

Supplementary Materials

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Study 1: Instructions and Materials¹

In this study we are interested in the formation of perceptions and evaluations of companies.

>>

We will give you information about a company called Livens and ask you questions about this company later.

You will not be provided with enough information to answer all of the questions, but it is crucial that you try to form a first impression about the company to provide best guesses/estimates later.

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Livens is an internationally operating, U.S.-based consultancy firm with over 15,000 employees all over the U.S.

On the next page you will see a segment from the company's annual HR-report regarding the company's diversity policy.

Please read this information well.

>>

Value-in-merit Condition

Our company has strong norms and beliefs around racial diversity and the racial-ethnic composition of our employees. These norms and beliefs are clearly stated in our company's diversity mission statement stated below:

At Livens, we believe that our clients receive the highest quality consulting services when our workforce is comprised of the most qualified, hardworking, and ambitious individuals in the field. Livens is committed to providing exceptional services to a broad range of clientele. Livens rewards the success and hard work of all of our employees according to their accomplishments. Employees benefit from our dedication to merit-based, individually tailored professional development. All employees, regardless of background, are treated equally and fairly. Equal opportunity further ensures that our employees are recruited, hired, and promoted without regard to race, sex, age, gender, gender identity or expression, religion, national origin, disability, marital status, sexual orientation, veteran status, or other. Furthermore, blind evaluations ensure that our employees are promoted and given equal opportunity to succeed based on individual-merit.

¹ All studies included an informed consent form and demographic questions (e.g., age, race, gender).

At Livens, our commitment to merit contributes to our success as a company. We seek the most qualified individuals to join our team and reach their potential, which, in turn, benefits our employees, clientele, and the industry at large.

Multiculturalism Condition:

Our company has strong norms and beliefs around racial diversity and the racial-ethnic composition of our employees. These norms and beliefs are clearly stated in our company's diversity mission statement stated below:

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At Livens, our commitment to diversity contributes to our success as a company. We foster an inclusive and open-minded workplace that values differences, which, in turn, benefits our employees, clientele, and the industry at large.

Multicultural Meritocracy Condition:

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>>

Please summarize Livens' diversity mission statement in one sentence. (open-ended)

>>

Please indicate whether the following statement is true based on Livens' diversity mission statement [checks per condition]

Livens is primarily committed to merit. (True/False)

Livens is primarily committed to diversity. (True/False)

Livens is committed to both merit *and* diversity. (True/False)

>>

Please estimate the percentage of Black employees at Livens Company that possesses each of these attributes. [The order of the attributes was randomized.]

-Streetwise	-Lazy	-Athletic
-Emotionally expressive	-Promiscuous	-Musical
-Playful	-Reckless	-Complaining
-Sensitive	-Dishonest	-Violent
-Humorous	-Religious	-Dangerous
-Fashionable	-Merry	-Threatening
-Poor	-Cheerful	-Shiftless
-Superstitious	-Charming	-Ignorant

>>

Livens recently hired a number of new employees. All new hires participated in an assessment as part of their application process. This assessment informs the company about new hires' anticipated performance.

On the next page, you will find a personal information sheet of one of the new hires. Please study this well and try to estimate their score on the assessment.

>>

LIVENS COMPANY--New Hire Information						
Last Name	Williams	First	Lamar	M.I. S	Date of appointment	7/01/2016
Home Address	Omitted for Confidentiality		Assessment score	? out of 120		
City	Akron	State	OH	ZIP	44322	
Gender	Male	Race	Black/African American			
Remarks from the HR officer	<p>Lamar Williams is a 41-year-old Black male. He graduated in 1992 from Urbana University in Ohio. He has been employed at five different companies. For the last five years he worked in the same U.S.-based organization as a financial planning manager.</p> <p>While he could sometimes have problems with certain co-workers, he seems generally good tempered.</p>					

Please indicate below how many points you think Lamar Williams scored on his assessment. (0-120)

>>

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QUESTION: Please check all words that describe how you are currently feeling.

- | | | |
|------------|--------------|-------------------|
| Interested | Guilty | Irritable |
| Distressed | Scared | Active |
| Excited | Hostile | Afraid |
| Upset | Enthusiastic | None of the above |
| Strong | Proud | |

Study 2: Instructions and Materials

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>>

Recently, a national newspaper published an article about Livens Company. Please read this article on the next page.

Livens Company Targeted In Racial Discrimination Lawsuit

LOS ANGELES – Three former employees are alleging workers were subjected to racial discrimination at Livens Company. Here are some of the allegations in the complaint.

According to the former employees suing the company, Livens does not employ African-American consultants in many states. Black consultants at Livens allegedly have an extremely high attrition rate. In the years prior to the lawsuit, 75% of African-American trainee consultants left before the training period was over, the suit said. Black consultants said they received lower salaries than their White counterparts. The firm ranked its employees by putting them in five "quintiles" based on the amount of money they earned from commissions. Seventy percent of the firm's African-American consultants with at least 10 years of experience were in the bottom two quintiles, while white consultants were more evenly distributed.

A representative of Livens stated that the lawsuit did not have any legal or moral basis. According to the representative higher attrition rates did not mean there is discrimination. The representative also stated that the company had presented evidence to the court that the differences in salary and "quintiles" were based on a variety of other factors including other employees' education, previous work experience, and prior compensation.

>>

We will now ask you a number of questions about this company.

Remember: You do not have enough information to answer all of the questions, but it is crucial that you provide your best guesses/estimates.

>>

Please answer the questions.

How legitimate is the former employees' lawsuit against Livens Company? (1=not at all, 7=very)

To what extent do you think that the former employees' lawsuit is a result of real racial issues at this company? (1=not at all, 7=very)

To what extent would you be willing to vote in favor of this racial discrimination claim against Livens Company? (1=not at all, 7=very)

Imagine Livens Company decides to countersue the former employees. How much should the company demand in damages? (up to \$100000)

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QUESTION: Please check all words that describe how you are currently feeling.

Interested

Distressed

Excited

Upset

Strong

Guilty

Scared

Hostile

Enthusiastic

Proud

Irritable

Active

Afraid

None of the above

Study 3: Instructions and Materials

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>>

Please imagine you are an employee at Livens Company and indicate to what extent you agree with each statement. (1=completely disagree, 7=completely agree)

As an employee of Livens...

1. ...doing well in my job tasks and duties would be very important to me.
2. ...I would be proud to tell others that I work at this company.
3. ...success at work would be valuable for me.
4. ...being a good employee would be an important part of who I am.
5. ...it would not matter to me how I do at work. (reverse-coded)

>>

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- | | | |
|------------|--------------|-------------------|
| Interested | Guilty | Irritable |
| Distressed | Scared | Active |
| Excited | Hostile | Afraid |
| Upset | Enthusiastic | None of the above |
| Strong | Proud | |

Study 4a and 4b: Instructions and Materials

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Multicultural Meritocracy Condition:

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5. ...it would not matter to me how I do at work. (reverse-coded)

>>

Please imagine you are an employee at Livens Company and indicate to what extent you agree with each statement. (1=completely disagree, 7=completely agree)

1. I think I would feel like an accepted part of this company.
2. I think I would feel included in most activities at work at this company.
3. I think I would feel like an outsider at work at this company. (reverse-coded)

>>

Please imagine you are an employee at Livens Company and answer the questions. (1=not at all, 7=very)

1. To what extent would you expect the general procedures used to communicate performance feedback to be fair at this company?
2. To what extent would you expect the general procedures used to determine pay increases to be fair at this company?
3. To what extent would you expect the general procedures used to evaluate performance feedback to be fair at this company?
4. To what would you expect the general procedures used to evaluate promotibility to be fair at this company?

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Excited	Hostile	Afraid
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Strong	Proud	

Study 1: Supplementary Analyses

We investigated, whether activated negative stereotypes mediated the relationship between ideology and Lamar's estimated assessment score (Hayes, 2013). We created two mediation models, separately comparing multiculturalism and value-in-merit to multicultural meritocracy, and z-transformed the continuous measures. The indirect effect of multiculturalism vs. multicultural meritocracy on Lamar's estimated score through negative stereotype activation was significant, indirect effect=-0.07, $SE = .04$, 95% CI [-0.149, -0.008]. The indirect effect through negative stereotype activation was not significant for value-in-merit vs. multicultural meritocracy, indirect effect=0.01, $SE = .03$, 95% CI [-0.048, 0.070].

Study 2: Supplementary Measures and Analyses

Following Kaiser and her colleagues (2013), we also measured perceived organizational fairness towards racial minorities. - For each of the following statements, participants indicated to what extent they agreed on a seven-point Likert-scale (1=completely disagree, 7=completely agree): "I think racial minorities are able to express their views and feelings about their treatment at Livens Company.", "I think racial minorities have influence over the outcomes they receive at Livens Company.", "I think Livens Company applies personnel procedures consistently across all employees, irrespective of race.", "I think Livens Company values diverse opinions.", and "I think Livens Company treats racial minorities with respect." ($\alpha = .91$). Additionally, we asked the participants to indicate to what extent they would be willing to donate to a fund for the plaintiffs legal fees (1=completely disagree, 7=completely agree). Both measures were administered after the measures reported in the main document.

Our supplementary analyses revealed no significant direct effects of the experimental condition on perceived fairness toward minorities, $F(2, 342) = 1.10$, $p = .335$, $\eta_p^2 = .006$, or on participants' willingness to donate, $F(2, 342) = 0.82$, $p = .443$, $\eta_p^2 = .005$. However, indirect effects of multicultural meritocracy condition on fairness (indirect effect: -0.38, $SE = .15$, 95% CI [-.676, -.104]), and on willingness to donate (indirect effect: 0.33, $SE = .13$, 95% CI [.096, .611]) via perceived validity of the claim were significant and in line with our overall predictions. That is, compared to multiculturalism, multicultural meritocracy increased participants' perceived validity of a racial discrimination lawsuit, which in turn increased their willingness to donate to plaintiffs, and decreased their perceptions of organizational fairness towards minorities. These indirect effects did not reach statistical significance for value-in-merit vs. multicultural meritocracy condition.

We also investigated, whether claim validity mediated the relationship between ideology and the punishment of the plaintiffs (Hayes, 2013). We created two mediation models, separately comparing multiculturalism and value-in-merit to multicultural meritocracy, and z-transformed the continuous measures. The indirect effect of multiculturalism versus multicultural meritocracy on punishing the plaintiffs through claim validity was significant, indirect effect=0.05, $SE = .03$, 95% CI [0.008, 0.123]. The indirect effect of value-in-merit versus multicultural meritocracy on punishing the plaintiffs through claim validity was not significant, indirect effect=0.03, $SE = .02$, 95% CI [-0.002, 0.096].

Study 3: Supplementary Measures and Analyses

After the engagement measure, we also asked the participants to imagine that they were about to complete a test at Livens, which would determine their salary and their potential to develop at work.

Participants completed a performance anxiety measure by indicating to what extent they felt under pressure, tense, nervous, confident, uneasy, calm, afraid of not doing well, and uncomfortable when they thought about the test (1=not at all, 7=completely; Abrams, Eller, & Bryant, 2006; Birtel & Crisp, 2012). Participants also indicated to what extent they agreed with the following statements that measured their level of evaluation apprehension: “If I do poorly on the annual test, other employees at Livens will look down on me.”, “Other employees at Livens will think I have less ability if I do not do well on the annual test.”, and “If I do not do well on the annual test, other employees will question my ability.” (1=completely disagree, 7=completely agree; Spence, Steele, & Quinn, 1999).

In this study, we focused on Blacks and Hispanics because they form the largest two minority groups in the United States (U.S. Census Bureau, 2016), and are thought to be targets of the most bias and discrimination. We excluded individuals who indicated that their group membership was biracial/other because of the large heterogeneity among such individuals, with some having a partial White background, and those who indicated that they were Asian, following Dover and colleagues’ (2016) suggestion that Asian-Americans are typically not targeted in diversity initiatives.

Our supplementary analyses revealed no significant direct effects of the experimental condition on performance anxiety $F(2, 200) = 0.74, p = .478, \eta_p^2 = .007$, or on evaluation apprehension, $F(2, 200) = 2.03, p = .134, \eta_p^2 = .020$. Moreover, psychological engagement was not significantly related to performance anxiety ($r = .04, p = .576$), or evaluation apprehension ($r = .07, p = .318$).

Study 3 and 4a: Supplementary Analyses

Because Studies 3 and 4a had similar designs and identical target groups, we pooled the data sets and analyzed the impact of ideology on minorities’ psychological engagement. We first conducted a 2 (Study 3, 4a) X 3 (Ideology) ANOVA ($N = 385$). There was no main effect of study, $F(1, 379) = 0.017, p = .897, \eta_p^2 = .000$, and no study by ideology interaction, $F(2, 379) = 0.57, p = .565, \eta_p^2 = .003$. The pooled data revealed a significant main effect of ideology on psychological engagement, $F(2, 379) = 4.83, p = .008, \eta_p^2 = .025$. Collapsing the data over the factor “study”, we found that minority participants expressed increased psychological engagement in the multicultural meritocracy condition ($M = 6.42, SD = 0.72$), compared to the value-in-merit condition ($M = 6.04, SD = 1.09$), $F(1, 382) = 9.55, p = .002, \eta_p^2 = .024$. The multicultural meritocracy condition differed marginally from the multiculturalism condition, ($M = 6.20, SD = 0.91$), $F(1, 382) = 3.51, p = .062, \eta_p^2 = .009$. Multiculturalism and value-in-merit conditions did not differ from each other, $F(1, 382) = 2.01, p = .157, \eta_p^2 = .005$.

References

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