Workplace

To address some of the potential ill effects of working in an organization that employs few African Americans, one must take a deeper look into minority status and the effects of minority status in the workplace. Pettigrew and Martin (1987) suggest that there are significant barriers for African Americans during the stages of organizational entry, promotions and even recruitment. Frazer & Wiersma (2001) found that interviewers were more likely to erroneously recall the interview responses of Black applicants as unintelligent, compared to the responses of White applicants. Across two experiments, Word, Zanna, and Cooper (1974) found that White interviewers tended to display less immediacy (care and attention) in interacting with African American vs. White applicants, and that African Americans received shorter interviews than White applicants. Secondly, these researchers found that when White applicants were treated with similar levels of immediacy, those applicants were aware that they had been treated coldly and rated their interviewers as less adequate and friendly. Moreover, analysis of video recordings of these interviews revealed that White applicants who experienced low immediacy were judged as having been more nervous and to have performed less effectively. Other researchers have more recently made similar findings regarding levels of immediacy toward Black applicants (Pettigrew & Martin, 1987). Another aspect of the job cycle that may be affected by minority status is related to career advancement.

In terms of career development and advancement, minorities in organizations are often at a disadvantage when it comes to developing informal networks because they are underrepresented in organizational contexts or in leadership positions (Ibarra, 1993).

Lowe (2013) argues that organizational decision-makers may be unconscious of the

barriers keeping ethnic minorities from ascending to leadership positions. To note, organizations do employ tactics to improve minority recruitment, including prominently using photographs of minority employees and employing minority recruiters, but often these efforts fall flat when organizations are unable to provide an organization that is as diverse as the recruitment strategies suggest (McKay & Avery, 2005). McKay and Avery (2005) suggested that in these situations, holding the perception that one has entered a non-diverse organization under false pretenses might contribute to African American employee turnover.

Given the evidence that communication patterns (Bigler, Averhart, & Liben, 2003) and minority status (Ibarra, 1993) impact the working lives of African Americans, a question arises as to how these factors might affect an African American's attachment to his or her organization. It is possible that there is a relationship between IR, PMS, and that person's overall commitment to a particular organization.

Organizational Commitment

OC has been conceptualized as the likelihood that individuals will remain with the job and feel attached to it (Swailes, 2002). Researchers have theorized that there are three components of organizational commitment that are in effect when an employee feels compelled to remain in an organization (Allen & Meyer, 1990; Meyer, Stanley, Herscovitch, & Topolnytsky, 2002; Wasti, 2005). These three forms of organizational commitment are affective, continuance, and normative commitment. AC refers to employees' emotional attachment to an organization. CC refers to commitment based on an evaluation of the costs and benefits associated with leaving the organization, or a lack of available alternatives. Finally, the normative component refers to employees' feelings

of obligation or duty to remain with the organization. Wasti (2005) found that AC and NC were associated with the most desirable job behaviors and that AC was the strongest overall predictor of positive outcomes.

Affective commitment

Tapping into the feelings of commitment that are derived from positive feelings toward an organization, affective commitment (AC) to an organization for African Americans may be threatened by different factors than that of whites. Because of this, OC should be analyzed with cultural aspects in mind. Specifically, AC is one of the most important work attitudes when it comes to retention of Black employees (Brown, Zablah, & Bellenger, 2008). As mentioned earlier, Bigler, Averhart, and Liben's (2003) research that suggests that African American children perceive jobs as having lower status when performed by African Americans than when performed by whites, highlights the possible internalized negative perceptions of the efficacy of African Americans. Luthans, Zhu, and Avolio (2006) found there was a positive relationship between general efficacy and organizational commitment.

Additionally, the very nature of IR encompasses negative affectivity because both concepts are characterized by emotional distress. Watson and Clark (1984) found that people with elevated levels of negative affectivity were more likely to experience discomfort, even without overt stressors. Additionally, in research focusing on affectivity, commitment, and initiative in the workplace, Hartog and Belschak (2007) found negative affectivity to be negatively related to commitment to one's organization, team and supervisor; suggesting that the subjective state of negative affect is likely to decrease AC.

McKay et al. (2007) found that organizations with climates of diversity were negatively related to turnover intentions in African Americans. Specifically, this study found that among minorities, the negative relationship between climate of diversity and turnover intent was the greatest for African Americans (compared to Hispanics and women). This highlights the importance of diversity to the AC of African Americans. However, African Americans must often cope with being the only African American employed in their office, which is related to feelings of isolation (Durr & Harvey Wingfield (2011), and exacerbated by managers who often disperse the few African American employed across different working groups, in an attempt to show diversity (Pettigrew & Martin, 1987). To make matter worse, African Americans who enter into predominantly White organizations are often met with extremely low expectations of their abilities (Pettigrew & Martin, 1987). Based on the negative nature of IR and PMS, I hypothesize:

Hypothesis 1: IR will be negatively related to AC.

Hypothesis 2: PMS will be negatively related to AC.

Continuance commitment

Continuance commitment (CC) provides a different twist to the commitment paradigm due to the differences in its antecedents and outcomes. CC is commitment to an organization based on having a lack of alternatives or out of fear of losing valued benefits (Vandenberghe, Panaccio, & Ayed, 2011). Because CC is not related to the same emotions of attachment as AC, it has been negatively associated with self-esteem and self-efficacy (Harris & Cameron, 2005). Vandenberghe, Panaccio, and Ayed (2011) found a positive relationship between negative affectivity and CC. Because IR is more

often associated with negative experiences and has been negatively related to self-efficacy (Harris & Cameron, 2005; Pettigrew & Martin, 1987), it is reasonable to expect a positive relationship between IR and CC.

Regarding the relationship between PMS and CC, Pettigrew and Martin (1987) suggest that in organizations that employ few African Americans, African American employees must often cope with perceptions of their 'token' status, suspicions of their incompetence, or whispers of Affirmative Action. It is possible that these negative effects of IR and PMS can decrease an African American's attachment to an organization; however, it is also possible that an African American may be unwilling to walk away from a job that he or she believes himself or herself deserving of, even in the midst of the negative effects of IR and PMS. Based on the research presented to this point, I propose that the internalization of negative beliefs about one's own racial group as well as perceiving oneself as a minority in an organization will be positively related to CC:

Hypothesis 3: IR will be positively related to CC.

Hypothesis 4: PMS will be positively related to CC.

Normative commitment

Normative commitment (NC) (e.g. remaining with an organization due to feelings of obligation or duty) is not as distinguishable as AC and CC, likely due to the slight degree of overlap between NC and AC (Allen & Meyer, 1990). Allen and Meyer (1990) found similar correlations between AC and NC, but noted the lack of research on the construct. The current research's scope is focused on the more stark differences between AC and CC in order to illustrate the negative effects of CS on employees and

organizations. Additionally, due to the limited research linking any of the forms of OC to IR and PMS, the current research has chosen not to form any directional hypotheses based around NC, but its relationship with IR, PMS, and CS will be investigated through the following research question:

Research Question 1: What, if any, relationships exist between the normative commitment of African American employees and IR and PMS respectively?

Amidst the research evidence that suggests that there are negative effects on individuals who internalize negative stereotypes about their own group (Bigler, Averhart, & Liben, 2003; White, 2005; Woodson, 1933), and the literature that relates minority status in the workplace with negative outcomes (Durr & Harvey Wingfield 2011; Lowe, 2003; McKay & Avery, 2005; Phinney et al., 2001), there is little discussion of the behavioral responses that may be exhibited by African American employees. The current research aims to contribute to this void in the literature by investigating how the internalization of racism and the perception of minority status at work influence workplace communication behaviors. Specifically, the practice of voluntarily switching between distinctly different styles of communication for different situations was assessed. Code-switching

Fundamentally, code-switching (CS) as a construct refers to the tendency to alternate between representations of different languages during communication (Auer 2013). For the purpose of this research, CS among African Americans will be assessed in terms of alternating between aspects of African American Vernacular English (AAVE) and Standard American English (SAE) (Rahman, 2008), specifically in the workplace context. Although it should not be assumed that all African Americans engage in CS, in

a societal context where many perceive that AAVE is failed mastery of SAE (Green & Smart, 1997), it is easy to see how AAVE communication patterns may be perceived to possess lower value than SAE.

In terms of internalizing negative perceptions about one's group, this could, in turn, lead to CS among African Americans. According to theories of surface acting, people often adapt the exhibition of their feelings to exhibitions that are more appropriate or advantageous while at work (Grandey, 2003). This suggests that people tend to act out of character based on their interpretations of what is the cultural norm for appropriate behavior. If negative perceptions about the appropriateness of one's speech are internalized by an African American who is already struggling to avoid being negatively typecast based on his or her race, CS may be an attractive coping mechanism. Similarly, this tactic could be utilized by an African American working in a non-diverse organization attempting to avoid some of the career advancement pitfalls examined by Pettigrew and Martin (1987). Either use of CS would likely be cautioned against by emotional labor theorists who contend that there a negative psychological effects on those who engage in surface level emotional labor (Grandey, 2003).

Code-switching as emotional labor

Emotional labor is defined as the management of one's emotions to exhibit a specific display (Grandey, 2003). Within the literature on emotional labor strategies, there are two ways in which people tend to cope with feelings they perceive as inappropriate. These people may engage in surface acting, which is the masking of one's true emotions for observable display, and deep acting, which involves changing one's true emotions to what is deemed as more appropriate (Grandey, 2003). The process of

CS is related to surface acting because essentially, a person is behaving out of character and in opposition to his or her true disposition. Relatedly, Erickson and Ritter (2001) studied emotional labor and inauthenticity, finding that employees who experienced negative emotions were more likely to report inauthenticity in their outward expression than those who experienced positive emotions. A recent article found that surface acting was negatively related to job satisfaction (Jiang, Jiang, & Park, 2013). Recent researcher has found that surface acting is significantly negatively related to organizational commitment (Feng-Hua & Chen-Chieh, 2008; Neerpal, Deepti, & Sushanta Kumar, 2013). Based on the research that has been compiled on negative effects of emotional labor, one can surmise that the conscious decision to engage in CS (a type of surface acting) will be negatively related to the level to which a person is emotionally attached to an organization.

Hypothesis 5: CS will be negatively related to AC.

Causes of code-switching in the workplace

Minorities may choose to define themselves by occupational identities rather than their ascribed racial identity, based on the status of each. For example, Roberts, Settles, and Jellison (2008) found that African American medical students were more likely to downplay their ethnic identity when they perceived that identity to be devalued by the societal majority. Additionally, this study found that downplaying one's ethnic identity was correlated with identification with an alternate and more socially valued identity (e.g., medical student/professional). Significant to the argument of correlations between CS and IR, is the work of Rahman (2008), who examined the AAVE perceptions of middle-class African Americans. Findings suggest that even though a large number of

the participants admitted to switching between AAVE and SAE in various situations, participants were more inclined to categorize a person who heavily uses AAVE as belonging to a lower class. This is significant because it suggests that White collar African Americans at times do code-switch in the workplace. Additionally, this shows that even those who understand the reasons behind code-switching in American society, can develop similar, if not identical, negative racial and communication perceptions. This, along with the research on the negative self-perceptions that tend to be adopted through IR, leads me to propose that the internalization of negative stereotypes about one's racial group will be positively related with CS.

Hypothesis 6: IR will be positively related to CS.

To continue discussion on ethnic communication patterns, research shows that there are differences in the perceptions of speech by different ethnic groups (Leonard & Locke, 1993; Popp, et al., 2003). An African American attempting to fit into an all-White business environment may employ CS in an attempt to be better received in his or her social environment. Durr and Harvey Wingfield (2011) suggests that African Americans may engage in emotional labor strategies to cope with feelings of alienation and loneliness from being the only, or one of few African Americans in the workplace. Additionally, these researchers argue that Black women in the workplace are advised to "blend manners, behavior, and reactions" (p. 558) to mirror acceptable (white) workplace demeanor, in order to remain employed without incident. Because socializing is so integral to fitting in with a particular group, some may find it easier to socialize with a majority group by speaking the way they do, even if this is not the manner in which one would normally speak. Within the context of CS in an attempt to fit in socially, the

concept of acculturation is especially pertinent.

In the acculturation literature, Cox (1991) defined assimilation as a one-way transmission of ideas, practices and norms of the dominant group being passed on to the minority. Neckerman, Carter and Lee (1999) supported the notion that minorities with lower class status may be more likely to assimilate to aspects of the dominant culture as a means of improving their economic conditions. Zagefka, Gonzalez and Brown (2011) studied the effects of majority preferences on a minority group's acculturation habits in Chile. Results of this study (across two experiments) found that minorities generally felt a greater desire to integrate into the majority culture when they perceived that the majority culture was permissive of integration, but also showed a greater desire to maintain their own culture when they perceived that the majority had an appreciation for their culture. These results supported the researchers' position that minority decisions to acculturate into the majority culture are driven in large part by the very majority culture they are trying to socialize into. Implications for CS through this view of minority acculturation habits are important because the nature of an ethnic minority seeking contact with an ethnic majority group is very relevant to the nature of the current research. Lastly, in the context of a person being one of few minorities in an organization, one could pose the argument that changes in behavior could be attributable to unconscious effects of being exposed to said behavior. Chartrand and Bargh (1999) suggest that a "chameleon effect" can unintentionally occur when a person is exposed to a particular behavior. Moreover, Chartrand and Bargh (1999) also found that intentional mimicry helped facilitate smoother interaction and more fondness between two people, which supports the current research's arguments based on the potential benefits of CS for

a person with higher levels of PMS. Based on the compiled empirical evidence, I hypothesize:

Hypothesis 7: PMS will be positively related to CS in the workplace.

Because an employee who is engaging in CS, in essence, is distancing his or her true self from others in the organization and choosing to exhibit a seemingly more appropriate identity, I surmise that it is much less likely that a person will develop the bond with members of that organization that usually begets AC. Conversely, the decision to falsely exhibit characteristics of oneself may be less-than-ideal conditions for the workplace environment. These less-than-ideal conditions are in line with antecedents of CC, in that an employee may be more willing to put up with such conditions rather than face the loss of the compensation that might accompany leaving the position.

Hypothesis 8: CS will be positively related to CC.

Based on the previous hypotheses made regarding the relationship between AC, CC, and IR and PMS (Hypotheses 1, 2, 3 & 4), I propose the following hypotheses, in which CS serves as a mediator between the independent variables of IR and PMS, and AC and CC, respectively.

Hypothesis 9: CS will mediate the positive relationship between IR and CC.

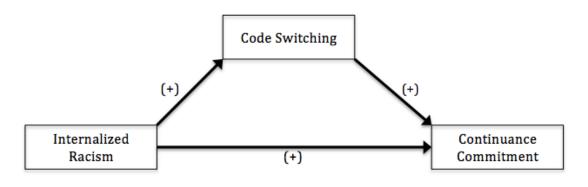


Figure 1. Mediated relationship between IR and CC, using CS as a mediator.

Hypothesis 10: CS will mediate the positive relationship between PMS and CC.

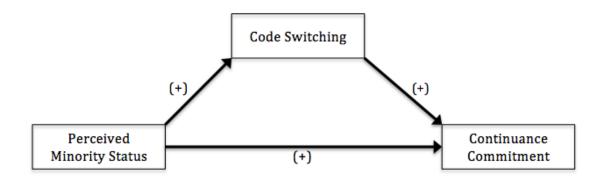


Figure 2. Mediated relationship between PMS and CC, using CS as a mediator.

Hypothesis 11: CS will mediate the negative relationship between IR and AC.

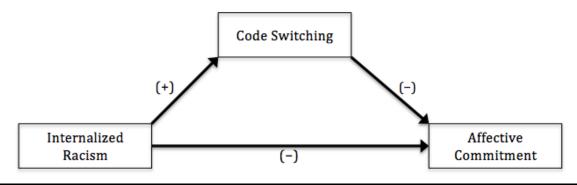


Figure 3. Mediated relationship between IR and AC, using CS as a mediator.

Hypothesis 12: CS will mediate the negative relationship between PMS and AC.

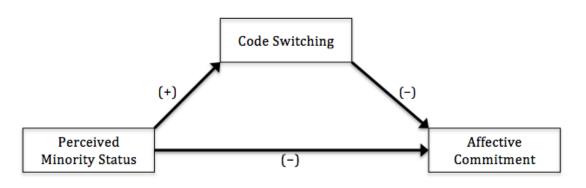


Figure 4. Mediated relationship between PMS and AC, using CS as a mediator.

CHAPTER III

METHODS

Demographics

The current study gathered demographic information including: age, gender, approximate salary, and highest level of education completed. Although not hypothesized, demographic data was used to examine possible effects on the relationships between internalized racism IR (private regard and private regard), perceived minority status (PMS), code-switching (CS), affective commitment (AC), continuance commitment (CC), and normative commitment (NC).

Control Variables

Several of the demographic variables in this study were related to the hypothesized variables. For example, age was related to AC and private regard. Gender was related to AC and public regard. Lastly, education and salary were both related to NC, (private regard), and PMS. Thus, these four demographic items were entered as control variables during hypothesis testing. When demographic variables were significantly correlated with the dependent variables, these demographic variables were entered as covariates in the regression. When these covariates were non-significant, they were removed from the regression, and it was re-run without them.

<u>Measures</u>

Internalized racism

To measure IR in working African Americans, this study utilized the *Regard* dimension of the Multidimensional Inventory of Black Identity¹ (MIBI) (Sellers, Rowley,

¹ The current research chose to use African Americans as a more specific ethnic sample rather thacccen a sample of all people who are categorized as black, racially. Because the measure created by Sellers et al.

Chavous, Shelton, & Smith, 1997). The Regard scale is comprised of two subscales, private regard and public regard. The private regard scale measures the extent to which a person has positive feelings toward African Americans, while the public regard scale measures the extent to which a person believes that others have positive feelings toward African Americans.

The private regard subscale consists of six items (e.g., "I am proud to be Black"; or "I feel good about Black people"). The response options for the private regard and public regard scales are presented on a 7-point Likert scale, ranging from *Strongly Disagree* (1) to *Strongly Agree* (7). Lower scores on this subscale indicate that a respondent has negative opinions about African Americans. Cronbach's Alpha for this subscale was reported as .73 (Sellers & Shelton, 2003). The current research identified Cronbach's alpha at .78.

The public regard subscale consists of six items (e.g., "Overall, Blacks are considered good by others"). Lower scores on this subscale indicate that a respondent feels that others have negative feelings toward African Americans. Cronbach's alpha for this subscale was reported as .73 (Sellers & Shelton, 2003). The current research identified Cronbach's alpha for this scale at .83.

Although the private regard subscale is a better indicator of a participant's perceptions about other African Americans and was used by the current research to form all of the hypotheses regarding IR, the public regard subscale is quite important to the current research. Private regard alone does not provide a *context* for the development or source of ethnic and racial perceptions. In theory, an African American could develop

⁽¹⁹⁹⁷⁾ utilized the terminology of black rather than African American, the current research made the decision to use the scale items as they were originally created, rather than alter the items.

negative perceptions about African Americans, without being influenced by another race or society. The public regard subscale provides a measure of one's beliefs regarding public perceptions that have the power to shape one's private regard. Although not hypothesized, the current research examined public regard to address this study's second research question.

Research Question 2: What, if any, relationships will the Public Regard Scale have with measures of CS, AC, CS and NC?

Perceived minority status at work

To measure the perception that a person is a minority in his or her workplace, an 8-item scale focusing on being an ethnic minority at work was developed by the researcher. The items in this scale were developed to align with aspects of being the only or one of few African Americans employed in an organization including a highlighted "solo role", the occurrence of a single African American in a work group (Pettigrew & Martin, 1987), and conscious awareness of one's ethnicity based on a salient minority status in an organization or work group. The reliability of this scale was assessed with a sample of 116 African American undergraduate students from a university in the Midwestern United States with experience working in diverse working environments. Scale items were developed to tap into being an ethnic minority as well as being a numerical minority amongst coworkers (e.g., "I stand out in my organization because of my ethnicity"; and "I am consciously aware of my ethnicity while at work"). The response options for this scale are presented on a 7-point Likert scale ranging from Strongly Disagree (1) to Strongly Agree (7). This scale was pilot tested with a university sample of 116 participants. This scale began as a 9-item scale; however, one item was

removed due to poor internal consistency. Scoring highly on this scale suggests that a person perceives himself or herself as a minority in his or her workplace. Pilot-testing found Cronbach's alpha for this subscale to be .73.

Affective commitment

To measure the level to which a person has a strong emotional bond with his or her organization, this study utilized the Affective Commitment Scale (Allen & Meyer, 1990). This scale contains eight items including, "I would be happy to spend the rest of my career with this organization"; and "This organization has a great deal of personal meaning to me." The response options for this scale are presented on a 7-point Likert scale ranging from *Strongly Disagree* (1) to *Strongly Agree* (7). Higher scores on this scale suggest that a person remains with an organization because of genuine feelings of connectedness. Cronbach's alpha for this subscale was reported as .87 (Allen & Meyer, 1990). The current research identified Cronbach's alpha for this scale at .89.

Continuance commitment

To measure the level to which a person remains with an organization because of the fear of lost benefits or lack of alternatives, this study utilized the CC Scale (Allen & Meyer, 1990). This scale contains eight items such as, "Right now, staying with my organization is a matter of necessity as much as desire"; and "I feel I have too few options to consider leaving this organization." The response options for this scale are presented on a 7-point Likert scale ranging from *Strongly Disagree* (1) to *Strongly Agree* (7). Higher scores on this scale suggest that a person remains with his or her organization because he or she *has* to rather than because he or she *wants* to. Cronbach's alpha for this subscale was reported as .75 (Allen & Meyer, 1990). The current research identified

Cronbach's Alpha for this scale at .84.

Normative commitment

To measure the level to which a person remains with an organization because of feelings of loyalty or an obligation owed to an organization, this study utilized the Normative Commitment Scale (Allen & Meyer, 1990). This scale contains eight items such as "I think people these days move from company to company too often"; and "I was taught the value of remaining loyal to one organization." The response options for this scale are presented on a 7-point Likert scale ranging from *Strongly Disagree* (1) to *Strongly Agree* (7). Higher scores on this scale suggest that a person remains with his or her organization because he or she feels obligated to stay with the organization out of a sense of duty. Cronbach's alpha for this subscale was reported as .79 (Allen & Meyer, 1990). The current research identified Cronbach's alpha for this scale at .75. *Code-switching*

To measure CS, this study utilized a 7-item scale measuring attitudes regarding CS. A scale for the construct was created by the current researcher to align with negative perceptions of AAVE usage in work settings (Rahman, 2008) and to align with perceptions related to assimilation through workplace communication practices (Neckerman, Carter & Lee, 1999). The reliability of this scale was assessed with a sample of 117 African American undergraduate students from a university in the Midwestern United States with experience working in diverse working environments. Sample items include, "You cannot hold a good job if you talk the way many African Americans do, while at work"; and "It is easier for me to fit in at work if I speak the way my White coworkers do". The response options for these items are presented on a 7-

point Likert scale ranging from *Strongly Disagree* (1) to *Strongly Agree* (7). Higher scores on this scale suggest that a person has a more permissive attitude towards CS in the workplace and may be more willing to code-switch. Pilot-testing found Cronbach's alpha for this subscale to be .80.

CHAPTER IV

RESULTS

Descriptives and correlations (Table 2) of this study's variables were run as the initial phase of analysis. Upon running the correlations for the variables in this study, several interesting significant relationships were found and will be discussed further. Coefficient alphas generally ranged from .78 to .91. The normative commitment (NC) scale yielded less, but acceptable, reliability, with a Cronbach's Alpha of .74.

Because several scales were developed for the current research, 2 principle components analyses (PCA) was conducted. The first,was conducted onthe scales for PMS and CS (Table 3). Secondly, because the two different scales used to measure internalized racism (IR) are similar, the public and private regard scales were run in a separate PCA (Table 4). The items from the code-switching (CS) and perceived minority status (PMS) scales loaded well onto separate factors. Oblimin rotation was used, producing a Kaiser-Meyer-Olkin measure of sampling adequacy .878. The two components had eigenvalues well over Kaiser's criterion of 1 and combined to explain 58.5% of the variance.

In a separate PCA, the public and private regard scales used to measure IR loaded onto separate factors, yielding a 2-factor solution, although several reverse coded items loaded onto a third factor. An Oblimin rotation was used. The Kaiser-Meyer-Olkin measure of sampling adequacy was recorded as .794. The two components had eigenvalues over Kaiser's criterion of 1 and in combination, explained 61.2% of the variance. Thus all four scales/dimensions were retained and nothing was collapsed.

<u>Interesting Correlational Relationships</u>

Regarding correlations involving IR private regard was found to have a significant negative relationship with CS, r(206) = -.14, p = .026. These findings suggest respondents who had a higher private regard were less likely to engage in CS in the workplace. Another finding regarding private regard was a negative relationship with continuance commitment (CC), r(206) = -.21, p = .001, suggesting that respondents with a higher private regard were likely to develop less CC with their organization.

Research Question 2 aimed to assess the relationships that exist between the public regard scale and the variables of CS, affective commitment (AC), CC, and normative commitment (NC). Public regard was found to be negatively related to CS, r(206) = -.27, p = .000, suggesting also that respondents who possessed a higher public regard were less likely to engage in CS in the workplace. Public regard was not related to CC.

Table 1 FREQUENCIES AND PERCENTAGES OF ALL DEMOGRAPHIC CHARACTERISITCS

| Characteristic | n | % |
|--|-----|------|
| Age | | |
| 18 to 34 | 97 | 46.6 |
| 35 to 44 | 51 | 24.5 |
| 45 to 54 | 39 | 18.8 |
| 55 to 64 | 16 | 7.7 |
| 65 and Over | 5 | 2.4 |
| Gender | | |
| Female | 114 | 54.8 |
| Male | 94 | 45.2 |
| Salary | | |
| \$0-\$24,999 | 49 | 23.6 |
| \$25,000-\$49,999 | 47 | 22.6 |
| \$50,000-\$74,999 | 55 | 26.4 |
| \$75,000-\$99,999 | 22 | 1.6 |
| \$100,000-\$124,999 | 19 | 9.1 |
| \$125,000-\$149,999 | 11 | 5.3 |
| \$150,000 or more | 5 | 2.4 |
| Highest Degree Earned | | |
| High school degree or equivalent (e.g., GED) | 2 | 1.0 |
| Some college, but no degree | 23 | 11.1 |
| Associate's degree | 6 | 2.9 |
| Bachelor's degree | 70 | 33. |
| Graduate degree | 107 | 51.4 |

Note. N = 208

Table 2 SUMMARY OF DESCRIPTIVE STATISTICS AND CORRELATIONS

| | · | M | SD | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 |
|---|---------------------------------|------|------|------|------|------|-------|------|------|------|------|-----|------|----|
| 1 | Age | 1.96 | 1.12 | | | | | | | | | | | |
| 2 | Gender | 1.45 | .50 | 03 | | | | | | | | | | |
| 3 | Education | 5.24 | 1.01 | .31" | 06 | | | | | | | | | |
| 4 | Salary | 2.85 | 1.58 | .49" | 04 | .48" | | | | | | | | |
| 5 | Affective Commitment | 4.28 | 1.46 | .12* | .13* | .02 | .07 | .89 | | | | | | |
| 6 | Continuance Commitment | 4.39 | 1.36 | 04 | 01 | 05 | 10 | .11 | .84 | | | | | |
| 7 | Normative Commitment | 3.48 | 1.09 | 07 | .02 | 17" | 23" | .41" | .23" | .75 | | | | |
| 8 | Private Regard | 6.48 | .70 | .16" | .01 | .16" | .23" | .10 | 21" | 01 | .78 | | | |
| 9 | Public Regard | 3.44 | 1.17 | 02 | .13" | 04 | 08 | .24" | .03 | .20" | .15" | .83 | | |
| 0 | Perceived Minority Status | 4.95 | 1.76 | .08 | 03 | .14" | .22** | 01 | 06 | 12* | .14" | 17" | .92 | |
| 1 | Code- switching | 4.54 | 1.34 | 04 | 01 | .06 | 11 | 15° | .16" | 07 | 14" | 27" | .33" | .8 |

^{**.} Correlation is significant at the .01 level (1-tailed).

*. Correlation is significant at the .05 level (1-tailed). Note. For all correlations, N=208. Coefficient Alphas are on the diagonal. Age ranged from 1=18-34 to 7=75 & older; Gender was coded as 1 for female and 2 for male; Education ranged from 1= Less than a High School Diploma to 6= Graduate Degree; Salary ranged from 1= \$0 - \$24,999 to 7= >\$150,000; all other variables were measured on a 7-point Likert-type scale with 1 = 'Strongly Disagree', 2 = 'Disagree', 3 = 'Slightly Disagree', 4 = 'Neither Disagree nor Agree', 5 = 'Slightly Agree', 6 = 'Agree', and 7 = 'Strongly Disagree', 4 = 'Neither Disagree', 5 = 'Slightly Agree', 6 = 'Agree', and 7 = 'Strongly Disagree', 4 = 'Neither Disagree', 6 = 'Strongly Disagree', 6 = 'Agree', and 7 = 'Strongly Disagree', 6 = 'Agree', 6 = 'A 'Strongly Agree'.

Table 3
SUMMARY OF EXPLORATORY FACTOR ANALYSIS RESULTS FOR PERCEIVED MINORITY STATUS AND CODE-SWITCHING

| | Rotated Factor Loadings | | |
|--|-------------------------|------|--|
| Items | 1 | 2 | |
| PMS1 - The majority of my co-workers are of a different ethnicity than I am. | .862 | .227 | |
| PMS2 - I stand out in my organization because of my ethnicity. | .866 | .292 | |
| PMS3 - My co-workers' perceptions and worldview are very different than mine. | .637 | .149 | |
| PMS4 - I do not believe many of my coworkers have had similar life experiences as I have. | .702 | .209 | |
| PMS5 - Most of my co-workers would not understand what it is like to be an ethnic minority. | .861 | .174 | |
| PMS6 - The majority of my co-workers look just like me. | .776 | .283 | |
| PMS7 - There are very few employees of my ethnicity working in my department. | .832 | .267 | |
| PMS8 – I am consciously aware of my ethnicity. | .520 | .294 | |
| CS1 - The way many African-Americans speak holds them back in the business world. | .060 | .640 | |
| CS2 - I will be negatively perceived by my White coworkers if I communicate the way many African Americans do. | .326 | .752 | |
| CS3 - You cannot hold a good job if you talk the way many African Americans do, while at work. | .155 | .735 | |
| CS4 - It is easier to communicate with my White coworkers if I talk the way they do. | .301 | .804 | |
| CS5 - It is easier for me to fit in at work if I speak the way my White coworkers do. | .399 | .842 | |
| CS6 - I make it a point to speak the way others in my organization do. | .158 | .747 | |
| CS7 - My White coworkers may reject me if I do not use their communication style. | .393 | .710 | |

| Eigenvalues | 5.937 | 2.831 |
|---------------|--------|--------|
| % of variance | 39.582 | 18.875 |

Table 4
SUMMARY OF EXPLORATORY FACTOR ANALYSIS RESULTS FOR
PUBLIC REGARD AND PRIVATE REGARD

| | Rotated Factor Loadings | | | | |
|---|-------------------------|--------|-------|--|--|
| Items | 1 | 2 | 3 | | |
| PUB1 - Overall, African Americans are considered good by others. | .771 | .116 | .022 | | |
| PUB2 - In general, others respect African Americans. | .764 | .119 | .100 | | |
| PUB3r - Most people consider African Americans, on average to be more ineffective than other racial groups. | .509 | 097 | .653 | | |
| PUB4r - African Americans are not respected by the broader society. | .645 | 070 | .485 | | |
| PUB5 - In general, other groups view African Americans in a positive manner. | .802 | .066 | .122 | | |
| PUB6 - Society views African Americans as an asset. | .823 | .116 | .115 | | |
| PRIV1 - I feel good about African American people. | .253 | .709 | .017 | | |
| PRIV2 - I am happy to be African American. | .068 | .791 | .194 | | |
| PRIV3 - I feel that African Americans have made major accomplishments and advancements | 026 | .724 | 021 | | |
| PRIV5 - I am proud to be African American. | 133 | .445 | .707 | | |
| PRIV6 - I feel that the African American community has made valuable contributions to society. | .079 | .745 | .386 | | |
| Eigenvalues | 3.577 | 2.731 | 1.036 | | |
| % of variance | 29.805 | 22.758 | 8.631 | | |

Lastly, public regard was found to be positively related to AC, r(206) = .24, p = .000, and NC, r(206) = .20, p = .002. These findings suggest that respondents who possessed higher public regard were likely to have higher AC, as well as NC to their organizations.

To address Research Question 1, which aimed to assess the effects of IR (private regard) and PMS on NC, with CS as a mediator, NC was unrelated to private regard or CS, but was related to PMS. PMS was found to be negatively related to normative commitment, r(206) = -.12, p = .048, and positively related to CS, r(206) = .33, p = .000, suggesting that respondents who perceived themselves as minorities in their workplace were likely to have lower normative commitment with their organization, and more likely to engage in CS.

As mentioned earlier, CS was found to be significantly related to private regard and public regard; however, CS was also found to be negatively related to AC, r(206) = -1.15, p = .015, and positively related to CC, r(206) = .16, p = .011. These finding suggest that respondents with permissive attitudes toward CS in the workplace were likely to have lower AC and higher CC toward their organizations. These initial correlations seemingly support two of this study's hypotheses, which predicted these two specific relationships between CS and AC and CC, respectively. Additionally, the previously stated correlational relationships between PMS and CS, private regard and CC, and private regard and CS all lend support to related predictions. However, there are relationships with other variables that must also be investigated that could mitigate these correlational relationships.

Some of the most interesting correlations from this study involved the demographic items of age, gender, education and salary, all of which can be seen in Table 2. Age was positively related to AC, r(206) = .12, p = .039, and private regard, r(206) = .16, p = .013, suggesting that older respondents were more likely to experience AC and were also more likely to have a higher private regard.

Gender was positively related to AC, r(206) = .13, p = .028, and public regard, r(206) = .13, p = .033. Because female and male participants were dummy coded as 1 and 2, respectively, these results suggest that men were more likely than women to experience AC as well as have higher levels of public regard. Education was negatively related to NC, r(206) = -.17, p = .008, but was positively related to private regard, r(206)= .16, p = .010, and PMS, r(206) = .14, p = .021. These findings suggest that respondents with higher levels of education were less likely to feel NC, but more likely to have a higher private regard and also more likely to perceive themselves as a minority at work. Lastly, salary was negatively related to NC, r(206) = -0.23, p = .001, but positively related to private regard, r(206) = .23, p = .000, and PMS, r(206) = .22, p = .001. These results are telling because they suggest that higher salaries are related to less NC, but related to an increased likelihood of having higher private regard and perceiving oneself as a minority in the workplace. Due to the aforementioned correlations between the demographic variables and the other major variables in this research, it was necessary to utilize a hierarchical regression to control for the effects of the relationships with these demographic variables when analyzing the hypothesized relationships between private regard, public regard, PMS, and OC. Because different demographic variables must be

controlled for in different relationships, the next section of this paper will discuss the individual steps undertaken in further detail.

Hypothesis Testing

A correlation matrix was constructed, as can be seen in Table 2. Although this study relied on regression analysis to test the mediated relationships in hypotheses 9-12, a correlation table proved helpful in determining the correlational relationships predicted in hypotheses 1-8. Additionally, regression analysis was used to control for the demographic variables that could affect the correlational relationships hypothesized in hypotheses 1-8. See Table 6 for full list of hypotheses and results.

Regression analysis was used to investigate relationships further. Demographic variables were controlled for and entered in block 1 of each regression. Regression analysis was unnecessary for hypotheses that did not render correlational relationships. Table 5 displays the unstandardized regression coefficients (B), their standard error (SE), the standardized coefficients (B), the 95% confidence interval for the unstandardized coefficients, and the change in R^2 at each block of the model. Hypothesis 1 predicted IR (private regard) would be negatively related to AC. Correlational data did not support the relationship between private regard and AC (r = .10, p = .069). Therefore, hypothesis 1 is not supported. Hypothesis 2 predicted that PMS would be negatively related to AC. The relationship between PMS and AC was not statistically significant (r = -.01, p = .443), thus, hypothesis 2 was not supported.

Hypothesis 3 predicted that IR (private regard) would be positively related to CC. No demographic variables were significantly related to the outcome and the analysis was run without controlling for any variables. Private regard was entered in block 1, and was

found to have a negative relationship with CC ($\Delta R^2 = .04$, $\beta = -.21$, p = .002), therefore, supporting hypothesis 3. This, of course, is almost identical to the correlation results mentioned earlier (r = -.210, p = .001).

Hypothesis 4 predicted a positive relationship between PMS and CC. No demographic variables were significantly related to the outcome and the analysis was run without controlling for any variables. The relationship between these two variables was found to be in the opposite direction of the hypothesis, albeit non-significant. Because of the non-significant relationship between PMS and CC (r = -.06, p = .204), hypothesis 4 was not supported.

Hypothesis 5 predicted that a negative relationship exists between CS in the workplace and AC. Due to the positive relationship between gender and AC, gender was controlled for and entered in block 1. CS was entered in block 2. Gender was marginally significantly related to AC ($\Delta R^2 = .02$, $\beta = .13$, p = .051). CS was negatively related to AC ($\Delta R^2 = .02$, $\beta = -.15$, p = .028); thus hypothesis 5 was supported.

Hypothesis 6 posited a positive relationship between IR (private regard) and CS in the workplace. No demographic variables were significantly related to the outcome and the analysis was run without controlling for any variables. Private Regard was entered in block 1. The negative relationship between private regard and CS in the workplace was marginally significant ($\Delta R^2 = .02$, $\beta = -.14$, p = .051); thus hypothesis 6 was marginally supported. This, of course, is very similar to the correlation results mentioned earlier (r = .14, p = .026).

Hypothesis 7 proposed a positive relationship between PMS and CS in the workplace. No demographic variables were significantly related to the outcome and the

analysis was run without controlling for any variables. PMS was entered in block 1, and was related to CS ($\Delta R^2 = .11$, $\beta = .33$, p = .000). Hypothesis 7 was supported. This is the same as the correlation results mentioned earlier (r = .33, p = .000).

Lastly, hypothesis 8 predicted a positive relationship between CS in the workplace and CC. No demographic variables were significantly related to the outcome and the analysis was run without controlling for any variables. CS was entered in block 1, and was related to CC ($\Delta R^2 = .03$, $\beta = .16$, p = .022); thus, hypothesis 8 was supported. This nearly mirrors the correlation results mentioned earlier (r = .16, p = .011). Hypothesis testing – mediation

As previously stated, hypotheses 9 – 12, which proposed positive relationships between the IVs, IR (private regard) and PMS (respectively), and AC and CC, mediated by CS, were dependent on finding support for hypotheses 1 – 8. Because hypotheses 1, 2, and 4 were not supported by the earlier correlational and regression analysis, hypotheses 10, 11, and 12, which respectively proposed mediated relationships between PMS and CC, IR (private regard) and AC and PMS and AC, have been ruled out by default and will not be further discussed in this section.

Hypotheses 9 predicted that CS mediates the positive relationship between IR (private regard) and CC. This hypothesis was tested using Baron and Kenny's (1986) four-step approach. The first three steps of the Baron and Kenny's approach are identifying a significant relationship between the predictor and the criterion, identifying a significant relationship between the predictor and the mediator, and identifying a significant relationship between the mediator and the criterion. These steps were met in the support of hypotheses 3, 6, and 8. Specifically, private regard was significantly

related to CC (step 1) and CS (step 2), and CS was related to CC (step 3). The fourth and final step is a non-significant relationship between the predictor and the criterion in the presence of the mediator. To determine if this condition was met, a hierarchical regression was conducted. Without CS added to the equation as a mediator, private regard uniquely predicted CC ($\beta = -.21$, p = .002).

TABLE 5
SUMMARY OF HIERARCHICAL MULTIPLE REGRESSION ANALYSES
PREDICTING RELATIONSHIPS BETWEEN AFFECTIVE COMMITMENT
AND CONTINUANCE COMMITMENT AND NORMATIVE COMMITMENT
AND CODE-SWITCHING AND OTHER VARIABLES

| Other Variables | В | SE | β | 95% CI for <i>B</i> | ΔR^2 | Final R ² |
|----------------------|---|---|---|--|--|---|
| | | | | | | |
| Block 1: | | | | | | |
| GEN | .39 | .20 | .13 | 01 to .79 | .02 | .01 |
| Block 2: | | | | | | |
| Private a | .21 | .14 | .10 | .07 to .50 | .05 | .06 |
| Public ^j | .28 | .09 | .10** | .11 to .45 | **00. | .02 |
| | 01 | 06 | 01* | 12 to .11 | .01* | .01 |
| CS ^e | 17 | .08 | 15* | 31 to02 | .02* | .03 |
| | | | | | | |
| Block 1: | | | | | | |
| Private c | 41 | .13 | 21* | 67 to15 | .04* | .04 |
| Public ^j | .04 | .08 | .03 | 12 to .20 | .00 | .00 |
| PMS ^d | 04 | .05 | 06 | 15 to .06 | .00 | .00 |
| CS h | .16 | .08 | .16* | .02 to .30 | .03* | .03 |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| | 18 | .08 | 17* | 33 to04 | .03* | .23 |
| Block 2: | | | | | | |
| Private | .03 | .11 | .02 | 18 to .25 | .00 | .03 |
| Block 1: | | | | | | |
| SAL | 16 | .05 | 23** | 25 to .07 | .05** | .05 |
| | | | | | | |
| Public | .28 | .09 | .10* | .05 to .29 | .00* | .02 |
| | 04 | .04 | 07 | .95 to 1.05 | .01 | .05 |
| CS | 08 | .06 | 10 | 19 to .03 | 02 | .03 |
| | | | | | | |
| Block 1: | | | | | | |
| Private ^f | 25 | .13 | 13** | 52 to .00 | .02** | .02 |
| Public ^j | 31 | .08 | 27** | 46 to16 | .07** | .07 |
| PMS ^g | .25 | .05 | .33** | .15 to .35 | .11** | .11 |
| | Block 1: GEN Block 2: Private a Public j PMS b CS e Block 1: Private C Public j PMS d CS h Block 1: EDUC Block 2: Private Block 2: Private Block 1: SAL Block 2: Public PMS CS | Block 1: GEN .39 Block 2: Private a .21 Public .28 PMS 01 CS c .17 Block 1: Private c .41 Public d .04 PMS d .04 CS d .16 Block 2: Private .03 Block 1: SAL .16 Block 2: Public .28 PMS .04 CS 08 Block 1: Private .03 Block 2: Public .28 PMS .04 CS .08 Block 1: Private .25 Public .31 .31 | Block 1: SE GEN .39 .20 Block 2: Private a .21 .14 Public j .28 .09 .09 PMS b .01 06 .28 CS e .17 .08 Block 1: Private .04 .08 PMS d .04 .04 .08 PMS d .04 .08 .08 Block 1: EDUC .18 .08 Block 2: Private .03 .11 Block 1: SAL16 .05 Block 2: Public .28 .09 PMS04 .04 .05 CS08 .06 Block 1: Private | Wariables B SE β Block 1: GEN .39 .20 .13 Block 2: Private a .21 .14 .10 Public j .28 .09 .10*** PMS b 01 06 01* CS e 17 .08 15* Block 1: Private CS b 41 .13 21* Public j .04 .08 .03 PMS d 04 .05 06 CS b .16 .08 .16* Block 1: EDUC CS b 18 .08 17* Block 2: Private SAL | Block 1: GEN .39 .20 .13 01 to .79 Block 2: Private a .21 .14 .10 .07 to .50 Public J .28 .09 .10** .11 to .45 PMS b .01 06 01* .12 to .11 CS e .17 .08 15* .31 to02 Block 1: Private C .41 .13 21* .31 to .02 PMS d .04 .08 .03 12 to .20 PMS d .04 .05 06 15 to .06 CS h .16 .08 .16* .02 to .30 Block 1: EDUC Block 2: .18 .08 17* .33 to04 Block 1: SAL .16 .05 23** .25 to .07 Block 2: Public .28 .09 .10* .05 to .29 PMS .04 .04 .07 .95 to 1.05 CS .08 .06 10 19 to .03 Block 1: Private .25 .13 13** .52 to .00 Public .28 .09 .10* .25* .19* .25* .10* .25* .19* .25* .25* .25* .25* .25* .25* .25* .25 | Block 1: GEN .39 .20 .13 01 to .79 .02 Block 2: Private a .21 .14 .10 .07 to .50 .05 Public J .28 .09 .10** .11 to .45 .00** PMS b .01 06 01* 12 to .11 .01* CS e .17 .08 15* 31 to02 .02* Block 1: Private C .41 .13 21* 67 to15 .04* PMS d .04 .04 .08 .03 12 to .20 .00 PMS d .04 .05 06 15 to .06 .00 CS h .16 .08 .16* .02 to .30 .03* Block 1: EDUC Block 1: 18 .08 17* 33 to04 .03* Block 2: Private .03 .11 .02 18 to .25 .00 Block 2: Public .28 .09 .10* .05 to .29 .00* PMS .04 .04 07 .95 to 1.05 .01 |

Note. N=208 for all variables. Hierarchical regression analyses were run separately for each relationship presented above, but are presented together for the sake of brevity; ^a Hypothesis 1; ^b Hypothesis 2, 4;; ^c Hypothesis 3; ^d Hypothesis 4; ^e Hypotheses 5; ^f Hypothesis 6; ^g Hypothesis 7; ^h Hypothesis 8; ⁱ Research Question 1; ^j Research Question 2, *p < .05, **p < .05.

In a multiple regression, private regard was entered in block 1 and CS was entered in block 2 (See Table 5). The change in R^2 from block 1 to block 2 was nearly significant ($\Delta R^2 = .02$, $\beta = .13$, p = .054), which might suggest the presence of mediation. However, private regard was still significant with CS added to the regression ($\beta = .67$, p = .006), which suggests that CS does not mediate the relationship between IR (private regard) and CC. Additionally, the results of Sobel's Test suggest that the relationship between IR (private regard) and CC was not mediated by CS in the workplace (z = -1.59, p = .112) and contradicts the regression that supported hypothesis 9.

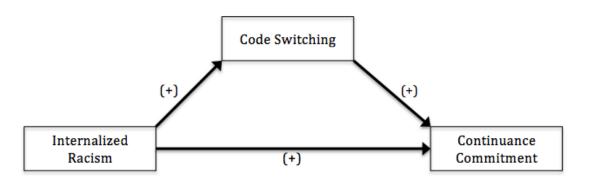


Figure 5. Mediated relationship between IR and CC, using CS as a mediator.

CHAPTER V

DISCUSSION

The purpose of this study was to examine the relationships between IR, PMS, and three types of organizational commitment (affective, continuance, and normative) in African American employees. It was predicted that CS would serve as a mediator. The results of this study suggested that while there were several significant relationships between the measures of IR (private regard), PMS, CS, and measures of organizational commitment, no mediated relationships were supported. This section will discuss the findings of hypothesis testing and exploratory analyses in detail, describe limitations of the current research, discuss practical and theoretical implication of the findings, and explore some of the areas of potential future research.

<u>Discussion of Hypotheses</u>

Findings did not support Hypothesis 1, which predicted that IR (private regard) would be negatively related to affective commitment (AC). The lack of relation between IR (private regard) and AC may be explained by mechanisms related to IR. Roberts, Settles, and Jellison (2008) found that African American medical students were more likely to form their identity around being medical students rather than being African American. Similarly, if people have internalized negative perceptions about their own ethnicity, they may be more likely to choose to define themselves by their occupation, education, or some other aspect of their identity that they esteem higher than their ethnicity. In situations where a person's ethnicity is not a major component of his or her self-concept, levels of internalized racism (IR) (private regard) may play a small role in determining his or her emotional connection to an organization.

Results also did not support Hypothesis 2, which predicted that perceived minority status (PMS) would be negatively related to AC. The work of Rupert, Jehn, van Engen, and de Reuver (2010) provides findings that are in line with this unsupported hypothesis. Specifically, these researchers found that the pressure to conform actually increased the commitment of minority employees. It is possible that this relationship was not significant because of the nature of minority status for African Americans. The perception of being underrepresented in the workplace may be so commonplace that it elicits little effect on an African American's organizational commitment. In essence, African American employees may have accepted their PMS in the workplace as normalcy. In support of this position, Riordan and Shore (1997) found that varying degrees of diversity had no effect on the productivity of African Americans, while it did have an effect on the productivity of White and Mexican participants. These researchers pointed to the jaded perceptions African Americans held about advancement opportunities as a rationale for the stability in their performance across conditions.

Results did support Hypothesis 3, which suggested that IR (private regard) would be positively related to continuance commitment (CC). Respondents who scored higher on the private regard scale² were less likely to develop CC to their organizations. These findings are supported by the work of Erdheim, Wang, and Zickar (2006) who found that neuroticism was related to CC, and Vandenberghe, Panaccio, and Ayed (2011), who found a positive relationship between negative affectivity and CC. The nature of negative affectivity and its relationship to CC draws a logical parallel with findings of Hypothesis 3, as IR (private regard) is associated with negative emotions (Pyke, 2010).

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² Higher scores on the private regard equate to lower levels of internalized racism.

Additionally, negative perceptions about the advancement opportunities that may accompany IR (private regard) may contribute to the perception of lack of alternatives, which is a major tenet of CC.

Results did not support Hypothesis 4, which proposed a positive relationship between PMS and CC. It is possible that African Americans who are able to secure jobs in organizations where few African Americans are selected esteem their situation as a significant achievement, perhaps embracing their minority status in the workplace. Additionally, a sense of achievement may lead to the feeling that one has greater alternatives (i.e., that they could easily find employment in another organization seeking diverse and qualified employees).

Hypothesis 5, which suggested that a negative relationship exists between code-switching (CS) and AC, was supported by the findings of this study. In essence, these findings suggest that respondents who engaged in CS in the workplace were less likely to develop AC. This could possibly be a result of the negative emotional effects that often result from CS. These findings are supported by research that suggests failing to embrace one's own culture has negative effects on organizational commitment (Van Der Zee, Atsma, & Brodbeck, 2004). Also, similar to the effects of CS with respect to displays of inauthenticity, surface acting was found to have negative effects on organizational commitment (Yang & Chang, 2008).

Support was found for Hypothesis 6, which posited a positive relationship between IR (private regard) and CS. Findings suggest that employees who have higher levels of IR (private regard) are more likely to engage in CS. Similarly, Doss and Gross (1994), who found that African American participants who listened to audio recordings

of speakers engaging in SAE and AAVE, preferred the speakers who spoke in SAE and were more inclined to want to get to know them. Because these African American participants showed a preference for speakers who did not speak in AAVE, this supports the findings of the current hypothesis. Also, it helps to highlight the relationship between IR (private regard) and speech preferences of African Americans.

This study found support for Hypothesis 7, which proposed a positive relationship between PMS and CS. Notably, PMS accounted for more than ten percent of the variance in CS. Respondents who perceived themselves as minorities in the workplace were more likely to engage in CS. It is possible that the decision to engage in CS is explained by an individual's attempt to avoid the consequences associated with the use of non-standard dialects. In addition to the literature on assimilation that has been discussed earlier supporting these findings (Cox, 1991; Neckerman, Carter & Lee, 1999; Zagefka, Gonzalez & Brown, 2011), there have been several studies that point out negative social consequences related to the use of AAVE. Massey and Lundy's (2001) study found that discrimination in Philadelphia housing was related to the use of AAVE. Similarly, Fischer and Massey (2004) found that potential renters who utilized AAVE when inquiring about housing were less favored compared to potential renters who communicated with 'White middle-class English'. Negative consequences such as these provide potential reasoning why African Americans who are minorities in their workplaces might choose to engage in CS.

This study found support for Hypothesis 8, which proposed a positive relationship between CS in the workplace and CC. Respondents who held positive attitudes toward CS were likely to have higher levels of CC to their organizations. Research on surface

acting and inauthenticity lends support to the findings of this hypothesis by highlighting that while CC is a type of commitment, it is not the type of commitment that is commonly associated with favorable workplace outcomes. Researchers have found links between surface acting and decreased organizational commitment (Feng-Hua & Chen-Chieh, 2008; Neerpal, Deepti, & Sushanta Kumar, 2013) as well as job satisfaction (Jiang, Jiang, & Park, 2013). Thus, if surface acting decreases a person's job satisfaction, it is likely that that person will remain with the organization out of continuance commitment.

Hypothesis 9, proposing mediated relationship between IR (private regard) and CC and mediated by CS, was not supported by research findings. Although this relationship was nearly significant, a non-significant Sobel's Test effectively ruled out this relationship.

Lastly, because hypotheses 1, 2, and 4 were not supported, hypotheses 10, 11, and 12, which respectively proposed mediated relationships between PMS and CC, IR (private regard) and AC and PMS and AC, were also not supported by the current research.

Discussion of Research Questions

Research Question 1 aimed to assess the effects of IR and PMS on NC, with CS as a mediator. Although CS was not related to NC, results suggested that respondents who scored higher in PMS were likely to have lower levels of NC to their organizations. It is possible that African Americans who perceive themselves as minorities in their organizations may feel as though they are outsiders and not full members of the team. Without a sincere sense of group membership, it may be hard for these employees to

develop a sense of duty or obligation to their organization and co-workers. Supporting this explanation, Van Vugt and Hart (2004) explored the role of social identity as a factor in the development of group loyalty, finding that participants who were high-identifiers within the group were more likely to remain with the group, even in the presence of attractive alternatives. In relation to the current study, workers with higher level of PMS would be less likely to identify with the group.

Research Question 2 aimed to assess the relationships that exist between the public regard scale and the variables of CS, AC, CC, and NC. Results suggested that respondents with higher levels of public regard were more likely to report both AC and NC, but less likely to engage in CS. An African American who believes that others hold positive perceptions of his or her ethnic group may find it easier to feel accepted in his or her organization, thus developing AC. Because NC involves feelings of obligation or a sense of duty to an organization, it is reasonable that a person who feels accepted by his or her coworkers might develop a sense of belonging and thus develop this kind of commitment.

Table 6
SUMMARY OF FINDINGS OF HYPOTHESES 1 - 12

| Hypothesis 1 | Internalized Racism (private regard) will be negatively related to Affective Commitment | Not Supported | |
|---------------|--|------------------|--|
| Hypothesis 2 | Perceived Minority Status will be negatively related to Affective Commitment | Not Supported | |
| Hypothesis 3 | Internalized Racism (private regard) will be positively related to Continuance Commitment | Supported | |
| Hypothesis 4 | Perceived Minority Status will be positively related to Continuance Commitment | Not Supported | |
| Hypothesis 5 | Code-switching will be negatively related to Affective Commitment | Supported | |
| Hypothesis 6 | Internalized Racism (private regard) will be positively related to Code-switching | Supported | |
| Hypothesis 7 | Perceived Minority Status will be positively related to Code-Switching | Supported | |
| Hypothesis 8 | Code-switching will be positively related to Continuance Commitment | Supported | |
| Hypothesis 9 | Code-switching will mediate the positive relationship between Internalized Racism(private regard) and Continuance Commitment | Not Supported | |
| Hypothesis 10 | Code-switching will mediate the positive relationship between Perceived Minority Status and Continuance Commitment | Not Supported | |
| Hypothesis 11 | Code-switching will mediate the negative relationship between Internalized Racism (private regard) and Affective Commitment | Not Supported | |
| Hypothesis 12 | Code-switching will mediate the negative relationship between Perceived Minority Status and Affective Commitment | Not Supported | |

Lastly, the significance of public regard's negative relationship with CS suggests that African Americans may feel less of a need engage in CS if they believe that others hold favorable opinions about their ethnic group. It is easy to understand how the perceived acceptance by the majority group would lead to less inauthenticity. Grandey

(2003) conceptualized emotional labor as management of one's emotions to exhibit a specific display, often for appropriateness. Results from the current research suggest that African Americans (who use African American Vernacular English) who believe that other groups have favorable opinions about African Americans in general, may be less likely to feel that their normal style of speech is inappropriate, and therefore, less likely to engage in CS.

Other Interesting Findings

Although all of the participants of this study were African American, there are several other demographics that yielded significant correlations with key variables in this study (see Table 2). Most notable among these relationships, were significant relationships with age, education, and salary. Age was significantly related to AC (r = .12, p = .039) and private regard (r = .16, p = .013), in that older respondents tended to have higher levels of both. One possible reason behind these findings is that job satisfaction as well as self-esteem and self-concept may be more developed and stable at older ages. Supporting this position, Orth, Trzesniewski, and Robins (2010) found that self-esteem for African Americans peaks between the ages of 55 and 60. Additionally, a person with a positive opinion of his or her own race may be more likely to have higher self-esteem than a person who holds a lower regard for his or her race. Also, employees with higher self-esteem may be more likely to experience positive emotions in the workplace than employees with lower self-esteem, making them more likely to develop AC.

NC was negatively related to education (r = -.13, p = .008) and salary (r = -.23, p = .001), suggesting that a person with a higher salary and education is less likely to

develop NC. This relationship may be explained by the greater amount of occupational options that come with higher levels of education and salary. Employees with higher levels of education and who make higher salaries generally have more available alternatives, which may cause them to feel less of a sense of duty to their current organization.

While it may seem logical that education and salary are directly linked, the strength of the individual relationships reveals that salary may be a stronger predictor of normative commitment. One reason this may be the case is that unlike education, salary is directly linked to the organization in which a person works. For example, those who are under-employed, possessing high levels of education, but a low-status job with a poor salary might also possess lower levels of NC even when possessing higher levels of education.

Private regard was significantly related to education (r = .16, p = .010) and salary (r = .23, p = .001), suggesting that a person with a higher salary and education is less likely to internalize negative perceptions about his or her own racial group. It is possible that African Americans who are more educated have developed a buffer that protects them from internalizing negative perceptions about themselves based on their ethnic group. Past research has investigated methods members of stigmatized groups may use to protect their self-concept and promote higher self-esteem (Crocker & Major, 1989). Regarding African American employees who reported high levels of education and higher salaries in the current research, the type of advancement that is commonly associated with these levels of education and salary is likely a contradiction to the negative perceptions an African American may encounter about his or her ethnic group.

It is possible that these contradictions help to act as a buffer that prevents the internalization of negative stereotypes.

Lastly, PMS was related to education (r = .14, p = .021) and salary (r = .27, p = .001), suggesting that a person with a higher salary and education is more likely to perceive himself or herself as a minority in his or her organization. The relationships between PMS and education and salary, respectively, are likely explained by the fact that fewer minorities are employed in positions associated with higher levels of education and higher salaries compared to lower paid and less skilled positions. Consequently, the lack of minorities in higher level, higher salaried positions likely highlights perceptions of minority status for African Americans *in these positions*. Because an African American may be less likely to work alongside other African Americans at higher levels of the organization, African Americans employed in these positions may be more likely to perceive themselves as minorities compared to those employed at lower levels of an organization. In support of this position are findings mentioned in the results section, which found that salary was shared the same percentage of variance in NC that PMS did. This lends support to the explanation of linkages between salary and PMS.

Limitations

There were a several limitations to the current research that are worth mentioning. In terms of data collection, the current research was limited by the method by which participants were identified and recruited. As has been stated earlier, the number of African American participants who were identified through Mechanical Turk was not representative of the African American proportion of the United States population; therefore, African American special interest groups on the professional networking site,

LinkedIn, were used to recruit participants. This decision created two distinct limitations for the current research.

First, this approach narrowed the scope of sampling to African Americans with profiles on LinkedIn, particularly to those who had subscribed to groups related to specific special interests, thus excluding those who did not. Although on the surface, recruiting from professional networking sites appeared to be a very practical means of identifying participants for a workplace communication survey, this tactic resulted in over 80% of participants being represented by individuals who possessed college degrees. Moreover, 51% of participants possessed graduate degrees in their fields. According to Ogunwole, Drewery, and Rios-Vargas (2012), only 17.7% of African Americans held a Bachelor's degree or higher in 2012. Such an overwhelming concentration of college-educated African American participants potentially makes the findings of this research less generalizable to working African Americans as a whole.

Secondly, due to the fact that the research was being explicitly advertised in African American special interest groups on LinkedIn, the decision was made to reveal that the research was, in fact, regarding African Americans. This may have alerted participants to the purpose of the research and may have affected responses. Because participants knew the research focused on African American speech practices in the workplace, coupled with the fact that the CS items comprised the last section of the survey means that participants answered questions regarding their PMS and IR prior to answering questions on their communication habits. This may have primed some participants to focus on specific incidents, thereby, potentially inflating their responses.

Such priming effects of early information in a survey affecting later responses is a known challenge of survey research.

Another limitation directly related to this study's method of data collection is that it was done electronically. Because this survey was administered electronically, only participants with access to a computer and experience using one were able to complete the survey. This is a significant limitation because it is likely that many of the participants that were unable to complete the survey may have answered differently than the highly educated sample that this research utilized.

The fact that a portion of the respondents were members of the Association of Black Psychology presented an additional limitation. Because members of this organization study many issues involving the psychology of African Americans, they may have been primed to an even greater degree to respond in a certain manner to survey items

Another limitation to the current research is the scales selected to measure internalized racism. Although the items of the private and public regard scales include items that assess feelings toward African Americans in general, it is a measure of racial identity not a measure of internalized racism. Therefore, it is necessary to note this limitation and that this research may have been stronger with the use of an actual scale designed to measure internalized racism.

Another limitation of this research was the sample that was used to pilot-test the CS and PMS scales. As mentioned earlier, the two scales created for this research were pilot-tested with an undergraduate university sample. It would have been more appropriate to use a traditional sample of working African Americans to pilot-test these

items because respondents would have had more traditional work experiences. Although most of the students who participated in the pilot study reported having jobs, it is likely that much of the work experiences that were reported were on-campus or part-time jobs, which are less generalizable to the sample used in the full study.

The last notable limitation of the current research was the method this study used to measure CS. In the current study, CS was measured by many items that were arguably more related to perceptions of the necessity of CS rather than respondents' actual behavior of CS. Although all of the items of the CS scale measured respondents' perceptions regarding CS, perceptions of CS do not actually equate to engaging in CS. For example, an item that tapped into respondent behavior was, "It is easier for me to fit in at work if I speak the way my White coworkers do", because it references an actual behavior. Conversely, the item, "You cannot hold a good job if you talk the way many African Americans do, while at work", represents a perception that a person holds regarding the necessity of CS as an African American. By including only items that actually referenced the behavior of CS, the CS scale likely would have been a more robust measure of respondent behavior.

Theoretical Implications

Although PMS was unrelated to AC or CC and private regard was unrelated to AC, the significant relationships between CS and all the other variables of interest suggest several theoretical implications regarding CS.

The first theoretical implication is that CS is directly related to PMS. Findings suggest that African American employees may be more likely to engage in CS when they perceive themselves as minorities at work. Thus African Americans who work in

environments that highlight their minority status in the workplace are at risk for engaging in CS and other forms of inauthenticity while at work. This is significant because it suggest a clear link between non-diverse workplace settings and emotional labor in African American employees.

The second theoretical implication of this research is based on the direct relationship between CS and CC and the negative relationship between CS and AC. Research has often investigated antecedents of organizational commitment such as emotional labor, but no study (that the present research could find) has investigated the phenomenon of CS and its relation to workplace consequences. However, the present study suggests that actively code-switching may decrease the likelihood of developing AC and increase the likelihood of developing CC, thus CS is clearly related to the development of negative forms of organizational commitment and not positive forms of organizational commitment. This is important because it suggest that employees who chose to engage in CS are more likely to be committed out of necessity rather than attachment.

Practical Implications

Based on the various relationships between CS and the other variables of interest in this study, there are several practical implications of the findings of the current research. First, organizations that employ few African Americans at upper level positions should work to create organizational cultures that are as embracing of cultural differences as possible. Rahman (2008) suggests that African Americans in white-collar positions may perceive more benefits from engaging in CS, than younger and working-class African Americans who may engage in it to a much lesser degree or not at all. Based on

findings regarding CS, creating a culture where minorities feel less of a need to mask their ethnic identity may be beneficial in decreasing the amount of emotional labor that African American employees engage in at work, especially regarding those engage in code-switching.

Secondly, creating organizational cultures that are as embracing of cultural differences might help an organization develop a better reputation as a diverse and culturally accepting organization, overall. Having a reputation as an organization that celebrates cultural differences plays a role in how welcome African Americans may feel in that organization. The current research found that public regard was positively related to NC and AC, which are positively related to attendance, performance, and organizational citizenship behaviors (Meyer, Stanley, Herscovitch, & Topolnytsky, 2002). It is possible that African Americans who believe that their organization values their cultural differences might develop higher levels of public regard than African Americans employed by organizations that do not have this reputation. Steps organizations might take to develop positive reputations regarding cultural diversity include increasing the representation of minorities at all levels of the organization and taking a declarative stance on how cultural differences are valued in the organization, possibly be mentioning it in the organizations mission or values statement.

Another practical implication is related to PMS, which was found to be positively related to CS. Specifically, organizations that employ relatively few African Americans may want to look for opportunities to place multiple African Americans in workgroups or use cross-functional groups to increase the amount of time African Americans within an organization are able to work together. Pettigrew and Martin (1987) suggested that

managers often disperse the few African Americans employed across different working groups, in an attempt to showcase diversity. By doing this, managers may unwittingly increase levels of PMS in their African American employees, which (based on the current research) is related to higher levels of African American employees engaging in CS. Taking steps to increase interaction between African Americans in an organization through mentoring programs or creating temporary work-groups that bring together African Americans from different parts of the organization may help decrease perceptions of minority status among these employees, thereby, decreasing the likelihood of these employees engaging in CS.

Future Research

Because researchers have, relatively overlooked the topic of African Americans engaging in CS, there are several directions for future research. Results of the present study found that African American men possessed higher levels of public regard than did African American women. Although this may be explained by the notion of African American women (as well as other minority women) having double minority status (Gonzales, Blanton, & Williams, 2002), recent census data suggests that there are more African American women working in the U.S. than African American men (U. S. Census Bureau, 2010). Therefore, future research should investigate the possible contributing factors to the lower levels of public regard in women.

Secondly, the current study explored workplace communication focusing on African Americans, but future research should focus on what, if any, similar effects there may be on other minority groups in the workplace. While it may be likely that IR and PMS will have similar effects on other minority groups as they did on African

Americans, there are various differences between African Americans and other minority groups that could affect results. Specifically, it would be very interesting to see if there are any major differences between African Americans and Asian Americans based on the perception of Asian Americans as the "model minority" (Wong, Lai, Nagasawa, & Lin, 1998). Taylor and Stern (1997) analyzed commercials that feature Asian Americans, finding that instead of being underrepresented, Asian Americans were overrepresented in relation the population, Asian American were more likely than any other minority group to be cast in background roles in advertisements, and that these roles tended to overemphasize the character's strong work ethic. Similar to the effects of internalizing negative stereotypes about one's ethnic group in African Americans, Wong, Lai, Nagasawa, and Lin (1998) studied the perception of Asian Americans, finding that they perceived themselves as being more prepared for college, more motivated, and having greater expectations for future success than whites.

Lastly, a direction that researchers should investigate in the future relates to cognitive dissonance associated with engaging in CS. Festinger (1962) discussed cognitive dissonance as an inconsistency between a person's belief's and his or her behaviors and attitudes. During the pilot-testing phase of this experiment, several items from the CS scale that referenced the respondent by using "I" were removed due to poor reliability. It is possible that participants' perceptions of the CS of *other* African Americans are somehow different than their perceptions of their *own* CS. Additionally, it is possible that respondents felt uncomfortable admitting to their own engagement in CS. Future researchers should examine whether or not there are any levels of cognitive

dissonance associated with African Americans' opinions of CS in general and their own personal habits related to CS.

CHAPTER VI

CONCLUSION

The current study explored the relationship between IR, PMS, and organizational commitment, with CS examined as a mediator. The results suggest that IR and CS are positively related to CC and negatively related to AC. These results suggest that both IR and CS play a role in the development of organizational commitment in African Americans. Lastly, although PMS was related to neither AC nor CC, this research has concluded that PMS may be responsible for a large portion of the CS that occurs among African Americans in the workplace.

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APPENDIX A

SURVEY SOLICITATION EMAIL

| Subject: |
|---|
| Mturk - Workplace Communication Survey Eligibility |
| Message: |
| Congratulations! You have qualified for our full survey focusing on Workplace Communication. Please enter the link below to access the full survey. |
| https://www.surveymonkey.com/s/VPQRYQ2 |
| Upon completion of the survey, you will be given a verification code. You will need to enter this verification code into Mturk to receive your payment of 50 cents. You may also provide your email address and Mturk worker ID to ensure that there are no complications with your survey or your payment. |
| To enter you verification code you will access Mturk as a worker and enter the name - Osifalujo into the search bar. You should find a HIT titled: Answer a quick workplace communication survey. In this HIT, you will enter your verification code to receive your payment. |
| Thanks. |

APPENDIX B

INFORMED CONSENT

The purpose of this research project is to analyze the workplace experiences and the workplace communication habits & perceptions of employees. This is a research project being conducted by Master's Candidate, Drew Osifalujo, at Southern Illinois University Edwardsville. You are invited to participate in this research project.

The procedure involves filling an online survey that will take approximately 15 minutes. Your responses will be confidential and we do not collect identifying information such as your name, email address or IP address. You must complete the entire survey within a reasonable amount of time to receive payment.

If you have any questions about the research study, please contact Drew Osifalujo at aosifal@siue.edu. This research has been approved according to Southern Illinois University Edwardsville IRB procedures for research involving human subjects.

APPENDIX C

DEMOGRAPHICS

Directions: Please read the following items carefully. Fill in the bubble next to the item that best represents you answers.

| 1. | Please select the answer choice that best describes your race/ethnicity. |
|----|--|
| | O American Indian or Alaskan Native |
| | O Black or African American |
| | O Asian / Pacific Islander |
| | O Hispanic American |
| | O White / Caucasian |
| | O Other |
| 2. | Please select the age range in which your age is located. |
| | O 18 to 34 |
| | O 35 to 44 |
| | O 45 to 54 |
| | O 55 to 64 |
| | O 65 and Over |
| 3. | Please select the answer choice that best describes your gender. |
| | O Male |
| | O Female |
| | O Other |
| 4. | What is your approximate salary? |
| | O \$0-\$24,999 |
| | O \$25,000-\$49,999 |
| | O \$50,000-\$74,999 |
| | O \$75,000-\$99,999 |
| | O \$100,000-\$124,999 |

| | O \$125,000-\$149,999 |
|----|---|
| 5. | What is the highest level of school you have completed or the highest degree you have received? |
| | O Less than high school degree |
| | O High school degree or equivalent (e.g., GED) |
| | O Associate's degree |
| | O Bachelor's degree |
| | O Graduate degree |
| 6. | Please list the amount of working experience you have had in your career? |
| | O Less than 1 year |
| | O Between 1 – 3 years |
| | O Between 5 – 10 years |
| | O More than 10 years |
| | O No work experience |

APPENDIX D

AFFECTIVE COMMITMENT SCALE

Directions: Please read each of the following statement carefully and use the 1-7 scale below to rate your level of agreement with each. You may indicate your choice by writing it on the line next to the statement

| Strongly Disagree | | | Neutral | | | Strongly Agree |
|----------------------|---|---|---------|---|---|-------------------|
| 1 | 2 | 3 | 4 | 5 | 6 | 7 |

| 1. | I would be very happy to spend the rest of my career with this organization. |
|----|--|
| 2. | I enjoy discussing about my organization with people outside of it. |
| 3. | I really feel as if this organization's problems are my own. |
| 4. | I think I could easily become attached to another organization as I am to this one |
| 5. | I do not feel like 'part of the family' at my organization. |
| 6. | I do not feel 'emotionally attached' to this organization. |
| 7. | This organization has a great deal of personal meaning for me. |
| 8. | I do not feel a 'strong' sense of belonging to my organization |

APPENDIX E

CONTINUANCE COMMITMENT SCALE

Directions: Please read each of the following statement carefully and use the 1-7 scale below to rate your level of agreement with each. You may indicate your choice by writing it on the line next to the statement

| Strongly Disagree | | | Neutral | | | Strongly Agree |
|----------------------|---|---|---------|---|---|-------------------|
| 1 | 2 | 3 | 4 | 5 | 6 | 7 |

| 1. | I am not afraid of what might happen if I quit my job without having one lined up. |
|----|---|
| 2. | It would be very hard for me to leave my organization right now, even if I wanted to. |
| 3. | Too much in my life would be disrupted if I decided to leave my organization now. |
| 4. | It would be too costly for me to leave my organization now. |
| 5. | Right now, staying with my organization is a matter of necessity as much as desire. |
| 6. | I fee that I have very few options to consider leaving this organization. |
| 7. | One of the few serious consequences of leaving this organization would be the scarcity |
| | of available alternatives. |
| 8. | One of the major reasons I continue to work for this organization is that leaving would |
| | require considerable personal sacrifice – another organization may not match the |
| | overall benefits I have here. |

APPENDIX F

NORMATIVE COMMITMENT SCALE

Please read each of the following statement carefully and use the 1-7 scale below to rate your level of agreement with each. You may indicate your choice by writing it on the line next to the statement

| Strongly Disagree | | | Neutral | | | Strongly Agree |
|----------------------|---|---|---------|---|---|-------------------|
| 1 | 2 | 3 | 4 | 5 | 6 | 7 |

| 1. | I think that people these days move from company to company too often. |
|----|---|
| 2. | I do not believe that a person must always be loyal to his or her organization |
| 3. | Jumping from organization to organization does not seem all that unethical to me. |
| 4. | One of the major reasons I continue to work for this organization is that I believe loyalty is _important and therefore feel a sense of moral obligation to remain. |
| 5. | If I got another job offer, I would not feel it was right to leave my organization |
| 6. | I was taught to believe in the value of remaining loyal to one organization. |
| 7. | Things were better in the days when people stayed with one organization for most of their |
| | _careers. |
| 8. | I do not think that being a 'company man' or 'company woman' is sensible anymore. |

APPENDIX G

PERCEIVED MINORITY STATUS SCALE

The following survey items will present statements regarding your co-workers and the workplace. Please read each statement carefully and use the 1-7 scale below to rate your level of agreement with each. You may indicate your choice by writing it on the line next to the statement.

| Strongly Disagree | | | Neutral | | | Strongly Agree |
|----------------------|---|---|---------|---|---|-------------------|
| 1 | 2 | 3 | 4 | 5 | 6 | 7 |

| 1. | The majority of my co-workers are of a different ethnicity than I am. |
|----|--|
| 2. | I stand out in my organization because of my ethnicity. |
| 3. | My co-workers' perceptions and worldview are very different than mine. |
| 4. | I do not believe many of my coworkers have had similar life experiences as I have. |
| 5. | Most of my co-workers would not understand what it is like to be an ethnic minority. |
| 6. | The majority of my coworkers look just like me. |
| 7. | There are very few employees of my ethnicity in my department. |
| 8. | I am consciously aware of my ethnicity while at work. |

APPENDIX H

REGARD SCALE

Please read each of the following statement carefully and use the 1-7 scale below to rate your level of agreement with each. You may indicate your choice by writing it on the line next to the statement

| Strongly Disagree | | | Neutral | | | Strongly Agree |
|----------------------|---|---|---------|---|---|-------------------|
| 1 | 2 | 3 | 4 | 5 | 6 | 7 |

| I | I feel good about Black people. |
|-----|---|
| 2. | Overall, Blacks are considered good by others. |
| 3. | I am happy to be black. |
| 4. | I feel that Blacks have made major accomplishments and advancements. |
| 5. | In general, others respect Black people. |
| 6. | Most people consider Blacks, on the average to be more ineffective than other racial groups. [®] |
| 7. | I often regret that I am Black ® |
| 8. | Blacks are not respected by the broader society [®] |
| 9. | In general, other groups view Blacks in a positive manner |
| 10. | I am proud to be Black |
| 11. | I feel that the black community has made valuable contributions to this society. |
| 12. | Society views Black people as an asset. |

APPENDIX I

CODE-SWITCHING SCALE

The following survey items will present statements regarding your communication perceptions and communication habits in the workplace. Please read each statement carefully and use the 1-7 scale below to rate your level of agreement with each. You may indicate your choice by writing it on the line next to the statement

| Strongly Disagree | | | Neutral | | | Strongly Agree |
|----------------------|---|---|---------|---|---|-------------------|
| 1 | 2 | 3 | 4 | 5 | 6 | 7 |

| 1. | The way many African-American people speak holds them back in the business world. |
|----|---|
| 2. | I will be negatively perceived by my white co-workers if I communicate the way many |
| | African-American people do. |
| 3. | You cannot hold a good job if you talk the way African-Americans do, while at work. |
| 4. | It is easier to communicate with my white coworkers if I talk the way they do. |
| 5. | It is easier for me to fit in at work if I speak the way my white co-workers do |
| 6. | I make it a point to speak the way others in my organization do. |
| 7. | My white coworkers may reject me if I do not use their communication style. |