ABSTRACT

Title of Thesis:	MANAGING MY RACIAL IDENTITY AT WORK: THE WHEN, WHY, AND HOW OF RACIAL IDENTITY-BASED IMPRESSION MANAGEMENT IN ORGANIZATIONS Jasmine Lyn Wheeler, Doctor of Philosophy, 2019
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In the past 10 years, burgeoning research has merged social identity theory and impression management theory to examine how individuals manage their distinct social identities such as race (Roberts, 2005; Roberts, Settles, Jellison, 2008; Roberts and Cha, 2014). This extension of impression management theory is especially relevant for Black employees who are often stigmatized because of their racial group membership and must determine the extent to which they either express or suppress their racial identity at work. Therefore, this research seeks to understand when, how, and why Black employees engage in racial identity-based impression management (RIM) and the organizational outcomes related to using these strategies. Additionally, this research seeks to understand majority group reactions to minorities RIM strategy use. Therefore, RIM strategy use was examined across four studies. Qualitative interviews and a construct validation study revealed two forms of RIM, Passive (distancing strategy) and Active (expressive strategy), in study 1. Study 2 revealed that diversity climate and racial centrality interact to predict Active RIM. Black employees whose race is central to them were more likely to engage in Active RIM in positive climates for diversity. Active RIM strategy use also interacted with racial centrality to predict authenticity at work. When race was less central to their identity, Black employees felt less authentic engaging in Active RIM. In turn, authenticity was found to predict important job outcomes such as satisfaction and stress. An experimental follow-up study revealed that diversity climate did not affect RIM strategy use among Black employees, however Black employees evaluated organizations more favorably in terms of diversity climate and were more interest a pursuing a job with an organization described as having a positive climate for diversity. Lastly, in study 4, majority group members evaluated Black employees differently as a function of an organization's diversity climate and a target's RIM strategy, due to perceived norm violation. Theoretical and practical implications are discussed.

Managing my Racial Identity at Work: The When, Why, and How of Racial Identity-based Impression Management in Organizations

By

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Chapter 1: Introduction & Overview

Being an underrepresented minority in a predominantly White organization has a unique set of challenges. For the past several decades, the American workforce has seen steady progress in terms of diversity. In 2015, the U.S. Bureau of Labor Statistics reported that while 79% of the workforce is White, approximately one third of employees were minorities, more specifically, 12% Black, 6% Asian, and 17% Hispanic or Latino. Despite workplaces becoming increasingly more diverse, discussing race, and by extension one's racial identity, in the workplace is still tricky. Indeed, the historical legacy of race, gender, and class based discrimination in the workplace (and society at large) is inseparable from traditional and long lasting standards of professionalism. These standards were and still are woven into workplace culture (Acker, 1990; Alvesson, 1998; Britton, 2000; Kanter, 1977) dictating the appropriate ways to look, dress, speak, behave, and even the acceptable topics to discuss. The workplace is not the same as it was 50 years ago in respect to diversity and representation in upper management, however, racial minorities must still navigate how to present themselves in professional settings, where the standards may not be compatible with, or devalue, aspects of their social identity.

As social beings, we are inseparable from our social identities. Social identity has been defined as "the individual's knowledge that he belongs to certain social groups together with some emotional and value significance to him of this group membership" (Tajfel, 1972, p. 292). In other words, it is how we think about and even categorize ourselves in relation to others and captures who we are. These identities cover how we identify in terms of race, gender, social class, age, religion, political affiliation, sexual

orientation and so on. These social identities can vary in terms of perceived status, access to power, favorability and marginalization, visibility, and each carries distinct positive and negative stereotypes. Aspects of an individual's social identity shapes how individuals view themselves, their groups, and often influences how other's treat them (Abrams & Hogg, 2010; Tajfel, 1974; Tajfel & Turner, 1979). For example, research shows that minorities still face negative stereotypes, more intense scrutiny, and less favorable evaluations in the workplace (Biernat, Fuegen, & Kobrynowicz, 2010; Roberson & Kulik, 2007; Rosette, Leonardelli, & Phillips, 2008), which intensifies the extent to which racial minorities are concerned with how they are being perceived during interracial interactions (Shelton & Richeson, 2006). Overall, we seek to see ourselves, and our groups, positively. However, our social identities have the potential to be undervalued or viewed negatively by others, which poses a threat to our overarching goal of a positive self-concept and self-esteem (Breakwell, 1993; Ellemers, Spears, & Doosje, 2002; Tajfel, 1978), hinders the development of strong interpersonal relationships (Brown & Ross, 1982), and affects behavior and performance (Avery, McKay, Wilson, & Tonidandel, 2007). Hence, the importance of managing the impressions of an individual's social identity in order to dispel negative stereotypes, display competence, and navigate interpersonal relationships at work.

Social identity threats are common in the workplace, where several cultural and situational cues could intentionally or unintentionally signal to underrepresented groups that their identity is not of value. When individuals merely perceive such a threat it can negatively affect performance (Steele & Aronson, 1995; Steele, 1997) and engagement

(Crocker, Major, & Steele, 1998; Steele, 1997). Furthermore, concerns about one's identity can impact a host of organizational outcomes such as job satisfaction, career aspirations, turnover, and absenteeism (Correll, 2004; Davies, Spencer, Steele, 2005; Emerson and Murphy, 2014; James, 2000; Landau, 1995). Research shows that minorities engage in *identity* management, which refers to the coping strategies associated with confronting discrimination in the workplace. This differs from racial identity-based *impression* management, which is more focused on professional image construction and steering the perception of others (Roberts, 2005), not simply an internal coping strategy when encountering workplace discrimination (Shih, Young, & Bucher, 2013). In impression management, the focus is on presenting the self to others, not maintaining a private self-image, as these two concepts are distinct (Tedeschi, 1986; Schlenker, 1986). Though these theories overlap, they are distinct psychological processes that differ in intent.

Impression management is inherent in social and organizational life. As Leary & Kowalski (1990) stated, "people have an ongoing interest in how others perceive and evaluate them" (p. 34). Impression management is defined as the behaviors individuals utilize to protect their self-image and influence how others perceive them (Schlenker, 1980; Wayne & Liden, 1995). While a score of organizational research has examined traditional impression management strategies and the positive and negative effects of such behaviors (for a more in depth review see DuBrin, 2010; Giacalone & Rosenfeld, 2013; Tedeschi, 1981) minimal research has been conducted on how individuals manage impressions of their racial identity in the workplace (Roberts, 2005; Roberts, Settles, &

Jellison, 2008; Roberts, Cha, & Kim, 2014). This process is critical to further understand the experience of minority employees and help organizations manage a more diverse workforce.

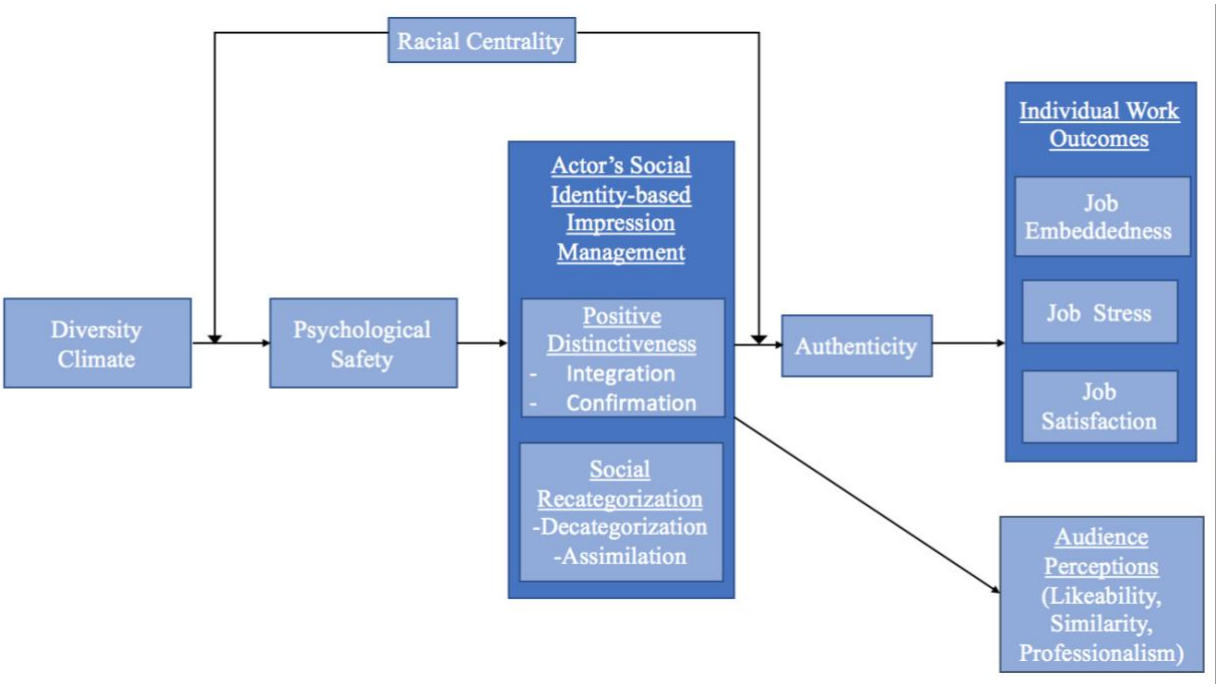
Therefore, in this dissertation I seek to examine when, how, and why minority employees engage in racial identity-based impression management (RIM) and the outcomes of these strategies, after an examination of the measure used to assess this construct. My specific research questions are as follows:

1) Does the existing measure for Racial Identity-based Impression Management need to be modified? If so, are there any new RIM strategies or a new factor structure?
2) What situational and personal factors predict which RIM strategies are used and why?
3) How does this form of impression management relate to work-related outcomes such as job embeddedness, satisfaction, and stress?
4) How are these impression management strategies perceived by majority group members in the workplace?

More specifically, I argue that an organization's diversity climate influences which RIM strategies minority employee frequently utilize. Minority employees may anticipate more backlash and feel less psychologically safe in organizations that have a poor climate for diversity, resulting in strategies that seek to suppress identification with a devalued group. However, in workplaces with better climates for diversity, minorities may perceive less backlash and feel more psychologically safe to claim their racial

identity. Despite this trend, I argue that neither racial identity-based impression management strategy is better than the other. Rather this form of self-presentation can be an authentic or an inauthentic self-expression depending on one's racial centrality. Individuals with high racial centrality should be particularly influenced by the diversity climate of an organization because it may jeopardize their sense of psychological safety and their ability to feel and be authentic at work. Having low racial centrality, on the other hand, may serve as a buffer against the influence of diversity climate. Regardless of which RIM strategy an individual chooses to employ, the more authentic an employee feels, the more positive work related outcomes, like job embeddedness, stress, and satisfaction will be (see Figure 1).

Figure 1. Theoretical Model of the Antecedents and Outcomes Associated with Social identity-based Impression Management.



This dissertation makes several theoretical and practical contributions. Theoretically, it is an extension of social identity impression management theory and research (Morgan, 2002; Roberts, Cha & Kim, 2014; Roberts, 2005; Roberts, Settles, & Jellison, 2008). While existing research examines the experience of women in male dominated settings and African Americans in the medical field (Morgan, 2002; Roberts, Settles, & Jellison, 2008), there is lack of research on other minorities and in other professional settings (with the expectation of Asian journalists, Roberts, Cha & Kim, 2014). This work also integrates research on diversity climate and psychological safety in order to understand and predict which strategies underrepresented minority employees utilize. In addition, our research also examines the potential consequences of racial identity impression management strategies such as job satisfaction and stress, job embeddedness, and organizational commitment. Authenticity is explored as a mediator, to explain why some strategies are linked to greater job embeddedness and satisfaction, and lower levels of stress at work. Furthermore, majority group employees' responses to Black employees when they engage in these strategies is examined.

From a practical standpoint, understanding the organizational conditions that influence how underrepresented employees manage other's impression of their racial identity and the consequences of their strategies is critical to understand and address the barriers that exist for employees that are often stigmatized or devalued. Experiencing discrimination and prejudice in the workplace is not uncommon for racial minorities, and can have a long-lasting and negative impact on individuals and organizations that fail to address diversity related issues. An individual's approach to managing their racial

identity may be either beneficial or detrimental to employees of color, who face additional obstacles to career advancement. Therefore, this dissertation sought to expand our knowledge of impression management and self-presentation processes among minorities and the impact it has on majority group members. In doing so, this research should help minorities and organizations alike traverse the diversifying workplace, capitalizing the value of diversity.

In what follows, I first provide a brief review of extant literature on impression management. In this section I discuss the purpose, antecedents, and consequences of traditional impression management in social and organizational contexts. I then focus on social identity-based impression management specifically and discuss how minorities claim and/or suppress their racial identities at work. I then introduce an examination of how diversity climate, and psychological safety influence how minority employees choose to present their racial identity in the workplace. Following that discussion, I examine the role of authenticity and how it relates to social identity impression management strategies and various organizational outcomes including job satisfaction, stress, and organizational embeddedness. In addition to exploring minority employee's impression management strategies, I also discuss how majority group members respond to minority employees that claim or suppress their racial identity.

Therefore, I examine racial identity-based impression management from the perspective of the actor and the audience across four studies. Study 1 examines the strategies utilized by African Americans at work in order to improve the existing measure of racial identity-based impression management (RIM). Building on the examination and

construct validation of the RIM measure itself, Study 2 examines the relationship between diversity climate, racial identity-based impression management and the organizational outcomes mentioned above in an online survey. Study 3, is an experimental study that examines racial identity impression management employed by African Americans. Lastly, Study 4 examines how impression management strategies are perceived by majority group members.

Overall, across these studies, I expected the situational factor of diversity climate to interact with the racial centrality, an individual characteristic, to predict RIM strategy use. To the extent that race is central to an individual's sense of self, diversity climate will either influence a Black employee to express or suppress their racial identity at work, but only if the feel psychologically safe to do so. For those that experience low racial centrality, diversity climate cues for one's organization will not impact their psychological safety. Conversely, Black employees with high racial centrality should be more sensitive to these cues. However, once an RIM strategy has been selected, its felt authenticity that determines organizational outcomes. Majority group responses will also be sensitive to diversity climate cues and RIM strategy use among Black target employees. When RIM strategy use is seen to violate norms, less favorable evaluations and increased backlash may result.

Chapter 2: Self-Presentation and Impression Management

Early Research on Impression Management

Interest in self-presentation dates back to primitive societies and the early study of human behavior (Tedeschi, 1981). Philosophers and scientists alike have been discussing the significance of an individual's social character as it relates to understanding human nature (Dewey, 1922). In the context of the current study the conceptualization of impression management (used interchangeably with self-presentation), how individuals manage impressions others form of them, is grounded in sociology and social psychology. It is the conscious or unconscious attempt to control our image during interactions (Gilmore, Stevens, Harrell-Cook, & Ferris, 1999). Furthermore, theory suggests that impression management is goal-directed and inherent in social interactions (Goffman 1959; Jones & Pittman 1982; Schlenker 1980). Impression management can take many forms including how we present our physical appearance (i.e. dress, make-up, hairstyle, body language), verbal behaviors (i.e. language, tone, conversation topics), personal characteristics (i.e., extroversion, warmth, competence), and other general behaviors. While some individuals associate impression management with selfish and deceitful intent, other's view it as a necessary component of smooth social interactions whereby participants can communicate their personal identity while framing roles, expectations, and behavior (Schlenker & Weigold, 1992).

Impression Management in Sociology

The scientific foundation of impression management theory was developed through a sociological lens. Impression management only happens in the presence of

others. We are social beings, in social settings, who have been socialized to follow cultural norms. Goffman is considered one of the fathers of impression management given his early conceptualization of self-presentation and dramaturgy. In Goffman's (1959) classic book, *The Presentation of Self in Everyday life,* the sociologist focused on how self-presentation factors into the construction of social reality. More specifically, Goffman examined "the importance of self-presentation for defining the individual's place in the social order, for setting the tone and direction of an interaction, and for facilitating the performance of role-governed behavior" (p. 35, Leary & Kowalski, 1990). He used a dramaturgical metaphor to explain how individuals present themselves to others like actors on a stage. Through social interaction, "actors" "perform" in front of an audience in various "settings" to construct an impression that accomplish self-directed goals for the actor. Furthermore, during such interactions the actor and audience define the situation which guides behavior. Environmental cues, as well as cognitive, motivational, affective, and personality factors lead actors and the audience to perceive the interaction (which may or may not overlap) and behave in ways that will result in a desirable impression (Gardner & Martinko, 1988; Goffman, 1959). The audience then perceives the actor's behavior and deems it as appropriate or inappropriate given their perception of the situation. If successful, an actor's impression management behavior is reinforced. If unsuccessful, the actor may redefine or alter one of the following, the situation, audience, or their behavior (Gardner & Martinko, 1988; Goffman, 1959).

While personality factors are included in Goffman's groundbreaking theory, it largely ignored the relevance of internal psychological characteristics (Leary &

Kowalski, 1990). Therefore, social psychologist examined impression management from a psychological perspective to examine underlying processes that impact self-presentation.

Impression Management in Social Psychology

In the 1960's and 1970's research on impression management emerged in social and personality psychology as researchers began to conceptualize self-presentation in terms of an individual's active attempts to control how others view their personal characteristics (Jones, 1964; Jones, Gergen, Gumpert, & Thibaut, 1965; Jones, Gergen, & Jones, 1963; Jones & Pittman, 1982; Jones & Wortman, 1972). Later, in the 1980's additional research and conceptual analyses on impression management and self-presentation were conducted by social psychologists (Jones & Pittman, 1982; Schenkler, 1980, 1985; Tedeschi, 1981).

Individuals may be motivated to manage their impressions in order to influence others and gain rewards such as approval, power, acceptance, respect, or to obtain a raise or promotion. Conversely, individuals may also be motivated to engage in impression management to assert one's freedom, personal identity, and unique self-expression (Baumeister, 1999; Sharma & Sharma, 2012). Leary & Kowalski (1990) proposed a two-component model of impression management that involves an impression motivation and impression construction process. The first process, impression motivation, the authors argue, is composed of three factors. First, the goal relevance of impressions, or the extent to which your impressions affect things such as your identity development, self-esteem, or achieving social or material goals. The goal-relevance of impression is impacted by

factors such as publicity, dependency on the target, perceptions of future interactions with a target, and other individual differences like Machiavellism. Another factor that influences the degree to which individuals are motivated to engage in impression management is the value of the desired outcome. If the goal is important to an individual, the societal or economic resources are scare (Pandey, 1986), the target has power or characteristics relevant to the development of a particular identity (Schlenker, 1980), and/or is high in need for approval, are generally more likely to be motivated to manage their impressions (Dies, 1970; Jones & Tager, 1972; Leary, 1983; Millham & Kellogg, 1980; Schneider & Turkat, 1975). Lastly, Leary and Kowalski (1990) argue that individuals are more motivated to impression manage when they perceive incongruity between their desired and current social image, which is evidenced by research on impression management following embarrassment or failure (Baumeister & Jones, 1978; Schneider, 1969; Baumgardner, Lake, & Arkin, 1985; Weary & Arkin, 1981).

The second process in the two-component model of impression management the authors refer to as impression construction (Leary & Kowalski, 1990). This process involves five factors that include intrapersonal variables and interpersonal determinants. The self-concept and desired identity make up the intrapersonal variables that determine how individuals present themselves. The self-concept, one's self perception, determines how individuals engage in impression management. Typically, individuals are motivated to present the best version of themselves which in grounded in aspects of their self-concept that they value. The self-concept is a product of self-reflection and the awareness of how others appraise the self (Gardner & Martinko, 1988; Schlenker, 1980).

Furthermore, although individuals may actively construct their impressions, they also want others to have an accurate perception that reflects their self-concept. The self-concept also serves as a gauge for what impressions individuals think they would likely generate (Schlenker, 1980). Additionally, the morally questionable act of lying discourages most individuals from misrepresenting their self-concept. Self-presentations may differ from self-perceptions, especially among individuals who are high in public self-consciousness. Not surprisingly, individuals also base their self-presentations on the identities they would most like to project. Therefore, individuals tend to project their desired identities, while steering away from undesired identities (Schlenker, 1985).

The interpersonal determinants of the impression construction process include role constraints, target values, and current or potential social image (Leary & Kowalski, 1990). First, role expectations and norms determine how individuals should behave and what personal characteristics one should possess. Therefore, individuals are more likely to foster an impression that is consistent with the behaviors and traits expected of a role. Failure to successfully convey a particular impression could jeopardize one's effectiveness in and access to the role (Goffman, 1959). Individuals may also construct their impressions as a function of a target's characteristics, values, and preferences (Carnevale, Pruitt, & Britton, 1979; Gaes & Tedeschi, 1978). Therefore, participants may choose to present a select self-image that will either be approved or disapproved by the target, depending on whether the goal is to impress or distance oneself. Lastly, the authors suggest that an individual's current or potential social image, how we think we are currently perceived and how we might be perceived in the future, also determines

impression construction. One's current image gives individuals a sense of what other's think of them, and in turn determines the impression management strategies one is likely to engage in, keeping in mind people's tendency to prefer presenting a consistent image (Schlenker, 1980). In addition one's current image may "*compel* certain self-presentations" (p. 42, Leary & Kowalski, 1990) especially when experiencing public failure, embarrassment, or concern for a damaged image (Goffman, 1955; Baumeister, 1982a; Baumeister & Jones, 1978; Hardy et al., 1986; Leary & Schlenker, 1980; Schlenker & Darby, 1981; Weary & Arkin, 1981; Apsler, 1975). Overall, impression management behavior involves intrapersonal and interpersonal factors that determine when, why, and how individuals attempt to foster a certain impression.

Schneider (1981) identified three forms of self-presentational behavior (Gardner & Martinko, 1988). Verbal self-presentations such as self-description, opinion conformity, accounts, apologies, acclaiming, other enhancement, and doing favors play a major role in general impression management (Gardner & Martinko, 1988). Facial expressions, posture, and tone of voice, are examples of the nonverbal cues that play a role in the impression management process. People also control what artifacts they put on display in their physical space to convey a desired impression. Furthermore, self-presentation has been studied as it relates to behaviors that reaffirm one's self-concept (Swann, 1982) while others have examined strategic tactics that maintain or influence power dynamics in a relationship (Jones & Pittman, 1982).

In their theory and taxonomy of strategic self-presentation, Jones & Pittman (1982) indicated that it was essential that impression management behaviors be linked to

social motives. Together, they argue, power motives, available resources, and an actor's cognitions drive strategic self-presentation tactics. The authors indicate five common self-presentation tactics which include ingratiation, intimidation, self-promotion, exemplification, and supplication. Ingratiation is utilized when an individual seeks to be likeable and includes the following behaviors, complimenting or flattering another person or conforming to their views (they want to be liked). Intimidation is utilized when individuals want to be seen as dangerous by advertising their power and control over resources (they want to be feared). When an individual wants to be seen as competent, they utilize self-promotion tactics which include emphasizing desired strengths and skillsets (they want to be respected). Exemplification is similar to self-promotion, however the goal is to be seen as having integrity and morals by emulating virtue and causing others to feel guilt or shame (they want to be seen as worthy). Lastly, to generate sympathy, an individual may engage in supplication, whereby weaknesses are put on full display (they want to be seen as helpless). Therefore, these strategies show how individuals are motivated to and behave in a strategic manner to augment or maintain their power within social environments.

Impression Management in Organizations

The study of impression management has also extended to the organizational context (Bolino, Kacmar, Turnley & Gilstrap, 2008; Bolino & Turnley, 1999; Gardner & Martinko, 1988; Morrison & Bies, 1991; Tedeschi & Melburg, 1984). Bolino et al. (2008) reviewed how impression management relates to organizational behavior. Research has explored impression management behaviors in interview settings (Higgins

& Judge, 2004; Kacman, Delery, & Ferris,1992; Kristof-Brown, Barrick, & Franke, 2002), in the performance appraisal process (Barsness, Diekmann, & Seidel, 2005; Bolino & Turnley, 2003a; Harris, Kacmar, Zivnuska, & Shaw, 2007), and as it relates to career success (Wayne, Liden, Graf, & Ferris, 1997), feedback seeking (Ashford & Northcraft, 1992; Morrison & Bies, 1991), organizational citizenship behaviors (Yun, Takeuchi, & Liu, 2007), as well as leadership and management (Gardner & Avolio, 1998; Greenberg, 1990). For example, research suggests that interviewees received more positive outcomes (e.g. hiring decisions, performance assessments, perceptions of suitability) when they engage in impression management (Gilmore & Ferris, 1989; Stevens & Kristof, 1995). Wayne & Kacmar (1991) found that subordinates who engage in ingratiation tactics receive better performance evaluations and more positive and supportive messages from their supervisor. Board appointments are also more likely when an individual uses impression management strategies on well-connected superiors (Westphal & Stern, 2006). For a more thorough review of traditional impression management in social and organizational contexts please see the following, Bolino, Kacmar, Turnley & Gilstrap (2008), and Gardner & Martinko (1988).

Overall, research and theory on impression management in organizations indicates that environmental, personal, and audience characteristics dictate which tactics will be used to influence fellow colleagues, subordinates, and supervisors (Gardner & Martinko, 1988). In the workplace, portraying a desired image is critical given its link to organizational outcomes, especially those related to career advancement. Underrepresented minorities, however, may face the additional burden of managing the

impressions of their devalued social identity, thus motivating them to engage in a form of impression management that focuses on the specific social identity in question. In this case, the social identity of interest is race because of the ongoing barriers to advancement among employees of color.

One way to capture the experience of minority employees, is to examine how they engage in this unique form of impression management as it may be related to important organizational outcomes, just like traditional impression management tactics.

Commonalities, Differences, and Current Research

Impression management and self-presentation has scientific groundings in sociology, social, and organizational psychology theory and advancement. How people attempt to control how others perceive and behave towards them, is relevant to the study of social structures, psychological processes, and organizational behavior. While these fields have approached this topic from different perspectives, they all suggest that impression management is an inherent part of social interaction, individuals are motivated to behave in ways that accurately portray (or idealize) one's self to others, and is associated with environmental, psychological, and organizational antecedents and a variety of positive and negative outcomes. In general, we care what people think about us due to the potential penalties and rewards that result from our behavior. While most of this research has focused on traditional impression management strategies with distinct social motives, in the past 10 years burgeoning research has merged social identity theory and impression management theory to examine how individuals manage their distinct social identities (Roberts, 2005; Roberts, Settles, Jellison, 2008; Robert sand Cha, 2014).

This extension of impression management theory is especially relevant for underrepresented minorities that have visible and often stigmatized social identities. Stereotypes can be triggered by these visible social identities. As such, managing one's racial identity can serve to dismantle negative stereotypes or distance an individual from the negative attributes associated with their various social identities. Understanding when, how, and why individuals manage their racial identity is therefore a critical form of impression management, which I examine further in the current study.

Chapter 3: Professional Image Construction and Social Identity-based Impression Management

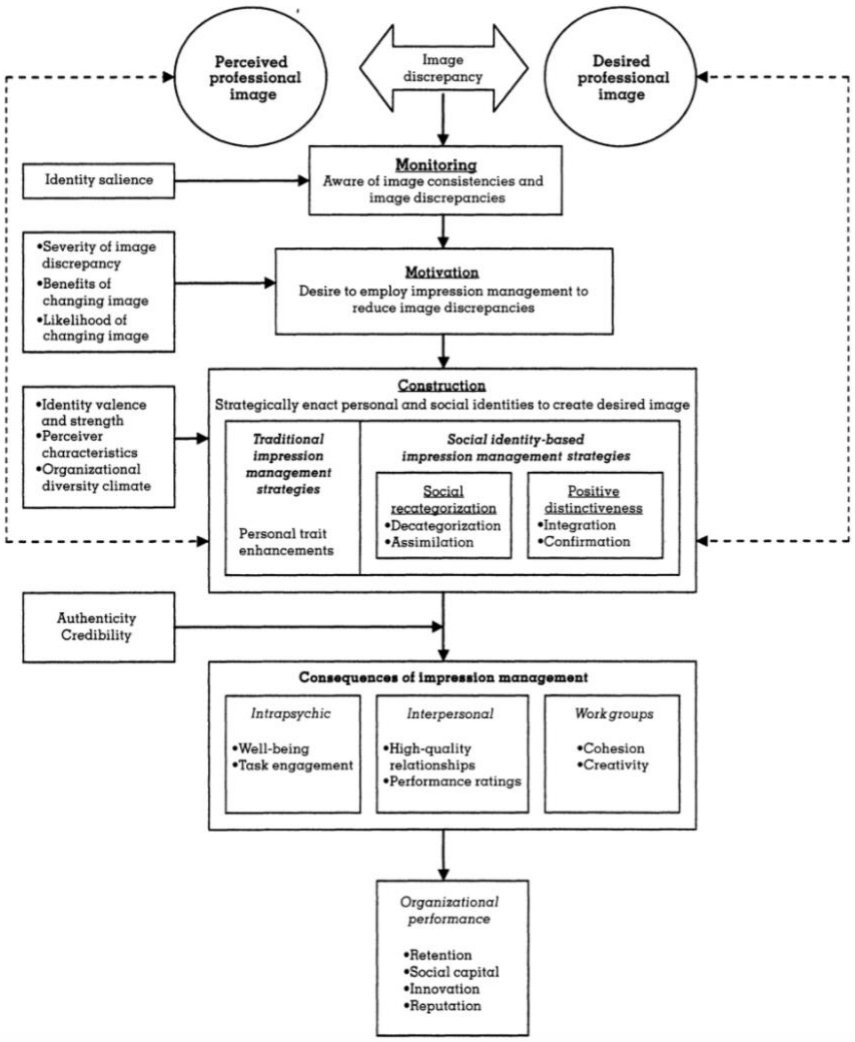
Schlenker (1980) argued that social identity and interpersonal relations are inherent in any discussion of impression management. As social beings, we have a desire to be a member of distinct and positively valued groups (Brewer, 1991; Tajfel, 1978a). Therefore, this aspect of our identity is derived from our group membership, which holds positive and negative connotations about values, attributes, and characteristics. Social comparisons serve as a basis for which individuals evaluate their groups. Furthermore, favorable comparisons between one's own group and relevant outgroups leads to a positive identity and an increase in self-esteem, thus satisfying the need to maintain a positive social identity (Brown, 2000; Tajfel & Turner; 1986). Social identity theory has also been utilized within organizational research to examine how language and speech style convey one's identity (Hogg, 2016). Research supports the notion that people can directly manage their behavior to influence social identity perceptions. In one example, person perception and social categorization processes lead to the activation of competing social identities, so a Chinese woman can be categorized as Chinese or a woman based on her behavior (i.e., eating noodles with chopsticks or applying makeup; Macrae, Bodenhausen, and Milne, 1995). In other words, the same individual can be classified in terms of their race or gender depending on their behavior. In terms of impression management, if the same individual was in an organizational context where diversity is not celebrated, they might be less inclined to use chopsticks, and instead pick up a fork.

In order to capitalize on the advantages of having a diverse workforce, Roberts (2005) argues, "all organizational members must learn how to effectively navigate their

interactions with people from different cultural backgrounds so that they can build credibility, form high-quality relationships, and generate high performance outcomes with their constituents" (p. 685). Therefore, the author focuses on the "bottom up" processes involved is diversity management, which stems from employee behaviors. More specifically, professional image construction helps individuals highlight the positive aspects and thwart the negative implications of diverse work organizations (Roberts, 2005). While traditional impression management explores the tactics people use to portray their personal traits, abilities, and accomplishments, social identity based impression management strategies are utilized to "manage the impact of stereotypes on others' perceptions of their competence and character" (p. 687, Roberts, 2005). Therefore, it is a more targeted approach to managing impressions that may fall prey to preconceived notions about the group an individual belongs to.

Roberts (2005) presented a model on professional image construction that pointed to the importance of personal characteristics and group membership (Figure 2). Her model explains how an individual's awareness of image discrepancy leads to image monitoring and the motivation to employ impression management strategies to reconcile any differences between an individual's desired and perceived professional image. Once individuals are motivated to manage their impressions, they employ traditional and social identity-based impression management strategies to construct their desired image, which in turn should predict a variety of individual, dyadic, group, and organizational level outcomes.

Figure 2. Robert's (2005) Model of Professional Image Construction in Diverse Organizational Settings



Impression management research, in general, focuses on how individuals manage the discrepancies between their perceived and desired image. Managing one's social identity in the workplace is a key factor in professional image construction, because of the added implications on a minority employee's competence and character (Roberts,

2005). Race is typically a visible social identity that leads to categorization and potentially intergroup biases and discrimination (Brewer, 1979; Hogg & Abrams,1988; Tajfel 1978b, 1982; Turner, 1981). Most Americans agree on the stereotype content of various racial groups (Devine & Elliot, 1995; Fiske, Cuddy, Glick, Xu, 2002; Madon et al., 2001), therefore it is not surprising that minority employees would be motivated to manage impressions of their racial identity, especially those that are at odds with a professional image.

Similar to Leary & Kowalski (1990), Robert's (2005) describes the impression management process as a multi-stage process involving monitoring, motivation, and construction. First, impression monitoring is a complex process that occurs when individuals keep track of the impressions others have of them. Furthermore, the more salient a social identity, the more likely it is to be monitored (Deaux & Major, 1990) and the more central that identity is, the more salient it is across contexts (Ashforth & Johnson, 2001; Shelton & Sellers, 2000). Race, is one of many social identities that tends to remain salient because it is visible and easy to categorize, like one's gender (Moreland & Levine, 1989; Stangor, Lynch, Duan, & Glas, 1992). Additional factors may determine the salience of a particular social identity, such as the demographic composition of the interaction context and interpersonal cues that are either direct or subtle (Cohen & Swim, 1995; Foldy, 2003; Kanter, 1977). Additionally, some of these cues may pose a social identity threat to minority employees (Emerson & Murphy, 2014). This monitoring process informs individuals of any image discrepancies between their perceived and desired professional identities.

When an image discrepancy occurs, the second stage of the impression management process, impression motivation ensues (Roberts, 2005). According to the model, a discrepancy can arise due to a personal identity threat or a social identity threat. Given the current focus on social identity impression management, more specifically the strategies utilized by minority employees, one form of social identity threat is relevant in this discussion, social identity devaluation. This specific type of devaluation arises when "others denigrate the attributes of one's social identity group, which may threaten the self-esteem one derives from belonging to that group (Breakwell, 1993; Ellemers, Spears, & Doosje, 2002; Tajfel, 1978). Devaluation may also induce an image discrepancy if the negative expectations of one's salient social identity groups are inconsistent with the attributes of the 'ideal professional'" (pg. 691, Roberts, 2005). Therefore, identity threats and a negative image discrepancy provide the impetus to reduce professional image discrepancies. However, the motivation to engage in impression management depends on the severity of the discrepancy between one's perceived and desired image, the benefits if successful, and individual's belief that they are capable of influencing others.

Image construction is the last phase of the impression management process as outlined by Roberts (2005). During this phase, individuals engage in traditional impression management to control how others perceive their personal traits, abilities, and accomplishments (Cialdini & Richardson, 1980; Jones & Pittman, 1982; Leary & Kowalski, 1990). Moreover, Roberts (2005) presents the distinct social identity-based impression management strategies individuals utilize to influence how they are perceived as members of their social groups, as they construct their professional image. In instances

of image discrepancy, people are motivated to either distance themselves from their group or claim their social groups in ways that highlight its positive attributes, dispel stereotypes and increase awareness (Brown, 2000; Tajfel & Turner; 1986). As indicated by Brown (2000), strategies to achieve these goals differ, as do their utilization.

Table 1. Social identity-based Impression Management Strategies.

	Social recategorization	**Positive distinctiveness**
Purpose	To distance oneself from one's group by attempting to change social category assignment	To reframe negative perceptions and create positive associations with one's group by claiming group membership, challenging negative stereotypes, informing others about the groups positive qualities, or through advocacy on behalf of one's group.
	Decategorization - refers to efforts to position one's self as an individual, not as a member of a social group.	***Integration***- refers to the impression management strategies that communicate favorable aspects of one's group identity, and challenge unfavorable stereotypes in an attempt to merge one's social identity with their professional image
	Assimilation – refers to the suppression of one's social identity while publicizing commonalities with the majority group or another more favorable social identity group within an organization.	***Confirmation***- refers to the strategic validation of stereotypes related to one's social group in an attempt to gain desired rewards and outcomes.

The first social identity-based impression management strategy, *social recategorization,* focuses on distancing oneself from one's group (Roberts, 2005). They refer to the strategies as the "self-presentation behaviors individuals use to increase social mobility by changing the social categories to which they are assigned" (p. 695, Roberts, 2005; Tajfel, 1978). To reduce the salience of their devalued social identity, individuals engage in social recategorization (Roberts, 2005). Reducing the salience of a devalued identity attenuates the likelihood of being perceived as a marginalized outgroup member and being the target of negative stereotyping (Chatman, Polzer, Barsade, & Neale, 1998; Cross & Strauss, 1998; Turner, Oakes, Haslam, & McGarty, 1994). There are two forms of social recategorization, *decategorization* and *assimilation* (Roberts, 2005). As its name would imply, *decategorization*, refers to efforts to position one's self as an individual, not as a member of a social group. Therefore, personalization involves "self-revealing interactions" (p. 101, Gaertner, Dovidio, Banker, Houlette, Johnson, & McGlynn, 2000) that emphasize personal characteristics or one's professional identity and discredit the category stereotype associated with their outgroup status (Brewer & Miller, 1984; Ellemers, Spears, & Doosje, 2002; Gaertner et al., 2000; McBroom, 1986; Roberts, 2005). Grounded in intergroup contact theory, this approach is thought to reduce intergroup bias by reducing or eliminating categorization and changing the distinction form "us and them" to "you and me" (Gaertner et al., 2000). Therefore, individuals highlight their personal characteristics to bolster their professional identity and reduce social identity threat potential (Roberts, 2005).

Assimilation is the other social recategorization strategy that involves suppression

of one's social identity while publicizing commonalities with the majority group or another more favorable social identity group within an organization (Dovidio, Kawakami, & Gaertner, 2000; Gaertner et al., 2000; Roberts, 2005). Underrepresented minorities who may choose this strategy, highlight aspects of themselves and their professional identities that are in line with the dominant, more positively regarded subgroup, that of their White peers within the organization. Stressing commonalities as opposed to differences can benefit those who would typically be viewed as (and treated like) outgroup members, which has implications on the likelihood of being accepted and liked versus being devalued and stereotyped (Anderson, 1999). These strategies are common in organizations where underrepresented minorities might feel pressure to conform to professional standards and dominant culture values (Bell, 1990; Blackwell, 1981; Cox, 1993; Dickens & Dickens, 1991). Therefore, individuals may choose to avoid conversations or resist displaying behaviors that make their devalued identity more salient or aligning oneself with a more valued group (Dovidio et al., 2000; Ellemers et al., 2002; Major, Quinton, McCoy, & Schmader, 2000; Roberts, 2005; Roberts, Settles, & Jellison, 2008; Roberts, Cha, & Kim, 2014).

Positive distinctiveness is the other social identity-based impression management strategy that individuals use (Roberts, 2005). While some try to distance themselves from their socially devalued identity group, others attempt to reframe negative perceptions of their group (Ellemers et al., 2002; Roberts, 2005; Roberts, Settles, & Jellison, 2008). Roberts et al. (2008) indicated that these strategies, "involve active attempts to create a more positive social meaning around a devalued social group by publicly claiming

membership in the group, educating others about the positive qualities of the group, or advocating for the group" (p. 696; Ellemers et al., 2002; Major et al., 2000; Roberts, 2005; Thomas, 1993). There are two forms of positive distinctiveness, integration and confirmation (Roberts, 2005). The first of which, *integration*, refers to the impression management strategies that communicate favorable aspects of one's group identity, and challenge unfavorable stereotypes in an attempt to merge one's social identity with their professional image (Roberts, 2005). These strategies are commonly used by ethnic minorities who do not wish to abandon their cultural heritage and establishing positive relationships with members of the dominant group (Dovidio et al., 2000; Roberts, 2005). Therefore, individuals bring their social identity into the workplace, but do so in a way that they are still receptive to the dominant group. These displays can range from subtle to direct and those who prefer integration strategies manage the consequences of revealing their social identity (Bell and Nkomo, 2001; Chrobot-Mason, Button, & DiClementi, 2001). Therefore, integration is about dismantling negative stereotypes about one's social identity group and advancing positive associations about one's group (Creed & Scully, 2000; Meyerson, 2001). In their examination of gay, lesbian, bisexual, and transgender employees' workplace encounters, Creed & Scully (2000) found that individuals with these often stigmatized social identities claimed their identities and advocated for inclusive policies while engaging with coworkers. Despite the differences between claiming an invisible and visible social identity, there are many parallels in the experience of being a member of a stigmatized group. During workplace encounters, those who present themselves as members of their social group make a conscious

decision to claim their social identity, doing so comes with many potential risks and benefits. Expressing one's social identity in the workplace allows for their identity to be "recognized, understood, and even valued" (p. 392, Creed & Scully, 2000), and allows individuals to bring their true selves to work, merging it with their professional image, without the burden and additional energy associated with concealing one's true identity. An example of this strategy is when someone verbally dismantles a negative stereotype about their group and replaces it with a positive attribute. This strategy can also be a subtle nonverbal display of identity, like a culturally relevant accessory incorporated into their professional image.

Confirmation is the other positive distinctiveness strategy that involves "capitalizing on social identity stereotypes in order to gain desired rewards and outcomes" (p. 697, Roberts, 2005). In other words, individuals that employ this strategy use stereotypes of their social group to their advantage in order to achieve their desired outcomes. Roberts (2005) presents research related to gender congruency theory that suggests that members of social identity groups, in this case women, are associated with role expectations and stereotypes. When role expectations are fulfilled and stereotypes confirmed, it is more likely to receive acceptance and access from organizational power holders (Rudman & Glick, 1999). In one study of emotional displays at work, Black female psychics students assume a "loud black girl" image that is consistent with the dominant groups stereotypes, however, it allows them to be assertive despite their highly visible minority status (Ong, 2005; Wingfield, 2010). Therefore, aspects of an individual's social identity inform the ways they are perceived, forcing them to manage

their self-presentation in ways that suppress or embrace their identities (in this case as it relates to displays of emotions and feelings) in order to be heard and accepted (Wingfield, 2010). Others may attempt to confirm positive stereotypes associated with their social groups. For example, Oyserman & Sakamoto (1997) found that Asian Americans highlight their model minority status by emphasizing their intelligence.

As suggested by Thomas (1993), these strategies differ based on an individual's perspective on the importance and influence of race during interracial interaction, their level of racial awareness, and the degree to which individuals attempt to merge their racial and professional identities. Preference for managing racial differences are embedded in relationships in organizations, such that individuals show a natural preference for one strategy over another. Thomas (1993) examined cross-race mentoring relationships, strategies for addressing racial differences, and career support. Their qualitative data showed that Black professionals and mentors either denied/suppressed or directly engaged with the racial dynamics present in their developmental relationship. Relationships in which both the senior and junior professional agreed on the strategy for discussing race—addressing it head on versus denying or suppressing the influence of race—were more likely to lead to mentor-protégé relationships which provide instrumental career support as well as psychosocial support. However, when the strategy for addressing race was not complementary then a sponsor-protégé relationship, which does not provide psychosocial support, was likely to emerge. This area of research has major implications for the influence of racial perspectives on self-presentation, behavior, and interpersonal relationships at work. Individuals are aware of racial differences and

differ in their approaches to handling interracial interactions. Preferential tendencies to either deny, suppress, or directly engage with race were grounded in past experience with race and racial identity in the workplace. Furthermore, messages from senior and junior professionals signaled their strategy preference, whether they preferred to deny/suppress or directly engage with racial issues, thus setting the tone for the type of developmental relationship that emerged. This provides an example of how strategy use can be influenced by one's racial centrality and characteristics related to interaction partners and organizational level variables, like diversity climate which is often perpetuated by upper level management.

Chapter 4: Interactionist Perspective on Racial Identity-based Impression Management

While Roberts' (2005) model explains a multi-stage process with many antecedents and moderating variables including individual differences in identity salience and strength as well as contextual factors like organizational climate, I focus on image construction and consequences of impression management from an interactionist perspective. Organizations provide strong situations as do a variety of individual differences, employees respond to their environment in distinct ways. Given the limited exploration of racial identity-based impression management in organizational contexts, I extend and provide additional construct and empirical support for racial identity-based impression management processes and its consequences for individuals. More specifically, the way in which individuals choose to manage their race will be contingent upon individual differences in racial identity as well as differences in an organization's diversity climate. Some strategies may have a greater utility in certain climates leading to more positive personal outcomes and evaluations from others, but may be detrimental in others. Impression management suggests that individuals are rational actors and, not surprisingly, context matters. Individuals adapt to their environment and process cues from their organization (either consciously or subconsciously). The way in which these cues are interpreted, and the effect they have on one's psyche differ.

Therefore, it is critical to first assess the existing measure for this form of impression management by evaluating the items and testing construct validity then assessing the individual (i.e. racial centrality) and contextual (i.e. diversity climate) factors that influence racial identity-based impression management strategy use and the

consequences of these behaviors. Moreover, I examine mediating variables that further explain why individuals choose specific impression management strategies, and why these strategies may result in different work related outcomes.

I expect racial centrality to interact with diversity climate to predict one's sense of psychological safety, which will in turn predict racial identity-based impression management (RIM) strategy use. For those with highly centralized racial identities, positive diversity climates will encourage minorities to utilize positive distinctiveness strategies, while negative climates will instead generate more recategorization strategies. In turn, job stress, satisfaction, and embeddedness will vary depending on how authentic one feels after they choose a racial identity-based impression management strategy. Regardless of how minority employees choose to express themselves, greater levels of felt authenticity should predict lower job stress, and greater satisfaction and embeddedness.

Antecedents of Racial Identity-based Impression Management

Diversity Climate. In addition to the individual differences of racial centrality, Roberts (2005) suggests that organizational level factors such as diversity climate are also proposed to influence strategy preferences among underrepresented minorities. Climate for diversity has been defined as "employees' shared perceptions of the policies, practices, and procedures that implicitly and explicitly communicate the extent to which fostering and maintaining diversity and eliminating discrimination is a priority in the organization" (Gelfand, Nishii, Raver, & Schneider, 2005, p. 104). Acceptance and promotion of diversity can be signaled by an organization's demographic composition,

policies, and the resulting culture of inclusivity and fairness (Emerson & Murphy, 2014; Highhouse, Stierwalt, Bachiochi, Elder, & Fisher, 1999; Kim & Gelfand, 2003; Roberson & Stevens, 2006). Swim & Miller's (1999) research suggests that Whites are less aware of the privileges afforded to them because of their racial group membership. Ethnic minorities, on the other hand, are sensitive to identity-threatening cues in organizations and are aware of additional obstacles to their acceptance and advancements in these settings (Emerson & Murphy, 2004). Research also suggests that people of color, members of disadvantaged groups, are concerned with being stigmatized and cope with stigma-stressors in a variety of ways (Kaiser & Miller, 2001; Major, Quinton, & McCoy, 2002).

Diversity climate and messaging about an organization's diversity management ideology also has a profound effect on the experience and attitudes of minority employees (Ely & Thomas, 2001; Foldy, Rivard, & Buckley, 2009; Homan, van Knippenberg, van Kleef, & de Dreu, 2007; Purdie-Vaughns, Steele, Davies, Ditlmann, & Crosby, 2008; Williams & O'Reilly, 1998; Wolsko, Park, Judd, & Wittenbrink, 2000). In terms of diversity climate, a positive climate where multicultural philosophies are present and cultural diversity is accepted and preferred, is well received among underrepresented minorities who resist the notion that ethnicity is irrelevant. These climates manage cultural diversity by acknowledging and expressing appreciation for the variety of perspectives that are inherent in diverse organizations (Ely & Thomas, 2001; Homan et al., 2007; Wolsko et al., 2000). Gelfand, Nishii, Raver, & Schneider (2005) suggest that in these climates discrimination should be lower because all employees are equally

represented at all levels of the organization and everyone is encouraged to succeed. Furthermore, multicultural messaging signals identity safety to racial and ethnic minorities by placing value in a variety of diverse perspectives (Bonilla-Silva, 2006; Emerson & Murphy, 2014; Plaut & Markus, 2007; Purdie-Vaughns et al., 2008; Ryan, Hunt, Weible, Peterson, & Casas, 2007). Multicultural ideologies are typically favored and endorsed by minority group members as compared to Whites, while Whites are more likely to endorse a colorblind philosophy (Ryan et al., 2007).

Negative climates for diversity, on the other hand, may signal to minorities that diversity and more specifically, their identity as a member of their social group is devalued (Emerson & Murphy, 2014). Discrimination is more likely in these contexts because minority employees tend not to be proportionately represented in all levels of the organization, and less inclusive organizational assumptions and values are present (Gelfand et al., 2005). Similarly, organizations with a colorblind philosophy promote the idea that everyone should be judged as individuals without regard to race, in effect emphasizing commonalities and ignoring critical aspects of individuals' social identity and the value added by the addition of diverse perspectives (Ryan et al., 2007). Rosenthal & Levy (2009) identified several forms of the colorblind ideology suggesting that it can be implemented to emphasize similarities, assimilation, and uniqueness in an effort to improve intergroup relations. Racism is still an unfortunate reality in our society, and this disregard of group differences may signal ignorance or denial of persistent marginalization experiences by underrepresented minorities (e.g., Carr, 1997; Dietrich, 2006; Prashad, 2001; Neville et al., 2000; Nieto, 1996; Schofield, 1986; Rosenthal &

Levy, 2010; Zirkel, 2008). As mentioned previously, this ideology is less well received among minority group members (i.e. Blacks and Latinos) because it suppresses group differences, and for more minorities an important component of their self-concept (Bonilla-Silva, 2006; Emerson & Murphy, 2014; Ryan, et al., 2007). Together, low demographic representation as well as endorsing policies and messaging that racial differences should be ignored are related to lower organizational trust and comfort among racial and ethnic minority employees.

A colorblind philosophy suppresses the relevance of group differences while multiculturalism embraces them. Moreover, climate for diversity, employees' shared perceptions regarding an organization's commitment to maintaining diversity and eliminating discrimination such that all employees can thrive, can signal identity safety or identity threat (Gelfand et al., 2005); Emerson & Murphy, 2014). Overall, individuals vary in the importance they place on their racial identity and organizations alike vary in their approach to managing members from a variety of diverse backgrounds. Therefore, racial centrality and perceptions of an organization's diversity climate should predict which social identity-based impression management strategies underrepresented minorities engage in (Roberts, 2005).

H1: Diversity climate perceptions will positively predict an individual's use of positive distinctiveness RIM strategies (integration and confirmation) and negatively predict social recategorization RIM strategy use (assimilation and decategorization).

Racial Identity. As suggested by Roberts (2005), in addition to the type of identity threat posed, other factors including (but not limited to) racial centrality, and diversity climate also impact which social identity-based impression management strategy individuals may employ. Racial and ethnic group membership tends to be more central to the social identity among underrepresented minorities as compared to Whites (Brewer, 1993; Phinney, 1992; Simon & Pettigrew, 1990). Racial centrality, refers to the degree to which one's race is an embedded and important component of one's self-concept (Chavous, 2000; Sellers, Chavous, & Cook, 1998; Cross, 1995). Impression management behavior is grounded in one's self-concept, as a way to present a positive and accepted version of themselves (Baumeister, 1989; Goffman, 1959; Leary & Kowalski, 1990). Therefore, racial centrality may dictate which social identity-based impression management strategies they use.

To demonstrate the influence of racial centrality, Branscombe & Ellemers (1998) developed a model to explain how members of disadvantaged groups cope with perceived discrimination. In their model, they suggest that either individualistic (i.e. social recategorization) or group-based (i.e. positive distinctiveness) strategies will be employed as a function of an individual's level of identification with their social identity group. Stronger identification with one's in-group, hence greater racial centrality, predicts a greater proclivity to employ positive distinctiveness strategies that provide more positive associations with one's identity group when faced with instances of discrimination or other forms of social identity devaluation. Lower levels of racial centrality, hence a weaker identification with one's social identity group, are more predictive of social

recategorization strategies which seek to distance individuals from their social identity group (Branscombe & Ellemers, 1998; Ellemers et al., 2002; Roberts, 2005). Additionally, as cited by Roberts (2005), research on visible and invisible social identities shows that if a social identity is not central or valued within an individual's self-concept, they will be more inclined to suppress that identity when interacting with outgroup members (Chrobot-Mason et al., 2001; Cross, 1991; Ely, 1995; Ethier & Deaux, 1994; Leary & Kowalski, 1990; Thomas, 1993).

H2: Racial centrality will positively predict the use of positive distinctiveness RIM strategies and negatively predict the use of social recategorization RIM strategies.

Interaction between Racial Centrality and Perceived Diversity Climate

In addition to the proposed main effects of racial centrality and diversity climate, I also propose an interaction between these factors. As mentioned previously, racial centrality refers to the integration of racial group membership into one's self-concept (Chavous, 2000; Sellers, Chavous, & Cook, 1998; Cross, 1995). The more central one's race is to their overarching self-concept the more likely they are to view race as a source of positive self-regard. Additionally, strongly identified minorities show greater concern for the treatment of their group, and are vigilant to identity threatening cues (Emerson & Murphy, 2014). Individuals who do not view their race as a central component of their self-concept are disconnected from their group membership and less concerned with their group. Differences in racial centrality also translates to differing perceptions of the frequency and threat of discrimination (Sellers & Shelton, 2003). Sellers & Shelton

(2003) examined African American college students and found that the more central race was to their self-concept, the more they perceived incidents as racially discriminatory. The significance of one's race to the self-concept is tied to feelings of positive self-regard and self-esteem. Therefore, strongly identified as compared to weakly identified minorities are more perceptive of and sensitive to racial discrimination. Greater perceived discrimination among minorities has also been linked to more negative psychological outcomes such as depression, stress, anxiety because racial group membership central to the self-definition (Kessler, Mickelson, & Williams, 1999; Landrine & Klonoff, 1996; Sellers, Caldwell, Schmeelk-Cone, & Zimmerman, 2003; Spencer-Rodgers & Collins, 2006). In an educational context, Jenkins (2001) found that African American undergraduates who were highly identified, but on campus' with poor diversity climates, reported less satisfaction with their university. Therefore, discrimination or negative diversity climates can lead to greater negative consequences for strongly identified minorities.

Furthermore, individuals are motivated to maintain a positive self-concept, so when identity threats (like discrimination within an organization or negative climates for diversity) occur they are motivated to respond. However, the organizational context determines the effectiveness of the response to identity threat. In positive climates for diversity, diversity is supported and there are little to no social costs associated with claiming one's racial identity. In negative climates where diversity is not valued, the behavior of strongly identified minority employees may be constrained. The potential for further devaluation of a personally valued identity may prevent strongly identified

minority individuals from claiming and presenting their racial identity's in these hostile environments. In a similar line of research, Leslie & Gelfand (2008) examined gender identity, climate for diversity, and internal claims of gender discrimination. They argue that the climate for diversity moderates the relationship between gender identity and claiming gender discrimination. Strongly identified women are more sensitive to gender-based discrimination because their female identity is central to who they are. Weakly identified women, however, are less likely to recognize or be affected by gender-based discrimination. Furthermore, they argue that an organizations climate for diversity determine who will submit an internal claim. Their findings support the interactive effect of identity and organizational context such that strongly identified women were more likely to submit a claim in positive climates for diversity but not in negative climates for diversity. Weakly identified women, conversely, claim more in negative climates for diversity, but not in positive ones. Despite a greater sensitivity to the threat of discrimination, strongly identified women do not claim in negative environments because of the cost it poses to their valued identity. In other words, internal claims of gender discrimination could potentially make matters worse, exacerbating the negative psychological consequences that claiming attempt to reduce. This constraint does not exist for weakly identified women in negative diversity climate, who do not have the same adverse reaction to gender discrimination. Interestingly, these settings are linked to a greater probability that weakly identified women will claim discrimination because they do not experience the same negative psychological consequences. This research provides support for the interaction between identity and context and how it shapes behavior.

For the purposes of the current study, I suggest that a similar pattern will emerge among strongly racially identified minority employees in organizations. Following the same logic, I predict that individuals who deem race as central to their identity will be more likely to employ positive distinctiveness strategies in diversity climates they perceive as positive. However, these same individuals may be less likely to express and present their racial identity in negative climates for diversity because it may result in more as opposed to less psychological distress. Minorities that do not think race is central to their self-concept, in contrast, should be more likely to utilize social recategorization strategies regardless of diversity climate. If diversity or racial differences are not valued by the organization, and race is not central to an individual's self-concept their racial identity-based impression management strategies should reflect a more individualistic approach to self-presentation (i.e. social recategorization).

H3: The positive relationship between perceived diversity climate and positive distinctiveness strategy use will be stronger among individuals with higher racial centrality. Minorities who indicate higher racial centrality will be more likely to utilize positive distinctiveness strategies (integration and confirmation) in positive climates for diversity. In negative climates for diversity, high racial centrality will predict the use of social recategorization strategies (assimilation and decategorization). Individuals who indicate lower racial centrality should not be as affected by the positive or negative perceptions of climates for diversity.

Potential Mediator

Psychological Safety. Diverse organizations include many employees from different backgrounds and social identities making it more difficult for some to feel comfortable expressing their true selves. Psychological safety, may explain why individuals choose one impression management strategy more often than others. It is defined as the "perceived freedom in the expression of true self, that is, whether an individual feels confident in expressing his/her ideas and beliefs without fear of negative consequences to self-image or career prospects." (p.4, Singh, Winkel, & Selvarajan, 2013; Chrobot-Mason & Aramovich, 2004). Feeling psychologically safe at work allows people to take interpersonal risks without fear of embarrassment or rejection (Edmondson & Roloff, 2008). Most individuals would agree that it is important to have the freedom to express one's true identity, values, and beliefs (Edmondson, 1999; Kahn, 1990) given its relevance to individual identification (Ashforth, Harrison, & Corley, 2008). Additionally, psychological safety enables personal engagement at work as well as organizational change and innovation (Edmondson, 2003; Kahn, 1990; Nembhard & Edmondson, 2006).

According to racial identity theory, racial identity is stronger among minorities as compared to Whites as are their reactions to workplace discrimination and prejudice (Merritt, Ryan, Mack, Leeds, & Schmitt, 2010). Therefore, racial identity is typically a relevant component of one's self-concept that shapes how we present ourselves to others. When an image discrepancy exists between ones perceived and desired professional image individuals are motivated to reconcile the discrepancy (Roberts, 2005), yet may find it difficult to express their true selves (Foley, Kidder, & Powell, 2002). Fear of

backlash, a construct related to psychological safety, refers to the fear of negative repercussions (social and economic) when displaying stereotypically incongruent behaviors or in this case, behaviors that are more easily accepted when expressed by dominant group members (Amanatullah & Morris, 2010; Rudman & Fairchild, 2004). The construct suggests that the same behavior expressed by different people can result in negative outcomes due to perceived stereotype incongruence. The same behavior can generate dramatically different responses and have distinct negative social consequences given the characteristics or group membership of a target. Research shows that women who express masculine traits such as assertiveness and heightened agency or obtain masculine roles, are viewed as less likeable (Powers & Zuroff, 1988), receive less favorable evaluations and are seen as less hirable (Eagly, Makhijani, & Klonsky, 1992; Rudman, 1998), and are evaluated as less effective leaders (Eagly, Karau, & Makhijani,1995; Heilman & Okimoto, 2007; Rudman, 1998; Rudman & Glick, 1999). This shows the reality that underrepresented or stigmatized groups face when it comes to self-presentation in the workplace. Stereotypes related to one's social identity group may call into question an individual's intelligence, competence, and general ability. Lack of psychological safety, and similarly fears of facing backlash such as social rejection in the workplace, may alter an individual's behavior, specifically as it relates to how they manage the impression of their racial identity. If individuals don't feel they can safely express themselves or are penalized for expressing certain behaviors, it is likely that this will influence how they chose to portray their racial identity in the workplace.

Interestingly, in their model of backlash and stereotype reduction Rudman and Fairchild (2004) suggest that fear of backlash for violating gender roles predicted men and women's proclivity to suppress their counterstereotypical behavior. They argue that in order to challenge and weaken cultural stereotypes individuals must behave in ways that disconfirm them (Brewer, 1988; Fiske & Neuberg, 1990; Kunda & Thagard, 1996). However, as their model suggests, fear of backlash motivates individuals to conceal deviant behavior and conform to stereotypes to avoid negative social repercussions and maintain their self-esteem. Ironically, when a threat of backlash exists the individuals who have the ability to disconfirm stereotypes may be the least likely to actually do so (Rudman & Fairchild, 2004). This is also reflected in Leslie & Gelfand's (2008) research on internal gender discrimination claims where they found that strongly gender identified women were less likely to dismantle discrimination (via internal claims) in negative climates for diversity, compared to in more positive environments. While they did not directly test psychological safety, this construct maps on to their initial arguments and study findings. Strongly identified individuals are less likely to act in negative climates because the psychological costs greatly outweigh the benefits.

Positive work climates shape the identification and behaviors of employees, especially among racial minorities (McKay et al., 2007; Singh & Winkel, 2012). As cited by Singh et al. (2013), supportive and positive climates for diversity positively impact identity formation and expression in the workplace (Ashforth & Mael, 1989; Carmeli, Brueller, & Dutton, 2009). In these settings, racial minorities feel valued and appreciated, their social identities confirmed, which enhances a sense of psychological safety and

organizational commitment (McKay et al., 2007). While unsupportive and negative climates for diversity induce identity threat concerns that endanger individual confidence, self-expression, and other poor behavioral responses (Foley et al., 2002; McKay et al., 2007; Singh & Winkel, 2012). Diversity climate should signal to individuals whether it is likely they will experience backlash or psychological safety when expressing their racial identity in the workplace. When individuals fear they will be penalized for expressing their racial identity they will be more likely to engage in social identity-based impression management strategies that suppress their racial identity in preference for being treated as an individual and assimilating into the dominant culture of the professional organization (i.e. social recategorization). I predict this will be the case for strongly identified minorities in negative climates for diversity.

Conversely, when individuals are less fearful of being socially rejected in the workplace for expressing their racial identity (an identity that may be counter to the expectation of a professional), they will be more likely to restore positive distinctiveness in order to create a more positive social meaning for their social identity group. I predict this will be the case for strongly identified minorities in positive climates for diversity. Given the research that ties diversity climate, psychological safety, and fear of backlash with self-expression, I hypothesize the following:

> H4: Psychological safety will mediate the two-way interaction between racial centrality and diversity climate to predict racial identity-based impression management strategy. Minorities who indicate higher racial centrality and work in organizations that have a positive diversity climate will a) be more likely to utilize

positive distinctiveness strategies and b) utilize social recategorization less often due to greater psychological safety. Minorities who indicate higher racial centrality and work in organizations that have a poor diversity climate, on the other hand, will a) be more likely to utilize social recategorization strategies and b) utilize positive distinctiveness less often due to less psychological safety. Individuals who indicate lower racial centrality should not be as affected by the positive or negative climates for diversity, and thus psychological safety is not expected to serve as a mediator.

Authenticity and Other Consequences of Impression Management

The use of these distinct racial identity-based impression management strategies may in turn impact work related outcomes (Roberts, 2005). In Roberts (2005) model of professional identity construction she proposes that all forms of impression management influence how other's view their professional identity. Moreover, impression management strategies may also influence individual, interpersonal, and other work related outcomes. The author elaborates on the importance of authenticity, the degree to which one shares their personal experiences and expresses their true self (Harter, 2002), and its impact on individual, interpersonal, and organizational outcomes. Essentially, authenticity, is a blend of self-awareness and self-expression (Knoll & Van Dick, 2013). According to a model developed by Goldman and Kernis (2002), there are four components of authenticity: awareness, unbiased processing, behavior, and relational orientation. Individuals must be aware of their internal values, beliefs, desires, and in general, all the self-relevant characteristics embedded in the self-concept even if they are

contradictory. Individuals must also be able to process self-relevant information in an unbiased fashion. Then follows actual action and behavior that is in line with one's values and self-concept. Lastly, relational authenticity refers to the active process by which individuals disclose one's true self (including strengths and weaknesses, positive and negative qualities alike) to others in order to develop strong interpersonal relationships. Their findings suggest that greater self-reported authenticity was related to higher levels of self-esteem and life satisfaction.

As mentioned previously, impression management strategy selection is argued to be influenced by a variety of factors, both internal and contextual. Individuals may weigh the costs and benefits of presenting a particular identity, and choose to claim or suppress it. Like other researchers, in this discussion of authenticity, it is referred to as a state rather than an individual trait. This means that individuals vary from being authentic to inauthentic in any given moment (Roberts, Cha, Hewlin, & Settles, 2009). Research shows that conformity pressures exist (Hackman, 1992), which affect the frequency of self-censorship, or the rate at which individuals conceal their different or controversial opinions in a particular environment (Avery & Steingard, 2008; Milliken, Morrison, & Hewlin, 2003; Van Dyne, Ang, & Botero, 2003). Therefore, an individual's true self may not always be represented in their choice of social identity-based impression management strategy. Incongruence between one's true self and their self-presentation may be viewed as optimal given its utility in a specific context, while jeopardizing one's ability to be authentic.

As cited by Roberts (2005), in Rosenfeld, Giacalone, & Riordan's (2001)

discussion on impression management they implied that successful impression management attempts are those that are authentic and credible. Meaning, there is no right or wrong impression management strategy, but the degree to which one feels authentic and is perceived to be credible in their self-presentation is critical. One's racial centrality may also play a role in the relationship between social identity-based impression management strategy and authenticity.

Authenticity at work has a variety of benefits especially for employees from marginalized groups (Ragins, 2008). In a study involving the development and validation of an authenticity at work scale, van den Bosch & Taris (2014) found that feeling authentic at work is negatively correlated with negative affect and stress, while it is positively correlated with work engagement, in-role performance, and job satisfaction. Inauthenticity, on the other hand, is associated with negative individual and organizational outcomes. Psychological stress, in the form of identity conflict, may arise from inauthentic behavior and the belief that one must conform to the expectations of others (Roberts et al., 2009; Settles, 2004). Additional research shows that inauthentic self-presentations are related to depleted energy/exhaustion and overall lower well-being (Grandey, 2003; Harris, Gallagher, & Rossi, 2013), lower levels of trust in relationships (e.g., Ilies, Morgeson, & Nahrgang 2005), and less positive attitudes towards the workplace (Day & Schoenrade, 1997; Hewlin, 2009). Others have demonstrated that authenticity satisfies self-determination and self-verification needs and is a predictor of personal growth, autonomy, self-acceptance, self-esteem, well-being, life satisfaction, and gratitude (Deci & Ryan, 2002; Goldman & Kernis, 2002; Kernis, 2003; Swann,

1983; Wood, Linley, Maltby, Baliousis, & Joseph, 2008). Therefore, I argue that authenticity mediates the relationship between social identity-based impression management strategy and work related outcomes. More specifically, the degree to which an individual feels authentic in their utilization of a RIM, will influence job embeddedness, satisfaction, and stress.

Job Stress & Satisfaction. Employee well-being is a major focus for organizations due to its links to performance and turnover intentions (Gilboa et al., 2008; Judge et al., 2001). Therefore, it is in an organization's best interest to understand what factors lead to stress and satisfaction. While research has explored organizational factors that predict job stress and satisfaction (Viswesvaran et al., 1999), more recently personal factors such as authenticity have been linked to well-being (Ilies et al., 2005; Ménard & Brunet, 2010; Sheldon & Kasser, 1995). Research shows that the more authentic and true to your core self you feel the better for your well-being (Wood et al., 2008). Authenticity also varies based on one's role and context. Research on authenticity and role identities suggests that when an individual feels authentic enacting their social role they are more likely to be satisfied and perceive less stress and overload (Goldman, 2004; Sheldon, Ryan, Rawsthorne, & Ilardi, 1997). Furthermore, person-environment (P-E) fit theory suggests that a mismatch between an individual and their environment may cause strain, stress, and lower levels of well-being.

As such, it is possible that employees who feel more authentic are more comfortable and are not subject to the depleting effects of cognitive load associated with inauthentic displays (Van den Bosch & Taris, 2014). Van den Bosch & Taris (2013)

developed a state-based measure of authenticity at work in order to examine how authenticity at work relates to well-being and other work related outcomes. Their theory suggests that there are three dimensions of authenticity at work, *self-alienation, authentic living,* and *accepts external influence*. *Self-alienation* refers to not feeling or knowing who one is at work, in other words when you feel detached from their core self. *Authentic living*, on the other hand, "is the degree in which employees are true to their selves in most situations at work and act in accordance with their own values and beliefs in the workplace" (p. 663, Van den Bosch & Taris, 2014). The last dimension of authenticity, *accepts external influence*, refers to the degree to which situational forces impact behavior. The authors suggest that the low levels of self-alienation and accepting external influences coupled with a high level of authentic living would suggest a worker has optimal experience authenticity (Van den Bosch & Taris, 2014). In a study including 685 workers, they found that authentic living is positively related to work engagement, vigor, dedication, and absorption. The self-alienation dimension, in contrast, was negatively related to the previously mentioned outcomes. In terms of burnout, self-alienation was positively related to cynicism and emotional exhaustion and negatively relates to personal accomplishment. While accepting external influence, was positively related to emotional exhaustion a subscale of burnout. Additionally, self-alienation was positively related to intentions to leave the job and negatively related to job satisfaction. Lastly, the authentic living and accepts external influence subscales were positively related to in-role performance.

Based on this body of research on the importance of authentic expression, and

given the prediction that minority employees can feel either authentic or inauthentic in their racial identity-based impression management strategy, I argue that authenticity will mediate the relationship between racial identity-based impression management strategy and job stress and satisfaction, two important indicators of employee well-being.

Job Embeddedness. Authenticity, brought on by racial identity-based impression management, may also be related to marginalized employees' commitment to their organization. A conceptual model of personal engagement and disengagement at work as developed by Cable, Gino, & Staats (2013) suggests that multi-level factors influence whether an employee will bring their true selves to work and engage or conceal their personal selves and disengage. Incorporating one's true self into their work role, has been linked to increased task involvement and performance (Kahn, 1990; Rich, Lepine, Crawford, 2010). As cited by Cable, Gino, & Staats (2013), as compared to a lack of authenticity, authenticity is related to lower levels of cognitive depletion, anxiety, depressive symptoms, and emotional exhaustion (Zapf, 2002; Ryan, LaGuardia, & Rawsthorne, 2005; Lopez & Rice, 2006; Goldberg & Grandey, 2007). These factors have the potential to lead to employee turnover, poor performance, and lower customer satisfaction (Wright & Cropanzano, 1998; Maslach, Schaufeli, & Leiter, 2001; Garman, Corrigan, & Morris, 2002; Cropanzano, Rupp, & Byrne, 2003; Taris, 2006). Indeed, research on organizational socialization suggests that environments that encourage employees to engage in authentic self-expression result in greater customer satisfaction and lower turnover than environments that socialize individuals to adopt an organizational identity (Cable, Gino, & Staats, 2013).

Felt authenticity in one's racial identity-based impression management strategy may also predict a minority employee's embeddedness within an organization, a construct related to organizational commitment. The job embeddedness construct was developed by Mitchell, Holtom, Lee, Sablynski, & Erez (2001) to capture the contextual factors that drive employee retention, whether they are on- or off-the-job factors (organizational and community factors, respectively). In other words, this construct helps explain why employees stay in an organization, which may differ from why an individual may decide to leave. While their theory emphasizes the many community and organizational level factors, for the current research, I will focus on organizational embeddedness (e.g. Kraimer, Shaffer, Harrison, & Ren, 2012; Lee, Burch, Mitchell, 2013) as opposed to community embeddedness. Drawing on embedded figures and field theory (Lewin 1951), the authors suggest that multiple aspects of an individual's life vary in their connectedness. The authors describe the construct as follows,

> "The critical aspects of job embeddedness are (1) the extent to which people have links to other people or activities, (2) the extent to which their jobs and communities are similar to or fit with the other aspects in their life spaces, and, (3) the ease with which links can be broken-what they would give up if they left, especially if they had to physically move to other cities or homes." (Mitchell et al., 2001, p. 1104).

These dimensions are labeled *links, fit,* and *sacrifice* and apply to work and nonwork factors. *Links* refer to the "formal or informal connections between a person and institutions or other people" (Mitchell et al., 2001, p. 1104). Employees are connected to a web of people and environments at work and in their communities and the more links

that exist, the more embedded an individual is to their organization. Other organizational researchers have referred to the linking process as “social integration” (O'Reilly, Caldwell, &Barnett, 1989). Therefore, with greater social integration across an employee’s life space, the more rooted they are in their job and organization. *Fit* refers to “an employee's perceived compatibility or comfort with an organization and with his or her environment” (Mitchell et al., 2001, p. 1104). This dimension maps on to the concept of person-organization fit and suggests that when “an employee’s personal values, career goals, and plans for the future” (Mitchell et al., p. 1104) are compatible with their job and organization the will be more embedded in their organization, and therefore less likely to leave. Overall, research suggests that perceived and actual fit between an organization are linked to self-selection among job applicants, selection processes within an organization, and turnover (Cable & Judge, 1996; Cable & Parsons, 1999; Chan, 1996; Hoffman & Woehr, 2006; Villanova, Bernardin, Johnson, & Dahmus, 1994; Werbel & Gilliland, 1999). Lastly, the *sacrifice* dimension refers to the cost and benefits associated with leaving an organization. The greater the perceived cost, such as loss of colleagues, benefits, or a disruption in one’s career advancement and the perks associated with tenure, the more embedded an employee will be. Therefore, employees with lower levels of organizational embeddedness, characterized by these three dimensions, are less likely to stay in an organization.

As it relates to racial identity-based impression management, the ability to be true to oneself is linked to meaningful relationship formation (Newheiser & Barreto, 2014). Fear of social exclusion is typically the underlining reason individuals choose to conceal

their stigmatized identity. By doing so, they feel they can avoid social exclusion. However, research on invisible stigmatized identities suggests that hiding a stigmatized identity actually leads to greater feelings of exclusion for those hiding their true identity, and greater level of actual social exclusion (Newheiser & Barreto, 2014). Newheiser & Barreto (2014) found that individuals were more likely to conceal their devalued identity when they felt their coworkers would react negatively. Additionally, individuals were more likely to prefer a concealment strategy and felt that interpersonal relationships at work would be affected if they revealed their identity when they perceived greater bias against their identity. The researchers go on to find that hiding a stigmatized identity results in negative social consequences because concealment results in a lack of authenticity and lower rates of self-disclosure. Moreover, non-stigmatized individuals report marginally lower levels of intimacy during interpersonal interactions, clearly hindering rapport-building. A lack of authenticity is perceived by social interaction partners and is thus more likely to disrupt social interactions. Overall, their study revealed that hiding or distancing oneself from a social identity is problematic because it creates an ironic effect on perceptions of belonging and social acceptance. Hiding a stigmatized identity leads to more positive social interaction expectations yet lower levels of authenticity, which in turn has a negative impact on interpersonal relationships. This relationship between authenticity and relationship formation corresponds with Mitchell et al.'s (2001) links dimension. The more authentic stigmatized employees feel at work the more links they may be able to develop with colleagues and greater links to an organization leads to greater levels of organizational embeddedness. In other words,

when minorities are able to bring their true selves to work, incorporate it into their professional identity, they should be better able to interact and form relationships with other employees, thus strengthening their ties to the organization and decreasing the likelihood they may leave.

The fit and sacrifice dimensions of organizational embeddedness may also be influenced by an employee's felt authenticity. The ability to be oneself in an organization may promote a better person-organization fit and greater costs associated with leaving. Authentic self-expression, especially as it relates to racial identity, may or may not be compatible with an organization's values and culture. A lack of authenticity may indicate that an individual does not fit in their environment and instead feels pressure to follow an organization's norm and ascribe to its values (at least in terms of a chosen impression management strategy). Misfits experience heightened strain and stress on the job (van den Bosch & Taris, 2014), which in turn should result in lower levels of organizational embeddedness. Additionally, individuals who feel they can be authentic at work may also view leaving their organization as a greater sacrifice. As mentioned previously, Van den Bosch & Taris (2014) found that authenticity at work predicts fewer turnover intentions among employees. This suggests that the ability to be authentic at work may be a greater benefit to staying in that organization. Taken together, I argue when individuals feel they can be themselves, or the degree to which stigmatized employees feel authentic in their racial identity-based impression management strategy, should be positively related to greater job embeddedness.

H5a: When race is central to an individual's identity, Active RIM strategies should

lead to a greater sense of authenticity and when race is less central to an individual's identity, Active RIM should lead to less authenticity.

H5b: When race is less central to an individual's identity, Passive RIM strategies should lead to a greater sense of authenticity and when race is central to an individual's identity, Passive RIM should lead to less authenticity.

H5c: Authenticity will positively predict job satisfaction and embeddedness, and negatively predict job stress.

Majority Group Responses to Racial identity-based Impression Management Strategies

Until this point, I have focused on the impression management strategies of minorities, their causes and personal consequences. However, I have yet to consider the reactions of organizational members to these impression management strategies. Societal pressure from dominant groups can inhibit underrepresented minorities from claiming their race, given the penalties they might experience for displaying their otherness. Yet, some claim their social identities in supportive environments or despite the threat of negative repercussions (Roberts, 2005). Given that these strategies differ, it is critical to understand how these behaviors are perceived by majority group individuals. Racial attitudes and tensions in the workplace, and society at large, may impact impression managers and how their messages are likely to be received by other onlookers in an organization.

As such, the first portion of the current project has focused on the factors that influence minorities racial identity-based self-expression at work, while the second

portion will focus on how these behaviors are perceived from the majority group in an organization. Put simply, I seek to examine if the strategies utilized by minorities are calibrated to the actual responses they get from organizational members. For example, in a low climate for diversity a minority employee may choose to suppress their racial identity by utilizing recategorization strategies, for fear that they will not be accepted by their colleagues or be viewed as incompetent and unprofessional. But is this actually the case? I posit that minorities are calibrated to the responses they actually get in organizations based on their racial identity-based impression management strategy and the climate of diversity therein. In particular, I suggest that majority group members will be more receptive to a minority employee if they engage in social recategorization and be perceived negatively if they engage in positive distinctiveness.

In what follows, I argue that diversity climate shapes how minorities are perceived by majority group members when they either claim or suppress their social identity in the workplace. To my knowledge, this is the first examination of majority group responses to this form of impression management. I expect majority group members in positive climates for diversity will react similarly to minority employees regardless of their racial identity-based impression management strategy. However, majority group members in negative climates for diversity, will react more positively to minority employees that utilize social recategorization as compared to positive distinctiveness strategies. I predict that this may be due to perceptions of norm violations, which dictate that conversations related to group differences or that highlight racial identity are not relevant or appropriate.

Diversity Climate and Ideology. Racioethnic ideology and diversity climate, are both concepts that relate to the values and beliefs held by organizational members. Diversity climate is related to perceptions of the value an organization places on diversity and creating a discrimination free environment. Others have described racial climate in terms of the norms and values related to race and the many implications of diversity, including interracial interactions (Chavous, 2005; Green, Adams, & Turner, 1988). Another way of establishing and assessing diversity norms and values directly, is the racioethnic philosophy advanced by upper level management in an organization. As discussed previously, multiculturalism and colorblindness are two philosophies that aim to promote equality, but by very different means. The first corresponds to the acceptance and promotion of diversity while the other focuses on downplaying racial differences and promoting similarity (Plaut, Thomas, & Goren, 2009). Multiculturalism is linked to a decrease in bias, while colorblindness leads to an increase in intergroup bias (Park & Judd, 2005). Researchers and scholars suggest that colorblindness fosters a negative diversity climate given it increases implicit and explicit bias among Whites (Richeson & Nussbaum, 2004; Levin, et al. 2012) and greater psychological disengagement among minorities (Plaut, Thomas, & Goren, 2009). Moreover, research shows that multiculturalism is a better indicator of an inclusive organizational environment than color blindness (Apfelbaum, Sommers, & Norton, 2008; Knowles, Lowery, Hogan, & Chow, 2009; Saguy, Dovidio, & Pratto, 2008; Wolsko, Park, & Judd, 2006). Therefore, although the intent of both ideologies is to promote equality, multiculturalism seems to establish a norm of inclusivity in line with positive climates for diversity, while

colorblindness seems to establish a norm for assimilation and the maintenance of the power structure in favor of the dominant-group-- a feature present in negative climates for diversity.

Perceived Norm Violation. Behaving in a way that violates the norms and expectations associated with an organization's diversity climate and corresponding racioethnic ideology may result in backlash. This backlash may come in the form of social exclusion or restricted access to career advancement opportunities. Positive climates for diversity signals that an organization values diversity. I suspect this will encourage all employees, including dominant-group employees to see the value in diversity, or at least understand the established norms related to diversity. Thus, establishing a norm that is more accepting of all forms of racial identity-based impression management. In these contexts, White employees should be accepting of a minority colleagues who utilize positive distinctiveness and social recategorization because presumably these individuals are free to choose a personally fitting way to signal (or not signal) their racial identity at work. Conversely, in a negative diversity climate where colorblind ideology is the preferred racioethnic ideology of the organization and its members, expressing one's racial identity may not be well received by the dominant majority group. In these contexts, the norm is to ignore race and group differences in favor of focusing on similarities or assimilation. Therefore, claiming your racial identity by way of positive distinctiveness may result in harsher evaluations of minority employees as compared to social recategorization strategies because it is perceived as a norm violation by dominant- majority group members in these contexts.

H6a: Diversity climate and a minority target's racial identity-based impression management strategy will predict majority group members' reactions to minorities that utilize social recategorization and positive distinctiveness. In positive climates for diversity, positive distinctiveness and social recategorization strategies will be evaluated similarly. However, in negative climates for diversity, social recategorization strategies will result in more positive evaluations than positive distinctiveness strategies when expressed by minorities.

H6b: Perceptions of norm violations will mediate the relationship between diversity climate, a targets' RIM strategy, and evaluations of a minority employee. Majority group members will perceive greater norm violations when a target expresses their racial identity in an organization with a negative climate for diversity, resulting in less favorable evaluations. However, in positive climates, majority group members will perceive fewer norm violations and react similarly to minorities who claim (positive distinctiveness) or suppress (social recategorization) their racial identity.

Overview of Studies

In 4 studies, I explore the construct itself, the existing measurement, and provide an empirical test of how these strategies are utilized by real employees and in turn how these strategies are perceived by majority group members. First, using qualitative and quantitative methods, the existing measure of RIM is assessed. Existing and emergent RIM strategies were then modified and new items were created based on interviews with Black professionals. I then examine the construct validity of the modified measure of RIM. Additionally, I examine how individual and contextual factors interact to predict

which racial identity-based impression management strategies minority employees will utilize. Therefore, in a survey study, I examine the proposed theoretical model of racial identity. More specifically, I test how racial centrality and diversity climate influence psychological safety, which in turn is proposed to help explain which racial identity-based impression management strategy stigmatized employees use more frequently. In addition to examining the antecedents and mediators that predict racial identity-based impression management, I also examine how these strategies influence authenticity and a variety of workplace outcomes including job satisfaction and stress as well as organizational embeddedness. In Study 3, I examine the model utilizing an experimental design to better understand racial identity-based impression management strategies in action. Finally, in Study 4, I explore how White majority group members respond to minorities that use these distinct strategies. Overall, this collection of studies provides additional empirical evidence of racial identity-based impression management among minority employees, and what it means for minorities and White employees alike.

Chapter 5: Item Development and Exploratory Factor Analysis

Current Construct & Existing RIM Measure

Given the scarcity of research on this topic, a reexamination of the construct is an important first step in the current line of research. The original RIM scale is a ten-item scale developed as part of a dissertation by Morgan (2002) to assess which specific racial self-presentation strategies Black employees utilize to manage other's impressions of them. The original 10-item scale includes items that measure social recategorization (decategorization and assimilation) and positive distinctiveness (integration and confirmation) strategies. While the current construct space and measure is based on existing research, it is possible that a current sample of Black working adults have developed new strategies or new ways of presenting their racial identity at work since the original scale was created. The original scale included two-factors (one of which had a Cronbach's alpha below .60), as opposed to the four-factor structure one might expect given the distinct forms of social recategorization (decategorization and assimilation) and positive distinctiveness (confirmation and integration) outlined by theory. Given the scarcity of research in this area, a new measure was created to try to improve the existing measure of racial identity-based impression management with the goal of teasing apart these distinct strategies.

Therefore, the construct space was explored to ensure that it was adequate and a new scale was developed following a qualitative pilot study (Study 1a). The updated scale was then examined for construct, convergent, and divergent validity (Study 1b). If

unique strategies or a new construct space emerges, then the proposed theoretical model and following hypotheses will be updated when discussing results.

Study 1a: Qualitative Interviews and Item Development

Method

Participants

This first study included two separate groups of respondents. The first of which participated in the pilot study to inform item generation, and the second group participated in the follow-up study that explored factor structure and construct validity. Participants in the qualitative pilot included working Black professionals from the community who either participated in one-on-one interviews or focus groups to aid in item development for the modified measure of RIM. Eleven participants (64% female) with an average age of 36 years old participated. All participants were employed and represented a range of fields some of which included, law, government, and retail.

Procedure

Scale Development. The purpose of the first part of study one was to improve an existing measure of racial identity based impression management (RIM) and conduct an initial examination of the factor structure and psychometric properties of the modified measure. The original RIM scale is a ten-item scale developed as part of a dissertation by Morgan (2002) to assess which specific racial self-presentation strategies Black employees utilize to manage other's impressions of them. Items on the original measure were rated on a 0 "None/not at all" to 5 "A great deal". In the original scale development study, an analysis of the initial measure indicated a two-factor structure named social

recategorization (α = .58) and positive distinctiveness (.77), however, some social recategorization items loaded onto the positive distinctiveness factor (Morgan, 2002). To improve the scale, additional items were developed using an inductive and deductive approach.

Upon review of the existing literature, a pilot study was conducted to modify and develop new scale items. A series of interviews and focus groups consisting of 1-2 individuals concentrated on discussions of race and expressions of racial identity in professional settings. The interviews took place in November and December 2017 with 11 Black American professionals in the Washington D.C. metro area. Interview participants were recruited via Craigslist community boards, Nextdoor (an online social network that connects neighbors), and paper flyers. Prior to attending the interview/focus group, all members were asked to complete a short survey to ensure they were in the target sample and had relevant work experience. During these sessions, I asked participants a series of questions about their professional work experience and how they express their identity at work. Participants were also asked to review the existing RIM measure and provide feedback. These interviews lasted approximately 1 hour and were audiotaped to notetaking purposes. See below for the semi-structured interview questions and the appendix for additional pilot materials (Appendix A):

Pilot Study Interview:

1. To start, please briefly state your job title, describe your organization (size, demographics), and state how long you have worked at your current organization.
2. Think about before you started working – before you became a full-time employee. Did you have any thoughts or discussions with anyone (family, friends, mentor) about how your race might impact your work experience? How so?

3. When you started at your current organization, did you engage in any impression management/self-presentation strategies?
    a. Did any of those strategies involve how you presented yourself as a Black employee? In other words, what racial self-presentation strategies did you utilize if any?
    b. What image were you intending to present at the time?
4. Can you describe your current professional image? What image are your trying to present at work? How do you present yourself to colleagues during interpersonal interactions?
    a. Is your racial identity an important component of your professional image?
    b. Do you aim to express or suppress your racial identity at work? Why & how so?
    c. Does it differ based on who you interact with (supervisor vs other coworkers) or what context you are in (break room vs meeting)? Why & how so?
    d. How do you want your colleagues to see/describe you? Do you think the impression you give off is accurate?
    e. Do you think your self-presentation style is well received by other employees (in the minority and majority group), your supervisor, the organization?
    f. Does your self-presentational style come natural to you or do you feel it takes effort?
    g. Has the image you are trying to present changed over time? If so, how did it evolve and why did it change?
5. You may utilize a certain strategy, but others may react and behave differently. What other self-presentation styles have you seen among other Black employees.
    a. How do other's express their racial identity at work?
    b. How are they perceived and treated by others?
    c. Did anyone in your current organization tell you how to carry yourself while at work? How to present yourself, what to wear, how to speak, which topics to avoid?
6. Can you think of a *specific* time when you had to express or suppress your racial identity at work?
    a. How and when do you try to use racial self-presentation strategies?
7. Do you think it's important for minorities to manage their racial identities at work? Why or why not?
8. Are there any stereotypes about your racial group that you find you can use to your advantage at work? (i.e. sassy Black woman, aggressive Black man)
9. Do you express your racial identity at work in other ways?
    a. How you decorate your office space?
    b. Attire/appearance?
    c. Any other non-verbal displays?

Results

After the interviews were completed, a thematic analysis was conducted to identify the major themes that emerged from the qualitative data. Given the exploratory nature of the study, extant literature was used as a basis for preliminary codes. Therefore, characteristics and behaviors associated with Morgan (2002) and Roberts (2005) RIM strategies were used to generate initial codes. In doing so, the original conceptualization and theoretical framework of racial identity-based impression management was assessed while allowing for the emergence of new strategies. After an iterative review of codes, codes were grouped into themes that were similar to the original conceptualization of strategy use. However, the qualitative data also revealed an additional strategy that was not previously identified. The five theoretical RIM strategies were then updated and (re)labeled are as follows: *Withdrawal, Avoidance, Assimilation, Enhancement, and Unification*. *Withdrawal* refers to the attempt to disengage in or withdraw from racial identity-based impression management all together by limiting interactions with outgroup members and limiting the sharing of any personal information whatsoever. This dimension mainly emerged during the pilot interviews and was the only strategy that was not distinctly represented in the previous versions of the RIM measure. When asked to think about their experiences as Black professionals and how that has influenced the way they carry themselves and interact with others, some participants described a general sense of wanting to go to work and get the job done, expressing a preference for focusing on work specific tasks over engagement with colleagues. They described this as a way to project a strictly task oriented and focused professional image in lieu of a professional

image based on personal characteristics such as one's race. Several participants indicated that they were not interested in being social with their coworkers while at work or after work. While reflecting on starting with their organization, one participant stated,

> "The first couple of months I started working I just didn't really talk much to anyone… I was trying to figure out who are these people? Who can I talk to?... I'm more guarded at work."

Another participant indicated that they might come off as cold and distant to some of their colleagues because they do not actively engage at work or try to spend time socially with coworkers outside of work. This strategy captures the attitude that while at work the focus should be on work not personal topics that may or may not signal racial identity.

The next dimension, *Avoidance*, as stated by Roberts et al. (2014) refers to the attempt to "avoid categorization in a racial group by minimizing race-related communication and distancing oneself from one's social identity group" (pg. 530). This strategy was retained from the original conceptualization of RIM. As evidenced by our pilot study, Black employees still voice behaviors in line with avoiding the topic of race all together. As one former teacher noted,

> "I would only talk about professional things and I found that I would be very very quiet whenever we talked about the students because the students that we served were pretty much all Black and I noticed there were ways in which my White coworkers would speak about my students that I felt was particularly problematic, but I couldn't launch into this

> social justice narrative because I didn't want to incite any uncomfortable emotions on their behalf because that could end up being a bit of a mess. I felt uncomfortable but there was never really anything I could do about it."

Withdrawal and *Avoidance* are similar, however, there are subtle differences such that *Withdrawal* places an emphasis on limiting all interaction whereas *Avoidance* only eliminates the topic of race from workplace discussions.

Assimilation, on the other hand, refers to the attempt to emphasize commonalities with the majority group, to recategorize one's racial identity, and highlight one's membership in the superordinate work group. While some participants emphasized the fact that when they engage in conversations with non-Black colleagues they share information about their personal day-to-day life and about weekend activities, unrelated to race. Other participants noticed they refrained from using slang terms or dialects related to their culture, "I didn't use slang or any coded Black terminology", highlighting the use of assimilatory behaviors such as code-switching.

The remaining dimensions theoretically map onto the positive distinctiveness strategies, Confirmation & Integration, outlined by Roberts and colleagues (Roberts, 2005; Roberts et al. 2014). *Enhancement*, refers to the strategy formally referred to as Confirmation, and describes the attempt to "create more positive social meanings around one's racial group by publicly embracing aspects of your racial identity through celebration, education, advocacy, or the selective confirmation of stereotypes" (pg. 530; Roberts et al., 2014). As one participant described,

> "We need to not take on what others deem as unprofessional. We do a lot of trying to make people comfortable. I don't shy away from conversations that have to do with Black issues…I've always participated in affinity groups related to being Black and a woman in the workplace. It's natural, I don't think about it."

When speaking about educating others about harmful stereotypes, another participant described an interaction that took place between her and a colleague following a training she led. Following the training, a White colleague asked what qualified her to lead the training, questioning her qualifications as a Black female engineer. She took this as an opportunity to educate others in the face of such a microagression.

> "I would challenge people [who expressed stereotypes] during these little instances…I would challenge them in a way that's not angry, I'm genuinely confused as to why you are asking me the questions you are asking."

Lastly, *Unification* refers to an attempt to merge racial identity with professional identity by publicly embracing one's racial identity while simultaneously embracing aspects of majority group values, or merging role with identity & infusing self-aspects into work tasks. These dimensions capture the attempt to actively claim aspects of your racial identity and display the value of one's group membership to colleagues and other members of the organization. As one participant who practices law described how her Black identity informs how she presents herself while embracing her firm's prosocial values,

> "At law firms, each attorney has an official bio on the firm website and my bio was written to highlight things that feature my Black identity so that I am a member of Black associations, an editor at a journal on racial and ethnic justice, that I do criminal defense work, that I do pro-bono criminal defense work…Also at my firm we have a very robust pro-bono practice and they ask you [about] your interests. I have been very vocal about the fact that my interest in criminal justice deals with Black people."

The first two strategies, *Withdrawal* and *Avoidance*, are more passive approaches to managing one's racial identity, while *Assimilation* reflects a more active tactic. These three strategies are associated with the theoretical social recategorization strategies, Decategorization & Assimilation, outlined by Roberts (2005) in her theory of social identity management. Essentially, these strategies center on either avoiding categorization all together or changing how one is categorized. The remaining strategies, *Enhancement* and *Unification*, are more closely related to the positive distinctiveness strategies in which racial identity is expressed and integrated into one's professional identity. Therefore, these interviews as well as their review of the original survey served as the basis for the development of an updated theoretical construct space, assessing the original scale, and developing new items for an updated measure of racial identity-based impression management.

Following the interviews, I developed 52 items which also included modified items from the original measure, a second iteration of an RIM measure (Roberts, 2014), and an Acculturation Orientation measure (Bourhis & Barrette, 2006). The items drawn

from these scales were modified slightly to make stems uniform in terms of tense and subject. There were 10 items per proposed RIM subscale, except for *Assimilation* and *Avoidance* which each included 11 items. The number of items per subscale varied slightly based on the exploratory nature of the newly drafted items. I wanted to ensure the most relevant items were retained following multiple reviews. Following multiple rounds of item development and revisions, a panel of scholars with relevant expertise reviewed the items for clarity, redundancy, and recommended edits when necessary. All 52 items were retained after minor edits were completed and included in the exploratory factor analysis. The instructions for completing the scale were taken from the original measure and were as follows:

> "Below is a list of various strategies that Black employees might use during cross-cultural interactions. Please answer the questions regarding your use of each strategy when interacting with your ***non-Black colleagues***. There is no right answer to any of these questions; we are interested in learning about your personal experiences [as a Black professional]."

For each strategy, respondents were asked how frequently they use the strategy on a scale ranging from 0 "none/not at all" to 5 "a great deal". See below for a list of all items included in the exploratory factor analysis for each proposed subscale.

Table 2. Initial Item Pool for Updated Race-based Impression Management Scale

Withdrawal:
1. Create strong boundaries at work by not sharing personal information.
2. Refrain from expressing the mainstream values of your organization in addition to those associated with your racial group.
3. Restrict your association with non-Black colleagues.

4. Limit non-work related communication with non-Black colleagues.
5. Focus conversations on what you do, not who you are.
6. Refrain from displaying pictures or personal items of any kind in your workspace.
7. Deemphasize aspects of your personality and identity so you can focus on job specific tasks only.
8. Try to appear too busy for small talk or conversations unrelated to work activities.
9. Decline opportunities to socialize with your non-Black colleagues outside of work.
10. Withdraw from conversations if the topic shifts to something that is not work related.
Avoidance:
1. Avoid discussing race and racial issues.
2. Avoid conducting yourself in ways that are considered typical of Blacks.
3. Emphasize your individuality, rather than your association with your racial group.
4. Distance yourself from Black colleagues
5. Distance yourself from your racial group membership.
6. Suppress aspects of your Black identity.
7. Suppress any verbal or nonverbal behavior that might be associated with your racial group.
8. Limit discussions of your participation in race/ethnic-focused activities.
9. Avoid working on projects that might get you pigeonholed as interested only in Black/minority issues.
10. Draw as little attention to your race/ethnicity as possible.
11. Avoid posting pictures or personal items that display an association with your Black identity.
Assimilation:
1. Express the mainstream values of your organization even if they are at odds with those associated with your racial identity.
2. Emphasize the experiences or beliefs you have in common with your non-Black colleagues.
3. Communicate your knowledge of “mainstream” culture.
4. Modify your verbal and nonverbal behavior to appear more similar to your non-Black colleagues.
5. Adapt to standards of professionalism commonly associated with “mainstream” or White office culture.
6. Mimic your non-Black colleagues to blend in.
7. Share your interest in building relationships with your non-Black employees.
8. Display pictures or personal items in your office that show your familiarity with “mainstream” culture.
9. Emphasize aspects of mainstream culture in your professional appearance (i.e. hair style, wardrobe, accessories)

10. Emphasize aspects of mainstream culture in your work space (i.e. office décor, pictures, books, personal items).
11. Focus conversations on things you have in common with your non-Black colleagues.
Enhancement:
1. Share values associated with your racial group with your non-Black colleagues.
2. Represent Black people in a positive manner.
3. Communicate the strengths and accomplishments of Black people.
4. Communicate the inaccuracy of negative stereotypes about Blacks.
5. Share aspects of Black culture with your non-Black colleagues.
6. Emphasize aspects of Black culture in your professional appearance (i.e. hair style, wardrobe, accessories).
7. Emphasize aspects of Black culture in your work space (i.e. office décor, pictures, books, personal items, etc.)
8. Advocate for your Black colleagues (or Black people).
9. Join workplace diversity committees or cultural affinity groups to connect with and/or serve as an advocate for your racial group.
10. Strategically use stereotypes about Black people to your advantage.
Unification:
1. Express both the mainstream values of your organization and those associated with your racial identity.
2. Maintain your racial identity at work while also adopting key features of your organizations values and customs.
3. Attempt to build relationships with both Black as well as non-Black colleagues.
4. Use your race/ethnicity to convince supervisors that you will be more suitable for certain projects.
5. Use aspects of your Black identity to help further the goals of the organization.
6. Draw from your background and aspects of your racial group membership to improve the content and quality of your work.
7. Emphasize both aspects of Black culture and mainstream culture in your professional appearance (i.e. hair style, wardrobe, accessories).
8. Emphasize both aspects of Black culture and mainstream culture in your work space (i.e. office décor, pictures, books, personal items).
9. Use your perspective as a Black employee to improve the quality of the work you are assigned.
10. Emphasize how your racial identity compliments the values and goals of your organization.

Study 1b: Examination of Construct Validity

The qualitative examination of the measure and survey item development revealed that Black working adults identified several strategies related to their racial-identity based impression management. These strategies ranged from distancing, or suppressing one's racial identity while at work, to a more direct expression of one's racial identity. In order to further assess the updated measure's factor structure was investigated along with its validity. Given that an additional RIM strategy emerged from the qualitative interviews, the scale was expected to include five factors:

H7: I expect this updated RIM measure to include 5 factors: Withdrawal, Avoidance, Assimilation, Enhancement, and Unification.

In order to assess convergent and divergent validity of the updated measure of RIM, several existing measures related to impression management, racial identity, and self-consciousness will be included in this study. Literature would suggest that other forms of impression management are distinct yet positively related to how one presents their racial identity in organizational contexts (Bolino & Turnley, 1999). A traditional taxonomy of impression-management tactics includes the following strategies: Ingratiation, Self-promotion, Exemplification, Supplication, and Intimidation (Jones and Pittman, 1982). The first of which, ingratiation, is used when someone wants to appear likeable and therefore engages in flattery and favors. Self-promotion, is utilized when an individual wants to emphasize their competence by drawing attention to their abilities and accomplishments. Conversely, an individual's goal might be to appear needy, in which case they might voice their limitations, a tactic referred to as supplication. When an

individual wants to be seen as dedicated they might engage in the exemplification tactic in which they do more than what is required of them. Lastly, intimidation is a strategy that is used when someone wants to be seen as dangerous. The five traditional impression management strategies were expected to correlate positively with each subscale. These behaviors might coincide with actions related to all forms of impression management.

> H8: Traditional impression management strategies will be positively correlated with RIM strategies. However, Self-Promotion, Ingratiation, and Exemplification were expected to correlate more strongly with the strategies used to express one's racial identity. RIM strategies related to identity suppression were expected to be more strongly correlated with Supplication, given similarities in avoidant behavior. No additional a priori hypothesis was made for the Intimidation subscale.

Relatedly, self-monitoring is essentially a measure of one's ability to and interest in managing their impressions (Snyder, 1974). Therefore, the level to which people tend to engage in self-monitoring should relate to their RIM strategy use.

> H9: RIM strategies will positively correlate with Self-Monitoring.

In addition to measures more closely related to general impression management, previously validated measures of racial/ethnic identity were also included. The degree to which you identify with your racial identity is related to the way you express yourself at work. The Multigroup Ethnic Identity Measure (MEIM; Phinney, 1992) and aspects of racial identity was measured with the Multidimensional Inventory of Black Identity

(MIBI; Sellers et al., 1998). The link between racial/ethnic identity and RIM intuitively makes sense because individuals who actually identify with their ethnic group would be more likely to signal that to others. However, there might be individual and contextual factors that are more closely related with suppressing one's racial identity. A nonsignificant relationship between ethnic identity and suppression strategies might suggest that despite one's identification with their ethnic group, they tend to conceal that aspect of their identity at work. Alternatively, a negative relationship might suggest that low identifiers are more likely to engage in distancing strategies possibly because they do in fact feel less of an attachment to their group membership and their behaviors reflect that.

H10: Ethnic identity is expected to positively correlate with RIM strategies linked with expressing one's racial identity. However, ethnic identity will either have a 0 (nonsignificant) or negative correlation with RIM strategies that suppress one's identity.

Four subscales from the MIBI, a measure of racial identity, were included; Centrality, Public Regard, Private Regard, and Assimilation Ideology (Sellers et al., 1997). The first component of racial identity is centrality, addresses the significance of race to an individual's self-definition. As the name might suggest, public regard refers to the extent to which individual's feel that they are viewed positively or negatively by outgroup members. Thus, private regard is how positive or negative one feels about their group and membership to that group. The last component of racial identity included in this study is assimilation ideology. This ideology emphasizes similarities among Blacks

and mainstream American culture. Much like ethnic identity, individuals with higher levels of racial identity centrality would be more likely to express that to others. Moreover, general attitudes about being Black might drive behavior such that negative attitudes result in greater identity suppression while more positive attitudes result in greater identity expression. Public perception and how one privately views their racial group should also be related to how one then chooses to present themselves in public settings, like organizations. Lastly, the Assimilation Ideology scale, which describes behaviors related to minority groups assimilating into majority group culture should also be related to RIM strategy use.

H11: Racial centrality will be positively correlated with RIM strategies that express one's racial identity. However, racial centrality will either have a 0 (nonsignificant) or negative correlation with RIM strategies that suppress one's identity

H12: Private regard was expected to be negatively correlated with distancing strategies and positively correlated with expressive RIM strategies.

H13: Public Regard is expected to be negatively related to distancing RIM strategies and positively related to expressive RIM strategies.

H14: The Assimilation Ideology scale is expected to be positively correlated with suppressing one's racial identity.

Again, alternative hypotheses were developed for the relationship between Centrality and RIM suppression. On the one hand, the relationship could be negative suggesting that when race is less central to one's identity they would be more likely to

utilize distancing RIM strategies. While a nonsignificant relationship might suggest that Black employees utilize distancing RIM strategies no matter how central race is to their self-concept.

Method

Participants

Study 1b participants were recruited via a market research platform, Cint. Four hundred and nineteen individuals completed an online questionnaire for this study. The following analyses are based on responses from 357 individuals who were over the age of 18, with at least some full-time work experience, who self-identified as Black or African American. A number of participants were not included in the analyses if they failed the first attention check or their responses showed a lack of variation in responses throughout the questionnaire. Most respondents were 25-34 years old (32.2%), followed by 35-44 (19.9%), 45-54 (18.8%), 18-24 (18.5%), with the fewest number of respondents falling in the 55-64 (10.1%) age bracket. In terms of work experience, 51.3% indicated they had over 10 years, 14% indicated 5-7 years, 12% stated they had 7-10 year. Lastly, 10.6% and 10.9% of respondents indicated they had 1-3 and 3-5 years of work experience respectively. Next objective socioeconomic status information was collected. Most respondents indicated an annual income of $50-$59,999 (18.5%), followed by $30-$39,999 (15.4%), $20-$29,999 (12.3%), $40-$49,999 (9.0%), $70-$79,999 (8.7%), $10-19,999 (8.1%). An equal percentage, 5.9%, of respondents reported incomes of less than $10,000 and $100-$149,999. The remaining income brackets and percentages were as follows: $60-$69,999 (5.0%), $80-$89,999 and $90-$99,999 both represented 3.9% of the

sample. The highest income bracket represented the fewest number of respondents at 3.4% of the total sample.

Measures

Demographics. First, participants recorded their demographic information which included questions regarding race/ethnicity, age, work experience, and objective socioeconomic status.

Racial Identity-based Impression Management Scale. The scale developed in study 1a was included in order to explore its factor structure and convergent and divergent validity.

In order to examine convergent and divergent validity, the following measures were included in the survey:

Traditional Measure of Impression Management. Bolino and Turnley's (1999) Impression Management Scale was used to measure the five impression management tactics identified by Jones and Pittman's (1982). The measure includes 25 items tapping the extent to which individuals engage in the following impression management behaviors: Ingratiation (i.e., “Compliment your colleagues so they will see you as likeable”), Self-Promotion {i.e., “Make people aware of your accomplishments”), Exemplification (i.e., “Try to appear like a hard-working, dedicated employee”), Supplication (“Act like you know less than you do so people will help you out”), and Intimidation (“Use intimidation to get colleagues to behave appropriately”). The scale asked how frequently in the past 6 months’ respondents used each strategy described

while at work. Responses ranged from 1 “Never” to 5 “Often”. Each subscale was averaged with higher scores indicating more frequent usage of a particular strategy. Cronbach's alphas for the five impression-management dimensions were as follows: Ingratiation (.83), Self-Promotion (.80), Exemplification (.77), Supplication (.93), and Intimidation (.89).

The Multigroup Ethnic Identity Measure. Phinney’s (1992) measure was used to assess ethnic identity. This 14-item scale Multigroup Ethnic Identity Measure (Phinney, 1992). Example items include: “I have a strong sense of belonging to my own ethnic group”; “I am happy that I am a member of the group I belong to.”; “I have spent time trying to find out more about my ethnic group, such as its history, traditions, and customs.” Items were rated on a four-point scale ranging from 1 “Strongly disagree” to 4 “Strongly agree” such that higher scores indicate strong ethnic identity. In this sample, reliability of the 14-item scale, as assessed by Cronbach’s alpha, was .84.

The Multidimensional Inventory of Black Identity. Several subscales from Sellers, Rowley, Chavous, Shelton, and Smith’s (1997) Multidimensional Inventory of Black Identity were used to assess specific dimensions of racial identity. Scale ratings ranged from 1 “Strongly disagree” to 7 “Strongly agree”. The first of which is Centrality ($\alpha = .63$), capturing the extent to which one feels that their race is a significant feature of their self-concept. Example items from this 8-item subscale include, “In general, being Black is an important part of my self-image”, “I have a strong sense of belonging to Black people”, “Overall, being Black has very little to do with how I feel about myself (R)”. Higher scores indicate that race is a more important aspect of their self-definition.

The Public Regard subscale (α = .70), or the extent to which participants view others as holding positive views towards Blacks includes 6 items such as, “Overall, Blacks are considered good by others” and “Blacks are not respected by the broader society (R)”. A higher score on this subscale indicates that the respondent feels other have a more positive perception of Blacks. Another form of Regard is Private (α = .79), or participants’ personal attitudes towards being Black. This subscale with 6 items total includes the following, “I am happy that I am Black” and “I feel that the Black community has made valuable contributions to this society”. Higher scores suggest a more positive attitude toward being Black in general. The last subscale that was included in the current study was Assimilation Ideology (α = .75). This nine-item subscale measures the extent to which participants emphasize the importance of acquiring and ascribing to mainstream American culture. Items include, “Blacks should view themselves as being Americans first and foremost”, “Blacks should try to work within the system to achieve their political and economic goals”, and “The plight of Blacks in America will improve only when Blacks are in important positions within the system”. A higher assimilation score indicated more support for this ideology.

Self-Monitoring Scale. This 25-item scale measures the extent to which individuals knowingly utilize impression management strategies in social interactions. Respondents marked True or False, with each True being scored as a 1 and each False receiving a 0. Items include the following, “My behavior is usually an expression of my true inner feelings, attitudes and beliefs”, “When I am uncertain how to act in a social situation, I look to the behavior of the others for cues” and “In different situations and with different people, I often act like a very

different person". Higher scores indicated a greater ability to adjust behavior to fit the situation and exert more effort in managing one's impression. In this sample, reliability of the 25-item true or false scale, as assessed by Cronbach's alpha, was .54.

Procedure

Prior to completing the questionnaire, each participant read and signed an informed consent to confirm their eligibility and voluntary participation. Participants then completed the online survey with all the previously mentioned measures. Items were randomized within each measure. After completing the questionnaire, participants were debriefed and compensated approximately $2.75 (depending on Cint's compensation algorithm for each panel).

Results

This first study was conducted to further develop a measure of Racial Identity-based Impression Management. In order to understand RIM strategy use among Black professionals, I examined descriptive statistics, factor structure, and convergent/divergent validity. First, each proposed subscale was factor analyzed separately using the Maximum Likelihood extraction method with a Varimax rotation. This was done in order to retain the most highly defining/loading items for each construct prior to exploring the factor structure of a full scale.

The five highest loading items for each subscale were then included in exploratory factor analysis of the abbreviated scale. See Appendix C for results of the initial item reduction. Additionally, an exploratory factor analysis was conducted on the full scale without

reducing the items first for comparison. Results of that analyses can be found in Appendix D.

Exploratory Factor Analysis

An exploratory factor analysis was then conducted to see if the five strategies do in fact represent a five-factor structure (H7). After initial item reduction (see Appendix C), the remaining 25 items were factor analyzed using the Maximum likelihood extraction method with a Promax rotation. This method of rotation is an oblique rotation, which allows factors to be correlated. This method is similar to direct oblimin rotation and is useful with large datasets due to its calculation efficiency. First, all the items were examined for factorability. Correlations among items showed that each item reached at least an $r = .3$ with at least one other item. Furthermore, the Kaiser-Meyer-Olkin measure of sampling adequacy was .95, above the commonly recommended value of .6, and Bartlett's test of sphericity was significant (χ_2 (300) = 4231.94, $p < .001$). The diagonals of the anti-image correlation matrix were also all over .8. Finally, 24 out of 25 the communalities were above .3, which suggests that the items do share common variance. Given these overall indicators, a factor analysis was deemed appropriate for all items.

Table 3. Descriptive Statistics and Correlation Among RIM Strategies

	Valid N	M	SD	*Com*	*1*	*2*	*3*	*4*	*5*	*6*	*7*	*8*	*9*	*10*
1. W3	333	2.11	1.37	.654										
2. W4	333	2.44	1.38	.517	.615									
3. W8	333	2.50	1.38	.430	.507	.539								
4. W9	333	2.30	1.41	.497	.580	.558	.486							
5. W10	333	2.75	1.36	.367	.438	.462	.543	.428						
6. AV4	333	1.95	1.34	.706	.710	.548	.497	.576	.471					
7. AV5	333	2.11	1.41	.498	.547	.475	.453	.474	.427	.600				
8. AV6	333	2.14	1.42	.508	.508	.441	.421	.449	.433	.611	.553			
9. AV9	333	2.29	1.41	.489	.537	.467	.461	.460	.402	.649	.553	.496		
10. AV11	333	2.17	1.41	.622	.658	.571	.487	.557	.469	.661	.528	.532	.543	
11. AS1	333	2.86	1.34	.396	.343	.271	.258	.257	.296	.392	.555	.441	.402	.346
12. AS2	333	2.97	1.34	.420	.248	.186	.205	.222	.079+	.302	.388	.347	.274	.230
13. AS3	333	3.11	1.31	.405	.244	.138	.174	.183	.192	.306	.243	.337	.312	.274
14. AS4	333	2.44	1.43	.480	.546	.444	.459	.453	.337	.526	.288	.529	.383	.503
15. AS10	333	2.73	1.37	.544	.389	.264	.313	.289	.243	.412	.434	.411	.332	.375
16. E1	333	2.97	1.31	.487	.269	.181	.207	.173	.128	.243	.366	.314	.254	.223
17. E3	333	3.25	1.34	.408	.248	.194	.242	.128	.129	.204	.224	.268	.151	.190
18. E5	333	3.08	1.35	.577	.275	.137	.168	.208	.151	.233	.192	.356	.216	.215
19. E7	333	2.77	1.34	.524	.317	.238	.249	.227	.151	.283	.269	.354	.239	.244
20. E9	333	2.65	1.41	.468	.360	.244	.284	.247	.169	.373	.296	.427	.270	.345
21. I1	333	3.08	1.23	.414	.254	.199	.181	.199	.181	.232	.337	.309	.238	.273
22. I5	333	2.72	1.42	.445	.354	.321	.305	.301	.255	.388	.202	.413	.350	.307
23. I6	333	2.96	1.42	.245	.329	.244	.212	.270	.201	.286	.348	.241	.223	.317
24. I9	333	3.21	1.42	.316	.284	.287	.224	.273	.207	.221	.195	.230	.213	.252
25. I10	333	2.93	1.42	.502	.347	.296	.249	.234	.176	.365	.350	.407	.329	.325

*NOTE: W=Withdrawal, AV=Avoidance, AS=Assimilation, E=Enhancement, I=Integration

** All correlations significant at $p < .05$ unless otherwise noted

+ ***Not*** significant at $p < .05$

Table 4. Descriptive Statistics and Correlation Among RIM Strategies (continued)

	Valid N	M	SD	*Com*	*11*	*12*	*13*	*14*	*15*	*16*	*17*	*18*	*19*	*20*	*21*	*22*	*23*	*24*
11. AS1	333	2.86	1.34	.396														
12. AS2	333	2.97	1.34	.420	.359													
13. AS3	333	3.11	1.31	.405	.417	.527												
14. AS4	333	2.44	1.43	.480	.382	.329	.403											
15. AS10	333	2.73	1.37	.544	.512	.447	.504	.499										
16. E1	333	2.97	1.31	.487	.401	.533	.466	.319	.478									
17. E3	333	3.25	1.34	.408	.348	.391	.418	.284	.416	.419								
18. E5	333	3.08	1.35	.577	.467	.497	.457	.389	.499	.582	.495							
19. E7	333	2.77	1.34	.524	.410	.380	.397	.384	.598	.506	.549	.528						
20. E9	333	2.65	1.41	.468	.412	.408	.401	.428	.541	.452	.423	.533	.495					
21. I1	333	3.08	1.23	.414	.381	.423	.387	.333	.505	.448	.381	.475	.496	.395				
22. I5	333	2.72	1.42	.445	.430	.414	.402	.434	.422	.441	.414	.461	.437	.478	.396			
23. I6	333	2.96	1.42	.245	.292	.352	.297	.328	.347	.247	.297	.341	.294	.296	.311	.432		
24. I9	333	3.21	1.42	.316	.361	.393	.273	.274	.388	.354	.346	.361	.408	.399	.399	.456	.472	
25. I10	333	2.93	1.42	.502	.397	.420	.435	.439	.492	.444	.464	.529	.534	.463	.476	.502	.347	.461

*NOTE: W=Withdrawal, AV=Avoidance, AS=Assimilation, E=Enhancement, I=Integration

** All correlations significant at $p < .05$ unless otherwise noted

+ ***Not*** significant at $p < .05$

The initial eigen values indicated a six-factor solution with factors explaining a total of 56.84% of the variance. However, three of these factors did not include any items that loaded over .40, a fourth factor only included 2 items (one of which cross-loaded), and the screeplot indicated a 2-factor solution. Additionally, a parallel analysis indicated a two-factor structure was appropriate (O'Connor, 2000). Therefore, a 2-factor solution was set in SPSS and factor loadings below .40 were suppressed. In this phase, two factors accounted for 39.35% and 12.38% of the variance respectively. One item was dropped, Assimilation_4, for simplicity and interpretability of factors because it unexpectedly did not load with the other *Assimilation* items. Thus, a final analysis was conducted with a total of 24 items, again yielding a 2-factor structure (KMO = .95; Bartlett's test of sphericity (χ_2 (276) = 4013.39, p < .001). These factors were correlated (r = .51, $p < .001$) lending support to the use of an oblique rotation.

The first factor accounted for 38.95% of the variance and contrary to expectations, included items from the *Assimilation, Enhancement, and Unification* subscales. According to the existing literature, Assimilation is a social recategorization strategy and should be more closely associated to *Withdrawal* and *Avoidance* (also known as Decategorization). Behaviors are more action oriented and racial identity is addressed via direct means. Therefore, this factor was labeled "Active" with items representing attempts to assimilate, enhance how one's racial group is perceived, and integrate one's racial identity with their professional life. This counterintuitive finding was also captured in the original survey development study in which *Assimilation* items

did not load with items from the other form of Social Recategorization (Decategorization).

The second factor accounted for 12.91% of the variance and included items from the *Withdrawal* and *Avoidance* subscales. These ten items all relate to behaviors distancing oneself from social categorization (Social Recategorization) – limiting the possibility of entering situations that call from racial identity-based impression management in the first place or avoiding discussions of race once the topic has been mentioned. Behaviors are subtle, indirect, and aimed at eluding racial group categorization. As mentioned previously, these items are more passive in nature. Using this approach, identity expression is suppressed. Therefore, this factor was labeled "Passive" with items representing withdrawal and avoidant RIM strategies. Composite scores were created for each factor, based on the mean of the items which had their primary loadings on each factor. Furthermore, due to their theoretical distinctions, composite scores were also created for each subscale within the factors. Higher scores indicated greater use of the particular racial identity-based impression management strategy. The Active and Passive RIM strategies were also correlated ($r = .51$, $p < .01$).

Table 5. Results of Factor Analysis and Corresponding Factor Loadings for RIM Scale

Rotated Factor Matrix

	Factor Loadings	
	1	2
Passive Subscale		
Withdrawal 3: Restrict your association with non-Black colleagues.		.795
Withdrawal 4: Limit non-work related communication with non-Black colleagues.		.758

Withdrawal 8: Try to appear too busy for small talk or conversations unrelated to work activities.		.660
Withdrawal 9: Decline opportunities to socialize with your non-Black colleagues outside of work.		.735
Withdrawal 10: Withdraw from conversations if the topic shifts to something that is not work related.		.645
Avoidance 4: Distance yourself from Black colleagues.		.843
Avoidance 5: Distance yourself from your racial group membership.		.673
Avoidance 6: Suppress aspects of your Black identity.		.555
Avoidance 9: Avoid working on projects that might get you pigeonholed as interested only in Black/minority issues.		.687
Avoidance 11: Avoid posting pictures or personal items that display an association with your Black identity.		.796
Active Subscale		
Assimilation 1: Express the mainstream values of your organization even if they are at odds with those associated with your racial identity.	.510	
Assimilation 2: Emphasize the experiences or beliefs you have in common with your non-Black colleagues.	.659	
Assimilation 3: Communicate your knowledge of "mainstream" culture.	.633	
Assimilation 10: Emphasize aspects of mainstream culture in your work space (i.e. office décor, pictures, books, personal items).	.673	
Enhancement 1: Share values associated with your racial group with your non-Black colleagues.	.745	
Enhancement 3: Communicate the strengths and accomplishments of Black people.	.692	
Enhancement 5: Share aspects of Black culture with your non-Black colleagues.	.825	
Enhancement 7: Emphasize aspects of Black culture in your work space (i.e. office décor, pictures, books, personal items, etc.)	.752	
Enhancement 9: Join workplace diversity committees or cultural affinity groups to connect with and/or serve as an advocate for your racial group.	.628	
Unification 1: Express both the mainstream values of your organization and those associated with your racial identity.	.674	
Unification 5: Use aspects of your Black identity to help further the goals of the organization.	.579	
Unification 6: Draw from your background and aspects of your racial group membership to improve the content and quality of your work.	.411	

Unification 9: Use your perspective as a Black employee to improve the quality of the work you are assigned.	.541	
Unification 10: Emphasize how your racial identity compliments the values and goals of your organization.	.675	

Extraction Method: Maximum Likelihood
Rotation Method: Promax Rotation converged in 3 iterations
Extraction Sums of Squared Loadings Cumulative variance explained = 51.86%

Estimates of Internal Consistency

Estimates of internal consistency and correlations were also computed for each proposed subscale and the final two-factor solution. See below for all corresponding coefficients and correlations.

Table 6. Correlations Among Factors and Estimates of Internal Consistency

	Valid N	M	SD	*Cronbach's alpha*	*r*
1. Passive Subscale	357	2.28	1.04	.91	
2. Active Subscale	357	2.96	.93	.91	.51

**NOTE:* All correlations are significant at the $p < .01$ level.

Scale Evaluation

Construct validity was also examined by assessing convergent and divergent validity. Therefore, previously validated scales designed to measure related yet distinct constructs were administered along with the RIM scale. In theory, the additional measures were included because hypothetically a relationship between racial identity-based impression management and a specific variable is likely. In practice, measures were selected if they that were previously tested for reliability and validity and were widely used in research. The exploratory nature of this scale's development and factor analysis meant that the following measures were included based on speculation.

Convergent & Divergent Validity

Traditional Measure of Impression Management. As expected, all traditional impression management strategies were positively related to each of the RIM factors (H8). Self-Promotion (Z = -3.60, p < .01) and Ingratiation (Z = -2.02, p = .02) were in fact more strongly correlated with the *Active* RIM as compared to the *Passive* RIM. Contrary to expectations, Exemplification was not more strongly correlated with *Active* RIM. Furthermore, Supplication correlated more strongly with *Passive* as compared to *Active* RIM strategy use (Z = 7.58, p < .01). Intimidation showed a stronger positive correlation with *Passive* as compared to *Active* RIM strategies (Z = 3.36, p < .01). Means, standard deviations, correlations, and estimates of reliability are provided in Table 7.

Table 7. Descriptive Statistics and Correlation Among RIM and Traditional Impression Management Strategies

	Valid N	M	SD	*Cronbach's alpha*	*1*	2	3	4	*5*	*6*
RIM Subscales										
1. Passive Subscale	357	2.28	1.04	.91						
2. Active Subscale	357	2.96	.93	.91	.51					
Traditional Impression Management Subscales										
3. Self-Promotion	354	3.13	.989	.80	.31	.48				
4. Ingratiation	355	2.89	1.06	.83	.43	.52	.62			
5. Exemplification	355	2.99	1.05	.77	.42	.49	.60	.69		
6. Intimidation	354	2.25	1.13	.89	.67	.54	.54	.55	.52	
7. Supplication	355	2.04	1.16	.93	.75	.47	.44	.59	.54	.81

*Note: All correlations significant at p < .01 level.

Self-Monitoring Scale. Self-monitoring is essentially a measure of one's ability to and interest in managing their impressions. Therefore, it was expected that *Passive* and

Active RIM strategies would be positively correlated with Self-Monitoring (H9). Results were consistent with expectations and showed that both *Passive* and *Active* RIM strategies are positively related to Self-Monitoring. Means, standard deviations, correlations, and estimates of reliability are provided in Table 8.

Table 8. Descriptive Statistics and Correlation Among RIM and Self-Monitoring Scale

	Valid N	M	SD	*Cronbach's alpha*	*1*	2
RIM Subscales						
1. Passive Subscale	357	2.28	1.04	.91		
2. Active Subscale	357	2.96	.93	.91	.51	
Self-Monitoring Scale						
3. SMS Scale	356	10.91	3.54	.54	.21	.20

*Note: All correlations significant at the $p < .01$ level.

The Multigroup Ethnic Identity Measure (MEIM) and Multidimensional Inventory of Black Identity (MIBI). As expected, ethnic identity was positively correlated with *Active* RIM strategies. Results also showed no correlation between ethnic identity and *Passive* RIM strategies (H10). Consistent with expectations, *Passive* RIM was negatively correlated with Centrality (H11). Conversely, Centrality was positively correlated with *Active* RIM, again confirming expectations (H11). A negative relationship was found among Private Regard and *Passive* RIM strategy use as expected. However, inconsistent with expectations, Private Regard was not correlated with the *Active* RIM (H12; see Table 9 below). Another inconsistent finding emerged upon examination of the relationship between Public Regard and *Passive* RIM. *Passive* RIM positively correlated with Public Regard. Additionally, as expected, Public Regard and *Active* RIM were positively correlated (H13). Lastly, the Assimilation Ideology subscale was positively correlated with *Active* RIM. A positive correlation was also found between the

Assimilation Ideology subscale and *Passive* RIM (H14). Means, standard deviations, correlations, and estimates of reliability are provided in Table 9.

Table 9. Descriptive Statistics and Correlation Among RIM Strategies and Measures of Racial/Ethnic Identity

	Valid N	M	SD	*Cronbach's alpha*	*1*	2	3	4	*5*	*6*
RIM Subscales										
1. Passive Subscale	357	2.28	1.04	.91						
2. Active Subscale	357	2.96	.93	.91	.51					
Measures of Racial/Ethnic Identity										
3. MEIM Scale	357	3.21	.51	.84	.07+	.40				
4. Centrality	357	4.80	.94	.63	-.16	.12	.49			
5. Private Regard	357	5.95	1.03	. 79	-.37	.01+	.55	.53		
6. Public Regard	356	3.79	1.13	.70	.31	.24	.06+	-.15	-.06+	
7. Assimilation Ideology	356	5.08	.97	.75	.25	.41	.40	.12	.27	.29

*Note: All correlations significant at $p < .05$ unless otherwise noted

+ ***Not*** significant at $p < .05$

Table 10. Descriptive Statistics and Correlation Among Measures used for Convergent and Divergent Validity

	Valid N	M	SD	*Cronbach's alpha*	1	2	3	*4*	*5*	*6*	7	8	9	10
Traditional Impression Management Subscales														
1. Self-Promotion	354	3.13	.989	.80										
2. Ingratiation	355	2.89	1.06	.83	.62									
3. Exemplification	355	2.99	1.05	.77	.60	.69								
4. Intimidation	354	2.25	1.13	.89	.54	.55	.52							
5. Supplication	355	2.04	1.16	.93	.44	.59	.54	.81						
Self-Monitoring Scale														
6. SMS Scale	356	10.91	3.54	.54	.22	.29	.22	.26	.30					
Measures of Racial/Ethnic Identity														
7. MEIM Scale	357	3.21	.51	.84	.27	.16	.18	.03+	.0+	.02+ß				
8. Centrality	357	4.80	.94	.63	.10+	.0	.02+	-.08+	-.13	-.03+	.49			
9. Private Regard	357	5.95	1.03	. 79	-.02+	-.16	-.10+	-.35	-.40	-.21	.55	.53		
10. Public Regard	356	3.79	1.13	.70	.22	.22	.19	.32	.35	.11	.06+	-.15	-.16+	
11. Assimilation Ideology	356	5.08	.97	.75	.40	.36	.26	.28	.24	.07+	.40	.12	.27	.29

*Note: All correlations significant at $p < .05$ unless otherwise noted

+ ***Not*** significant at $p < .05$

Discussion

An exploratory analysis of racial identity-based impression management as a construct and a measure revealed a new strategy and factor structure. Qualitative data from the current study suggested that modifications to the construct space were necessary before moving forward with item development. Five types of strategies were identified based on interviews and focus groups: *Withdrawal, Avoidance, Assimilation, Enhancement, and Unification*. Notably, a new RIM strategy seems to have emerged since the original scale was developed (Morgan, 2002;), *Withdrawal*. This strategy captures a general disinterest in engaging with fellow employees in order to avoid racially salient conversations before they even occur. The other strategies are consistent with more recent research on the subject (Roberts & Cha, 2014), but new items were drafted based on pilot study data in order to capture a wider range of behaviors related to RIM.

After initial item reduction, a factor analysis indicated a two-factor solution best fit the data, which did not support the original hypothesis. Furthermore, the *Assimilation* subscale (a social recategorization strategy) unexpectedly loaded with strategies associated with positive distinctiveness. This unanticipated finding resulted in a reinterpretation of the factors themselves. *Withdrawal* and *Avoidance* were characterized as *Passive* RIM strategies since they involved distancing behaviors, the absence of expressing one's racial identity. The second factor, which included the *Assimilation, Enhancement, and Unification* subscales, was renamed *Active* RIM. According to the existing literature, *Assimilation* is a social recategorization strategy and should be more

closely associated to *Withdrawal* and *Avoidance* (also known as Decategorization). This counterintuitive finding was also captured in the original survey development study in which *Assimilation* items did not load with items from the other form of Social Recategorization (Decategorization). As mentioned by Morgan (2002), this pattern might suggest that *Assimilation* items in this context might serve as a method of representing a positive example for your racial group (i.e., educating outgroup members about the positive aspects of Black culture and correcting inaccurate stereotypes) which is distinct from other Social Recategorization items that capture individualism and racelessness. These strategies serve as a way to build relationships with colleagues as opposed to withdrawing from interactions and avoiding the topic of race. The remaining items in this factor, drawn from the *Enhancement* & *Unification* subscales, are more closely related to Positive Distinctiveness strategies in which racial identity is directly expressed or incorporated in one's professional identity.

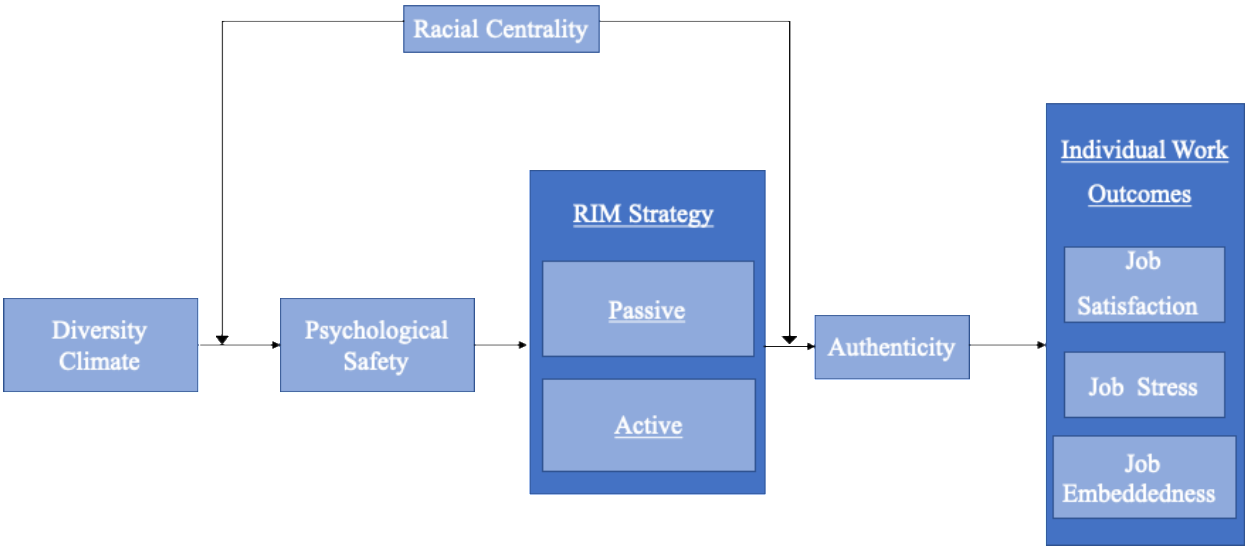
Several measures were included to examine convergent and divergent validity. Findings suggest that *Passive* and *Active* RIM strategies were related to traditional impression management tactics, self-monitoring, and aspects of ethnic and racial identity, and most of these relationships were in the expected direction or of the expected magnitude. Therefore, the updated measure of RIM was found to be distinct measure of this form of impression management.

Chapter 6: Racial Identity-based Impression Management in Organizations

In the second study, racial identity-based impression management strategies were examined among a sample of Black working adults. This follow-up study was intended to further explore the construct and empirically examine the antecedents of racial identity-based impression management strategy use and both individual and organizational outcomes of interest. Since the construct validation in study 1 revealed a modified factor structure, the theoretical model was updated (see Figure 3 below). Additionally, each a priori hypothesis referencing positive distinctiveness strategies now refers to *Active* RIM strategies, while social recategorization is now referred to as *Passive* RIM. Overall, across the next two studies, I expect diversity climate to interact with racial centrality to predict RIM strategy use. To the extent that race is central to an individual's sense of self, diversity climate will either influence a Black employee to engage in *Active* or *Passive RIM* at work. The more central race is, the more likely Black employees will engage in Active RIM as compared to Passive RIM. Diversity climate and racial centrality will also interact such that those with high racial centrality will engage in more Active RIM in positive climates for diversity, whereas Passive RIM will be the preferred strategy in negative diversity climates. Strategy choice is predicted to be explained by psychological safety such that when an individual feels less psychologically safe they will be more likely to engage in Passive RIM as opposed to Active RIM. For those that experience low racial centrality, diversity climate cues for one's organization are not expected to impact their psychological safety. Conversely, Black employees with high racial centrality should be more sensitive to these cues. Once an RIM strategy has been selected, its felt

authenticity that determines important organizational outcomes such as job satisfaction, stress, and embeddedness.

Figure 3. Updated Theoretical Model of the Antecedents and Outcomes Associated with Racial Identity-based Impression Management.



Method

Participants

Participants were again recruited via a market research platform called Cint. A power analysis was conducted using G*Power software to determine the sample size necessary to examine the proposed effects. In order to achieve an effect size of .25, with an alpha of .05, and power of .80, at least 158 participants had to be recruited. The following analyses are based on responses from 381 Black respondents with an average age of 44.94 years old. Over two-thirds of the sample were women (69.0%) and 66.7% identified as Democrats. In terms of education, 15.5% held a high school degree or less, 35.5% indicated they either had some college experience (22.6%) or an Associate's

degree (12.9%), 32.3% held Bachelor's degrees, and lastly, 16.5% had a Master's degree or higher. A majority of respondents had over 10 years of work experience (67.5%), with 7.6% reporting that they have worked at their current organization for less than one year, 23.1% for 1-3 years, 16.8 for 3-5 years, 23.9% for 5-10 years, and 28.6% for over 10 years. Over half the respondents (58.5%) identified as an hourly employee while 27.6% were salaried employees. The health care/medical (17.1%) and education industry (12.1%) were the most commonly reported among survey participants. Nearly half (44.7%) of respondents reported a yearly household income of $49,999 or less, 19.6% reported making $50,000-$69,999, 24.7% made $70,000-$99,999, and the highest income bracket of $100,000 or more represented 10.8% of the sample.

Measures

Demographics. First, participants recorded their demographic information which included questions regarding race/ethnicity, age, work experience, socioeconomic status, and political affiliation/ideology. These items were included first to ensure that only eligible participants could proceed with the survey.

Perceived Diversity Climate. A measure developed by Mckay et al. (2007) was used to assess the degree to which individuals perceive the value of diversity within their organization. Their nine-item scale asks respondents to evaluate whether their organization is 1 "Well below expectations" to 5 "Well above expectations" in areas including diverse recruitment efforts, visible commitment to diversity among top leadership, and access to diversity training at the management level. Higher scores would indicate that respondents feel their organization has a supportive diversity climate. The

reliability coefficient of the scale used in this study was adequate (α=.92). Higher scores indicate a more positive perception of their organization's diversity climate.

Psychological Safety Climate. The degree to which employee's feel it is safe to voice their opinions, mistakes, and take interpersonal risks in their organization will be measured using a modified version of Edmonson's (1999) seven-item team psychological safety scale. Edmonson's (1999) original scale items use "team" as a reference point, however in the interest of the study we will use "organization" to capture the organizational level while maintaining the structure and conceptualization of the construct. This modified version has also been used and validated in previous research (Carmeli & Gittel, 2009). Items include the following, "Members of this organization, are able to bring up problems and tough issues"; "People in this organization, sometimes reject others for being different" (reverse scored); "It is safe to take a risk in this organization." The response scale for this measure range from 1 "Strongly disagree" to 5 "Strongly agree." The reliability coefficient of the scale used in this study was adequate (α=.74).

Racial Centrality. The same Racial Centrality subscale from the Multidimensional Inventory of Black Identity (Sellers et al., 2007) used in the first study will be used to measure how central one's racial identity is to the self. The reliability coefficient of the scale used in this study was adequate (α=.77).

Racial Identity-based Impression Management (RIM) Scale. The RIM scale developed in the previous study was also included[1]. The final version of this measure included two factors which represented *Active* RIM strategies and *Passive* RIM strategies. Responses were scored on a 5-point Likert type response scale ranging from 1 "Never" to 5 "Always." *Active* RIM items included "Share aspects of Black culture with your non-Black colleagues", "Communicate your knowledge of "mainstream" culture", "Emphasize how your racial identity compliments the values and goals of your organization." *Passive* RIM items included "Restrict your association with non-Black colleagues" and "Suppress aspects of your Black identity." The reliability coefficient for each subscale was adequate with Cronbach's alpha of .93 and .91 respectively. Also see Appendix F for a confirmatory factor analysis of the RIM scale.

Authenticity. The Individual Authenticity Measure at Work (IAM Work) will be used to measure felt authenticity among employees in organizations (van den Bosch & Taris, 2014). Unlike previous measures of authenticity, this measure is specific to authenticity specifically in the work context. Therefore, participants were asked to focus on the scale items in terms of how they feel/behave at work. The measure includes items that assess 3 subscales *authentic living* (i.e., "I am true to myself at work in most situations"; α=.76), *self-alienation* (i.e., "at work, I feel alienated"; α=.90), and *accepting external influence* (i.e., "at work, I feel the need to do what others expect me to do"; α=.74). The *self-alienation* and *accepting external influence* were reverse scored and then

[1] One item: "Avoid posting pictures or personal items that display an association with your Black identity" was mistakenly not included in this study. This omission did not impact factor structure.

aggregated with the *authentic living* subscale to arrive at a global authenticity score (α=.83) Responses were scored using a 5-point Likert type response scale ranging from 1 "Does not describe me at all" to 5 "Describes me very well" with higher scores indicating greater authenticity.

Job Satisfaction. Overall job satisfaction was measured using a five-item version of the scale developed by Brayfield & Rothe (1951). This abbreviated scale has been utilized in previous research and found to be reliable (Judge, Bono, & Locke, 2000; Judge & Klinger, 2008). Items include the following: "Most days I am enthusiastic about my work," "I feel fairly satisfied with my present job," "Each day at work seems like it will never end" (reverse scored), "I find real enjoyment in my work," and "I consider my job rather unpleasant" (reverse scored). The five-item response scale ranged from 1 "Strongly disagree" to 5 "Strongly agree" with higher scores indicating greater satisfaction. The reliability coefficient of the scale used in this study was sufficient (α=.81).

Job Stress. A four-item scale developed by Motowidlo, Packard, & Manning (1986) was used to measure subjective stress at work. Items include the following: "My job is extremely stressful," "Very few stressful things happen to me at work" (reverse scored), "I feel a great deal of stress because of my job," and "I almost never feel stressed because of my work" (reverse-scored). Responses ranged from 1 "Strongly disagree" to 5 "Strongly agree" with higher scores indicating greater levels of job stress. The reliability coefficient of the scale used in this study was acceptable (α=.75).

Organizational Embeddedness. The Organizational Embeddedness Scale developed by Mitchel et al. (2001) was utilized to measure employees' perceptions of organizational fit, links, and sacrifice. The fit dimension captures perceptions of fit between an employee's values, goals, and needs and that of their organization. Example *organizational fit* items include, "I like the members of my work group" and "I fit with the company's culture" (α=.88). The *organizational links* dimension includes items that assess an employee's connection to other employees and their organization. Items such as, "How long have you worked for this company?" and "How many coworkers do you interact with regularly?" assess these links (this dimension must be standardized before it is averaged and added to a composite score). Lastly, the *organizational sacrifice* dimension assesses perceptions of the costs of leaving the organization. Example items include, "The perks on this job are outstanding", "I feel that people at work respect me a great deal", and "I would sacrifice a lot if I left this job" (α=.89) The fit and sacrifice dimensions will be measured on a 1 "Strongly disagree" to "Strongly agree" Likert scale. Organizational embeddedness is a multidimensional aggregate of the on-the-job factors that may lead to reduced turnover intentions. A mean was computed for each dimension, and then those means were averaged to represent overall organizational embeddedness.

Control Variables. Several variables were included as controls in one or more of the following analyses. Namely, age and gender, and a measure of public self-consciousness were included. Fenigstein, Scheier, and Buss' (1975) 7-item Public Self Consciousness Scale asked participants to indicate the extent to which public self-consciousness traits are characteristic of them on a 5-point scale from 1 "Does not

describe me at all" to 5 "Describes me extremely well." Items include the following: "I'm concerned about my style of doing things", "I'm concerned about the way I present myself" and "I usually worry about making a good impression." Higher scores indicate higher levels of public self-consciousness. The reliability coefficient of the scale used in this study was adequate (α=.79).

Procedure

Prior to completing the questionnaire, each participant read and signed an informed consent to confirm their eligibility and voluntary participation. Participants then completed the online survey with all the previously mentioned measures. Items were randomized within each measure. After completing the questionnaire, participants were debriefed and compensated approximately $2.70 (depending on Cint's compensation algorithm for each panel).

Results

Antecedents of Racial Identity-based Impression Management

The first line of empirical inquiry for this study was to examine the antecedents that predict which strategy a Black employee will engage in during racial identity-based impression management. Correlations and regressions were used to examine various predictors of interest. Control variables such as public self-consciousness and demographic characteristics, and predictors such as perceived diversity climate, psychological safety, and racial centrality were examined. Therefore, first I will present the descriptive statistics and correlations among these variables followed by regression

and SPSS Process analyses that examine the relationship between the proposed antecedents, RIM strategy use, and organizational outcomes.

Descriptive statistics for the control and antecedent variables are presented in Table 11 below and the correlations among these variables was presented in Table 12. There were several correlations among the control and antecedent variables. Age was positively correlated with psychological safety ($r = .11$, $p < .05$), and negatively correlated with public self-consciousness ($r = -.30$, $p < .01$). Gender, on the other hand, was negatively correlated with public self-consciousness ($r = -.15$, $p < .01$) and perceived diversity climate ($r = -.13$, $p < .05$). In other words, males were more likely to perceive a more positive climate for diversity in their organizations and report higher public self-consciousness than women. There was a positive correlation between gender and racial centrality ($r = .14$, $p < .01$) such that women were more likely to report higher levels of racial centrality. Public self-consciousness was positively related to perceived diversity climate ($r = .11$, $p < .05$), and racial centrality ($r = .10$, $p < .05$). However, public self-consciousness was negatively correlated with psychological safety ($r = -.13$, $p < .05$). Lastly, diversity climate was positively correlated with psychological safety ($r = .54$, $p < .01$) .

Active and Passive racial identity-based impression management strategies were also correlated with the control and antecedent variables in this study. Age and gender were negatively correlated with both Passive ($r = -.31$, $p < .01$; $r = -.22$, $p < .01$) and Active ($r = -.16$, $p < .01$; $r = -.16$, $p < .01$) strategy use. Thus, older participants and women were less likely to engage in either strategy than younger and male respondents.

Public self-consciousness was positively correlated with both strategies (Active; $r = .46$, $p < .05$; Passive; $r = .36$, $p < .01$). Therefore, individuals who were more cognizant of how others perceive them were more likely to utilize both strategies.

Table 11. Descriptive Statistics for Controls, Antecedents, Mediator, and Outcome Variables

	M	SD	N	Skewness	Kurtosis
Controls					
1. Age	39.83	11.95	379	.287	-.887
2. Gender	1.70	.466	380	-.784	-1.17
3. Public self-consciousness	3.00	.941	381	.141	-.739
Predictors					
4. Diversity Climate	3.76	.910	381	-.681	-.025
Moderator					
5. Racial Centrality	4.83	1.15	381	-.196	-.060
Mediator 1					
6. Psychological Safety	3.35	.829	381	-.110	-.082
RIM Strategies					
7. Passive RIM	2.07	1.00	381	1.16	.506
8. Active RIM	2.77	1.01	381	.302	-.793
Mediator 2					
9. Authenticity	3.77	.75	381	-.503	-.566
Outcome Variables					
10. Job Satisfaction	3.54	.97	381	-.402	-.350
11. Job Stress	2.93	1.07	381	.044	-.614
12. Job Embeddedness	2.64	.65	381	-.237	-.363

Table 12. Correlations between Control, Predictor, and Outcome Variables

	1	2	3	4	5	6	7	8	9	10	11
1. Age											
2. Gender	.01										
3. Public self-consciousness	-.30**	-.15**									
4. Diversity Climate	-.02	-.13*	.11*								
5. Racial Centrality	-.10	.14**	.10*	.05							
6. Psychological Safety	.11*	-.02	-.13*	.54**	.06						
7. Passive RIM	-.31**	-.22**	.46*	.11*	-0.05	-.22**					
8. Active RIM	-.16**	-.16**	.36**	.27**	.25**	-.06	.50**				
9. Authenticity	.39**	.12*	-.48**	.16**	-.01	.37**	-.62**	-.25**			
10. Job Satisfaction	.11*	0	-.12*	.41**	.14**	.55**	.17**	.17**	.31**		
11. Job Stress	-.05	.07	.10*	-.31**	-.07	-.44**	.11*	-.15**	-.23**	-.45**	
12. Job Embeddedness	0	-.11*	0.1	.58**	.09	.50**	.09	.37**	.14**	.57**	-.32**

Main Effects and Interaction of Diversity Climate and Racial Centrality on Active RIM

The first set of hypotheses sought to test the proposed antecedents of racial identity-based impression management. The antecedents of interest are perceived diversity climate, racial centrality, with psychological safety as a proposed mediator. It was hypothesized that the more positive an individuals' perception of their organization's diversity climate, the more likely they will be to use Active RIM strategies and less likely they will be to use Passive RIM (H1). Additionally, the more central one's race is to their self-concept, the more likely they will be to engage in Active RIM and less likely to engage in Passive RIM (H2). However, individuals will low levels of racial centrality will not differ in their use of Active or Passive RIM depending on their perceptions of their organization's diversity climate (H3). Psychological safety was also expected to explain why individuals with certain individual differences (racial centrality) choose to present themselves a certain way depending on the context (perceived diversity climate; H4).

A hierarchical regression was conducted in order to explore the main effects of diversity climate (H1) and racial centrality (H2), and how these variables interact to predict Active RIM strategy use (H3). Prior to analysis, the assumptions of hierarchical multiple regression were tested. Linearity was assessed, and confirmed, using partial regression plots and a plot of studentized residuals against the unstandardized predicted values. There was independence of residuals, as assessed by a Durbin-Watson statistic of 1.97. The studentized residuals versus unstandardized predicted values plot was also

used to test the homoscedasticity assumption, and was accepted. The assumption of multicollinearity was also met since all tolerance values were greater than 0.1. Studentized deleted residuals greater than ±3 standard deviations, leverage values greater than 0.2, and values for Cook's distance above 1 were used to assess unusual data points. There was no support for outliers, high leverage, or highly influential data points, meeting this assumption. Finally, the assumption of normality was met, as assessed by Q-Q and P-P Plot.

This hierarchical regression included the following control variables in step one; gender, and public self-consciousness. The predictor variables of interest, diversity climate and racial centrality, were then included in step 2, and the interaction between diversity climate and racial centrality were entered in step 3. The hierarchical regression at step 1 accounted for 14% of the variation in Active RIM strategy use ($R^2 = .14$, $F(2, 376) = 30.49$, $p < .01$). Introducing diversity climate and racial centrality into the next stage explained an additional 9.2% of variation in Active RIM, a significant change ($R^2 \Delta = .092$, $F(2, 374) = 22.40$, $p < .01$). When these predictor variables were included in the second stage of the regression model, perceived diversity climate (B = .23, $p < .01$) and racial centrality (B = .19, $p < .01$) were significant predictors of Passive RIM. The final stage of the hierarchical regression included the interaction term for diversity climate and racial centrality. Results support our hypothesis such that the interaction between diversity climate and racial centrality significantly predicted Active RIM strategy use, explaining .8% more of the variance ($R^2 \Delta = .10$, $F(1, 373) = 5.07$, $p < .05$). When the interaction term was included in the model (B = .10, $p < .05$), diversity climate and racial

centrality remained significant predictors of Active RIM (B = .23, $p < .01$; B = .18, $p < .01$). See Table 13 includes details on each regression model.

Table 13. Active RIM Regressed on Control and Predictor Variables

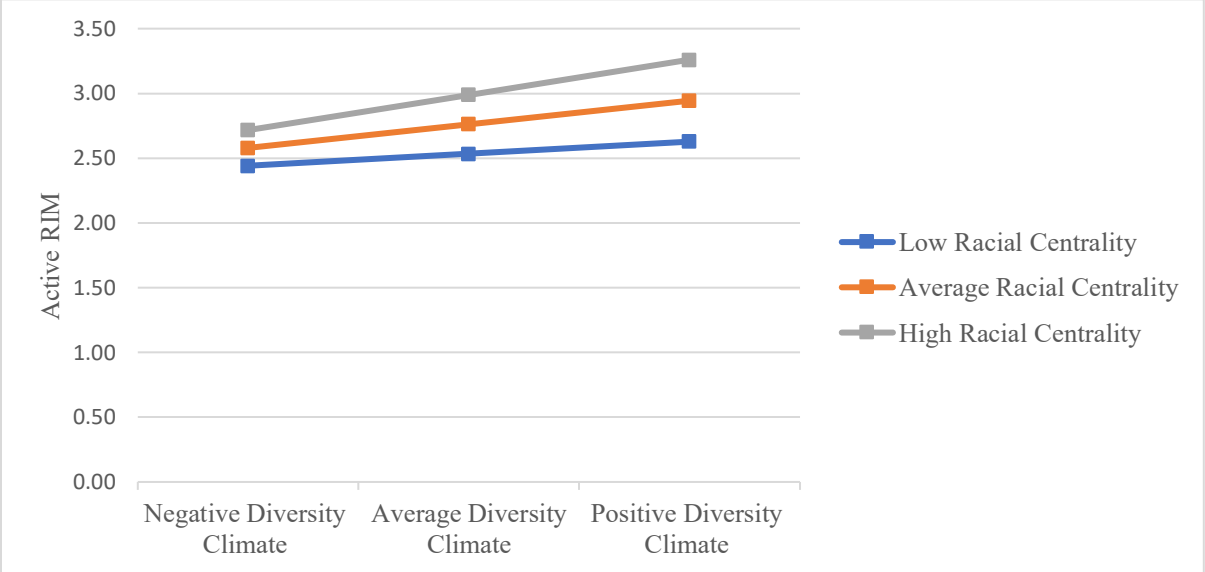
	Dependent Variable: Active RIM								
Predictor Variables	Step 1			Step 2			Step 3		
	B	*β*	T	B	*β*	t	B	*β*	t
(Constant)	2.09**		8.11	2.27**		9.15	2.26**		9.16
Gender	-0.24*	-0.11	7.03	-.26*	-.12	-2.59	-.27**	-.12	-2.64
Public self-consciousness	.37**	0.34	8.11	.32**	.30	6.36	.32**	0.30	6.48
Diversity Climate				.23**	.21	4.54	.23**	.20	4.47
Racial Centrality				.19**	.22	4.70	.18**	.21	4.46
Diversity Climate x Racial Centrality							.10*	.10	2.25
R^2	.14			.23			.24		
F	30.49								
ΔR^2				.092			.010		
ΔF				22.40**			5.07*		

*P< .05**
*P < .01***

Therefore, results indicated that diversity climate and racial centrality were significant predictors, and interact to predict Active RIM strategy use above and beyond the control variables. Thus, racial centrality was a significant moderator of the relationship between diversity climate and Active RIM. The unstandardized simple slope for Black employees 1 *SD* below the mean of racial centrality was .10, the unstandardized simple slope for Black employees with a mean level of racial centrality was .20 and the

unstandardized simple slope for Black employees 1 *SD* above the mean of racial centrality was .30 (see Figure 4). Examination of the interaction plot showed an enhancing effect that as diversity climate perceptions became more favorable and race became more central, Active RIM strategy use increased. In less positive climates for diversity, Active RIM strategy use was similar for Black employees with low, average, and high levels of racial centrality. In average and more positive climates for diversity, Active RIM was more frequent among those with higher levels of racial centrality. Essentially, when race was more central to the respondent, they were more likely to engage in Active strategies, especially in positive climates for diversity.

Figure 4. Interaction Effect of Diversity Climate and Racial Centrality Predicting Active RIM



Main Effects and Interaction of Diversity Climate and Racial Centrality on Passive RIM

The next hierarchical regression examined the relationship between diversity climate, racial centrality and Passive RIM (H1-3; see Table 14). Again, assumptions were tested prior to analysis. Linearity was assessed, and confirmed, using partial regression plots and a plot of studentized residuals against the unstandardized predicted values. The Durbin-Watson statistic of 2.01 met the assumption of the independence of residuals. The plot of studentized residuals versus unstandardized predicted values met the assumption of homoscedasticity assumption. There was no violation of multicollinearity since all tolerance values were greater than 0.1. Unusual data points were assessed using studentized deleted residuals greater than ±3 standard deviations, leverage values greater than 0.2, and values for Cook's distance above 1. There was no support for outliers, high leverage, or highly influential data points, meeting this assumption. Finally, Q-Q and P-P Plot were visually inspected to assess the assumption of normality, which was indeed met.

Control variables were included in step one (age, gender, and public self-consciousness) and the predictor variables of interest, diversity climate and racial centrality, in step 2. The interaction between diversity climate and racial centrality was entered in step 3. The hierarchical regression at step 1 accounted for 27.7% of the variation is Passive RIM strategy use ($R^2 = .277$, $F(4, 373) = 34.85$, $p < .01$). Introducing diversity climate and racial centrality into the next stage explained an additional 1% of variation in Passive RIM and the change in R^2 was marginally significant ($R^2 \Delta = .010$,

$F(2, 371) = 2.73$, $p = .067$). When these predictor variables were included in this stage of the regression model, only the control variables and racial centrality (B = -.08, $p = .04$) were significant predictors of Passive RIM. In the final stage, the interaction between diversity climate and racial centrality was examined. Contrary to the initial prediction, the interaction between diversity climate and racial centrality did not significantly predict Passive RIM strategy use ($\beta = -.01$, $p = .83$; $R_2 \Delta = .00$, $F(1, 370) = .049$, $p = .83$). However, the control variables and racial centrality remained a marginally significant predictor of Passive RIM (B = -.08, $p = .05$).

Therefore, results indicated that after controlling for demographics and other contextual variables, racial centrality significantly predicted the use of Passive RIM strategies, such that higher racial centrality results in less Passive RIM strategy usage. The hypotheses related to Passive RIM were partially supported. While it was initially predicted that diversity climate would have negative relationship with Passive RIM, this was not the case. Diversity climate was in fact not related to Passive RIM. However, the prediction that lower levels of racial centrality would result in greater use of this strategy, was supported. Racial centrality is predictive of Passive RIM and consistent with the hypothesize directionality. Lastly, the hypothesis that diversity climate and racial centrality will interact to predict Passive RIM was not supported. The interaction term did not explain any additional variance once included in the model.

Table 14. Passive RIM Regressed on Control and Predictor Variables

	Dependent Variable: Passive RIM								
Predictor Variables	Step 1			Step 2			Step 3		
	B	β	t	B	β	t	B	β	t
(Constant)	2.09**		6.75	2.03**		6.56	2.04**		6.55
Age	-.02**	-.20	-4.23	-.02**	-.20	-4.39	-.02**	-.203	-4.38
Gender	-.35**	-.16	-3.68	-.31**	-.14	-3.20	-.31**	-.14	-3.20
Public self-consciousness	.41**	.39	8.28	.42**	.39	8.33	.41**	.39	8.29
Diversity Climate				.06	.06	1.23	.06	.06	1.24
Racial Centrality				-.08*	-.09	-2.04	-.08*	-.09	-2.01
Diversity Climate x Racial Centrality							-.01	-.01	-.22
R_2	.28			.29			.29		
F	47.73**								
ΔR_2				.010			.00		
ΔF				2.73**			.049		

*P< .05**

*P < .01***

Main and Interaction Effect of Diversity Climate and Racial Centrality on Psychological Safety

In order to examine whether psychological safety is an appropriate mediator in the relationship between the predictor variables of interest and RIM strategies (H4), first another hierarchical regression was conducted to test the relationship between diversity climate, racial centrality and psychological safety. There was linearity and homoscedasticity as assessed by partial regression plots and a plot of studentized

residuals against the predicted values. The independence of residuals assumption was also met, as assessed by a Durbin-Watson statistic of 1.96. The assumption of multicollinearity was met, as assessed by tolerance values greater than 0.1. There were no studentized deleted residuals greater than ±3 standard deviations, no leverage values greater than 0.2, and values for Cook's distance above 1. Lastly, normality assumption was met, as assessed by Q-Q and P-P Plot.

The main effect of diversity climate and racial centrality were examined in step 1, followed by the interaction term in step 2. The hierarchical regression at step 1 accounted for 29% of the variation in psychological safety (R^2 = .288, $F(2, 377) = 76.10$, $p < .01$). Diversity climate significantly predicted psychological safety (B =.49, $p < .01$) while racial centrality did not (B = .02, $p = .45$). Introducing the interaction term in step 2 did not help explain additional variance. The change in R^2 was not significant ($R^2 \Delta = 0$, $F(3, 376) = .14$, $p = .706$). When these predictor variables were included in this stage of the regression model, only diversity climate (B = -.08, $p = .04$) was a significant predictor of psychological safety. Contrary to the initial prediction, the interaction between diversity climate and racial centrality did not significantly predict psychological safety (Table 15).

Table 15. – Psychological Safety Regressed on Predictor Variables

	Dependent Variable: Psychological Safety					
Predictor Variables	Step 1			Step 2		
	B	β	t	B	β	T
(Constant)	3.35**		93.44	3.35**		93.28
Diversity Climate	.49**	.53	12.28	.49**	.54	12.27
Racial Centrality	.02	.03	.76	.03	.04	.79
Diversity Climate x Racial Centrality				-.01	-.02	-.38
R^2	.29			.29		

F	76.10**					
ΔR_2				.00		
ΔF				.14		

*P< .05**
*P < .01***

The only significant predictor of psychological safety is diversity climate. Moreover, upon further investigation, psychological safety was only a significant predictor of Passive RIM strategy use (R_2 = .05, $F(1,379) = 19.93$, $p < .01$) and was not a significant predictor of Active RIM (R_2 = .004, $F(1,379) = 1.44$, $p = .23$). Therefore, the proposed moderated mediation that was intended to examine the effect of diversity climate and racial centrality on psychological safety which in turn was predicted to influence RIM strategy use was not tested. However, since there was a relationship between diversity climate and psychological safety, and psychological safety predicted Passive RIM, an exploratory mediational analysis was conducted. I predict that psychological safety will mediate the relationship between diversity climate and Passive RIM use.

A mediation model was tested using Process Macro Version 3 in SPSS (Hayes, 2017) to see if the relationship between diversity climate and Passive RIM strategy use can be explained by psychological safety (while controlling for age, gender, and public self-consciousness). Results of the process model (model 4) indicated that diversity climate was a significant predictor of psychological safety (B = .51, *SE* = .04, $t = 13.03$, p < .01) and psychological safety was a significant predictor of Passive RIM (B = -.33, *SE* = .09, $t = -5.15$, $p < .01$). These results support the exploratory mediational hypothesis. Diversity climate remained a significant predictor of Passive RIM after controlling for the

mediator (B = .22 , *SE* = .06, *t* = 3.85, p < .01), consistent with partial mediation. Approximately 33% of the variance in Passive RIM was explained by the predictors (R^2 = .328). The indirect effect was tested using a bootstrap estimation approach with 5000 samples. These results indicated the indirect coefficient was significant, B = -.17, 95% CI= -.245, -.098. These results support the exploratory meditational hypothesis that psychological safety explains the relationship between perceived diversity climate and Passive RIM.

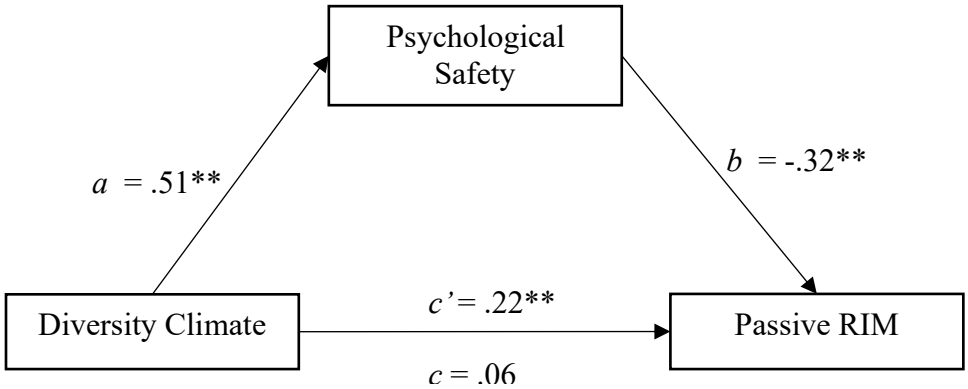


Figure 5. The mediating effect of psychological safety in the relationship between Diversity Climate and Passive RIM. All presented effects are unstandardized; *a* is effect of diversity climate on psychological safety; *b* is effect of psychological safety on Passive RIM; *c*' is direct effect of diversity climate on Passive RIM; c is total effect of diversity climate on Passive RIM.

p < .05*
p < .01**

Main and Interaction Effect of RIM and Racial Centrality on Authenticity

The next set of tests examined the hypotheses related to authenticity. Once an individual engages in a RIM strategy, the degree to which they feel authentic either suppressing or highlighting features of their racial group membership will vary depending on how central race is to their self-concept (H4). Separate analyses were used

to test the main effect of Active and Passive RIM on felt authenticity as well as the examining the interaction with racial centrality. Since diversity climate is correlated with authenticity it was entered as a control in step 1 for both hierarchical regressions.

First, hierarchical multiple regression assumptions were tested for the model including Active RIM as a predictor. Linearity was assessed, and confirmed, using partial regression plots and a plot of studentized residuals against the unstandardized predicted values. There was independence of residuals, as assessed by a Durbin-Watson statistic of 1.93. The studentized residuals versus unstandardized predicted values plot was also used to test the homoscedasticity assumption, and was accepted. All tolerance values were greater than 0.1, meeting the assumption of multicollinearity. The following assumptions related to unusual data points were met based on the following, no leverage values were greater than 0.2 and no values for Cook's distance above 1. However, three cases showed studentized deleted residuals greater than ±3 standard deviations. Despite these potential outliers, the other tests of unusual data points did not indicate a high level of influence therefore these points were retained. The final assumption of normality was met, as assessed by Q-Q and P-P Plot.

In the first analysis, the main effects of Active RIM and Racial Centrality were entered in step 2 and step 3 included the interaction term. Results at step 1 showed that diversity climate explained approximately 2% of the variance in Authenticity ($R^2 = .024$, $F(1, 379) = 9.45$, $p < .01$). Once Active RIM and Racial Centrality were included in the model, an additional 9% of variance in Authenticity was explained ($R^2 \Delta = .09$, $F(2, 377) = 19.52$, $p < .01$) but only Active RIM ($B = -.24$, $p < .01$) was a significant predictor of

Authenticity. In the final step, the inclusion of the interaction term explained an additional 5% of the variance in Authenticity (R_2 Δ= .045, $F(1, 376) = 20.03$ $p < .01$). Active RIM was a significant predictor of Authenticity (B = -.24, $p < .01$), whereas Racial Centrality was marginally significant (B = .06, $p = .06$). The interaction term was also significant (B = .13, $p < .01$).

Table 16. Authenticity Regressed on Active RIM and Racial Centrality

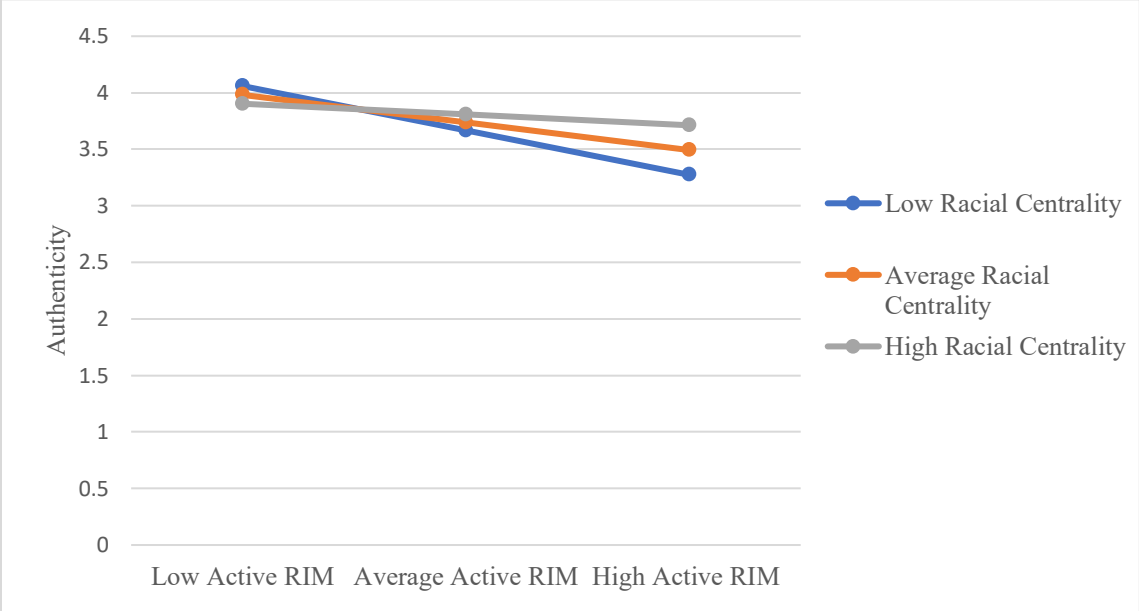
	Dependent Variable: Authenticity								
Predictor Variables	Step 1			Step 2			Step 3		
	B	*β*	t	B	*β*	t	B	*β*	t
(Constant)	3.29**		20.43	3.03**		19.04	3.08**		19.78
Diversity Climate	.13**	0.16	3.07	.20**	.24	4.77	.17**	0.21	4.28
Active RIM				-.24**	-.32	-6.24	-.24**	-0.33	-6.47
Racial Centrality				.04	0.06	1.13	.06	0.10	1.92
Active RIM x Racial Centrality							.13**	0.22	4.48
R2	.02**			.12**			.16**		
F	9.45								
Δ R2				.09			.05		
ΔF				19.52			20.03		

*P< .05**
*P < .01***

Therefore, results indicated that Active RIM and racial centrality interact to predict Authenticity. Thus, racial centrality was a significant moderator of the relationship between Active RIM and authenticity. The unstandardized simple slope for Black employees 1 *SD* below the mean of racial centrality was -.39 [CI; -.49, -.29], the

unstandardized simple slope for Black employees with a mean level of racial centrality was -.24 [CI; -.32, -.17]and the unstandardized simple slope for Black employees 1 *SD* above the mean of racial centrality was -.09 [CI; -.19, .004] (see Figure 6). Examination of the interaction plot showed a diminishing effect such that individuals felt less authentic when engaging in Active RIM when race was less central to their identity. When race was more central, Black employees reported authenticity did not change as a result of engaging in more or less Active RIM. Individuals with low racial centrality were the least likely to feel authentic when engaging in higher levels of Active RIM.

Figure 6. Interaction Effect of Active RIM and Racial Centrality Predicting Authenticity



Again, assumptions were tested prior to analysis of the Passive RIM model. Linearity was assessed, and confirmed, using partial regression plots and a plot of studentized residuals against the unstandardized predicted values. The plot of studentized residuals versus unstandardized predicted values met the assumption of homoscedasticity

assumption. There was no violation of multicollinearity since all tolerance values were greater than 0.1. The following assumptions related to unusual data points were met based on the following, no leverage values were greater than 0.2 and no values for Cook's distance above 1. However, two cases showed studentized deleted residuals greater than ±3 standard deviations. Despite these potential outliers, the other tests of unusual data points did not indicate a high level of influence therefore these points were retained. Finally, Q-Q and P-P Plot were visually inspected to assess the assumption of normality, which was met.

Therefore, Passive RIM and Racial Centrality were included in step 2 and the interaction between these variables was entered in step 3 to predict Authenticity in this hierarchical multiple regression. Diversity climate in step 1 accounted for approximately 2% of the variance ($R^2 = .024$, $F(1, 379) = 9.45$, $p < .01$). An additional 41% of the variance in Authenticity was explained when Passive RIM and racial centrality were included in the model ($R^2 \Delta = .407$, $F(2, 377) = 135.02$, $p < .01$). However, Passive RIM was the only significant predictor of Authenticity (B = -.48, $p < .01$), while racial centrality was not (B = -.04, $p = .16$). Including the interaction term in the final step did not explain any meaningful additional variance ($R^2 \Delta = .001$, $F(1, 376) = .767$, $p = .382$) however, Passive RIM remained a significant predictor of authenticity (B = -.48, $p < .01$). Altogether, Passive RIM was a significant predictor of the authenticity at work. The more Black employees engage in Passive RIM the less authentic they feel at work. This relationship was not moderated by racial centrality suggesting that no matter how central

race is to Black employees' identities, the less likely they are to feel able to be themselves while in a work context.

Table 17. Authenticity Regressed on Passive RIM and Racial Centrality

	Dependent Variable: Authenticity								
Predictor Variables	Step 1			Step 2			Step 3		
	B	*β*	t	B	*β*	t	B	*β*	t
(Constant)	3.29**		20.43	3.07**		24.68	3.07**		24.68
Diversity Climate	.13**	.16	3.07	.19**	.23	5.86	.19**	.23	5.86
Passive RIM				-.48**	-.64	-16.43	-.48**	-.64	-16.40
Racial Centrality				-.04	-.06	-1.41	-.03	-.05	-1.22
Passive RIM x Racial Centrality							.03	.04	0.88
R_2	.024**			.43**			.43		
F	9.45**								
ΔR_2				.41			.001		
ΔF				135.02			.767		

Moderated Mediation Analyses for the Relationship Between Active RIM and Racial Centrality and Organizational Outcomes as Mediated by Authenticity

Several moderated mediations were run using PROCESS in SPSS (model 7) to explore how Active RIM strategy use interacts with racial centrality to predict job satisfaction, stress, and embeddedness as mediated by authenticity. Diversity climate and psychological safety were included as a control variable given their relationship with the organizational outcome variables of interest.

Satisfaction. The first PROCESS analysis examined the moderated mediation between Active RIM and racial centrality and job satisfaction, mediated by authenticity. Data were bootstrapped in SPSS to produce 5000 samples. Model 7 was selected to best represent the hypothesis that the mediating role of authenticity between Active RIM and job satisfaction varies conditionally based on racial centrality. Table 18 depicts the model summary for the moderated mediation model. The direct effect of Active RIM on job satisfaction was found to be significant (effect= .14, *SE* =0.04, $p < .01$). The indirect effect of authenticity also had a significant relationship with job satisfaction (B= .23, 95% CI [.11, .35], $p < .01$). The conditional indirect effect of Active RIM on job satisfaction was observed for Black employees who reported low racial centrality [95% CI; -.14, -.03] and average racial centrality [95% CI; -.09, -.02], but not for those who reported higher levels of racial centrality [95% CI; -.05, 0]. Furthermore, the index of moderated mediation was significant ($\beta = .03$, *SE* = .01, 95% CI [.01, .05]), indicating that the indirect effects were different depending on racial centrality, and thus that moderated mediation occurred (Table 19).

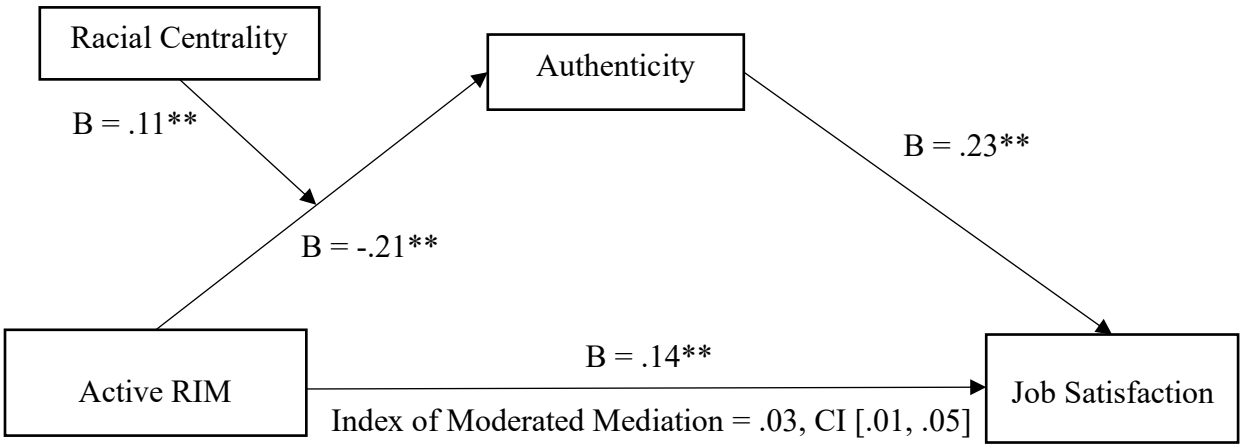
Table 18. PROCESS Model Summary: Job Satisfaction

	Effect	*SE*	*t*	*p*	LLCI	ULCI
Constant	3.54	.04	88.27	.00	3.46	3.62
Authenticity	.23	.06	3.84	.00	.11	.35
Active RIM	.14	.04	3.31	.00	.06	.23

Table 19. RIM Conditional Indirect Effects: Job Satisfaction

	Effect	Boot *SE*	Boot LLCI	Boot ULCI
Low Racial Centrality	-.08	.03	-.14	-.03
Average Racial Centrality	-.05	.02	-.09	-.02
High Racial Centrality	-.02	.01	-.05	0
Moderated Mediation Index	.03	.01	.01	.05

Figure 7. Moderated Mediation Model of Job Satisfaction with Authenticity as the Mediator



$p < .05$*
$p < .01$**

Stress. The next PROCESS analysis examined the moderated mediation between Active RIM and racial centrality and job stress, mediated by authenticity. Data were bootstrapped in SPSS to produce 5000 samples. Table 20 depicts the model summary for the moderated mediation model. The direct effect of Active RIM on job stress was found to be significant (effect= -.15, *SE* =0.05, $p < .01$). The indirect effect of authenticity also had a significant relationship with job stress (effect= -.19, 95% CI [-.33, -.04], $p < .01$). The conditional indirect effect of Active RIM on job stress was observed for Black employees who reported low racial centrality [95% CI; .01, .14] and average racial centrality [95% CI; .01, .09], but not for those who reported higher levels of racial centrality [95% CI; 0, .04]. Furthermore, the index of moderated mediation was not significant (β = -.02, *SE* = .02, 95% CI [-.05, 0]), indicating that the indirect effects were not statistically different depending on racial centrality, therefore moderated mediation occurred (Table 21).

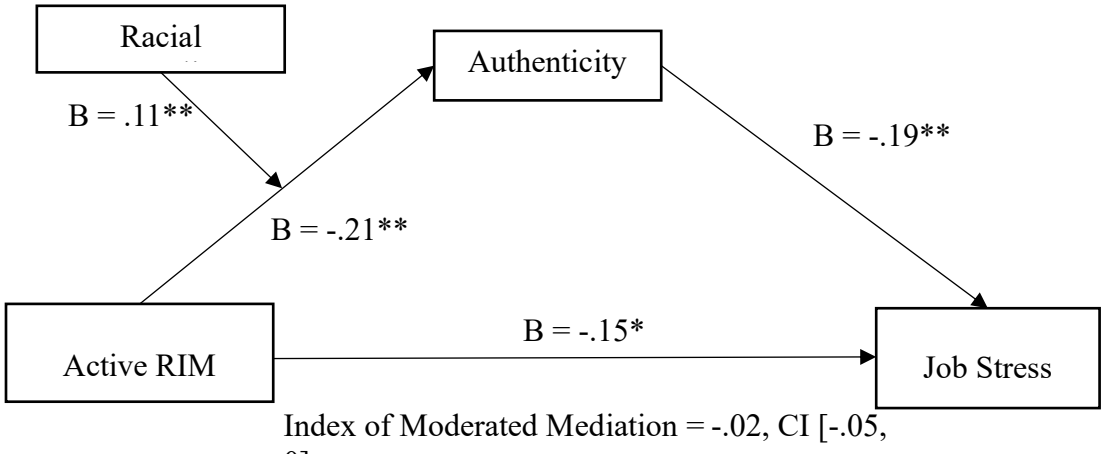
Table 20. PROCESS Model Summary: Job Stress

	Effect	*SE*	*t*	*p*	LLCI	ULCI
Constant	2.93	.05	60.05	.00	2.84	3.03
Authenticity	-.19	.07	-2.57	.01	-.33	-.04
Active RIM	-.15	.05	-2.91	.00	-.26	-.05

Table 21. RIM Conditional Indirect Effects: Job Stress

	Effect	Boot *SE*	Boot LLCI	Boot ULCI
Low Racial Centrality	.06	.03	.01	.14
Average Racial Centrality	.04	.02	.01	.09
High Racial Centrality	.02	.01	0	.04
Moderated Mediation Index	-.02	.01	-.05	0

Figure 8. Moderated Mediation Model of Job Stress with Authenticity as the Mediator



$p < .05$*
$p < .01$**

Job Embeddedness. The next PROCESS analysis examined the moderated mediation between Active RIM and racial centrality and job embeddedness, mediated by authenticity. Data were bootstrapped in SPSS to produce 5000 samples. Table 22 depicts the model summary for the moderated mediation model. The direct effect of Active RIM on job embeddedness was found to be significant (effect= .18, *SE*=.03, $p < .01$).

However, contrary to expectations, the indirect effect of authenticity did not have a significant relationship with job embeddedness (effect= .04, *se* = .04, 95% CI [-.03, .11], *p* = .28). The conditional indirect effect of Active RIM on job embeddedness was not observed for Black employees at any level of racial centrality and the index of moderated mediation was not significant (β = 0, *SE* = 0, 95% CI [0, .01]; see Table 23).

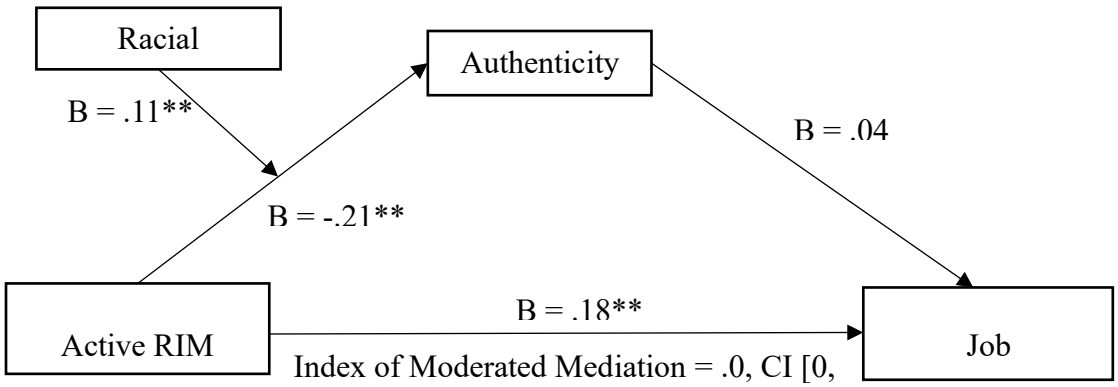
Table 22. PROCESS Model Summary: Job Embeddedness

	Effect	*SE*	*t*	*p*	LLCI	ULCI
Constant	2.64	.02	106.00	.00	2.60	2.69
Authenticity	.04	.04	1.09	.28	-.03	.11
Active RIM	.18	.03	6.60	.00	.12	.23

Table 23. RIM Conditional Indirect Effects: Job Embeddedness

	Effect	Boot *SE*	Boot LLCI	Boot ULCI
Low Racial Centrality	-.01	.01	-.04	.01
Average Racial Centrality	-.01	.01	-.03	.01
High Racial Centrality	0	0	-.01	0
Moderated Mediation Index	0	0	0	.01

Figure 9. Moderated Mediation Model of Job Embeddedness with Authenticity as the Mediator



p < .05*
p < .01**

Mediation Analysis Testing the relationship between Passive RIM and Organizational Outcomes as Mediated by Authenticity

Since findings did not suggest an interaction between Passive RIM and racial centrality, yet Passive RIM did predict authenticity as well as job satisfaction and stress, mediational analyses were conducted as opposed to the proposed moderated mediations. The PROCESS Macro in SPSS (model 4) was again used to examine whether authenticity mediates the relationship between Passive RIM and job satisfaction as well as job stress. Job embeddedness was not found to be predicted by Passive RIM and therefore the mediational analysis was not conducted.

Satisfaction. A mediation model was tested using Process Macro Version 3 in SPSS (Hayes, 2017) to see if the relationship between Passive RIM strategy use and job satisfaction can be explained by authenticity (while again controlling for diversity climate and psychological safety). Results of the process model indicated that Passive RIM was a significant predictor of authenticity (B = -.44, *SE* = .03, *t* = -14.45, $p < .01$) and authenticity was a significant predictor of job satisfaction (B = .16, *SE* = .07, *t* = 2.13, $p < .05$). These results support the exploratory mediational hypothesis. Passive RIM was no longer a significant predictor of job satisfaction after controlling for the mediator (B = -.02 , *SE* = .05, *t* = -.44, p = .66), consistent with full mediation.

Approximately 33% of the variance in job satisfaction was explained by the predictors (R_2 = .33). The indirect effect was tested using a bootstrap estimation approach with 5000 samples. Results indicated the indirect coefficient was actually not significant, B = -.07, 95% CI= -.14, 0. These results suggest that the exploratory meditational

hypothesis that authenticity explains the relationship between Passive RIM and job satisfaction was not supported.

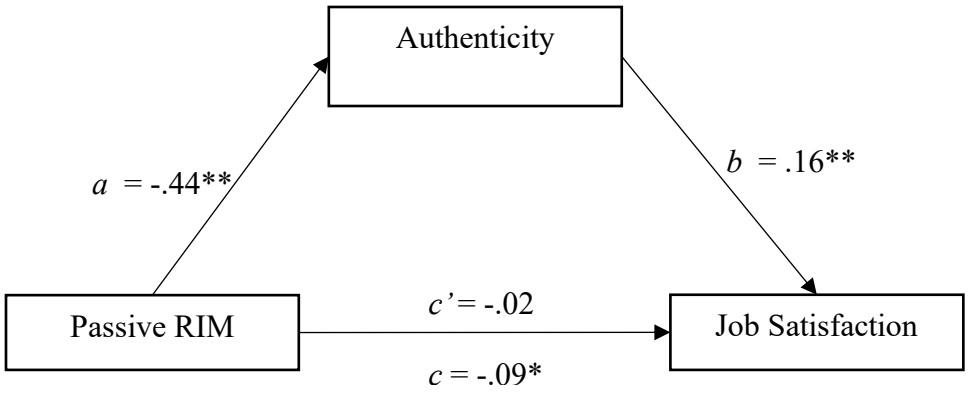


Figure 10. The mediating effect of authenticity in the relationship between Passive RIM and job satisfacation. All presented effects are unstandardized; *a* is effect of Passive RIM on authenticity; *b* is effect of authenticity on job satisfaction; *c*' is direct effect of Passive RIM on job stress on Passive RIM; c is total effect of Passive RIM on job satisfaction.

$p < .05$*
$p < .01$**

Stress. An additional mediation model was tested using the same procedure using PROCESS in SPSS to see if the relationship between Passive RIM strategy use and job stress can be explained by authenticity (diversity climate and psychological safety were again included as control variables). Results of the process model indicated that Passive RIM was a significant predictor of authenticity (B = -.44, *SE* = .03, *t* = -14.45, p < .01) but authenticity was not a significant predictor of job stress (B = -.15, *SE* = .09, *t* = -1.67, *p* = .10). Furthermore, the indirect effect was tested using a bootstrap estimation approach with 5000 samples and found that it was not significant (B = .07, 95%, CI[-.02, .16]). These results suggest that the exploratory meditational hypothesis that authenticity explains the relationship between Passive RIM and job stress was not supported.

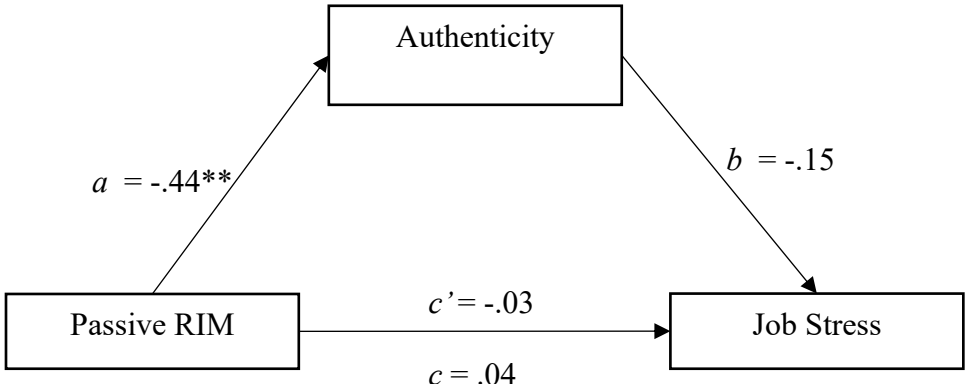


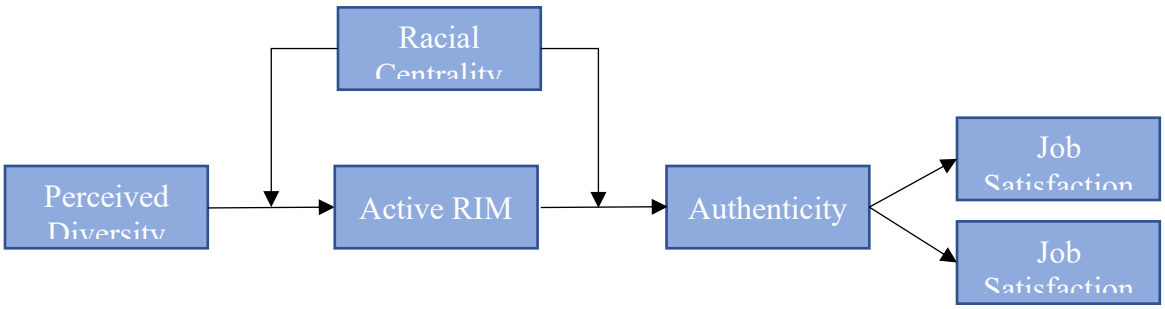
Figure 11. The mediating effect of authenticity in the relationship between Passive RIM and job stress. All presented effects are unstandardized; *a* is effect of Passive RIM on authenticity; *b* is effect of authenticity on job satisfaction; *c*' is direct effect of Passive RIM on job stress on Passive RIM; c is total effect of Passive RIM on job stress.

$p < .05$*
$p < .01$**

Updated Theoretical Models for Active and Passive RIM

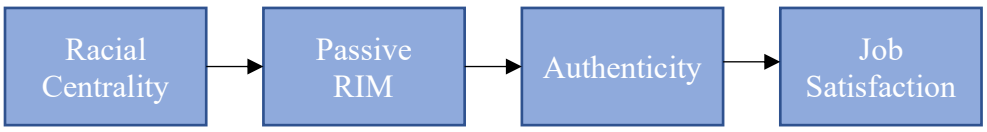
Partial support was found for the proposed theoretical model of the antecedents, mediators, and consequences of RIM strategy use. Therefore, the models were updated below to capture the relationships that were empirically supported. As predicted, context (perceived diversity climate) and individual differences (racial centrality) interacted to predict one's use of Active RIM strategies. Moreover, racial centrality interacts with Active RIM strategy use to predict how authentic an individual feels at work. Authenticity, in turn positively predicts satisfaction and negatively predicts job stress (Figure 12).

Figure 12. Updated Theoretical Model of the Antecedents and Outcomes Associated with Active RIM.



The theoretical model for Passive RIM strategy use is noticeably simpler. It seems that racial centrality is the main antecedent for Passive RIM. Racial centrality, however, does not reenter the model to impact authenticity as it does with Active RIM strategy use. Instead, Passive RIM strategy negatively predicts authenticity, such that engaging in more Passive RIM resulted in lower levels of reported authenticity at work. Greater felt authenticity then leads to higher satisfaction (Figure 13).

Figure 13. Updated Theoretical Model of the Antecedents and Outcomes Associated with Passive RIM



Racial centrality is clearly a critical determinant of RIM strategy use, regardless of whether an individual chooses to express or suppress their racial identity. One most identify with their racial group membership and feel invested in reaffirming that aspect of their identity at work in order to engage in Active RIM. However, context also shapes one's strategic display of Active RIM strategies, but only among those who report high racial centrality. If race is not central to one's self-concept, perceived diversity climate

will not affect the degree to which they engage in Active RIM. Moreover, individuals who had lower levels of racial centrality reported greater use of Passive RIM. Contrary to expectations, individuals who expressed less racial centrality did not feel more authentic after engaging in Passive strategies but did feel less authentic when they engaged in more Active RIM. Passive RIM strategy use was also negatively related to how authentic Black employees feel at work. Overall, authenticity predicted job satisfaction and stress in one or both of the final RIM strategy models.

Discussion

These findings partially supported our hypothesis related to Active RIM, such that diversity climate predicts a greater use of Active, but not Passive RIM strategies. In line with expectations, racial centrality was indeed a positive predictor of Active RIM and negatively related to Passive RIM. These variables interacted to predict Active RIM strategy use but only racial centrality remained a predictor of Passive RIM. Altogether it seems that perceived diversity climate and racial centrality as important in terms of determining and appropriate RIM strategy to utilize, while only racial centrality is related to one's decision to engage in Passive RIM. Contrary to expectations, the interaction between diversity climate and racial centrality was not predictive of psychological safety. Despite not finding support for that hypothesis, an exploratory investigation suggested that the relationship between diversity climate and Passive RIM is mediated by psychological safety. The same was not true for the relationship between diversity climate and Active RIM. Therefore, psychological safety, or lack thereof, explains why an individual might engage in Passive RIM but not Active RIM. This may speak to the

increase need to guard one's racial identity in organizations that have negative climates for diversity.

Active and Passive RIM strategy use also predicted job satisfaction and job stress, while only Active RIM predicted job embeddedness. Furthermore, there was support for the expected moderated mediation between Active RIM strategy use, racial centrality, and two organizational outcome variables; job satisfaction and stress. When race was less central, Active RIM resulted in less felt authenticity. Whereas, for those high in racial centrality, authenticity was similar for those who engaged in different levels of Active RIM while at work. Authenticity was in turn a positive predictor of job satisfaction and a negative predictor or job stress. Despite initial predictions, Passive RIM did not interact with racial centrality to predict authenticity, therefore the proposed moderate mediations were drop from the analyses. Instead, mediation analyses showed that the relationship between Passive RIM and job satisfaction was mediated by authenticity. No other relationships were significant.

Mixed support was found for the predicted relationships between the predictor variables and outcome variables with respect to the proposed moderator (racial centrality) and mediators (psychological safety and authenticity). Thus, an experimental study was conducted next to further examine whether exposure to different diversity climates interacts with racial centrality to predict important organizational outcomes.

Chapter 7: The Effect of Diversity Climate on Racial Identity-based Impression Management

After examining the construct of racial identity-based impression management, and exploring how this form of self-presentation at work impacts authenticity and other important organizational outcomes, an experimental study of racial identity-based impression management was conducted. In the previous study perceived diversity climate and racial centrality were shown to affect Black employees' utilization of racial identity-based impression management strategy. The third study sought to further examine the main predictor of interest, diversity climate, and its effect on Black employees RIM strategy use (H1), interest in pursuing a job within a hypothetical organization, and their evaluation of an organization's diversity climate. Therefore, a hypothetical organization's diversity climate was manipulated and participant's racial identity-based impression management (RIM) was measured. Consistent with previous findings, it was hypothesized that diversity climate affects RIM strategy use (H1) and is moderated by racial centrality (H3). Additionally, racial centrality was expected to moderate the relationship between diversity climate condition and interest in working at that organization if a suitable job were to become available and general evaluations of the diversity climate.

Method

Participants

Similar to the previous studies, the same market research platform, Cint, was used to recruited participants. The following analyses are based on responses from. A power

analysis was conducted using G*Power software to determine the sample size necessary to examine the proposed effects of this one-way ANOVA (Diversity Climate: Positive vs. Negative) design. In order to achieve an effect size of .25, with an alpha of .05, and power of .80, I had to recruit at least 128 participants. Overall, 261 participants took part in this study. However, participants were only included if they responded correctly to a series of manipulation checks. The following analyses are based on responses from 146 Black respondents with an average age of 39.70 years old. Slightly over half of the sample were women (57.5%). In terms of education, 14.4% held a high school degree, 45.9% indicated they either had some college experience (29.5%) or an Associate's degree (16.4%), 21.2% held Bachelor's degrees, and lastly, 17.2% had a Master's degree or higher. A majority of respondents had over 10 years of work experience (71.9%). Over half of respondents (59.6%) identified as an hourly employee while 24% were salaried employees. Aside from the other category (21.2%), the health care/medical (17.8%) and military/government (9.6%) were the most commonly reported job industries among survey participants. Over half (51.4%) of respondents reported a yearly household income of $49,999 or less, 23.9% reported making $50,000-$69,999, 12.4% made $70,000-$99,999, and the highest income bracket of $100,000 or more represented 11.6% of the sample. The majority of respondents identified as upper or lower middle class (72.6%) and about the same proportion identified as Democrats (73.3%).

Measures

Demographics. In order to be eligible for the study participants had to identify as Black or African American and be a full-time employee. Several additional questions

were asked to assess the demographic makeup of study participants including age, gender, educational background, current job industry, socioeconomic status, and political affiliation/ideology.

Public self-consciousness. The same public self-consciousness measure by Fenigstein, Scheier, and Buss' (1975) that was used in the second study was used to measure one's concern with self while in public. The reliability coefficient of the scale used in this study was adequate (α=.79). This measure was intended to serve as a control measure.

Racial Centrality. The same Racial Centrality subscale from the Multidimensional Inventory of Black Identity (Sellers et al., 2007) used in the first and second study was used to measure racial centrality. The reliability coefficient of the scale used in this study was adequate (α=.82).

Filler Tasks. In order to continue with the cover story, filler measures were also included. The first of which asked participants to select where they fall in between 10 pairs of personality characteristics (ex., works best in groups vs. works best alone). The second task asked participants to rank job factors in order of importance (ex., pay/money, benefits, job security). Since these measures were only used as fillers they will not be reported.

Post Diversity Climate Manipulation Checks. After viewing the diversity climate manipulation, participants completed four manipulation check items to ensure they were paying attention to the company information. The items assessed whether they remembered the name of the consulting firm, the percentage of projects that were

allocated for pro-bono, the CEO's name, and the message of the employee's quote. Participants were dropped from the study if they did not accurately answer the manipulation checks related to the diversity climate manipulation (i.e., name of the CEO and the message embedded in the employee quote).

Job Evaluation. Immediately following the manipulation check items, participants were asked to evaluate the company and their interest in working for this hypothetical company. The eight-item scale included the following items: (a) "I can see myself working for this company", (b) "I can see myself being successful at a company like this", (c) "I would apply to work for this company if a suitable position was available", (d-h) "This company seems like a great place for [women, minorities, entry level professional, more senior professionals, and LGBTQ employees]." These items were measured on a 5-point Likert scale ranging from 1 "Strongly disagree" to 5 "Strongly agree". Items a-c were conceptually related to job interest and d-h were linked to perceptions of a company's climate. Thus, two subscales were created, the first was job interest (α=.92) and the second was a diversity climate evaluation (α=.87).

Racial Identity-based Impression Management (RIM) Scale. The same RIM scale developed and used in the previous studies was also included. The reliability coefficient for each subscale was adequate with cronbach's alpha of .91 (Active RIM) and .85 (Passive RIM) respectively.

Perceived Diversity Climate. A modified version of Pugh, Dietz, Brief, and Wiley's (2008) measure of diversity climate perceptions was also included as an additional manipulation check. The slightly modified four item scale includes the

following items: (a) “This company makes it easy for people from diverse backgrounds to fit in and be accepted”; (b) “At this company, employees are developed advanced without regard to the gender or the racial, religious, or cultural background of the individual”; (c) “At this company, managers demonstrate through their actions that they want to hire and retain a diverse workforce”; and (d) “I feel that if I worked here my immediate manager/supervisor would do a good job of managing people with diverse backgrounds (in terms of age, sex, race, religion, or culture). These items were drawn from an organization’s “confidential employee opinion survey” and were measured on a 5-point Likert scale ranging from 1 “Strongly disagree” to 5 “Strongly agree”. Higher scores indicate a more positive perception of their organization’s diversity climate. These items were originally scored on a 1 “Strongly agree” to 5 “Strongly disagree” and then reverse scored, however this was modified such that the entire survey follows a similar response format. The reliability coefficient of this scale was also adequate (α=.95).

Procedure

After confirming eligibility requirements related to race and employment status, study participants were informed that they would be participating in a study that would serve as the basis for software that would help organizations match eligible applications to the right job in their company. Participants read the following introduction to the study:

> “Hello, thank you for agreeing to participate in our study. We are currently interested in developing software that will help suitable job applicants be matched with organizations. Hopefully, this new program will help

> job seekers find openings at companies that will be a good fit for the candidates themselves and the organizations that are hiring. Therefore, we will be asking you questions about your background, values, attitudes, and behaviors in order to develop a candidate profile. Some of the questions presented to you will be based on your previous responses. You will also be asked to evaluate an organization in order to help us understand how companies are perceived by potential job applicants and people like you. Your information will remain anonymous and your data will only be used for research purposes. To begin, please answer the following questions about yourself, your job, and your workplace."

This cover story was used to mask the true purpose of the study and justify the inclusion of personality characteristics (some of which were related to race), general and job attitudes, and evaluations of a hypothetical organization. Participants went on to fill out question that would serve as a "candidate profile" and theoretically be used to develop a job matching software algorithm based on real employees. After completing demographic items, respondents completed a measure of public self-consciousness, racial centrality, and two filler tasks related to one's personality at work and important job factors.

Then participants were presented with the diversity climate manipulation in the form of a company's informational packet. This experimental manipulation was modified from Leslie and Gelfand (2008) manipulation of climate for inclusion. The informational packet described a company, RLK Consulting, as either having a positive or negative climate for diversity. Participants were asked to evaluate a company that was described

as having either a positive or negative diversity climate. A positive diversity climate was operationalized as an organization with diverse leadership who are accessible to all employees regardless of race or gender, and who advance a multicultural ideology of diversity. A negative diversity climate was operationalized by a less diverse group of top leadership, who are more accessible to White males, and who advance a colorblind diversity ideology. Before reviewing the packet of information and becoming familiar with the company, participants read the following passage:

> "You have been selected to review the following company: **RLK Consulting**. Please read the company profile below and imagine that you are applying for an open position. You will later be asked to evaluate this company."

Participants were reminded that they needed to pay attention to the information in order to gain an impression of the company and later evaluate it. The company information was presented as if it were coming from an objective job search database, in actuality this material was fictitious. The positive and negative manipulations both included general information about the company, salary, quarterly profit, and department breakdown. Three sections manipulated diversity climate; 1) the flow chart of top executives, 2) an employee quote, and 3) a statement from the President about their diversity philosophy. In the positive condition, top leadership is diverse in terms of race and gender. In the negative climate for diversity, top leadership was predominantly White males. A list of employee quotes also included a diversity climate manipulate. In the positive diversity climate one of the employees suggests that the leadership makes

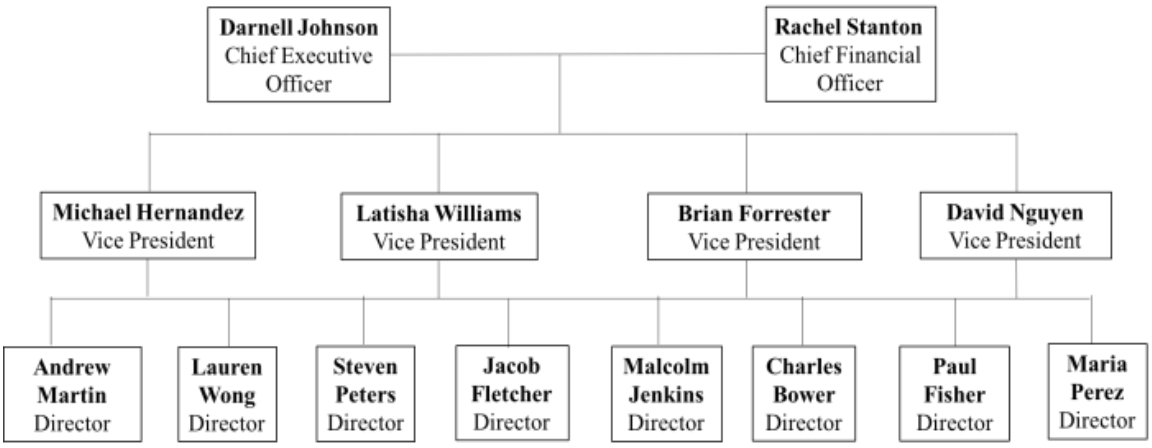
themselves available to everyone regardless of race or gender. In the negative climate for diversity, one of the employees expresses that the top leadership have formed a boys' club, limiting access to those who are not White males. Lastly, a statement from the President also included a diversity climate manipulation such that in the positive climate a multicultural philosophy is expressed while a colorblind philosophy is expressed in the negative diversity climate (see Figure 14 & 15 below and Appendix G for filler information).

Figure 14. Positive Diversity Climate Manipulation

Company: RLK Consulting
Description: Company Flowchart
Source: www.RLKConsult.com

RLK Consulting

Flowchart of Top Executives



Our Company:

RLK Consulting is a midsized consulting firm that specializes in management consulting. The company was founded in 1985 when the first office was opened in Washington, D.C. While the company has remained local, we have since opened offices in Baltimore, MD, Arlington, VA, and most recently in Chevy Chase, MD. The company began as a team of 20 consultants, but by the mid-1990s it reached the current size of over 400 employees.

Although RLK Consulting accepts consulting projects that span a diverse range of topics the company specializes in strategy, organization, technology, and operations. All employees of RLK work in one of four departments. Each department primarily handles projects falling into only one of these four categories. RLK Consulting also gives back to the community by offering pro-bono services to some non-profit organizations. Roughly 5% of the company's projects are dedicated to pro-bono work.

Our People:

While other consulting firms mistakenly try to shape their staff into a single mold, we believe that embracing our diversity enriches our culture. Diversity fosters a more

unified, exciting, and collaborative work environment. Such an inclusive and accepting environment helps not only us but also our clients. And at RLK, all individuals have unlimited access to success. As soon as you walk through our doors, you'll appreciate the strength that we derive from our diversity.

Employee Quotes

Description: Business Biweekly recently conducted a series of interviews on the atmosphere at a variety of management consulting companies. Below are some of the quotes from employees at RLK Consulting.
Source: Business Biweekly

"I've only worked for RLK Consulting for a few weeks, so I don't have any strong opinions. I'll be able to tell you more in a few months."

"The most powerful people in the company are accessible to everyone. They give just as much extra help and advice to female and minority employees as they do to any other employees."

"The building security in the DC office is kind of a pain. It can take 10 minutes just to get through the door in the mornings. As only one of several tenants in the building, I know that RLK can't change the policy, but it's still annoying."

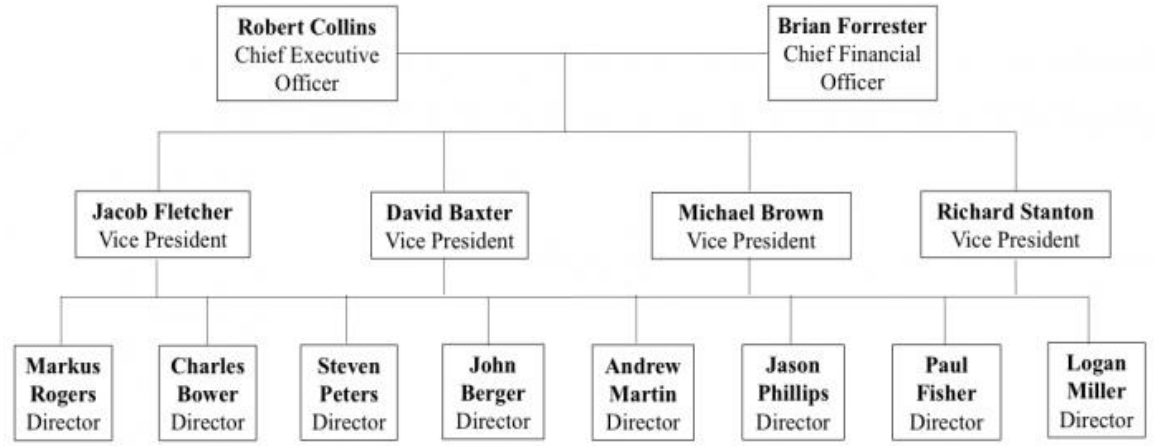
"RLK Consulting has great facilities. The lobbies of our buildings look like they could be in a luxury hotel."

Figure 15. Negative Diversity Climate Manipulation

Company: RLK Consulting
Description: Company Flowchart
Source: www.RLKConsult.com

RLK Consulting

Flowchart of Top Executives



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"I've only worked for RLK Consulting for a few weeks, so I don't have any strong opinions. I'll be able to tell you more in a few months."

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"The building security in the DC office is kind of a pain. It can take 10 minutes just to get through the door in the mornings. As only one of several tenants in the building, I know that RLK can't change the policy, but it's still annoying."

"RLK Consulting has great facilities. The lobbies of our buildings look like they could be in a luxury hotel."

After familiarizing themselves with the company, participants were instructed to complete a series of manipulation checks and then evaluate the company in terms of its diversity climate and their interest in a pursuing a job within the organization. Once participants provided general attitudes about the company they completed the measure of racial identity-based impression management developed for this study followed by a measure of perceived diversity climate. After the participants completed the final measure, they read a debriefing statement and received $2.15 compensation (depending on Cint's compensation algorithm for each panel).

Results

A one-way between-subjects multivariate analysis of variance (MANOVA) was conducted to examine the main effect of diversity climate on RIM strategy use, participant's interest in the company, and perceived diversity climate after reviewing the informational packet. Therefore, this analysis tested whether RIM strategy or job evaluations vary depending on diversity climate.

Prior to conducting the MANOVA, data screening and cleaning was conducted. First, there are four primary dependent variables of interest, the independent variable is categorical (diversity climate condition), between subjects design allowed for independence of observations, meeting the first set of assumptions associated with a multivariate analysis of variance which provides justification for this analysis. There were a few univariate outliers in the data, as assessed by examination of boxplots. Additionally, analysis showed one multivariate outlier as assessed by Mahalanobis distance ($p > .001$). However, upon closer examination of those outliers, they were not caused by data entry errors and were deemed valid responses and were not expected to affect the results. Therefore, these data were retained for analysis. There was an approximately linear relationship between each pair of dependent variables – Passive RIM, Active RIM, job interest, and diversity climate evaluation– for both diversity climate conditions, as assessed by visual inspection of a scatterplot. The homogeneity of variance-covariances matrices assumption was also met, as assessed by Box's M test, $p = .43$. The assumption of homogeneity of variances was also met for Passive RIM, Active RIM, and diversity climate evaluation ($p > .05$). However, this assumption was not met

for the job interest variable. Instead of transforming this variable, this violation was corrected for in post-hoc tests.

In order to assess normality assumptions, skewness, kurtosis, and a qq-plot were examined along with the Shapiro-Wilk test of normality. The Shapiro-Wilk test of normality was significant for RIM Passive ($p < .05$) and the job interest variable ($p < .05$), indicating that the residual is not normally distributed for both groups. Similarly, Active RIM was not normally distributed among those in the negative diversity climate manipulation ($p < .05$), while diversity climate evaluations were not normally distributed in the positive diversity climate manipulation ($p < .05$). However, residuals were normally distributed for the RIM Active in the positive diversity climate manipulation and diversity climate evaluation, as assessed by Shapiro-Wilk's test ($p > .05$). Given that the Shapiro-Wilk test for normality is more sensitive to slightly non-normally distributed data when sample sizes are greater than 50, a visual assessment of the residuals was conducted. An examination of the QQ plots suggested that the residuals were of an adequately normal distribution because they fell along the diagonal line. Since the one-way MANOVA is fairly robust to deviations from normality and the sample sizes in each condition were about equal, violations of normality are less likely to affect the analyses (Glass, Peckham & Sanders, 1972; Mardia, 1971). Therefore, a MANOVA was conducted to examine the effect of diversity climate condition on the dependent variables of interest. First descriptive statistics are presented for all the variables of interest (Table 24) and correlations among the independent and dependent variables are presented in Table 25.

Table 24. Descriptive Statistics for Dependent Variables (Study 3)

	M	SD	N	Skewness	Kurtosis
1. Racial Centrality	4.94	1.22	146	.287	-.887
2. Passive RIM	1.97	.76	146	.770	-.084
3. Active RIM	3.00	.91	146	.074	-.772
4. Job Interest	3.06	1.30	146	-.192	-1.207
5. Diversity Climate Evaluation	3.12	1.08	146	-.061	-.934

Table 25. Correlations between Independent Variables and Dependent Variables (Study 3)

	1	2	3	4	5
1. Racial Centrality					
2. Diversity Climate Condition	.17*				
3. Passive RIM	-.02	-.09			
4. Active RIM	.23**	.09	.17*		
5. Job Interest	.20*	.71**	-.01	.20*	
6. Diversity Climate Evaluation	.25**	.75**	-.06	.18*	.85**

*p < .05**
*p < .01***

A statistically significant difference was found between diversity climate conditions on the combined dependent variables after controlling for racial centrality, $F(4, 141) = 49.56$, $p < .01$, Wilks' $\Lambda = .42$, partial $\eta^2 = .584$. In order to assess group differences, follow up univariate one-way ANOVAs were performed. A Bonferroni adjustment was made such that statistical significance was accepted when $p < .0125$.

There were statistically significant differences in the adjusted mean for job interest ($F(1, 144) = 149.16$, $p < .0125$, partial $\eta 2 = .509$), and diversity climate evaluation ($F(1, 144) = 181.49$, $p < .0125$, partial $\eta 2 = .558$), but not for Active RIM ($F(1, 144) = 1.26$, $p = .26$, partial $\eta 2 = .009$) or Passive RIM ($F(1, 144) = 1.08$, $p = .30$, partial $\eta 2 = .007$) among diversity climate conditions. Table 26 below presents the relevant descriptive statistics.

Table 26. Means, Adjusted Means, Standard Deviations, and Standard Errors for the Dependent Variables for Each Diversity Climate Condition

	Dependent Variables							
	Passive RIM		Active RIM		Job Interest		Diversity Climate Evaluation	
Condition	*M(SD)*	M_{adj}*(SE)*	*M(SD)*	M_{adj}*(SE)*	*M(SD)*	M_{adj}*(SE)*	*M(SD)*	M_{adj}*(SE)*
Negative Diversity Climate	2.02(.74)	2.03(.09)	2.92(.88)	2.96(.10)	2.20(.97)	2.22(.10)	2.37(.76)	2.39(.08)
Positive Diversity Climate	1.90(.78)	1.90(.10)	3.09(.94)	3.06(.11)	4.05(.84)	4.03(.11)	3.97(.67)	3.95(.09)

Since two of our one-way ANOVAs were statistically significant, Bonferroni post hoc tests were conducted to examine the pairwise comparisons between diversity climate condition. The values reported are adjusted means unless otherwise stated. Interest in the job was statistically significantly greater in the positive diversity climate condition (M = 4.03, SE = .11) compared to the negative diversity climate condition (M = 2.22, SE = .09), a mean difference of 1.81 CI [1.51, 2.11], $p < .001$. As one would expect, participant's evaluations of the company's diversity climate was significantly more favorable in the positive diversity climate condition (M = 3.95, SE = .09) compared to the negative diversity climate condition (M = 2.39, SE = .08), a mean difference of 1.56 CI [1.33, 1.80], $p < .001$ (see Table 27 and Table 28).

Table 27. Significant Univariate Effects for Diversity Climate Condition.

Variable	*M*	*SD*	*df*	*df* error	*F*	*n*
Passive RIM			1	143	1.01	
Negative Climate	2.03	.74				78
Positive Climate	1.90	.78				68
Total	1.97	.76				146
Active RIM			1	143	.50	
Negative Climate	2.92	.88				78
Positive Climate	3.09	.94				68
Total	3.00	.91				146
Job Interest			1	143	140.79**	
Negative Climate	2.20	.97				78
Positive Climate	4.05	.84				68
Total	3.06	1.30				146
Diversity Climate Evaluation			1	143	172.43**	
Negative Climate	2.37	.76				78
Positive Climate	3.97	.67				68
Total	3.12	1.08				146

Table 28. Pairwise Contrasts for Adjusted Means for Dependent Variables for Each Diversity Climate Condition

	Difference in adjusted means (95% CI)
Dependent Variable	Positive vs. Negative
Job Interest	1.81(1.51, 2.11)
Diversity Climate Evaluation	1.56(1.33, 1.80)

Racial centrality was then tested as a moderator using Process (model 1) in SPSS. Contrary to expectations, results for this analysis indicated that diversity climate did not interact with racial centrality to predict any of the dependent variables of interest. Therefore, the hypothesized moderating relationships were not supported by our results. The interaction between the diversity climate evaluation variable and racial centrality was also subjected to an exploratory analysis, but again racial centrality did not moderate the

relationship between perceived diversity climate and any of the dependent variables of interest.

Discussion

As evidenced by study 3, there was no difference in Passive or Active RIM strategy preference for Black employees in the positive or negative diversity climate condition. Despite not finding support for the main effect of diversity climate on RIM strategy use or the moderating variable, racial centrality, diversity climate did affect job evaluations. Black employees evaluated the diversity climate more positively in the positive manipulation, whereas the climate was viewed as more negative in the negative diversity climate condition. Moreover, Black employees were more interested in pursuing jobs in organizations with positive as opposed to negative climates for diversity. This analysis reveals that contextual factors of an organization such as diversity climate can indeed impact interest among potential diverse job candidates. However, the manipulation may not have been strong enough to affect hypothetical RIM strategy use among Black employees.

Nevertheless, we thought it was important to understand how this distinct form of impression management might be perceived by majority group members. Impression management involves a monitoring process whereby one's image is adjusted to fit the context and target audience in order to construct a desired image. Therefore, Black employees' engagement in RIM might also stem from how they are perceived by majority group members in the workplace.

Chapter 8: Majority group perceptions of RIM

In the previous studies, the factors that influence racial identity-based impression management and the consequences each strategy may have when utilized in an organizational context were examined. In this final study, perceptions of underrepresented minority employees engaging in racial identity impression management were examined.

Research shows that diversity and exposure to a racially diverse settings and interactions impacts White employees differently. Interracial interactions and race related discussions are anxiety provoking for Whites (Trawalter & Richeson, 2008). Moreover, racial awareness and attitudes vary among dominant group members, which could result in varied perceptions of diverse colleagues especially when they choose to either suppress or claim their racial identity in the workplace. Therefore, in the final study diversity climate and a hypothetical employee's racial identity-based impression management strategy were manipulated to examine if these factors affect majority group reactions and evaluations of a target. Mediating variables that captured perceived norm violations were also tested ($H6_a$-$H6_b$). It was expected that RIM and diversity climate would interact to predict evaluations of a Black target employee, such that when a Black employee's behavior was inconsistent with the company's diversity philosophy they would be evaluated less favorably. Perceived norm violations would then mediate the moderated relationship.

Method

Experimental Design & Participants

Unlike the previous studies, this study will only target White individuals via Mechanical Turk (MTurk). This study will be a 2 (Diversity Climate: positive vs negative) x 2 (RIM strategy: Passive vs Active) ANOVA design in which all participants will evaluate a Black employee who works for an organization that is described as having either a positive or negative climate for diversity and either claim or suppress their racial identity in the form of an employee quote included in the study materials. A power analysis was conducted using G*Power software to determine the sample size necessary to examine the proposed effects of this two-way ANOVA (Diversity Climate: Positive vs. Negative) design. In order to achieve an effect size of .25, with an alpha of .05, and power of .80, I had to recruit at least 46 participants. Overall, 272 MTurk respondents participated in this study. However, participants were only included if they responded correctly to a series of manipulation checks. Therefore, the following analyses are based on 180 participants with an average age of 36.81 years old. The sample included 55.6% male respondents. In terms of education, 11.7% reported that had graduate high school, 29.4% reported that they had completed some college or obtained an Associate's degree, about half of the sample help a Bachelor's degree (48.9%), and 9.5% had a Master's degree or higher. A majority of the sample (65%) reported that they had over 10 years of work experience. Approximately half of the sample described their current position as hourly (47.8%), while about a quarter (28.9%) held salaried positions, and 15.6% were managers. The most common job field help by participants was technology (22.8%),

business/finance (13.3%), and retail (12.8%). In terms of socioeconomic status, 37.2% of participants considered themselves a part of the upper middle class and 38.9% classified themselves as lower middle class. Over half (59.4%) of respondents reported a yearly household income of $49,999 or less, 18.3% reported making $50,000-$69,999, 11.1% made $70,000-$99,999, and the highest income bracket of $100,000 or more represented 9.5% of the sample. Political party varied among respondents with 41.1% identifying as Democrat, 31.7% Republican, and 24.4% Independent.

Measures

Manipulation Checks. The same modified version of Pugh, Dietz, Brief, and Wiley's (2008) measure of diversity climate perceptions was also included as an additional manipulation check. The slightly modified four item scale includes the following items: (a) "This company makes it easy for people from diverse backgrounds to fit in and be accepted"; (b) "At this company, employees are developed advanced without regard to the gender or the racial, religious, or cultural background of the individual"; (c) "At this company, managers demonstrate through their actions that they want to hire and retain a diverse workforce"; and (d) "I feel that if I worked here my immediate manager/supervisor would do a good job of managing people with diverse backgrounds in terms of (age, sex, race, religion, or culture). These items were drawn from an organization's "confidential employee opinion survey" and were measured on a 5-point Likert scale ranging from 1 "strongly disagree" to 5 "strongly agree". Higher scores indicate a more positive perception of their organization's diversity climate. These items were originally scored on a 1 "strongly agree" to 5 "strongly disagree" and then

reverse scored, however this was modified such that the entire survey follows a similar response format. The reliability coefficient of this scale was also adequate (α=.95). Participants were also asked the extent to which they agreed that the company they evaluated would be a great place for women, minorities, entry level professionals, senior professionals, and LGBTQ employees. The item related to the organization's suitability for minorities was also used as manipulation check of the diversity climate manipulation. The RIM manipulation was assessed using 2 Likert type items measured on a 5-point scale from 1 "Strongly disagree" to 5 "Strongly agree"; 1) "This employee is authentic" and 2) "This employee embraces their identity". The third item required participants to select the correct participant ID for the employee quote that they were assigned.

Job Interest. Job evaluation items were developed to measure participants interest in possibly working for the company they were asked to evaluate. The following items were measured on a 1 "strongly disagree" to 5 "strongly agree" Likert scale and captured *job interest*; 1) "I can see myself working for this company"; 2) "I can see myself being successful at a company like this"; 3) "I would apply to work for this company if a suitable position was available". The reliability coefficient for this scale was adequate (α=.94).

Target Likeability & Professionalism. Six items were taken from Reysen's (2013) Likability scale. Items included the following; "this person is [likeable, friendly, approachable, similar to me]", "I would befriend this person", "I would like this person as a coworker." The reliability coefficient for this scale was adequate (α=.94). This format was mimicked in order to assess perceptions of the target's professionalism in 4

additional items; “This person is [professional, competent, cooperative, competitive”]. These items were measured on a 5-point scale from 1 “Strongly disagree” to 5 “Strongly agree” and the Cronbach’s alpha for this scale was adequate (α=.85).

Target-Organization Fit. Perceived person organization fit was also assessed with one item; “How much do you think this person fits with the organization?” measured on a 5 point Likert scale ranging from 1 “Not at all” to 5 “A great deal”. Higher scores indicated greater perceived target-organization fit.

Perceptions of Norm Violation. Participants were then asked a series of questions that relate to perceptions of diversity climate norm violations. Items were rated from 1 “Strongly disagree” to 5 “Strongly agree” on a Likert type scale and measured the perceived appropriateness of a target minority’s behavior during the interaction. The question was presented as follows; “Based on your knowledge of ***RLK Consulting,*** please indicate the extent to which you think this person’s behavior would be [rewarded, publicly praised, punished, frowned upon, tolerated] by the organization. An exploratory factor analysis determined that a 2-factor structure fit this scale best. The first factor is captured by the positive outcomes of being rewarded and publicly praised suggesting norm alignment. The second factor, on the other hand, capture the items related to negative outcome expectations such as the target’s behavior being frowned upon or punished, indicating norm violation. One item, “tolerated”, did not load on either factor, therefore it was dropped. The reliability of each factor was examined and coefficients for the *norm alignment* subscale was adequate (α=.90) as was the coefficient for *norm violation* (α=.82).

Social Backlash Scale. To further assess participant reactions to target RIM, a slightly modified measure of Social Backlash was included *(*Amanatullah &Tinsley, 2013). Three items measured *work-based backlash*; "How interested would you be in working with this employee at RLK?"; 2) "If you were the project manager on a work assignment, how likely would you be to ask this employee to be part of the project team?"; 3) "Is this employee the type of person you like to work with?". Cronbach's alpha was assessed and the reliability coefficient for this scale was adequate (α=.92). An additional three items were used to measure *personal backlash*; 1) "How interested would you be in interacting socially with this employee?"; 2) "If this employee invited you out for drinks after work, how likely would you be to go with her them?"; 3) "Is this employee the type of person you like to socialize with?". This scale utilized a 5-point Likert type scale with a response scale ranging from 1 "Not at all" to 5 "Extremely". Therefore, lower scores indicated more backlash. The reliability coefficient for this scale was also adequate (α=.91).

Procedure

Study procedures mimicked those of study 3, with the addition of a racial identity-based impression management manipulation. After providing consent, participants went on to read the study instructions (same as study 3):

> "Hello, thank you for agreeing to participate in our study. We are currently interested in developing software that will help suitable job applicants be matched with organizations. Hopefully, this new program will help job seekers find openings at companies that will be a good fit for the

> candidates themselves and the organizations that are hiring. Therefore, we will be asking you questions about your background, values, attitudes, and behaviors in order to develop a candidate profile. Some of the questions presented to you will be based on your previous responses. You will also be asked to evaluate an organization in order to help us understand how companies are perceived by potential job applicants and people like you. Your information will remain anonymous and your data will only be used for research purposes."

Consistent with the previous study's methodology, demographic questions and the same battery of "candidate profile" measures were included (public self-consciousness, personality at work, and important job qualities) to continue the study cover story. These items were followed by the same diversity climate manipulation and post manipulation job evaluation items related to job interest and perceptions of the hypothetical organization's diversity climate, that was used in the previous study. An additional measure of perceived diversity climate was included as an additional manipulation check. These measures were viewed in that order, consistent with the previous study.

Aside from the study's target sample, the other major methodological difference between this study and the previous one is the inclusion of an RIM manipulation. Since the primary focus of this set of analyses was to examine how majority group members perceive Black employees who display their racial identity in different ways, participants read a quote from an organization's employee who either expressed (Active RIM) or suppressed (Passive RIM) their racial identity.

Prompt: “Below, you will be asked to read a more in-depth reflection of a current employee's experience working at RLK Consulting. Current employees were asked open-ended questions about their personal experience working for the company. After you read their response you will be asked to evaluate them.”

Active RIM: “I have worked as a consultant at RLK Consulting for a few years. I enjoy finding commonalities with my non-Black colleagues. I like sharing aspects of my Black identity while at work, which typically results in my tendency to join affinity groups like the diversity committee, and display personal items that make my group membership more visible– like memorabilia from the historically black college I attended and family photos. I’d prefer to serve as an advocate for other Black employees while at work and communicate the values I share with my non-Black colleagues and the organization.”

Passive RIM: “I have worked as a consultant at RLK Consulting for a few years. I tend to keep to myself while at work and prefer not to socialize with my colleagues. I’d prefer not to share aspects of my racial identity while at work, so I’d rather not work on projects related to minority issues or display personal items that make my group membership more visible. I’d prefer to discuss only work-related topics while at work and try not to draw any additional attention to race."

After reading the quote from the employee, participants completed an additional manipulation check to ensure that Active RIM and Passive RIM targets were in fact evaluate differently in terms of their racial identity expression. Then, items assessing the target employee on a series of characteristics such as likeability, professionalism, and target organization fit. The target's behavior was also evaluated in terms of perceived norm alignment and violation. Lastly, in order to assess potential backlash as a result of RIM strategy use, participants were asked questions related social and workplace backlash. At the conclusion of the study participants will be thanked and debriefed. Participants were compensated $1.20 after completing the 15-20 minute study.

Results

Manipulation Checks

Prior to conducting the analysis, manipulation checks were assessed. In terms of the diversity climate manipulation, participants had to correctly indicate the name of the CEO and the diversity philosophy embedded in the message from the President in the information packet in order to be included in the study. To ensure that the diversity climate manipulation resulted in different perceptions of an organization's climate, one measure was included. Results showed that participants perceived the negative diversity climate condition ($M = 2.41$, $sd = 1.06$) as less positive than participants in the positive diversity climate condition ($M = 4.05$, $sd = 1.06$) $t(178) = -10.37$, $p < .001$. Additionally, participants had to identify the correct number assigned to the employee in order to pass the manipulation check for the RIM manipulation and be included in the study. Then two items were used to ensure that this manipulation resulted in distinct perceptions of the

employees RIM strategy. One item measured perceived authenticity of the target and revealed that participants who read a quote from an employee who suppressed their racial identity ($M = 3.29$, $sd = 1.15$) felt that the target was less authentic than a target who expressed their racial identity at work ($M = 4.24$, $sd = .88$) $t(177) = -6.25$, $p < .01$. Similarly, participants in the Passive RIM ($M = 2.41$, $sd = 1.21$) condition rated the target embraced their identity to a lesser extent as compared to the Active RIM condition ($M = 4.41$, $sd = .90$) $t(177) = -12.67$, $p < .01$. Therefore, the manipulations seemed to be successful and participants could detect the intended message embedded in the provided materials.

As such, a 2-way MANOVA was conducted to test the effect of diversity climate and racial identity-based impression management on perceptions of Black employees. The 2 (Diversity Climate Manipulation: Positive vs. Negative) x 2 (RIM Manipulation: Active vs. Passive) study allowed for the examination of both main effects and the interaction effect of both experimental manipulations on perceptions of Black employees.

Before conducting the analysis, data was screened to ensure that testing assumptions were met. First, there are multiple dependent variables of interest, the independent variables are categorical (Diversity Climate and RIM), and a between subjects design allowed for independence of observations, meeting the first set of assumptions associated with a multivariate analysis of variance which provides justification for conducting a MANOVA analysis. Scatterplots were generated to assess the linear relationship between the dependent variables. Based on the plots, there appeared to be a linear relationship between the dependent variables. Pearson correlations

were computed to examine multicollinearity, which there was no evidence of ($|r| < 0.9$). Univariate and multivariate outliers were then assessed with boxplot graphs and Mahalanobis distance scores. While theses analyses did reveal some outliers, upon further examination, the values were all within the expected range and assumed to be legitimate and uniquely valuable data points. The analyses were similar when the outliers were removed, therefore, the data points were retained.

Next, normality was assessed with the Shapiro-Wilk test and examining QQ plots. The statistical test did show some signs of non-normality, but the residuals appeared to be normally distributed when examining the QQ-plots. Luckily, this analysis is considered robust (in terms of Type I error) to the violation of the assumption of normality despite deficient or unequal samples sizes (Pituch & Stevens, 2016). The homogeneity of covariance matrices assumption was violated, as assessed by Box's M test ($p < .001$). However, if sample size is similar among each experimental condition, the MANOVA is again robust to this assumption violation (Tabachnick & Fidell, 2014). Therefore, the analysis was conducted and results are interpreted below. Below, Table 29 presents the descriptive statistics for the variables of interest and Table 30 presents the correlations between variables.

Table 29. Descriptive Statistics for Dependent Variables of Interest for the Diversity Climate and RIM Manipulation

Descriptives					
	Diversity Climate Manipulation	RIM Manipulation	*M*	*sd*	N
Job Interest	Negative	Passive	2.60	1.27	40
		Active	2.42	1.18	46
		Total	2.50	1.22	86

	Positive	Passive	4.07	0.80	46
		Active	4.04	0.86	48
		Total	4.06	0.82	94
	Total	Passive	3.39	1.27	86
		Active	3.25	1.31	94
		Total	3.31	1.29	180
Target Likability	Negative	Passive	2.79	0.96	40
		Active	4.00	0.61	46
		Total	3.44	0.99	86
	Positive	Passive	2.80	0.84	46
		Active	4.06	0.68	48
		Total	3.45	0.99	94
	Total	Passive	2.80	0.89	86
		Active	4.03	0.64	94
		Total	3.44	0.99	180
Target Professionalism	Negative	Passive	3.43	0.86	40
		Active	3.98	0.63	46
		Total	3.72	0.79	86
	Positive	Passive	3.44	0.82	46
		Active	3.98	0.61	48
		Total	3.71	0.76	94
	Total	Passive	3.43	0.83	86
		Active	3.98	0.61	94
		Total	3.72	0.77	180
Target-Organization Fit	Negative	Passive	2.75	1.15	40
		Active	2.76	1.08	46
		Total	2.76	1.11	86
	Positive	Passive	2.20	1.03	46
		Active	4.04	0.90	48
		Total	3.14	1.33	94
	Total	Passive	2.45	1.11	86
		Active	3.41	1.18	94
		Total	2.96	1.24	180
Norm Alignment	Negative	Passive	2.64	1.25	40
		Active	3.00	1.26	46
		Total	2.83	1.26	86
	Positive	Passive	2.43	1.11	46

		Active	4.08	0.80	48
		Total	3.28	1.27	94
	Total	Passive	2.53	1.18	86
		Active	3.55	1.18	94
		Total	3.06	1.28	180
Norm Violation	Negative	Passive	2.46	1.10	40
		Active	2.67	1.20	46
		Total	2.58	1.15	86
	Positive	Passive	2.76	0.91	46
		Active	1.90	1.27	48
		Total	2.32	1.18	94
	Total	Passive	2.62	1.01	86
		Active	2.28	1.29	94
		Total	2.44	1.17	180
Work-based Backlash	Negative	Passive	2.43	1.14	40
		Active	3.59	1.02	46
		Total	3.05	1.22	86
	Positive	Passive	2.67	0.97	46
		Active	3.71	0.89	48
		Total	3.20	1.06	94
	Total	Passive	2.56	1.05	86
		Active	3.65	0.95	94
		Total	3.13	1.14	180
Personal Backlash	Negative	Passive	2.29	1.10	40
		Active	3.52	1.14	46
		Total	2.95	1.27	86
	Positive	Passive	2.49	0.99	46
		Active	3.49	1.02	48
		Total	3.00	1.12	94
	Total	Passive	2.40	1.04	86
		Active	3.51	1.07	94
		Total	2.98	1.19	180

Table 30. Correlations between Independent and Dependent Variables (Study 4)

	1	2	3	4	5	6	7	8	9	10
1. Diversity Climate Manipulation										
2. RIM Manipulation	-.02									
3. Job Interest	.60**	-.05								
4. Target Likeability	.01	.63**	.11							
5. Target Professionalism	-.01	.35**	.14	.76**						
6. Organizational Fit	.15*	.39**	.27**	.46**	.40**	.59**				
7. Norm Alignment	.17*	.40**	.29**	.44**	.46**	.65**	.76**			
8. Norm Violation	-.11	-.15*	-.11	-.10	-.20**	-.27**	-.40**	-.46**		
9. Work-based Backlash	.07	.48**	.16*	.78**	.61**	.62**	.42**	.44**	-.05	
10. Personal Backlash	.02	.47**	.12	.72**	.57	.62**	.38**	.40**	-.08	.86**

*$p < .05$**

*$p < .01$***

Main Effect of Diversity Climate Manipulation and RIM Manipulation

The main effect of diversity climate was examined followed by the main effect of the RIM manipulation on the dependent variables of interest. There was a statistically significant difference between the positive and negative diversity climate conditions in terms of job interest ($F(1,76) = 100.19$, $p < .006$, partial $\eta 2 = .36$). Individuals were more likely to be interested in a job within the organization in the positive climate for diversity (M =4.06, sd = .82) as compared to those in the negative diversity climate condition (M = 2.50, sd = 1.22). Diversity climate did not have a significant main effect on any other dependent variable of interest.

Next, the main effect of the RIM manipulation was examined. Results suggest target RIM affected target likeability ($F(1,76) = 113.35$, $p < .006$, partial $\eta 2 = .39$), target professionalism ($F(1,76) = 25.24$, $p < .006$, partial $\eta 2 = .13$), perceived target-organization fit ($F(1,76) = 35.95$, $p < .006$, partial $\eta 2 = .17$), positive outcomes ($F(1,76) = 36.40$, $p < .006$, partial $\eta 2 = .17$), work backlash ($F(1,76) = 54.23$, $p < .006$, partial $\eta 2 = .24$), and social backlash ($F(1,76) = 49.58$, $p < .006$, partial $\eta 2 = .22$). Black target employees were viewed as more likeable when then exhibited Active RIM (M = 4.03, sd = .64) as compared to Passive RIM (M = 2.8, sd = .89). Similarly, Black target employees were seen as more professional if they used Active RIM (M = 3.98, sd = .61) as opposed to Passive RIM (M = 3.43, sd = .83). Active RIM targets (M = 3.41, sd = 1.18) were seen to fit more with the organization than Passive RIM targets (M = 2.45, sd = 1.11). Perceptions of norm alignment were higher if participants were asked to evaluate an Active RIM target (M = 3.55, sd = 1.18) as compared to a Passive RIM target (M =

2.52, *sd* = 1.18). Black targets who engaged in Passive RIM were expected to receive more work (*M* = 2.56, *sd* = 1.05) and social backlash (*M* = 2.40, *sd* = .99) as compared to those who engaged in Active RIM (work; *M* = 3.65, *sd* = .95; social; *M* = 3.51, *sd* = 1.07). See Table 31 below.

Table 31. MANOVAS of Dependent Variables

	F(1, 176)		
Dependent Variable	Diversity Climate Condition	RIM Condition	Diversity Climate x RIM
1. Job Interest	100.19**	.46	.23
2. Target Likeability	.12	113.35**	.05
3. Target Professionalism	.003	25.24**	.002
4. Target-Organization Fit	5.50	35.95**	35.11**
5. Norm Alignment	6.98	36.40**	14.89**
6. Norm Violation	2.01	3.74	10.14**
7. Work Backlash	1.47	54.23**	.20
8. Social Backlash	.27	49.58**	.49

*p < .006***
Bonferonni adjustment was utilized to account for the testing of multiple univariate interaction effects

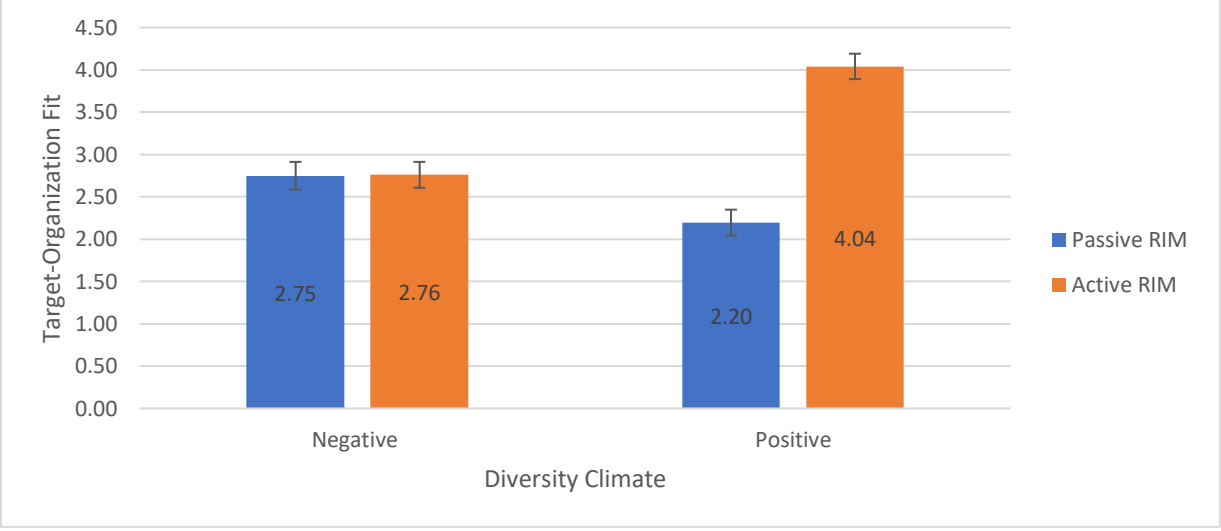
Interaction Effect of Diversity Climate Manipulation and RIM Manipulation

Results suggest that there was a statistically significant interaction effect between Diversity Climate and Target RIM on the combined dependent variables, *F*(8, 169) = 5.60, *p* < .001, Pillai's Trace = .209, partial η2 = .209. Univariate interaction effects were then examined. The interaction effect between Diversity Climate and Target RIM was statistically significant for perceived target-organization fit *F*(1, 176) = 35.11, *p* < .006, partial η2 = .166, norm alignment *F*(1, 176) = 14.89, *p* < .006, partial η2 = .078, and

norm violation $F(1, 176) = 10.14$, $p < .006$, partial $\eta 2 = .054$, but not for any of the other dependent variables of interest (Table 31).

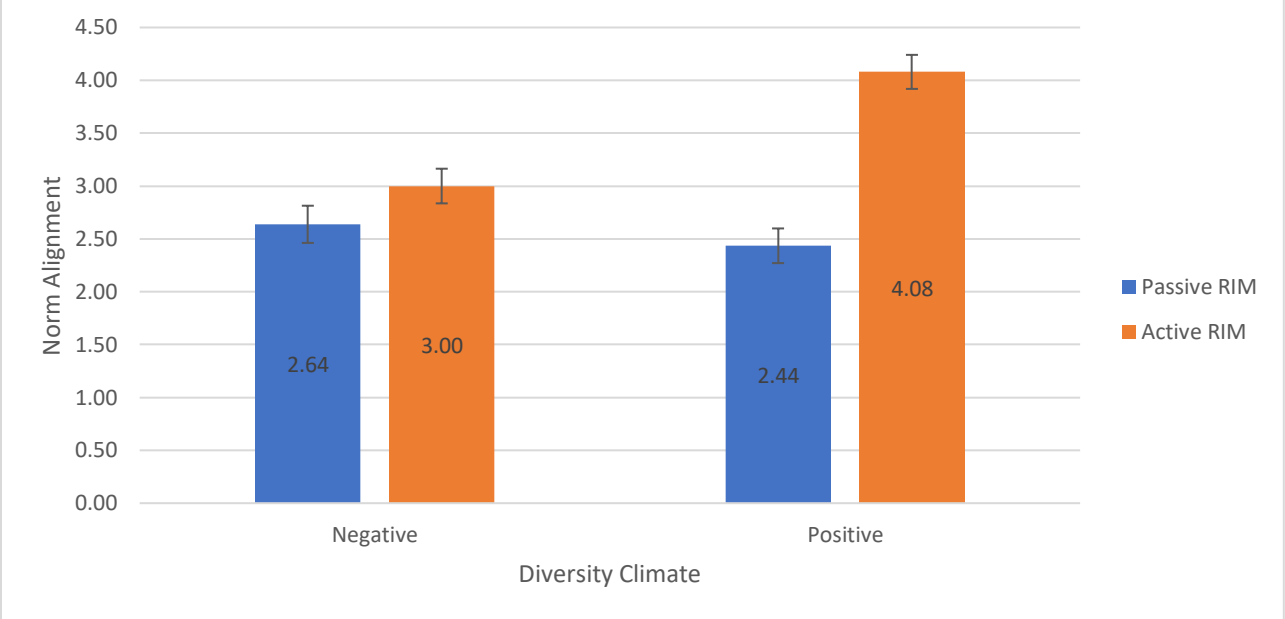
There was a significant difference between participants in the positive and negative diversity climate conditions for those assigned to the Active RIM condition ($F(1, 176) = 35.88$, $p < .01$, partial $\eta 2 = .169$) and Passive RIM condition ($F(1, 176) = 6.12$, $p < .01$, partial $\eta 2 = .034$) in terms of perceived target-organization fit. Targets were perceived to fit better with their organization when they engaged in Active RIM, in positive climates for diversity ($M = 4.04$, $sd = .90$) as compared to those in negative diversity climates ($M = 2.76$, $sd = 1.08$). Participants in the Passive RIM condition, rated target-organization fit as better in the negative climate for diversity ($M = 2.75$, $sd = 1.15$) as compared to positive diversity climate ($M = 2.20$ $sd = 1.03$). Perceived target-organization fit was the same among Active and Passive RIM targets in the negative diversity climate condition (see Figure 16.).

Figure 16. The Interaction Effect of Diversity Climate and Target RIM on Perceptions of Target-Organization Fit



There were also differences between the diversity climate conditions for participants in the Active RIM condition ($F(1, 176) = 22.16$, $p < .01$, partial $\eta 2 = .112$) on perceptions of norm alignment. Participants in the Active RIM condition, indicated the target would be more likely to receive rewards or be publicly praised in a positive (M = 4.08, sd = .80) as compared to a negative climate for diversity (M = 3.00, sd = 1.26). However, perceptions of norm alignment did not differ depending on the diversity climate manipulation for Passive RIM targets. There was also no significant difference between Active and Passive RIM in the negative climate for diversity condition.

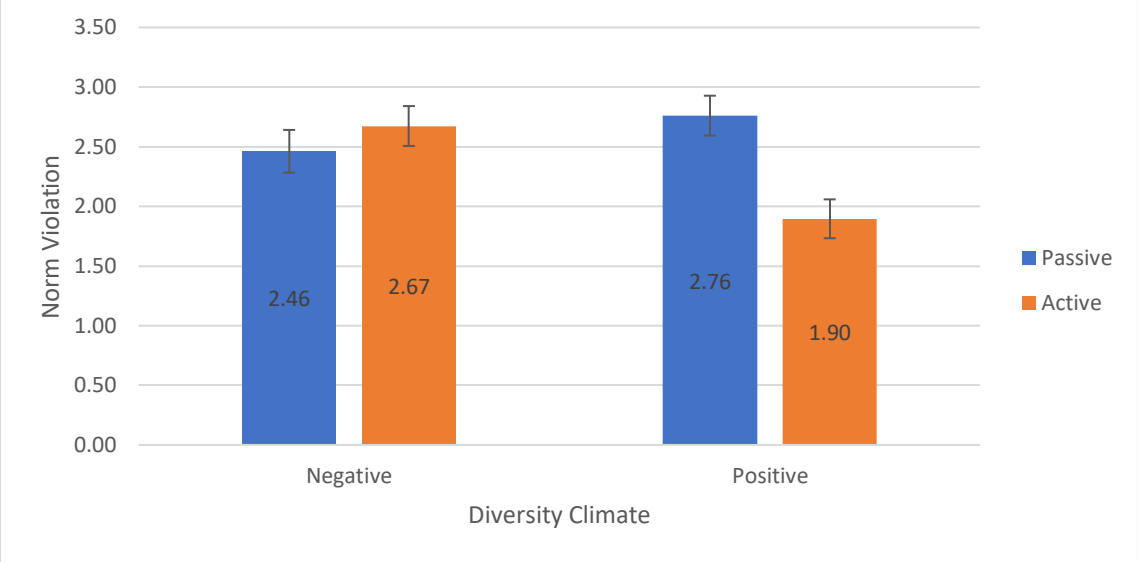
Figure 17. The Interaction Effect of Diversity Climate and Target RIM on Norm Alignment (target's behavior would be publicly praised and rewarded)



Perceived norm violation also differed as a result of diversity climate condition in the Active RIM condition ($F(1, 176) = 11.12$, $p < .01$, partial $\eta 2 = .059$). When a target expressed Active RIM, participants expected their behavior was more likely to be frowned upon or punished in negative (M = 2.67, sd = 1.20) as compared to positive

climates for diversity (*M* = 1.90, *sd* = 1.27). Passive RIM targets were not expected to experience any difference in perceived norm violation as it relates to diversity climate. However, participants felt that Passive RIM targets (*M* = 2.76, *sd* = .91) were more likely to be perceived as violating a norm in positive climate for diversity as compared to Active RIM targets (*M* = 1.90, *sd* = 1.27).

Figure 18. The Interaction Effect of Diversity Climate and Target RIM on Norm Violation (target's behavior would be frowned upon or punished)



Perceived Norm Violation as a Mediator

After exploring the interaction between diversity climate and RIM manipulation on several dependent variables of interest moderation mediation analyses were run to examine why there are differences between evaluations of Black target employees. Norm violations were the predicted mediator in this relationship. Therefore, norm violation was tested as a mediator in the relationship between diversity climate and RIM and target

likeability, professionalism, and perceived target-organization fit as well as work-based and social backlash.

Target Likeability

The first PROCESS analysis was run in SPSS to examine the moderated mediation between diversity climate and RIM manipulation and target likeability, mediated by how much participants felt the target's behavior would be punished or frowned upon. Data were bootstrapped in SPSS to produce 5000 samples. Model 7 was selected to best represent the hypothesis that the mediating role of negative outcome expectations between diversity climate and target likeability varies conditionally based on target RIM. Table 32 depicts the model summary for the RIM moderated mediation model. The direct effect of diversity climate on target likeability was not found to be significant (effect=-.01, *se*=0.15, p = .94). In PROCESS, the indirect effect of negative outcome expectations did not have a significant relationship with the target likeability outcome variable (coeff=-.08, 95% CI [-.21, .04], p = .19). The conditional indirect effect of diversity climate was not observed across any level of RIM (Table 33). Therefore, the hypothesis that perceived norm violation will mediate the interaction between diversity climate and RIM and target likeability was not supported.

Table 32. PROCESS Model Summary RIM Manipulation: Target Likeability

	Effect	*SE*	*t*	*p*	LLCI	ULCI
Constant	3.65	.19	18.77	.00	3.27	4.03
Norm Violation	-.08	.06	-1.32	.19	-.21	.04
Diversity Climate	-.01	.15	-.07	.94	-.30	.28

Table 33. RIM Conditional Indirect Effects: Target Likability

	Effect	Boot *SE*	Boot LLCI	Boot ULCI
Passive RIM	-.02	.03	-.09	.03
Active RIM	.06	.06	-.04	.21
Moderated Mediation Index	.09	.08	-.06	.27

Target Professionalism

The next moderated mediation analyses examined perceptions of a target's professionalism. The PROCESS analysis was run in SPSS to examine the moderated mediation between diversity climate and RIM manipulation and target professionalism, mediated by how much participants felt the target's behavior would be punished or frowned upon (perceived norm violation) using PROCESS Model 7. Data were bootstrapped in SPSS to produce 5000 samples. Table 34 depicts the model summary for the RIM moderated mediation model. The direct effect of diversity climate on target professionalism was not found to be significant (effect=-.04, *se*=0.11, $p = .72$). In PROCESS, the indirect effect of norm violation did have a significant relationship with the target professionalism outcome variable (coeff=-.13, 95% CI [-.23, -.04], $p = .19$). A conditional indirect effect of diversity climate on target professionalism was observed for Active RIM given that the confidence interval 95% CI [.02, .24] did not include 0 but was not significant in the Passive RIM condition [-.12, .02]. Furthermore, the index of moderated mediation was significant ($\beta = .14$, $SE = .08$, 95% CI [.03, .32]), indicating that the indirect effects were different for the two target RIM groups, and thus that moderated mediation had occurred (Table 35).

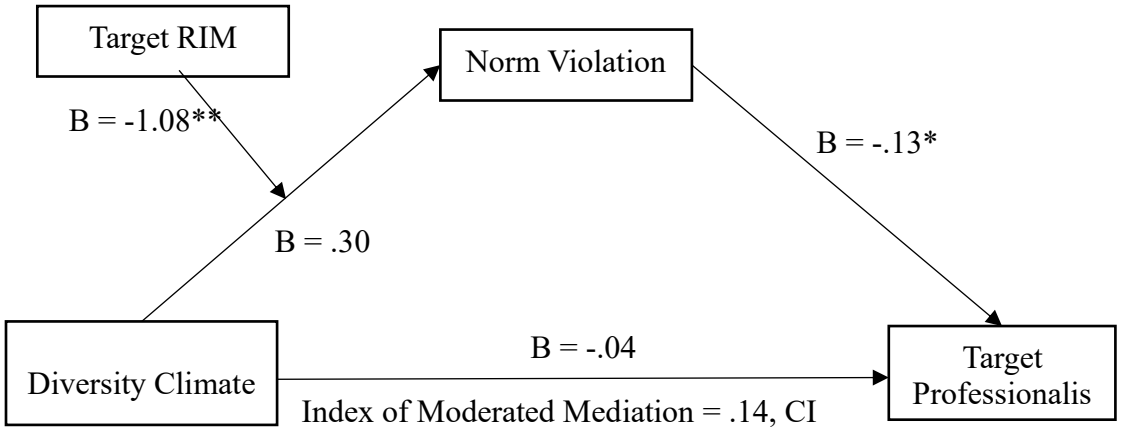
Table 34. PROCESS Model Summary RIM Manipulation: Target Professionalism

	Effect	*SE*	*t*	*p*	LLCI	ULCI
Constant	4.07	.15	27.06	.00	3.77	4.36
Norm Violation	-.13	.05	-2.74	.01	-.23	-.04
Diversity Climate	-.04	.11	-.36	.72	-.27	.18

Table 35. RIM Conditional Indirect Effects: Target Professionalism

	Effect	Boot *SE*	Boot LLCI	Boot ULCI
Passive RIM	-.04	.04	-.12	.02
Active RIM	.10	.06	.02	.24
Moderated Mediation Index	.14	.08	.03	.32

Figure 19. Moderated Mediation Model with Norm Violation as the Mediator



p < .05*
p < .01**

Results showed that Active RIM targets were perceived as violating norms to a greater extent in an organization with a negative (*M* = 2.67, *sd* = 1.20) as compared to positive diversity climate (*M* = 1.90, *sd* = 1.27). Contrary to expectations, there was no statistically significant difference in perceived norm violation in the negative climate for diversity for Passive and Active RIM targets. However, Passive RIM targets were expected to violate more norms in the positive (*M* = 2.76, *sd* = 0.91) as compared to negative climate for diversity condition (*M* = 2.46, *sd* = 1.10). Perceived norm violation

in turn predicts evaluations of a target's professionalism, such that the more one was perceive to violate a norm the less professional the target is perceived to be.

Target-Organization Fit

Target-organization fit was examined next. PROCESS Model 7 in SPSS was again utilized to conduct this analysis was run in SPSS to examine the moderated mediation between diversity climate and RIM manipulation and target-organization fit, mediated by how much participants felt the target's behavior would be punished or frowned upon (perceived norm violation). Data were bootstrapped in SPSS to produce 5000 samples. Table 36 depicts the model summary for the RIM moderated mediation model. The direct effect of diversity climate on target-organization fit was not found to be significant (effect=.27, *se* = .17, *p* = .11). In PROCESS, the indirect effect of norm violation did have a significant relationship with the target-organization fit outcome variable (coeff=-.41, 95% CI [-.56, -.27], *p* = .59). A conditional indirect effect of diversity climate on target-organization fit was observed for Active RIM, confidence interval 95% CI [.09, .63] did not include 0 but was not significant in the Passive RIM condition [-.33, .06]. Furthermore, the index of moderated mediation was significant (β = .45, *SE* = .19, 95% CI [.14, .85]), indicating that the indirect effects were different for the two target RIM groups, and thus that moderated mediation had occurred (Table 37).

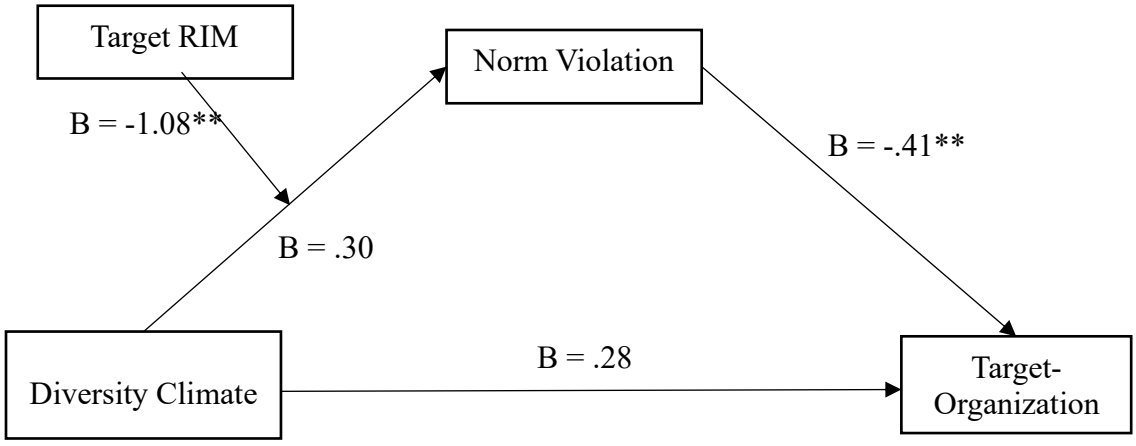
Table 36. PROCESS Model Summary RIM Manipulation: Target-Organization Fit

	Effect	*SE*	*t*	*p*	LLCI	ULCI
Constant	3.82	.22	17.13	.00	3.38	4.26
Norm Violation	-.41	.07	-5.71	.00	-.56	-.27
Diversity Climate	.28	.17	1.62	.11	-.06	.61

Table 37. RIM Conditional Indirect Effects: Target-Organization Fit

	Effect	Boot *SE*	Boot LLCI	Boot ULCI
Passive RIM	-.12	.10	-.33	.06
Active RIM	.32	.14	.09	.63
Moderated Mediation Index	.45	.19	.14	.85

Figure 20. Moderated Mediation Model with Perceived Norm Violation as the Mediator



Index of Moderated Mediation = .45, CI [.14, .85]

$p < .05$*
$p < .01$**

Work-based Backlash

The next moderated mediation analyses examined perceptions of a work-based backlash. The PROCESS analysis was run in SPSS to examine the moderated mediation between diversity climate and RIM manipulation and work-based backlash, mediated by perceived norm violation using PROCESS Model 7. Data were bootstrapped in SPSS to produce 5000 samples. Table 38 depicts the model summary for the RIM moderated mediation model. The direct effect of diversity climate on perceived work-based backlash was not found to be significant (effect=.14, *se* = .17, *p* = .41). In PROCESS, the indirect effect of perceived norm violation did not have a significant relationship with the work-based backlash (coeff=-.04, 95% CI [-.18, .11], *p* = .59). The conditional indirect effect

of diversity climate was not observed across any level of RIM. Therefore, the hypothesis that perceived norm violation will mediate the interaction between diversity climate and RIM and work-based backlash was not supported (see Table 39).

Table 38. PROCESS Model Summary RIM Manipulation: Work-based Backlash

	Effect	*SE*	*t*	*p*	LLCI	ULCI
Constant	3.15	.22	14.01	.00	2.71	3.60
Norm Violation	-.04	.07	-.54	.59	-.18	.11
Diversity Climate	.14	.17	.83	.41	-.20	.48

Table 39. RIM Conditional Indirect Effects: Work-based Backlash

	Effect	Boot *SE*	Boot LLCI	Boot ULCI
Passive RIM	-.01	.03	-.07	.05
Active RIM	.03	.06	-.09	.17
Moderated Mediation Index	.04	.09	-.14	.22

Personal Backlash

The final moderated mediation analyses examined perceptions of a personal backlash. The PROCESS analysis was run in SPSS to examine the moderated mediation between diversity climate and RIM manipulation and personal backlash, mediated by perceived norm violation using PROCESS Model 7. Data were bootstrapped in SPSS to produce 5000 samples. Table 40 depicts the model summary for the RIM moderated mediation model. The direct effect of diversity climate on perceived work-based backlash was not found to be significant (effect=.03, *se* = .18, *p* = .87). In PROCESS, the indirect effect of perceived norm violation did not have a significant relationship with the work-based backlash (coeff=-.08, 95% CI [-.23, .11], *p* = .07). The conditional indirect effect of diversity climate was not observed across any level of RIM. Therefore, the hypothesis that perceived norm violation will mediate the interaction between diversity climate and RIM and personal backlash was not supported (Table 41).

Table 40. PROCESS Model Summary RIM Manipulation: Personal Backlash

	Effect	*SE*	*t*	*p*	LLCI	ULCI
Constant	3.16	.24	13.41	.00	2.70	3.63
Norm Violation	-.08	.08	-1.08	.28	-.23	.07
Diversity Climate	.03	.18	.162	.87	-.33	.38

Table 41. RIM Conditional Indirect Effects: Personal Backlash

	Effect	Boot *SE*	Boot LLCI	Boot ULCI
Passive RIM	-.02	.03	-.20	.05
Active RIM	.06	.07	-.06	.22
Moderated Mediation Index	.09	.09	-.09	.29

Discussion

Overall, findings for study 4 reveal that majority group members evaluate Black employees differently based on the diversity climate they work in and their choice of RIM. There was a main effect of diversity climate on job interest such that White employees were more interested in potentially working for organizations that have more positive climates for diversity. Additionally, majority group members feel that Black employees who utilize Active RIM are more likeable, professional, norm abiding employees (less likely to be perceived to violate norms), fit better with their organization, and receive less backlash as compared to targets who were described as using Passive RIM strategies. Diversity climate and target RIM interact to affect perceptions of target-organization fit as well as perceived norm alignment and violation.

Since norm violation was the focal mediator of interest it was then included in moderated mediation analyses. Contrary to expectations, a moderated mediation did not explain any differences in target likeability, work-based or personal backlash. However, consistent with predictions, perceptions of target professionalism and target-organization fit were, such that Active RIM targets were seen to violate more norms in negative

diversity climates resulting in less favorable evaluations of professionalism and target-organization fit. Whereas, Passive RIM targets were seen to violate more norms in organizations with positive diversity climates. This suggests that this form of impression management does in fact impact how Black employees are perceived and evaluated depending on the context they are in.

Chapter 9: General Discussion

As diversity increases within organizations, it is critical to better understand how minority employees strategically present themselves and the benefits and consequences associated with doing so. This series of studies integrates impression management theory and social identity theory to gain a better understanding of how racial identity is expressed in the workplace and how such expressions relate to important organizational outcomes. The results of these studies suggest that racial identity-based impression management is influenced by organizational and individual characteristics alike, influences important organizational outcomes, and results in different responses from majority group members. Our research joins a small handful of studies that examine this form of impression management and its relevance to organizational contexts (Morgan, 2002; Roberts, 2005; Roberts, Cha, & Kim, 2014). Thus, it is critically important to continue the empirical examination of this construct as it speaks to the well-being of diverse employees.

Summary of Findings

Table 42 presents a summary of the hypotheses and whether they were supported across studies in the order that results were presented.

Table 42. Summary of Hypothesis Testing

Hypothesis:	Supported?	Finding:
H7: The updated RIM measure will include 5 factors: Withdrawal, Avoidance, Assimilation, Enhancement, and Unification.	Not Supported (Study 1a)	An exploratory factory analysis revealed the updated RIM measure had a 2-factor structure.
H8: Traditional impression management strategies will be positively correlated	Supported (Study 1b)	All traditional impression management strategies were

with RIM strategies. However, Self-Promotion, Ingratiation, and Exemplification were expected to correlate more strongly with the strategies used to express one's racial identity. RIM strategies related to identity suppression were expected to be more strongly correlated with Supplication, given similarities in avoidant behavior. No additional a priori hypothesis was made for the Intimidation subscale.		positively related to Active and Passive RIM.
H9: RIM strategies will positively correlate with Self-Monitoring.	Supported (Study 1b)	Passive and Active RIM were positively correlated with Self-Monitoring.
H10: Ethnic identity is expected to positively correlate with Active RIM strategies. However, ethnic identity will either have a 0 (nonsignificant) or negative correlation with Passive RIM strategies	Supported (Study 1b)	Ethnic identity was positively correlated with Active RIM but unrelated to Passive RIM.
H11: Racial centrality will be positively correlated with Active RIM strategies. However, racial centrality will either have a 0 (nonsignificant) or negative correlation with Passive RIM strategies.	Supported (Study 1b)	Racial centrality was positively related to Active RIM and negatively related to Passive RIM.
H12: Private regard was expected to be negatively correlated with Passive RIM and positively correlated with Active RIM.	Partially Supported (Study 1b)	Private Regard negatively correlated with Passive RIM but is unrelated to Active RIM.
H13: Public Regard is expected to be negatively related to Passive RIM and positively related to Active RIM.	Partially Supported (Study 1b)	Public Regard positively correlated with Passive and Active RIM.
H14: The Assimilation Ideology scale is expected to be positively correlated with Passive RIM.	Supported (Study 1b)	Assimilation Ideology was positively correlated with Passive and Active RIM.
H1: Diversity climate perceptions will positively predict an individual's use of Active RIM strategies and negatively predict Passive RIM strategy use.	Partially Supported (Study 2)	There is a positive relationship between perceived diversity climate and Active RIM, however, perceptions of diversity climate do not influence Passive RIM
H2: Racial centrality will positively predict the use of Active RIM strategies	Supported (Study 2)	Racial centrality positively predicted Active RIM and

and negatively predict the use of Passive RIM strategies.		was negatively related to Passive RIM.
H3: The positive relationship between perceived diversity climate and Active RIM strategy use will be stronger among individuals with higher racial centrality.	Supported (Study 2)	Active RIM was more frequent among those with higher levels of racial centrality when they perceived their organization has a positive diversity climate.
H4: Psychological safety will mediate the two-way interaction between racial centrality and diversity climate to predict racial identity-based impression management strategy.	Not Supported (Study 2)	Perceived diversity climate was a positive predictor of psychological safety. However, psychological safety only predicts Passive RIM.
H5a: When race is central to an individual's identity, Active RIM strategies should lead to a greater sense of authenticity and when race is less central to an individual's identity, Active RIM should lead to less authenticity.	Partially Supported (Study 2)	Individuals with lower levels of reported racial centrality felt less authentic when engaging in Active RIM while those with higher levels of racial centrality did not feel more or less authentic as a function of Active RIM strategy use. Authenticity was also found to predict greater job satisfaction and decreased job stress.
H5b: When race is less central to an individual's identity, Passive RIM strategies should lead to a greater sense of authenticity and when race is central to an individual's identity, Passive RIM should lead to less authenticity.	Not Supported (Study 2)	Racial centrality and Passive RIM strategy use did not interact to predict authenticity. However, greater Passive RIM strategy use predicted less authenticity.
H5c: Authenticity will positively predict job satisfaction and embeddedness, and negatively predict job embeddedness.	Partially Supported (Study 2)	Authenticity did positively predict job satisfaction and negatively predicted job stress when engaging in Active RIM. Authenticity predicted job satisfaction when engaging in Passive RIM.

H6a: Diversity climate and a minority target's racial identity-based impression management strategy will predict majority group members' reactions to minorities that utilize Passive and Active RIM. In positive climates for diversity, Active RIM and Passive RIM targets will be evaluated similarly. However, in negative climates for diversity, Passive RIM targets will receive more positive evaluations than Active RIM targets when expressed by minorities.	Not Supported (Study 4)	Participants in the positive diversity climate manipulation were more interested in a position at the organization than those in the negative climate condition. Active RIM targets were evaluated more positively than Passive RIM targets.
H6b: Perceptions of norm violations will mediate the relationship between diversity climate, a targets' RIM strategy, and evaluations of a minority employee. Majority group members will perceive greater norm violations when a target expresses their racial identity in an organization with a negative climate for diversity, resulting in less favorable evaluations. However, in positive climates, majority group members will perceive fewer norm violations and react similarly to targets who utilize Passive or Active RIM.	Not Supported (Study 4)	Active RIM targets were perceived to violate more norms when in negative climates for diversity (as compared to positive climates) while Passive RIM targets were perceived to violate more norms in positive diversity climates (as compared to negative climates). Passive RIM targets were seen to violate more norms than Active RIM targets in positive (not negative) climates, contrary to expectations.

In Study 1, qualitative interviews informed the development of an updated construct space and measure for racial identity-based impression management. Despite five distinct forms of RIM emerging from the qualitative study, an exploratory factor analysis revealed a two-factor structure was more appropriate for the updated measure of RIM. Contrary to predictions, one strategy that is typically associated with social recategorization, assimilation, factored along with strategies that are supposed to capture positive distinctiveness. Therefore, a reconceptualization of this form of impression management was necessary before further examination. *Passive* RIM strategies involved

distancing oneself and avoiding the expression of racial identity. While *Active* RIM involved direct engagement with non-Black colleagues and expression of one's racial identity. An examination of convergent and divergent validity also suggested that *Passive* and *Active* RIM strategies were related to traditional impression management tactics, self-monitoring, and aspects of ethnic and racial identity, and most of these relationships were in the expected direction and of the expected magnitude. Therefore, the updated measure of RIM was found to be distinct measure of this form of impression management and was explored further in follow-up studies.

After the development of an updated survey, RIM was examined among Black employees. Study 2 findings partially supported our original hypotheses in terms of the antecedents to and consequences of engaging in RIM. Results suggest that the more positive the diversity climate the more likely Black employees are to use Active RIM strategies, but positive diversity climate did not impact one's use of Passive RIM strategies. Additionally, we found support for racial centrality's impact on RIM strategy use such that greater centrality results in increased Active RIM and decreased utilization of Passive RIM. Together, diversity climate and racial centrality interacted to predict Active RIM strategy use, such that Black employees were more likely to engage in this strategy in organizations that have positive diversity climates. However, there was no interaction between climate and racial centrality on Passive RIM. Despite our predictions, the interaction between diversity climate and racial centrality was not predictive of psychological safety. However, an exploratory analysis revealed that psychological safety does in fact mediate the relationship between diversity climate and Passive RIM

but not Active RIM. This suggests that negative climates results in less psychological safety and as a result Black employees are more likely to distance themselves from others while at work and avoid discussing their racial identity. Support was also found for the relationship between RIM and important individual and job outcomes. Engaging in Active RIM and racial centrality interacted to predict felt authenticity at work such that the less central race was, the less likely one would feel authentic using Active RIM strategies. Passive RIM did not interact with racial centrality to predict authenticity; however, Passive RIM strategy was related to lower perceptions of authenticity no matter the diversity climate. Authenticity in turn predicts important job outcomes like satisfaction, stress, and embeddedness. When Black employees felt more authentic they reported greater job satisfaction and embeddedness and less job stress. Furthermore, those with high racial centrality felt more authentic engaging in Active RIM which resulted on greater job satisfaction and reduced job stress. Passive RIM, on the other hand, predicts authenticity which in turn predicts job satisfaction and stress in the expected direction.

The final two studies used an experimental design to continue the empirical examination of racial-identity based impression management strategies. In study 3, I found that diversity climate did not affect Black employees RIM strategy use, despite my hypothesis. However, diversity climate did impact Black employees' perceptions of an organization's diversity climate and interest in pursuing a job within an organization. Organizations described as having positive climates for diversity were perceived as such and resulted in greater job interest. Diversity climate was again manipulated in study 4

with the addition of a target RIM manipulation in order to assess majority group reactions to Black employees who either suppress of express their racial identities at work. Findings suggest that diversity climate also affects majority group members interest in a particular job. Similar to Black employees, White employees would also prefer to pursue a job described as having a positive climate for diversity. RIM strategy use also affected how majority group members evaluated Black employees in terms of likeability, professionalism, perceived norm violation and target-organization fit, in addition to backlash. Diversity climate and target RIM interacted to predict target-organization fit and perceived norm violation. Consistent with hypotheses, Active RIM targets were seen to violate more norms in negative diversity climates resulting in less favorable evaluations of professionalism and target-organization fit. By contrast, Passive RIM targets were perceived to violate norms in positive climates for diversity more so than in negative diversity climates which again has a negative effect on target professionalism and perceptions of the fit between targets and their organizations.

Therefore, racial identity-based impression management does in fact contribute to the construction of one's professional image and how its perceived by others. However, organizational context is key. When Black employees utilize RIM strategies that do not align with the diversity climate they find themselves in they are at risk of harming their professional image and perceived fit within that organization. Violating norms often results in social repercussions, and in this case, signaling race inappropriately at work results could ultimately affect Black employees' interpersonal relationships with

colleagues and potentially impact career advancement if they are consistently viewed as ill-fitting and unprofessional.

Theoretical & Practical Implications

This research advanced both impression management and social identity research by combining these areas of literature to examine when, why, and how Black employees strategically present themselves and their racial identity at work and how they are perceived for doing so. Given the lack of research on racial identity-based impression management, this study provided additional construct and empirical support for racial identity-based impression management processes and its consequences for Black employees. Firstly, this work contributed to the development of the construct space for racial-identity based impression management and found support for distinct RIM strategies that range in expression of one's racial identity and interest in connecting with intergroup colleagues. The current research provides evidence that Black employees do in fact strategically engage in racial identity-based impression management in order to construct a professional image that is suitable for themselves and the organizational context they work in. Racial identity-based impression management strategy use, moreover, is shaped by organizational and individual characteristics alike which supports an interactionist perspective.

In particular, factors such as diversity climate and racial centrality do in fact play a role in this form of impression management reinforcing the importance of understanding how context and individual differences shape behavior. Furthermore, these variables interact or individually affect felt authenticity which in turn explains job

satisfaction and stress. Moreover, diversity climate and IM strategies are also differentially perceived by majorities. Interestingly, the findings suggest that RIM strategies do in fact have a greater utility in certain contexts. Majority group members seem to favor positive climates for diversity over negative ones and evaluated Active RIM targets more favorably than targets who engage in Passive RIM. In line with predictions, perceived norm violation, also played a role in explaining why perceived target-organization fit and professionalism was lower when targets expressed Active RIM in negative diversity climates and when Passive RIM was utilized in positive climates for diversity. This suggests that minorities are in part calibrated to when their strategies will be perceived negatively. Furthermore, this may be why findings suggest that Black employees engage in Active RIM despite having low levels of racial centrality. Racial identity-based impression management is strategic, and can be used to avoid engaging in behaviors that might negatively impact one's ability to thrive at work. Taken together, this research contributes to a better understanding of the antecedents and consequences associated with managing one's racial identity in order to construct a desirable professional image.

The results of this research also have implications for organizations that will continue to become more diverse. Given the importance of authenticity in the workplace and its link to things like job stress and satisfaction (van den Bosch & Taris, 2014), understanding the factors that influence the degree to which someone can present themselves and their racial identity authentically is of critical importance. Racial identity-based impression management has two forms; Active and Passive, which capture an

expresses and suppressive approach to managing one's racial identity. However, a key factor in the authentic selection of RIM strategy use is racial centrality. The less central race is to an individual the more likely they would be to engage in Passive RIM, while high racial centrality was linked to greater Active RIM use. A misalignment between one's level of racial centrality and choice of RIM strategy was shown to result in less positive outcomes. Organizations have the power to shape their diversity climates and should do so to ensure that diverse employees feel comfortable expressing themselves authentically while at work. It is critically important that organizations take the appropriate steps to create an environment in which minority employees are encouraged to be themselves and feel valued for their multiple identities. Fostering a positive climate for diversity benefits all employees, as evidenced by the current research.

Limitations

Like with all research, the current set of studies did have their limitations. Primarily, since the construct of racial identity-based impression management is so novel, the updated measure could still require additional empirical analysis. Given the theoretical construct space also did not match with the factor analysis of the measure, further theory and survey development may be essential. More specifically, instead of revealing a five-factor structure that was expected (Withdrawal, Avoidance, Assimilation, Enhancement, and Unification) a two-factor structure emerged that was slightly counterintuitive. The Assimilation subscale, a social recategorization strategy, factored along with the strategies more theoretically linked to positive distinctiveness (Active

RIM). Therefore, more research is necessary to improve the theoretical foundation of racial identity-based impression management and the scale itself.

Another limitation concerns the diversity climate manipulation. While the diversity climate manipulation did seem to be interpreted correctly by participants, an online survey may not have been a strong enough context to affect RIM strategy use among Black employees. Therefore, the question remains whether diversity climate impacts RIM in real organizations. Lastly, in Study 4, a quote from an employee served as the RIM manipulation. In one quote the target described their RIM strategy as either Passive or Active. While this manipulation was successful, additional resources may have allowed for a more realistic display of target RIM. Remedies to the limitations outlined above would be suitable to consider for future research as discussed next.

Future Directions

Racial identity management appears to be a distinct and critical form of impression management that requires additional empirical analysis. While several interesting findings were revealed, the measure of RIM that was updated for this study should undergo additional validity analysis and should continue to be improved such that the strategies cover all possible RIM strategies that Black employees could employ. Furthermore, this form of impression management should be examined among other diverse populations of employees who are members of stigmatized groups (cf. Roberts, Cha, & Kim, 2014).

In a follow-up study, it may also be interesting to examine how Active and Passive RIM strategies are used in combination and over time. Black employees may

choose these strategies differentially over time. Examining RIM strategy use over an employee's career trajectory would be an interesting longitudinal study. Similarly, an examination utilizing daily diary type techniques could help researchers determine how individuals use these strategies overtime and in a variety of contexts. It's possible that future research may reveal the "ideal combination" or evolution of RIM strategy use that results in the most favorable outcomes and least psychological burden.

Future research may also seek to explore new ways to manipulate target RIM in an effort to gage majority as well and minority group perceptions of Black employees who express or suppress their racial identity. With additional resources one might create a video depicting targets engaging in either Passive or Active strategies while interacting with non-Black colleagues and then ask participants to evaluate targets. This may serve as a stronger manipulation of RIM and including Black participants in the sample might shed light on in-group reactions to RIM strategy use. It's possible that in-group members perceive greater norm violation and are more harsh evaluators of other in-group members who express or suppress their racial identity in different diversity climates.

Another area of future research could be to examine racial identity-based impression management among employees across many organizations that vary in demographics and diversity climate. Surveying multiple members from a specific subset of organizations that vary in perceived and objective diversity climate (i.e., organizational policies related to diversity) would allow for a multilevel examination of the consequences of engaging in Passive and Active RIM. Additionally, understanding how strategy use differs across professional contexts would be interesting to examine further.

Conclusion

In sum, this dissertation contributed to research on racial identity-based impression management which can be used to inform theory development and application to organizations. A new scale of RIM was developed and the antecedents and consequences of RIM were explored. This research contributes to a small body of literature that has examined this form of impression management in some capacity (Morgan, 2002; Roberts, 2005, Roberts, Cha, & Kim, 2014), but must be examined further. It is my hope that this research will be utilized by organizations that want to encourage a diverse workforce and a climate in which all are able to be authentic and thrive.

Appendix A: Study 1a Qualitative Pilot Study Supplemental Materials

Current Conceptualization & Measure of Social Identity based Impression Management

Overview of the current strategies

	Social recategorization	**Positive distinctiveness**
Purpose	To distance oneself from one's group by attempting to change social category assignment	To reframe negative perceptions and create positive associations with one's group by claiming group membership, challenging negative stereotypes, informing others about the groups positive qualities, or through advocacy on behalf of one's group.
	Decategorization - refers to efforts to position one's self as an individual, not as a member of a social group.	***Integration***- refers to the impression management strategies that communicate favorable aspects of one's group identity, and challenge unfavorable stereotypes in an attempt to merge one's social identity with their professional image
	Assimilation – refers to the suppression of one's social identity while publicizing commonalities with the majority group or another more favorable social identity group within an organization.	***Confirmation***- refers to the strategic validation of stereotypes related to one's social group in an attempt to gain desired rewards and outcomes.

1. Which strategy would you say most represents your self-presentation style?
2. Do you think anything is missing?
3. Is there another strategy that's not captured here?

Race-Based Impression Management Scale (Roberts, 2008; Morgan, 2002)
Instructions: Below is a list of various strategies that Black physicians-in-training might use during cross-cultural interactions. Please answer the questions regarding your use of

each strategy when interacting with your *non-Black colleagues* (i.e., other medical students and physicians). *There is no right answer to any of these questions*; we are interested in learning about your personal experiences.

Rating scale: (0 = *not at all*, 5 = *a great deal*)

How frequently do you use this strategy?
How comfortable are you with using this strategy?
How much effort does it require for you to use this strategy?
How much does this strategy benefit you professionally?

Positive Distinctiveness Items

The scale also assessed the use of three positive distinctiveness strategies

Positive group representative:

1. Try to represent [Black, Latino, Asian] people in a positive manner.

Educating about race:

2. Try to communicate the inaccuracy of stereotypes about [Black, Latino, Asian].
3. Try to educate your *non-[Black, Latino, Asian] colleagues* about the accomplishments of [Black, Latino, Asian] people.
4. Try to share aspects of Black culture with your *non-[Black, Latino, Asian] colleagues*.

Advocating for race:

5. Try to be seen as an advocate for [Black, Latino, Asian].

Confirmation:

Can you think of some items that would capture how someone might utilize the confirmation strategy?

Social Recategorization Items

Assessed the use of two social recategorization strategies:

Decreasing the salience of race through active suppression/avoidance:

6. Try to be seen as an individual, rather than as a member of a racial group.
7. Try to avoid discussing race and racial issues.
8. Try to avoid conducting yourself in ways that are considered typical of [Black, Latino, Asian].

Increasing the salience of other identities by enhancing similarities with other

races:

9. Try to emphasize the experiences or beliefs you have in common with your non-[Black, Latino, Asian] colleagues.
10. Try to communicate your knowledge of "mainstream" culture.

Open ended-- Do you employ any other strategies when interacting with non-Black colleagues? Please list

1. What questions would come to mind if you were to create a scale about racial identity based impression management?
2. Can you think of some items that would capture how someone might utilize the *confirmation* strategy?
3. Are there any strategies that are missing?

Conclusion:
Thank you again for participating and providing feedback! Again, we would like to keep your responses as confidential as possible so please do not discuss the content of other participant's responses with anyone else! Your responses will inform the modification and improvement of a racial identity based impression management scale. Does anyone have any last thoughts or comments? Is there anything you think we missed? Thank you for your participation and especially for your candor!

Appendix B: Study 1b Measures

Modified RIM Measure

Below is a list of various strategies that Black employees might use during cross-cultural interactions. Please answer the questions regarding your use of each strategy when interacting with your ***non-Black colleagues***. There is no right answer to any of these questions; we are interested in learning about your personal experiences [as a Black professional].

Rating scale: 1= *Never*, 2= Sometimes, 3= About half the time, 4= Most of the time, 5 = *Always*

When interacting with your non-Black colleagues to what extent do you…

Withdrawal:

1. Create strong boundaries at work by not sharing personal information.
2. Refrain from expressing the mainstream values of your organization in addition to those associated with your racial group.
3. Restrict your association with non-Black colleagues.
4. Limit non-work related communication with non-Black colleagues.
5. Focus conversations on what you do, not who you are.
6. Refrain from displaying pictures or personal items of any kind in your workspace.
7. Deemphasize aspects of your personality and identity so you can focus on job specific tasks only.
8. Try to appear too busy for small talk or conversations unrelated to work activities.
9. Decline opportunities to socialize with your non-Black colleagues outside of work.
10. Withdraw from conversations if the topic shifts to something that is not work related.

Avoidance:

1. Avoid discussing race and racial issues.
2. Avoid conducting yourself in ways that are considered typical of Blacks.
3. Emphasize your individuality, rather than your association with your racial group.
4. Distance yourself from Black colleagues
5. Distance yourself from your racial group membership.
6. Suppress aspects of your Black identity.
7. Suppress any verbal or nonverbal behavior that might be associated with your racial group.
8. Limit discussions of your participation in race/ethnic-focused activities.

9. Avoid working on projects that might get you pigeonholed as interested only in Black/minority issues.
10. Draw as little attention to your race/ethnicity as possible.
11. Avoid posting pictures or personal items that display an association with your Black identity.

Assimilation:

1. Express the mainstream values of your organization even if they are at odds with those associated with your racial identity.
2. Emphasize the experiences or beliefs you have in common with your non-Black colleagues.
3. Communicate your knowledge of "mainstream" culture.
4. Modify your verbal and nonverbal behavior to appear more similar to your non-Black colleagues.
5. Adapt to standards of professionalism commonly associated with "mainstream" or White office culture.
6. Mimic your non-Black colleagues to blend in.
7. Share your interest in building relationships with your non-Black employees.
8. Display pictures or personal items in your office that show your familiarity with "mainstream" culture.
9. Emphasize aspects of mainstream culture in your professional appearance (i.e. hair style, wardrobe, accessories)
10. Emphasize aspects of mainstream culture in your work space (i.e. office décor, pictures, books, personal items).
11. Focus conversations on things you have in common with your non-Black colleagues.

Enhancement:

1. Share values associated with your racial group with your non-Black colleagues.
2. Represent Black people in a positive manner.
3. Communicate the strengths and accomplishments of Black people.
4. Communicate the inaccuracy of negative stereotypes about Blacks.
5. Share aspects of Black culture with your non-Black colleagues.
6. Emphasize aspects of Black culture in your professional appearance (i.e. hair style, wardrobe, accessories).
7. Emphasize aspects of Black culture in your work space (i.e. office décor, pictures, books, personal items, etc.)
8. Advocate for your Black colleagues (or Black people).
9. Join workplace diversity committees or cultural affinity groups to connect with and/or serve as an advocate for your racial group.
10. Strategically use stereotypes about Black people to your advantage.

Unification:

1. Express both the mainstream values of your organization and those associated with your racial identity.
2. Maintain your racial identity at work while also adopting key features of your organizations values and customs.
3. Attempt to build relationships with both Black as well as non-Black colleagues.
4. Use your race/ethnicity to convince supervisors that you will be more suitable for certain projects.
5. Use aspects of your Black identity to help further the goals of the organization.
6. Draw from your background and aspects of your racial group membership to improve the content and quality of your work.
7. Emphasize both aspects of Black culture and mainstream culture in your professional appearance (i.e. hair style, wardrobe, accessories).
8. Emphasize both aspects of Black culture and mainstream culture in your work space (i.e. office décor, pictures, books, personal items).
9. Use your perspective as a Black employee to improve the quality of the work you are assigned.
10. Emphasize how your racial identity compliments the values and goals of your organization.

Traditional Measure of Impression Management

How frequently in the last 6 months have you used each of the strategies described while at work?

Rating Scale: 1= Never behave this way, 2= Very rarely behave this way, 3= Occasionally behave this way, 4= Sometimes behave this way, and 5= Often behave this way.

Self-promotion:

1. Talk proudly about your experience or education.
2. Make people aware of your talents or qualifications.
3. Let others know that you are valuable to the organization.
4. Let others know that you have a reputation for being competent in a particular area.
5. Make people aware of your accomplishments.

Ingratiation:

6. Compliment your colleagues so they will see you as likeable.
7. Take an interest in your colleagues' personal lives to show them that you are friendly.
8. Praise your colleagues for their accomplishments so they will consider you a nice person.
9. Use flattery and favors to make your colleagues like you more.
10. Do personal favors for your colleagues to show them that you are friendly.

Exemplification:

11. Try to appear like a hard-working, dedicated employee.
12. Stay at work late so people will know you are hard working.
13. Try to appear busy, even at times when things are slower.
14. Arrive at work early in order to look dedicated.
15. Come to the office at night or on weekends to show that you are dedicated.

Intimidation:

16. Be intimidating with coworkers when it will help you get your job done.
17. Let others know that you can make things difficult for them if they push you too far.
18. Deal forcefully with colleagues when they hamper your ability to get your job done.
19. Deal strongly or aggressively with coworkers who interfere in your business.
20. Use intimidation to get colleagues to behave appropriately.

Supplication:

21. Act like you know less than you do so people will help you out.
22. Try to gain assistance or sympathy from people by appearing needy in some area.
23. Pretend not to understand something to gain someone's help.
24. Act like you need assistance so people will help you out.
25. Pretend to know less than you do so you can avoid an unpleasant assignment

The Multigroup Ethnic Identity Measure (MEIM)

In this country, people come from many different countries and cultures, and there are many different words to describe the different backgrounds or ethnic groups that people come from. Some examples of the names of ethnic groups are Hispanic or Latino, Black or African American, Asian American, Chinese, Filipino, American Indian, Mexican American, Caucasian or White, Italian American, and many others. These questions are about your ethnicity or your ethnic group and how you feel about it or react to it.

Rating Scale: 1= Strongly disagree, 2= Disagree, 3= Agree, 4= Strongly agree.

Indicate how much you agree or disagree with each statement:

1. I have spent time trying to find out more about my ethnic group, such as
2. its history, traditions, and customs.
3. I am active in organizations or social groups that include mostly members
4. of my own ethnic group.
5. I have a clear sense of my ethnic background and what it means for me.
6. I think a lot about how my life will be affected by my ethnic group membership.
7. I am happy that I am a member of the group I belong to.
8. I have a strong sense of belonging to my own ethnic group.
9. I understand pretty well what my ethnic group membership means to me.
10. In order to learn more about my ethnic background, I have often talked
11. to other people about my ethnic group.
12. I have a lot of pride in my ethnic group.
13. I participate in cultural practices of my own group, such as special food,
14. music, or customs.
15. I feel a strong attachment towards my own ethnic group.
16. I feel good about my cultural or ethnic background.
    1. Asian or Asian American, including Chinese, Japanese, and others
    2. Black or African American
    3. Hispanic or Latino, including Mexican American, Central American, and others
    4. White, Caucasian, Anglo, European American; not Hispanic
    5. American Indian/Native American
    6. Mixed; Parents are from two different groups
    7. Other:_____
17. My father's ethnicity is (use numbers above)
18. My mother's ethnicity is (use numbers above)

The Multidimensional Inventory of Black Identity (MIBI)

Rating scale: 1= Strongly Disagree to 7= Strongly Agree.

Please indicate your agreement with the following statements:

Centrality Scale:

1. Overall, being Black has very little to do with how I feel about myself. (R)
2. In general, being Black is an important part of my self-image.
3. My destiny is tied to the destiny of other Black people.
4. Being Black is unimportant to my sense of what kind of person I am. (R)

5. I have a strong sense of belonging to Black people.
6. I have a strong attachment to other Black people.
7. Being Black is an important reflection of who I am.
8. Being Black is not a major factor in my social relationships. (R)

Private Regard Scale:

9. I feel good about Black people.
10. I am happy that I am Black.
11. I feel that Blacks have made major accomplishments and advancements.
12. I often regret that I am Black.(R)
13. I am proud to be Black.
14. I feel that the Black community has made valuable contributions to this society.

Public Regard Scale:

15. Overall, Blacks are considered good by others.
16. In general, others respect Black people.
17. Most people consider Blacks, on the average, to be more ineffective than other racial groups.(R)
18. Blacks are not respected by the broader society. (R)
19. In general, other groups view Blacks in a positive manner.
20. Society views Black people as an asset.

Assimilation Ideology Scale:

21. Blacks who espouse separatism are as racist as White people who also espouse separatism.
22. A sign of progress is that Blacks are in the mainstream of America more than ever before.
23. Because America is predominantly White, it is important that Blacks go to White schools so that they can gain experience interacting with Whites.
24. Blacks should strive to be full members of the American political system.
25. Blacks should try to work within the system to achieve their political and economic goals.
26. Blacks should strive to integrate all institutions which are segregated.
27. Blacks should feel free to interact socially with White people.
28. Blacks should view themselves as being Americans first and foremost.
29. The plight of Blacks in America will improve only when Blacks are in important positions within the system.

Self-Monitoring Scale

The statements that follow concern your personal reactions to a number of different situations. No two statements are exactly alike, so consider each statement carefully before answering. If a statement is TRUE or MOSTLY TRUE as applied to you, mark 'T' to the left of the statements. If a statement is FALSE or NOT USUALLY TRUE as applied to you, mark a 'F' to the left of the statement. It is important that you answer as frankly and honestly as you can.

_____ 1. I find it hard to imitate the behavior of other people.
_____ 2. My behavior is usually an expression of my true inner feelings, attitudes and beliefs.
_____ 3. At parties and social gatherings, I do not attempt to do or say things that others will like.
_____ 4. I can only argue for ideas which I already believe.
_____ 5. I can make impromptu speeches even on topics about which I have almost no information.
_____ 6. I guess I put on a show to impress or entertain people.

_____ 7. When I am uncertain how to act in a social situation, I look to the behavior of the others for cues.
_____ 8. I would probably make a good actor.
_____ 9. I rarely seek the advice of my friends to choose movies, books, or music.
_____ 10. I sometimes appear to others to be experiencing deeper emotions than I actually am.
_____ 11. I laugh more when I watch a comedy with others than when alone.
_____ 12. In a group of people I am rarely the center of attention.
_____ 13. In different situations and with different people, I often act like a very different person.
_____ 14. I am not particularly good at making other people like me.
_____ 15. Even if I am not enjoying myself, I often pretend to be having a good time.
_____ 16. I'm not always the person I appear to be.
_____ 17. I would not change my opinions (or the way I do things) in order to please someone else or to win their favor.
_____ 18. I have considered being an entertainer.
_____ 19. In order to get along and be liked, I tend to be what people expect me to be rather than anything else.
_____ 20. I have never been good at games like charades or improvisational acting.
_____ 21. I have trouble changing my behavior to suit different people and different situations.
_____ 22. At a party I let others keep the jokes and stories going.
_____ 23. I feel a bit awkward in company and do not show up quite as I feel I should.
_____ 24. I can look anyone in the eye and tell a lie with a straight face (if for a right end).
_____ 25. I may deceive people by being friendly when I really dislike them.

Appendix C: Study 1b Initial Item Reduction

Each proposed subscale was factor analyzed separately using the Maximum Likelihood extraction method with a Varimax rotation.

Withdrawal

The first proposed subscale was Withdrawal. In the first stage, all ten items were included in the analysis. Initially, the factorability of the 10 Withdrawal items was examined. Firstly, it was observed that all items correlated at least .3 with at least one other item, indicating a factor analysis was reasonable. Secondly, the Kaiser-Meyer-Olkin measure of sampling adequacy was .92, above the commonly recommended value of .6, and Bartlett's test of sphericity was significant (χ_2 (145) = 1187.37, p < .001). The diagonals of the anti-image correlation matrix were also all over .5. Finally, the communalities were all above .3 for all but two items (see Table 43 below), further confirming that most items shared some common variance with each other. Given these overall indicators, factor analysis was deemed to be suitable with all 10 items.

Table 43. Descriptive Statistics and Correlation Matrix for Withdrawal Items

	Valid N	M	SD	*Com*	*1*	*2*	*3*	*4*	*5*	*6*	*7*	*8*	*9*
1	346	3.12	1.39	.201									
2	346	2.48	1.38	.409	.289								
3	346	2.10	1.35	.563	.286	.488							
4	346	2.41	1.37	.535	.260	.445	.600						
5	346	3.42	1.29	.108	.344	.222	.163	.176					
6	346	2.60	1.50	.413	.301	.419	.504	.463	.214				
7	346	2.76	1.40	.305	.290	.435	.375	.356	.245	.337			
8	346	2.49	1.38	.503	.345	.440	.505	.533	.265	.430	.372		
9	346	2.29	1.40	.487	.249	.417	.593	.570	.151	.449	.326	.490	
10	346	2.75	1.36	.450	.397	.430	.439	.441	.326	.437	.481	.526	.416

*NOTE: All items correlate at p < .01.

Initial eigen values indicated a two-factor solution with factors explaining 45% and 11% of the variance respectively. However, the second factor's eigen value was just over one and the screeplot indicated a 1 factor solution. Therefore, a 1 factor solution was set in SPSS and factor loadings below .40 were suppressed. After the initial round, 1 item (Withdrawal_5) was dropped because it did not load onto the factor above .40. Another

factor analysis was run with the remaining 9 items in phase two and the five highest loading items were retained (see Table 44).

Table 44. Factor Loadings for Withdrawal Items

	Factor Loadings
	1
Withdrawal 1: Create strong boundaries at work by not sharing personal information.	.434
Withdrawal 2: Refrain from expressing the mainstream values of your organization in addition to those associated with your racial group.	.640
Withdrawal 3: Restrict your association with non-Black colleagues.	**.760**
Withdrawal 4: Limit non-work related communication with non-Black colleagues.	**.737**
Withdrawal 6: Refrain from displaying pictures or personal items of any kind in your workspace.	.644
Withdrawal 7: Deemphasize aspects of your personality and identity so you can focus on job specific tasks only.	.546
Withdrawal 8: Try to appear too busy for small talk or conversations unrelated to work activities.	**.707**
Withdrawal 9: Decline opportunities to socialize with your non-Black colleagues outside of work.	**.705**
Withdrawal 10: Withdraw from conversations if the topic shifts to something that is not work related.	**.661**

*NOTE: Factor loadings in **bold** indicate items that were retained from the initial item pool

Avoidance

The second proposed subscale was Avoidance. In the first stage, all eleven items were included in the analysis. Initially, the factorability of the 10 Withdrawal items was examined (Table 45). Firstly, it was observed that all except for one item correlated at least .3 with at least one other item. Therefore, that item (Avoidance_3) was removed from additional analyses. The remaining items indicated that a factor analysis was reasonable. Secondly, the Kaiser-Meyer-Olkin measure of sampling adequacy was .93, above the commonly recommended value of .6, and Bartlett's test of sphericity was significant (χ_2 (55) = 1487.41, $p < .001$). Like the previous subscale, the diagonals of the anti-image correlation matrix were also all over .5. Finally, 10 out of 11 of the communalities were above .3. Again, one item (Avoidance_3) showed a communality of below .3. Given these overall indicators, factor analysis was deemed to be suitable with 10 of the items.

Table 45. Descriptive Statistics and Correlation Matrix for Avoidance Items

	Valid N	M	SD	*Com*	*1*	*2*	*3*	*4*	*5*	*6*	*7*	*8*	*9*	*10*
1	342	3.05	1.45	.392										
2	342	2.79	1.48	.348	.356									
3	342	3.45	1.31	.094	.151	.238								
4	342	1.95	1.35	.774	.274	.384	.150							
5	342	2.12	1.41	.527	.370	.396	.155	.587						
6	342	2.14	1.41	.485	.254	.354	.047	.601	.523					
7	342	2.50	1.37	.389	.301	.391	.212	.483	.448	.462				
8	342	2.62	1.40	.454	.406	.358	.135	.480	.486	.396	.391			
9	342	2.29	1.41	.555	.379	.459	.230	.639	.523	.481	.449	.478		
10	342	2.53	1.47	.482	.373	.371	.221	.516	.504	.377	.468	.466	.472	
11	342	2.18	1.41	.595	.364	.377	.091	.649	.547	.530	.441	.548	.553	.564

Initial eigen values indicated a two-factor solution with factors explaining 47% and 10% of the variance respectively. However, the second factor's eigen value was just over one and the screeplot indicated a 1 factor solution. Therefore, a 1 factor solution was set in SPSS and factor loadings below .40 were suppressed. After the initial round, there were 10 remaining items converging on a single factor. The five highest loading items for this subscale were retained (Table 46).

Table 46. Factor Loadings for Avoidance Items

	Factor Loadings
	1
Avoidance 1: Avoid discussing race and racial issues.	.476
Avoidance 2: Avoid conducting yourself in ways that are considered typical of Blacks.	.542
Avoidance 4: Distance yourself from Black colleagues.	**.802**
Avoidance 5: Distance yourself from your racial group membership.	**.731**
Avoidance 6: Suppress aspects of your Black identity.	**.676**
Avoidance 7: Suppress any verbal or nonverbal behavior that might be associated with your racial group.	.610

Avoidance 8: Limit discussions of your participation in race/ethnic-focused activities.	.653
Avoidance 9: Avoid working on projects that might get you pigeonholed as interested only in Black/minority issues.	**.739**
Avoidance 10: Draw as little attention to your race/ethnicity as possible.	.675
Avoidance 11: Avoid posting pictures or personal items that display an association with your Black identity.	**.778**

*NOTE: Factor loadings in **bold** indicate items that were retained from the initial item pool

Assimilation

Next, the Assimilation items were analyzed. In the first stage, all eleven items were included in the analysis. Initially, the factorability of the 11 Assimilation items was examined (Table 47). A factor analysis was reasonable for these items given that all items correlated at least .3 with at least one other item. Secondly, the Kaiser-Meyer-Olkin measure of sampling adequacy was .89, above the commonly recommended value of .6, and Bartlett's test of sphericity was significant (χ^2 (55) = 1325.79, p < .001). The diagonals of the anti-image correlation matrix were also all over .5. Finally, the communalities were all above .3 for all but two items (see Table 47 below), further confirming that common variance was shared among the items. Given these overall indicators, factor analysis was deemed to be suitable with all 11 items.

Table 47. Descriptive Statistics and Correlation Matrix for Assimilation Items

	Valid N	M	SD	*Com*	*1*	*2*	*3*	*4*	*5*	*6*	*7*	*8*	*9*	*10*
1	346	2.84	1.33	.370										
2	346	2.95	1.34	.403	.364									
3	346	3.10	1.30	.447	.398	.504								
4	346	2.45	1.44	.410	.370	.325	.396							
5	346	2.96	1.34	.235	.303	.305	.344	.399						
6	346	2.04	1.35	.349	.390	.304	.318	.603	.320					
7	346	3.39	1.34	.211	.317	.450	.368	.171	.260	.156				
8	346	2.58	1.43	.525	.453	.383	.512	.456	.326	.434	.314			
9	346	2.97	1.37	.361	.351	.398	.372	.292	.278	.320	.270	.492		

10	346	2.73	1.37	.548	.476	.423	.481	.501	.274	.427	.275	.579	.523	
11	346	2.94	1.29	.314	.282	.557	.360	.371	.284	.309	.355	.339	.288	.386

Initial eigen values indicated a two-factor solution with factors explaining 43.40% and 10.43% of the variance respectively. However, the second factor's eigen value was just over one and the screeplot indicated a 1 factor solution. Therefore, a 1 factor solution was set in SPSS and factor loadings below .40 were suppressed. After the initial round, all 11 items loaded onto a single factor above .50. Upon closer inspections 1 item was dropped because it was redundant (Assimilation_8) and the analysis was run a second time retaining the five highest loading items (Table 48).

Table 48. Factor Loadings for Assimilation Items

	Factor Loadings
	1
Assimilation 1: Express the mainstream values of your organization even if they are at odds with those associated with your racial identity.	**.602**
Assimilation 2: Emphasize the experiences or beliefs you have in common with your non-Black colleagues.	**.665**
Assimilation 3: Communicate your knowledge of "mainstream" culture.	**.662**
Assimilation 4: Modify your verbal and nonverbal behavior to appear more similar to your non-Black colleagues.	**.640**
Assimilation 5: Adapt to standards of professionalism commonly associated with "mainstream" or White office culture.	.494
Assimilation 6: Mimic your non-Black colleagues to blend in.	.587
Assimilation 7: Share your interest in building relationships with your non-Black employees.	.471
Assimilation 9: Emphasize aspects of mainstream culture in your professional appearance (i.e. hair style, wardrobe, accessories)	.580
Assimilation 10: Emphasize aspects of mainstream culture in your work space (i.e. office décor, pictures, books, personal items).	**.719**
Assimilation 11: Focus conversations on things you have in common with your non-Black colleagues.	.588

*NOTE: Factor loadings in **bold** indicate items that were retained from the initial item pool

Enhancement

The fourth proposed subscale was Enhancement. In the first stage, all ten items were included in the analysis. Initially, the factorability of the 10 Enhancement items was examined (Table 49). Firstly, it was observed that all items except one (Enhancement_2) correlated at least .3 with at least one other item and was thus removed from further

analyses. Therefore, a factor analysis was deemed appropriate for the remaining items. Next, the Kaiser-Meyer-Olkin measure of sampling adequacy was .89, above the commonly recommended value of .6, and Bartlett's test of sphericity was significant (χ^2 (45) = 1101.02, p < .001). The diagonals of the anti-image correlation matrix were also all over .5, however, one item just barely reached that threshold (Enhancement_2 = .517). Finally, 9 out of 10 of the communalities were above .3. One item (Enhancement_4) showed a communality of below .3. Given these overall indicators, factor analysis was deemed to be suitable with 8 of the items.

Table 49. Descriptive Statistics and Correlation Matrix for Enhancement Items

	Valid N	M	SD	*Com*	*1*	*2*	*3*	*4*	*5*	*6*	*7*	*8*	*9*
1	338	2.96	1.30	.462									
2	338	4.28	1.08	.792	.184								
3	338	3.26	1.35	.463	.418	.103							
4	338	3.20	1.45	.278	.376	.119	.412						
5	338	3.05	1.35	.572	.571	.178	.491	.323					
6	338	3.07	1.34	.347	.340	.215	.391	.335	.450				
7	338	2.78	1.35	.579	.501	.018	.543	.415	.524	.460			
8	338	3.27	1.43	.424	.414	.174	.510	.339	.519	.327	.473		
9	338	2.63	1.41	.458	.451	.004	.423	.312	.534	.343	.495	.397	
10	338	2.12	1.42	.334	.299	-.185	.275	.272	.330	.302	.398	.270	.432

Initial eigen values indicated a single factor solution explaining 50.17% of the variance. Therefore, a 1 factor solution was set in SPSS and factor loadings below .40 were suppressed. After the initial round, all 8 items loaded onto a single factor above .50. Therefore, the five highest loading items were retained (Table 50).

Table 50. Factor Loadings for Enhancement Items

	Factor Loadings
	1

Enhancement 1: Share values associated with your racial group with your non-Black colleagues.	**.672**
Enhancement 3: Communicate the strengths and accomplishments of Black people.	**.674**
Enhancement 5: Share aspects of Black culture with your non-Black colleagues.	**.767**
Enhancement 6: Emphasize aspects of Black culture in your professional appearance (i.e. hair style, wardrobe, accessories).	.571
Enhancement 7: Emphasize aspects of Black culture in your work space (i.e. office décor, pictures, books, personal items, etc.)	**.745**
Enhancement 8: Advocate for your Black colleagues (or Black people).	.647
Enhancement 9: Join workplace diversity committees or cultural affinity groups to connect with and/or serve as an advocate for your racial group.	**.668**
Enhancement 10: Strategically use stereotypes about Black people to your advantage.	.483

*NOTE: Factor loadings in **bold** indicate items that were retained from the initial item pool

Unification

The final proposed subscale was Unification. In the first stage, all ten items were included in the analysis. Initially, the factorability of the 10 Integration items was examined (Table 51). Firstly, it was observed that all items correlated at least .3 with at least one other item. Therefore, a factor analysis was deemed appropriate for the remaining items. Next, the Kaiser-Meyer-Olkin measure of sampling adequacy was .86, above the commonly recommended value of .6, and Bartlett's test of sphericity was significant (χ_2 (45) = 973.03, $p < .001$). The diagonals of the anti-image correlation matrix were also all over .5. Finally, 9 out of 10 of the communalities were above .3. One item (Enhancement_4) showed a communality of below .3, which suggests that the items do share common variance. Given these overall indicators, factor analysis was deemed to be suitable with all of the items.

Table 51. Descriptive Statistics and Correlation Matrix for Unification Items

	Valid N	M	SD	*Com*	*1*	*2*	*3*	*4*	*5*	*6*	*7*	*8*	*9*
1	346	3.08	1.25	.373									
2	346	3.69	1.30	.331	.286								
3	346	4.05	1.22	.342	.195	.306							
4	346	2.11	1.37	.624	.370	.081	-.109						
5	346	2.74	1.42	.484	.397	.235	.122	.490					
6	346	2.97	1.42	.365	.361	.338	.174	.356	.432				
7	346	3.25	1.28	.424	.334	.330	.338	.233	.302	.353			
8	346	3.09	1.40	.335	.366	.340	.208	.284	.394	.306	.377		

9	346	3.20	1.42	.436	.384	.315	.173	.297	.449	.475	.453	.318	
10	346	2.91	1.42	.521	.475	.210	.106	.511	.491	.351	.387	.390	.449

Initial eigen values indicated a two-factor solution with factors explaining 39.77% and 13.76% of the variance respectively. However, the second factor's eigen value was just over one and the screeplot indicated a 1 factor solution. Therefore, a 1 factor solution was set in SPSS and factor loadings below .40 were suppressed. After the initial round, 1 item (Unification_3) was dropped because it did not load onto the factor above .40. Another factor analysis was run with the remaining 9 items in phase two and the five highest loading items were retained (Table 52).

Table 52. Factor Loadings for Unification Items

	Factor Loadings
	1
Unification 1: Express both the mainstream values of your organization and those associated with your racial identity.	**.612**
Unification 2: Maintain your racial identity at work while also adopting key features of your organizations values and customs.	.417
Unification 4: Use your race/ethnicity to convince supervisors that you will be more suitable for certain projects.	.579
Unification 5: Use aspects of your Black identity to help further the goals of the organization.	**.685**
Unification 6: Draw from your background and aspects of your racial group membership to improve the content and quality of your work.	**.602**
Unification 7: Emphasize both aspects of Black culture and mainstream culture in your professional appearance (i.e. hair style, wardrobe, accessories).	.562
Unification 8: Emphasize both aspects of Black culture and mainstream culture in your work space (i.e. office décor, pictures, books, personal items).	.562
Unification 9: Use your perspective as a Black employee to improve the quality of the work you are assigned.	**.659**
Unification 10: Emphasize how your racial identity compliments the values and goals of your organization.	**.705**

*NOTE: Factor loadings in **bold** indicate items that were retained from the initial item pool

Appendix D: Exploratory Factor Analysis for Full RIM Scale

A factor analysis was also conducted on the full modified measure of RIM in order to see how the factor structure and resulting might differ if the items were not initially reduced. Therefore, the modified scale which included 52 items, was factor analyzed using the Maximum likelihood extraction method with a Promax rotation. First, all the items were examined for factorability. Correlations among items showed that each item reached at least an r = .3 with at least one other item. Furthermore, the Kaiser-Meyer-Olkin measure of sampling adequacy was .94, above the commonly recommended value of .6, and Bartlett's test of sphericity was significant (χ_2 (308) = 8693.95, p < .001). The diagonals of the anti-image correlation matrix were also all over .8. Finally, all item communalities were above .3, which suggests that the items do share common variance. Given these overall indicators, a factor analysis was deemed appropriate for all items.

The initial eigen values indicated an eight-factor solution with factors explaining a total of 51.16% of the variance while the scree plot suggested a four-factor solution. Upon closer examination of the 8-factor solution, five of these factors included four items or fewer and included items that cross loaded with other factors. Additionally, a parallel analysis indicated a three-factor structure was appropriate (O'Connor, 2000). Therefore, a 3-factor solution was set in SPSS and factor loadings below .40 were suppressed. In this phase, three factors accounted for 29.85%, 10.10%, and 3.86% of the variance respectively. The third factor only included 4 items so a two-factor structure was set before dropping items. Based on this analysis, five items were dropped, *Withdrawal*_1, *Withdrawal*_5, *Avoidance*_3, *Assimilation*_5, and *Enhancement*_2 because they did not load over .4 onto either factor. Thus, a final analysis was conducted with a total of 47

items. The two factors were correlated (KMO = .95; Bartlett's test of sphericity (χ_2 (312) = 8013.17, p < .001; r = .37, p < .001).

The first factor accounted for 31.92% of the variance and included items primarily from the *Withdrawal* and *Avoidance* subscales, however, two items from the *Assimilation* subscale, one item from the *Enhancement* subscale, and one item from the *Unification* subscale also loaded onto this factor, included items from the *Assimilation, Enhancement, and Unification* subscales. The second factor accounted for 10.49% of the variance and contrary to expectations, included items from the *Assimilation, Enhancement, and Unification* subscales.

Table 53. Results of Exploratory Factor Analysis and Corresponding Factor Loadings for Full RIM Scale

Pattern Matrix

	Factor Loadings	
	1	2
Factor 1:		
Withdrawal 2: Refrain from expressing the mainstream values of your organization in addition to those associated with your racial group.	.644	
Withdrawal 3: Restrict your association with non-Black colleagues.	**.795**	
Withdrawal 4: Limit non-work related communication with non-Black colleagues.	**.749**	
Withdrawal 6: Refrain from displaying pictures or personal items of any kind in your workspace.	**.729**	
Withdrawal 7: Deemphasize aspects of your personality and identity so you can focus on job specific tasks only.	.517	
Withdrawal 8: Try to appear too busy for small talk or conversations unrelated to work activities.	.645	
Withdrawal 9: Decline opportunities to socialize with your non-Black colleagues outside of work.	**.742**	
Withdrawal 10: Withdraw from conversations if the topic shifts to something that is not work related.	.651	
Avoidance 1: Avoid discussing race and racial issues.	.494	

Avoidance 2: Avoid conducting yourself in ways that are considered typical of Blacks.	.456	
Avoidance 4: Distance yourself from Black colleagues.	**.854**	
Avoidance 5: Distance yourself from your racial group membership.	**.704**	
Avoidance 6: Suppress aspects of your Black identity.	.623	
Avoidance 7: Suppress any verbal or nonverbal behavior that might be associated with your racial group.	.561	
Avoidance 8: Limit discussions of your participation in race/ethnic-focused activities.	**.718**	
Avoidance 9: Avoid working on projects that might get you pigeonholed as interested only in Black/minority issues.	**.710**	
Avoidance 10: Draw as little attention to your race/ethnicity as possible.	.675	
Avoidance 11: Avoid posting pictures or personal items that display an association with your Black identity.	**.818**	
Assimilation 4: Modify your verbal and nonverbal behavior to appear more similar to your non-Black colleagues.	.549	
Assimilation 6: Mimic your non-Black colleagues to blend in.	**.737**	
Enhancement 10: Strategically use stereotypes about Black people to your advantage.	**.711**	
Unification 4: Use your race/ethnicity to convince supervisors that you will be more suitable for certain projects.	.666	
Factor 2:		
Assimilation 1: Express the mainstream values of your organization even if they are at odds with those associated with your racial identity.		.447
Assimilation 2: Emphasize the experiences or beliefs you have in common with your non-Black colleagues.		**.652**
Assimilation 3: Communicate your knowledge of "mainstream" culture.		**.605**
Assimilation 7: Share your interest in building relationships with your non-Black employees.		.595
Assimilation 8: Display pictures or personal items in your office that show your familiarity with "mainstream" culture.		.570
Assimilation 9: Emphasize aspects of mainstream culture in your professional appearance (i.e. hair style, wardrobe, accessories)		**.617**
Assimilation 10: Emphasize aspects of mainstream culture in your work space (i.e. office décor, pictures, books, personal items).		**.616**
Assimilation 11: Focus conversations on things you have in common with your non-Black colleagues.		.460
Enhancement 1: Share values associated with your racial group with your non-Black colleagues.		**.709**

Enhancement 3: Communicate the strengths and accomplishments of Black people.	**.680**
Enhancement 4: Communicate the inaccuracy of negative stereotypes about Blacks.	.503
Enhancement 5: Share aspects of Black culture with your non-Black colleagues.	**.778**
Enhancement 6: Emphasize aspects of Black culture in your professional appearance (i.e. hair style, wardrobe, accessories).	.571
Enhancement 7: Emphasize aspects of Black culture in your work space (i.e. office décor, pictures, books, personal items, etc.)	**.733**
Enhancement 8: Advocate for your Black colleagues (or Black people).	**.692**
Enhancement 9: Join workplace diversity committees or cultural affinity groups to connect with and/or serve as an advocate for your racial group.	.555
Unification 1: Express both the mainstream values of your organization and those associated with your racial identity.	.595
Unification 2: Maintain your racial identity at work while also adopting key features of your organizations values and customs.	.503
Unification 3: Attempt to build relationships with both Black as well as non-Black colleagues.	.429
Unification 5: Use aspects of your Black identity to help further the goals of the organization.	.529
Unification 6: Draw from your background and aspects of your racial group membership to improve the content and quality of your work.	.443
Unification 7: Emphasize both aspects of Black culture and mainstream culture in your professional appearance (i.e. hair style, wardrobe, accessories).	**.653**
Unification 8: Emphasize both aspects of Black culture and mainstream culture in your work space (i.e. office décor, pictures, books, personal items).	**.674**
Unification 9: Use your perspective as a Black employee to improve the quality of the work you are assigned.	.514
Unification 10: Emphasize how your racial identity compliments the values and goals of your organization.	**.617**

Extraction Method: Maximum Likelihood
Rotation Method: Promax Rotation converged in 3 iterations
Extraction Sums of Squared Loadings Cumulative variance explained = 42.40%

The end result of each exploratory factor analysis indicates a two-factor structure with a consistent pattern of factor loadings. One factor includes mostly *Withdrawal* and

Avoidance items and the other is primarily comprised of *Assimilation, Enhancement,* and *Unification items.* However, when the full scale is subjected to an exploratory factor analysis the final items are slightly different. If the 12 highest loading items from each factor are retained there is a substantial amount of overlap with the EFA based on the abbreviated version of the scale with some minor exceptions. Most notably, in addition to *Withdrawal* and *Avoidance* items, one *Assimilation* (*Assimilation*_6) and one *Enhancement* (*Enhancement*_10*)* item were also factored onto the first factor when the full version was analyzed. The following items were also retained as part of factor 1 when the full scale was factor analyzed; *Withdrawal*_6 (instead of *Withdrawal*_8), *Avoidance*_8 (instead of *Avoidance*_6). The last *Withdrawal* item was (*Withdrawal*_10) was also retained when the abbreviated scale was factor analyzed but not among the highest loading factors when all items were included. While the second factor included the same pattern of items, the items themselves differed slightly when the full version and the abbreviated version of the scale was factor analyzed. In addition to a few consistent items, the following items were included in the second factor only when the full measure was explored: *Assimilation_9, Enhancement_8, Unification_7,* and *Unification_8.* While *Assimilation_1, Enhancement_9, and Unification_1, Unification_5,* and *Unification_9* were retained in the abbreviated version but not when the full measure was examined. Despite the discrepancies, the pattern of items associated with *Passive* and *Active* RIM remained consistent.

Appendix E: Study 2 Measures

Diversity Climate Perceptions

Rating scale: 1 = well below expectations to 5 = well above expectations. High scores represent perceptions that the firm's climate is supportive of diversity.

Think about your current organization and how it demonstrates a commitment to diversity. Please indicate the extent to which you agree that your organization:

1. Recruits from diverse sources
2. Offers equal access to training.
3. Is open to communication on diversity
4. Publicizes diversity principles
5. Offers training to manage diverse population
6. Respects perspectives of people like me.
7. Maintains a diversity-friendly work environment
8. Workgroup has a climate that values diverse perspective
9. Top leaders are visibly committed to diversity

Modified Psychological Safety Scale

Rating scale: 1= Strongly disagree to 5= Strongly agree.

1. If you make a mistake in this team organization, it is often held against you.
2. Members of this organization, are able to bring up problems and tough issues.
3. People in this organization, sometimes reject others for being different.
4. It is safe to take a risk in this organization.
5. It is difficult to ask other members in this organization for help.
6. No one on this team in this organization would deliberately act in a way that undermines my efforts.
7. Working with members of this team organization, my unique skills and talents are valued and utilized.

Racial Centrality Scale (Multidimensional Inventory of Black Identity)

Rating scale: 1= Strongly disagree to 7= Strong agree.

Please indicate your agreement with the following statements:

1. Overall, being Black has very little to do with how I feel about myself.
2. In general, being Black is an important part of my self-image.
3. My destiny is tied to the destiny of other Black people.
4. Being Black is unimportant to my sense of what kind of person I am.(R)
5. I have a strong sense of belonging to Black people.
6. I have a strong attachment to other Black people.
7. Being Black is an important reflection of who I am.

8. Being Black is not a major factor in my social relationships. (R)

Updated RIM Measure

Below is a list of various strategies that Black employees might use during cross-cultural interactions. Please answer the questions regarding your use of each strategy when interacting with your ***non-Black colleagues***. There is no right answer to any of these questions; we are interested in learning about your personal experiences [as a Black professional].

Rating scale: 1= Never, 2= Sometimes, 3= About half the time, 4= Most of the time, 5 = Always

When interacting with your non-Black colleagues to what extent do you…

Passive Subscale:

1. Withdrawal 3: Restrict your association with non-Black colleagues.
2. Withdrawal 4: Limit non-work related communication with non-Black colleagues.
3. Withdrawal 8: Try to appear too busy for small talk or conversations unrelated to work activities.
4. Withdrawal 9: Decline opportunities to socialize with your non-Black colleagues outside of work.
5. Withdrawal 10: Withdraw from conversations if the topic shifts to something that is not work related.
6. Avoidance 4: Distance yourself from Black colleagues.
7. Avoidance 5: Distance yourself from your racial group membership.
8. Avoidance 6: Suppress aspects of your Black identity.
9. Avoidance 9: Avoid working on projects that might get you pigeonholed as interested only in Black/minority issues.
10. Avoidance 10: Draw as little attention to your race/ethnicity as possible.
11. Avoidance 11: Avoid posting pictures or personal items that display an association with your Black identity[2].

Active Subscale:

12. Assimilation 1: Express the mainstream values of your organization even if they are at odds with those associated with your racial identity.
13. Assimilation 2: Emphasize the experiences or beliefs you have in common with your non-Black colleagues.
14. Assimilation 3: Communicate your knowledge of "mainstream" culture.

[2] This item was mistakenly excluded from study 2.

15. Assimilation 10: Emphasize aspects of mainstream culture in your work space (i.e. office décor, pictures, books, personal items).
16. Enhancement 1: Share values associated with your racial group with your non-Black colleagues.
17. Enhancement 3: Communicate the strengths and accomplishments of Black people.
18. Enhancement 5: Share aspects of Black culture with your non-Black colleagues.
19. Enhancement 7: Emphasize aspects of Black culture in your work space (i.e. office décor, pictures, books, personal items, etc.)
20. Enhancement 9: Join workplace diversity committees or cultural affinity groups to connect with and/or serve as an advocate for your racial group.
21. Unification 1: Express both the mainstream values of your organization and those associated with your racial identity.
22. Unification 5: Use aspects of your Black identity to help further the goals of the organization.
23. Unification 6: Draw from your background and aspects of your racial group membership to improve the content and quality of your work.
24. Unification 9: Use your perspective as a Black employee to improve the quality of the work you are assigned.
25. Unification 10: Emphasize how your racial identity compliments the values and goals of your organization.

Individual Authenticity Measure at Work (IAM Work)

Rating Scale: 1= Does not describe me at all, 2= Describes me slightly well, 3= Describes me moderately well, 4= Describes me very well, 5= Describes me extremely well.

Focus on your current work position and organization. Imagine how much each statement below applies to you when you are at work (and not in other situations). Please indicate the extent to which each statement describes your attitudes and behavior while at work ***within the past 4 weeks.***

Authentic living:

1. I am true to myself at work in most situations
2. At work, I always stand by what I believe in
3. I behave in accordance with my values and beliefs in the workplace
4. I find it easier to get on with people in the workplace when I'm being myself

Self-alienation:

5. At work, I feel alienated

6. I don't feel who I truly am at work
7. At work, I feel out of touch with the ''real me''
8. In my working environment, I feel ''cut off'' from who I really am

External Influence:

9. At work, I feel the need to do what others expect me to do
10. I am strongly influenced in the workplace by the opinions of others
11. Other people influence me greatly at work
12. At work, I behave in a manner that people expect me to behave

Public Self-Consciousness

Rating Scale: 1= Does not describe me at all, 2= Describes me slightly well, 3= Describes me moderately well, 4= Describes me very well, 5= Describes me extremely well.

Please indicate the extent to which each of the following items describes you:

1. I'm concerned about my style of doing things.
2. I'm concerned about the way I present myself.
3. I'm self-conscious about the way I look.
4. I usually worry about making a good impression.
5. One of the last things I do before I leave my house is look in the mirror.
6. I'm concerned about what other people think of me.
7. I'm usually aware of my appearance.

Job Satisfaction

Rating Scale: 1 = Strongly disagree to 5 = Strongly agree.

Please indicate the extent to which you agree or disagree with the following statements:

1. I feel fairly satisfied with my present job.
2. Most days I am enthusiastic about my work.
3. Each day at work seems like it will never end
4. I find real enjoyment in my work.
5. I consider my job to be rather unpleasant.

Job Stress

Rating Scale: 1 = Strongly disagree to 5 = Strongly agree.

Please indicate the extent to which you agree or disagree with the following statements:

1. My job is extremely stressful.
2. Very few stressful things happen to me at work (R)
3. I feel a great deal of stress because of my job (R)
4. I almost never feel stressed because of my work (R).

Organizational Embeddedness

Rating Scale: 1 = Strongly disagree to 5 = Strongly agree.

Again, think about your current position and organization. Please indicate the extent to which you agree with the following statements:

Organization Fit:

1. I like the members of my work group.
2. My coworkers are similar to me.
3. My job utilizes my skills and talents well.
4. I feel like I am a good match for this company.
5. I fit with the company's culture.
6. I like the authority and responsibility I have at this company.
7. My values are compatible with t'e organization's values.
8. I can reach my professional goals working for this organization.
9. I feel good about my professional growth and development.

Organization Link:

1. How long have you been in your present position?
2. How long have you worked for this company?
3. How long have you worked in [your current industry] (originally the grocery industry)?
4. How many coworkers do you interact with regularly?
5. How many coworkers are highly dependent on you?
6. How many work teams are you on?
7. How many work committees are you on?

Organization Sacrifice:

1. I have a lot of freedom on this job to decide how to pursue my goals.
2. The perks on this job are outstanding.
3. I feel that people at work respect me a great deal.
4. I would sacrifice a lot if I left this job.
5. My promotional opportunities are excellent here.

6. I am well compensated for my level of performance.
7. The benefits are good on this job.
8. The health-care benefits provided by this organization are excellent.
9. The retirement benefits provided by this organization are excellent.
10. The prospects for continuing employment with this company are excellent.

Appendix F: Confirmatory Factor Analysis for RIM Scale

A confirmatory factor analysis was conducted on the final version of the RIM scale included in Study 2. The goodness-of-fit indicators to the alternative models are

presented in Table X. Model parameters and goodness-of-fit of all the CFA models were examined with: RMSEA ≤ 0.06 (90% CI ≤ 0.06), SRMR ≤ 0.08, CFI ≥ 0.95, and TLI ≥ 0.95 (Hu & Bentler, 1999; Brown, 2015). Additionally, the chi-square/df ratio ≤ 3 rule was also used (Kline, 2016). In regards to model fit, the first model referred to a model with a single factor while model 2 referred to the two-factor structure revealed during the exploratory factor analysis (Passive and Active). The model specifying one factor had the poorest fit, and was outside the acceptable limits for RMSEA or SRMR. Model 2, however, showed acceptable fit across goodness-of-fit measures. Since the exploratory factor analysis revealed a two-factor structure, and Model 2 had adequate fit statistics, it was deemed the best fitting model.

Table X. Goodness-of-fit Indicators of Models for Racial Identity-based Impression Management

Model	χ^2	*df*	χ^2/df	*CFI*	*RMSEA*	*RMSEA* CI_{90}	*SRMR*
1. Single Factor	1833.92	252	7.23	.69	.129	.123-.134	.121
2. Two Factor	669.46	251	2.67	.92	.066	.060-.072	.054

Appendix G: Study 3 Measures

Public Self-Consciousness (see Appendix E)

Personality at Work

Below are 10 pairs of personality descriptions connected by a five-point scale. For each pair, you must choose where on the scale between them you think you are. For example, if the pair is “angry” versus “calm”, you should circle a 1 if you are always angry and never calm, a 3 if you are half and half, etc.

1.	makes lists	1 2 3 4 5	relies on memory
2.	accepts things as they are	1 2 3 4 5	unsatisfied with the ways things are
3.	chaotic	1 2 3 4 5	Organized
4.	likes to know "who?", "what?", "when?"	1 2 3 4 5	likes to know "why?"
5.	works best in groups	1 2 3 4 5	works best alone
6.	wants people's respect	1 2 3 4 5	wants their love
7.	gets work done right away	1 2 3 4 5	Procrastinates
8.	wants the big picture	1 2 3 4 5	wants the details
9.	improvises	1 2 3 4 5	Prepares
10.	likes to perform in front of other people	1 2 3 4 5	avoids public speaking

Racial Centrality (see Appendix E)

Job Qualities

If you were to consider joining an organization, how important are the following job factors? Please rank the following job factors in order of importance such that 1 is the most important factor of a job and 6 is the least important to you.

1. Pay/money
2. Opportunities for training and advancement
3. Job security
4. Benefits
5. Travel opportunities
6. Company values or image

Diversity Climate Manipulation (see Appendix I)

Post Diversity Climate Manipulation Items

Manipulation Checks:

1. What was the name of the company you evaluated?
    a. VA Analytics
    b. RLK Consulting
    c. ABC Group
2. What percentage of the company's projects are dedicated to pro-bono?
    a. 5%
    b. 10%
    c. 15%
3. What was the CEO's name?
    a. Robert Collins (negative diversity climate manipulation check)
    b. Darnell Johnson (positive diversity climate manipulation check)
    c. Rebecca Martinez
4. One of the current employees referred to the accessibility of their company's leadership. Which of the following captures that employee's perception of accessibility?
    a. Leadership is accessible to everyone (positive diversity climate manipulation check)
    b. White males have the most access to and support from leadership (negative diversity climate manipulation check)
    c. The leadership is not accessible to anyone

Job evaluation items

Rating scale: 1 = Strongly disagree to 5 = Strongly agree.

Please think about the extent to which you agree with the following statements:

Job Interest:

1. I can see myself working for this company
2. I can see myself being successful at a company like this
3. I would apply to work for this company if a suitable position was available

Diversity Climate Evaluation:

4. This company seems like a great place for women
5. This company seems like a great place for minorities (diversity climate manipulation check)
6. This company seems like a great place for entry level professionals
7. This company seems like a great place for more senior professionals

8. This company seems like a great place for LGBTQ employees

Diversity Climate Perceptions:

Think about the organization you just reviewed: RLK Consulting and how it demonstrates a commitment to diversity.

Indicate to what extent you agree with the following statements:

1. I think this company makes it easy for people from diverse backgrounds to fit in and be accepted
2. At this company, I think employees are developed and advanced without regard to the gender or the racial, religious, or cultural background of the individual
3. At this company, I think managers demonstrate through their actions that they want to hire and retain a diverse workforce
4. I feel that if I worked here my immediate manager/supervisor would do a good job of managing people with diverse backgrounds (in terms of age, sex, race, religion, or culture).

Updated RIM Measure (see Appendix E)

Modified Instructions: Below is a list of various strategies that Black employees might use during interactions with non-Black colleagues.

Imagine that you accepted a position at ***RLK Consulting***. Please answer the questions regarding your potential use of each strategy when interacting with non-Black colleagues. There is no right answer to any of these questions; we are interested in learning about your perception as a Black professional.

When interacting with your non-Black colleagues to what extent would you...

Appendix H: Study 4 Measures & RIM Manipulation

Public Self-consciousness (see Appendix E)

Personality at Work (see Appendix G)

Job Qualities (see Appendix G)

Diversity Climate Manipulation (see Appendix I)

Post Diversity Climate Manipulation Items (see Appendix G)

RIM Manipulation

Below, you will be asked to read a more in-depth reflection of a current employee's experience working at RLK Consulting. Current employees were asked open-ended questions about their personal experience working for the company. After you read their response you will be asked to evaluate them.

*** Please note: You will be asked to provide the employee's ID number on the following page. Make sure you read their response thoroughly and remember their ID number. Remember, you will only be compensated if you answer these questions correctly. ***

Passive RIM target:

RLK Employee ID #146

"I have worked as a consultant at RLK Consulting for a few years. I tend to keep to myself while at work and prefer not to socialize with my colleagues. I'd prefer not to share aspects of my racial identity while at work, so I'd rather not work on projects related to minority issues or display personal items that make my group membership more visible. I'd prefer to discuss only work-related topics while at work and try not to draw any additional attention to race."

Active RIM target:

RLK Employee ID #89019

"I have worked as a consultant at **RLK Consulting** for a few years. I enjoy finding commonalities with my non-Black colleagues. I like sharing aspects of my Black identity while at work, which typically results in my tendency to join affinity groups like the diversity committee, and display personal items that make my group membership more visible– like memorabilia from the historically black college I attended and family photos. I'd prefer to serve as an advocate for other Black employees while at work and communicate the values I share with my non-Black colleagues and the organization."

Post RIM Manipulation Items

Manipulation Checks:

Please select the employee ID number that corresponds with the excerpt you read on the previous page:

1. RLK Employee ID #89019 (active RIM manipulation check)
2. RLK Employee ID #5
3. RLK Employee ID #146 (passive RIM manipulation check)

Rating Scale: 1 = Strongly disagree to 5 = Strongly agree.

Please think about the extent to which ***you*** agree with the following statements:

a. This employee is authentic
b. This employee embraces their identity

Target Likability:

Rating Scale: 1 = Strongly disagree to 5 = Strongly agree.

Please think about the extent to which ***you*** agree with the following statements:

1. This employee is likable
2. This employee is friendly
3. This employee is approachable
4. This employee is social
5. This employee is similar to me
6. I would befriend this person
7. I would like this person as a coworker

Target Professionalism:

a. This employee is professional
b. This employee is competent
c. This employee is cooperative
d. This employee is competitive

*Perceived Norm Violation*s:

Rating scale: 1= Extremely unlikely, 2= Somewhat unlikely, 3= Neither likely not

unlikely, 4= Somewhat likely, 5= Extremely likely.

Based on your knowledge of ***RLK Consulting,*** please indicate the extent to which you think this person's behavior would be…

Norm Alignment

1. Rewarded
2. Publicly praised

Norm Violation

3. Punished
4. Frowned upon

Target-Organization Fit

1. How much do you think this person fits with the organization?
    a. Not at all
    b. A little
    c. A moderate amount
    d. A lot
    e. A great deal

Social Backlash Scale

Rating scale: 1= Not at all, 2= Slightly, 3= Moderately, 4= Very, 5= Extremely

Please answer the following questions:

Work-based backlash:

1. How interested would you be in working with this employees at RLK?
2. If you were the project manager on a work assignment, how likely would you be to ask this employee to be part of the project team?
3. Is this employee the type of person you like to work with?

Personal backlash:

4. How interested would you be in interacting socially with this employee?
5. If this employee invited you out for drinks after work, how likely would you be to go with her them?
6. Is this employee the type of person you like to socialize with?

Appendix I: Diversity Climate Manipulation

You have been selected to review the following company: RLK Consulting. Please read the company profile below and imagine that you are applying for an open position. You will later be asked to evaluate this company.

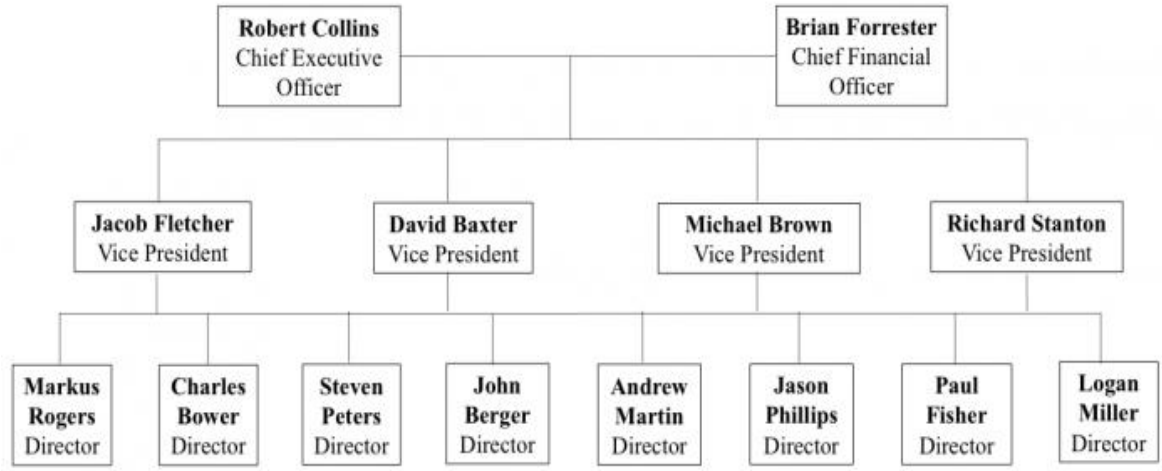
***Please note: Additional items will be included to ensure you read the information carefully. There is no need to memorize numerical figures, but please get a sense of who is in a leadership position, how many of their projects are dedicated to pro-bono, their overarching philosophy about diversity, and how current employees feel about working there. Remember, you will only be compensated if you answer these questions correctly. ***

Negative Diversity Climate:

Company: RLK Consulting
Description: Company Flowchart
Source: www.RLKConsult.com

RLK Consulting

Flowchart of Top Executives



Our Company:

RLK Consulting is a midsized consulting firm that specializes in management consulting. The company was founded in 1985 when the first office was opened in Washington, D.C. While the company has remained local, we have since opened offices in Baltimore, MD, Arlington, VA, and most recently in Chevy Chase, MD. The company began as a team of 20 consultants, but by the mid-1990s it reached the current size of over 400 employees.

Although RLK Consulting accepts consulting projects that span a diverse range of topics the company specializes in strategy, organization, technology, and operations. All employees of RLK work in one of four departments. Each department primarily handles

projects falling into only one of these four categories. RLK Consulting also gives back to the community by offering pro-bono services to some non-profit organizations. Roughly 5% of the company's projects are dedicated to pro-bono work.

Our People:

While other consulting firms mistakenly focus on their staff's diversity, we train our diverse workforce to embrace their similarities. We feel that focusing on similarities creates a more unified, exciting, and collaborative work environment. Such an inclusive and accepting environment helps not only us but also our clients. And at RLK, if you're a team player, you'll have unlimited access to success. Your race, ethnicity, gender, and religion are immaterial as soon as you walk through our doors.

Employee Quotes

Description: Business Biweekly recently conducted a series of interviews on the atmosphere at a variety of management consulting companies. Below are some of the quotes from employees at RLK Consulting.

Source: Business Biweekly

"I've only worked for RLK Consulting for a few weeks, so I don't have any strong opinions. I'll be able to tell you more in a few months."

"The most powerful people in the company have formed a boys' club. They only give extra help and advice to White male employees."

"The building security in the DC office is kind of a pain. It can take 10 minutes just to get through the door in the mornings. As only one of several tenants in the building, I know that RLK can't change the policy, but it's still annoying."

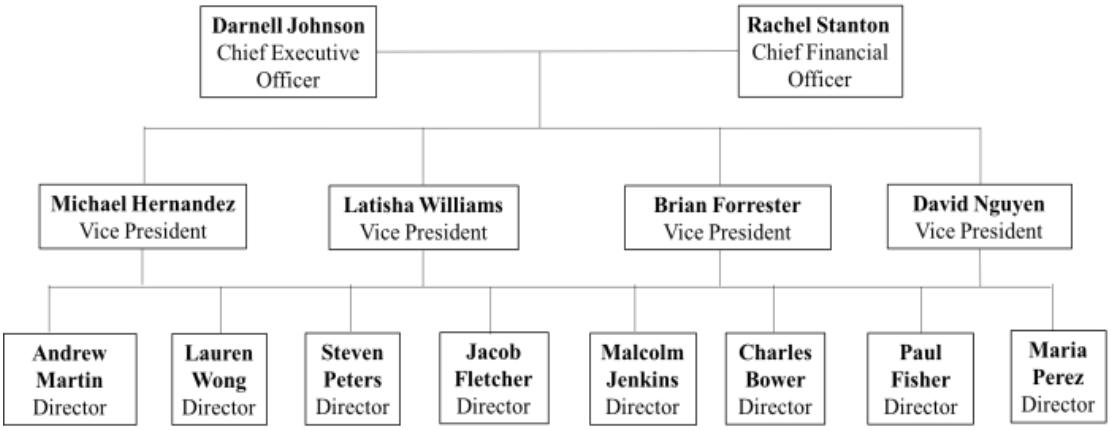
"RLK Consulting has great facilities. The lobbies of our buildings look like they could be in a luxury hotel."

Positive Diversity Climate:

Company: RLK Consulting
Description: Company Flowchart
Source: www.RLKConsult.com

RLK Consulting

Flowchart of Top Executives



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While other consulting firms mistakenly try to shape their staff into a single mold, we believe that embracing our diversity enriches our culture. Diversity fosters a more unified, exciting, and collaborative work environment. Such an inclusive and accepting environment helps not only us but also our clients. And at RLK, all individuals have unlimited access to success. As soon as you walk through our doors, you'll appreciate the strength that we derive from our diversity.

Employee Quotes

Description: Business Biweekly recently conducted a series of interviews on the atmosphere at a variety of management consulting companies. Below are some of the quotes from employees at RLK Consulting.

Source: Business Biweekly

> "I've only worked for RLK Consulting for a few weeks, so I don't have any strong opinions. I'll be able to tell you more in a few months."
>
> "The most powerful people in the company are accessible to everyone. They give just as much extra help and advice to female and minority employees as they do to any other employees."
>
> "The building security in the DC office is kind of a pain. It can take 10 minutes just to get through the door in the mornings. As only one of several tenants in the building, I know that RLK can't change the policy, but it's still annoying."
>
> "RLK Consulting has great facilities. The lobbies of our buildings look like they could be in a luxury hotel."

Filler Information:

2017 Fiscal Year Annual Salaries for Employees of RLK Consulting:

CEO/CFO: $234,576
Vice President: $175,899
Director: $147,254
Manager: $103,465
Senior Associate: $81,532
Associate: $41,678
Administrative Assistant: $29,438

Note: Salaries do not include bonuses yearly and are rounded to the nearest dollar. The salary reported for each job title reflects the mean annual salary of all employees in that job.

Average Quarterly Profit:

2008 - $356,876
2009 - $326,387

2010 - $335,743
2011 - $583,923
2012 - $496,209
2013 - $593,399
2014 - $639,398
2015 - $693,298
2016 - $294,943
2017 - $523,293

Note: The numbers are reported as net profits. The numbers reflect the mean profit for each quarter for the year. All figures are rounded to the nearest dollar.

Departmental Breakdown of RLK Consulting Employees:

Department	Number of Vice Pres.	Number of Directors	Number of Managers	Number of Senior Associates	Number of Associates	Number of Admin. Assistants	Total
Strategy	1	2	27	45	88	34	197
Organization	1	2	17	28	54	21	123
Technology	1	2	8	11	26	9	57
Operations	1	2	8	11	24	8	54

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