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LOSS OF TRUST:
THE NEGATIVE EFFECTS OF LEADER DISCRIMINATION AND THE
MITIGATING EFFECTS OF ORGANIZATIONAL RESPONSE

by
ANDREW WADE PEPPER

A THESIS

Presented to the Faculty of the Graduate School of the
MISSOURI UNIVERSITY OF SCIENCE AND TECHNOLOGY
In Partial Fulfillment of the Requirements for the Degree
MASTER OF SCIENCE IN INDUSTRIAL / ORGANIZATIONAL PSYCHOLOGY
2018

Approved by

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Clair Reynolds-Kueny

ABSTRACT

This thesis focuses on how perceptions of leader discriminatory behavior influence trust in the leader and, subsequently, attitudes about the organization which the leader represents. This study builds on previous research findings by creating a 2 (discriminatory interaction) X 2 (procedural response) X 2 (distributive response) experimental design model with vignettes that focused a leader's discriminatory or non-discriminatory behaviors and how the organization responds to accusations of such behavior. Participants (N = 293) were recruited from Amazon Mechanical Turk and randomly assigned to read one of the two vignettes describing a supervisor's discriminatory or non-discriminatory behavior. After reporting perceptions shaped by the first vignette, participants were randomly assigned to read one for four possible vignettes that represent the organization's actions and manipulates the procedural justice (whether an investigation was conducted or not) and the actions of the organization as seen as a form of distributive justice (whether the supervisor was fired or not). Results indicate that leader discriminatory behavior reduced trust and that through a "trickle up" process (Fulmer & Ostroff, 2017) the trust in the leader affected the trust and attraction to the organization that the leader was seen to represent. These impacts are further moderated by perceptions of procedural and distributive justice to any organizational intervention in response to reports of the discriminatory behavior. The actions and inactions of organizations prove to be an important factor in how employees perceive justice in response to perceptions of leader discriminatory behavior.

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TABLE OF CONTENTS

	Page
ABSTRACT	iii
ACKNOWLEDGEMENTS.....	iv
LIST OF FIGURES.....	vii
LIST OF TABLES.....	viii
 SECTION	
1. INTRODUCTION.....	1
2. REVIEW OF LITERATURE.....	2
2.1. RACISM AND DISCRIMINATION REVIEW.....	3
2.2. RACISM AND DISCRIMINATION IN THE WORKPLACE.....	4
2.3. INSTITUTIONAL REACTIONS.....	5
2.4. IMPORTANCE OF LEADERSHIP TO ORGANIZATIONS.....	7
2.5. PERCEIVED RACISM AND TRUST IN THE LEADER.....	7
2.6. TRUST IN THE LEADER AND TRUST IN THE ORGANIZATION.....	9
2.7. TRUST IN THE LEADER AND ORGANIZATION ATTRACTION	10
2.8. THE IMPACT OF THE ORGANIZATION'S RESPONSE.....	10
3. PRESENT STUDY.....	13
3.1. METHOD.....	13
3.1.1. Participants	13
3.1.2. Measures.....	14
3.1.2.1. Vignette development.....	14

3.1.2.2.	Attributions of discrimination.....	15
3.1.2.3.	Perceived trust in the leader	15
3.1.2.4.	Organizational trust inventory	16
3.1.2.5.	Organizational attraction	16
3.1.2.6.	Organizational justice manipulation check	17
3.1.3.	Procedure.....	18
4.	ANALYSES.....	19
5.	GENERAL DISCUSSION.....	33
5.1.	LIMITATIONS.....	36
5.2.	IMPLICATIONS.....	37
5.3.	FUTURE RESEARCH.....	38
APPENDICES		
A.	VIGNETTES.....	41
B.	LIST OF ITEMS	46
REFERENCES.....		
VITA.....		
		60

LIST OF FIGURES

Figure	Page
2.1. Model of the impact of perceived prejudice on trust within an organization and how it effects organization trust and attraction.....	3
4.1. Interaction of procedural justice and discrimination condition on trust in the organization.....	26
4.2. Interaction of procedural justice and actions of the organization on trust in the organization	27
4.3. Interaction of procedural justice and actions of the organization on general attraction of the organization	30
4.4. Interaction of procedural justice and actions of the organization on organizational prestige	32

LIST OF TABLES

Table	Page
4.1. Correlation matrix	21
4.2. Hierarchical Regression Analyses.....	22
4.3. Discrimination condition x procedural justice x distributive justice ANOVA on trust in the organization.....	24
4.4. Mean and SD by condition for change in perceived organizational trust due to organizational response	25
4.5. Discrimination condition x procedural justice x distributive justice ANOVA on organizational prestige	29
4.6. Mean and SD by condition for change in perceived organizational trust due to organization response	29
4.7. Discrimination condition x procedural justice x distributive justice ANOVA on organizational prestige.....	31
4.8. Mean and SD by condition for change in perceived organizational prestige due to organization response	31

1. INTRODUCTION

In the United States, there were 32,309 Equal Employment Opportunity Commission (EEOC) charges of racial discrimination in employment in 2016 alone (Enforcement and Litigation Statistics, 2016). Leaders that engage in racial discrimination do more harm than good because they corrode the trust of their subordinates (Kramer, 1999). This may impact not only the leader but also the organization that they represent due to their association. Organization reactions to reports of discrimination may further shape how the organization is perceived by the employees as well as applicants, which can impact organizational trust and attraction (Ensher, Grant-Vallone, & Donaldson, 2001). It is for this reason that we should develop a better understanding of the effects that perceptions of leader discrimination can have on an organization as well as how an organization's response can further shape how the organization is perceived by employees and potential applicants.

2. REVIEW OF LITERATURE

The present study sought to examine the impact of racial discrimination by a leader on both trust in the leader as well as trust and attraction to the organization that they represent. Recent public events have demonstrated how perceived racism on the part of a leader can have severe negative impacts on the organizations they represent (e.g., Rodger Sterling, Sepp Blatter, & Tim Wolfe). Research is needed to better understand how negative actions on the part of a leader specifically impact their organizations as well as how an organization's response can possibly mitigate these effects. The present study addressed these issues by examining a 2 (discriminatory interaction) X 2 (procedural justice) X 2 (distributive justice) model. First, the present study assessed how the perceived action of the leader (High discrimination/ Neutral) affected the trust in the leader. Next, the study examined the resulting "trickle up" (Fulmer & Ostroff, 2017) effects of the leader's actions on perceptions of trust in the organization and attraction to the organization from within. Furthermore, the present study examined the mitigating effect of an organization's response. More specifically, the present study examined the moderating effect of the perceptions of procedural and distributive justice surrounding the organization's response on the perceptions of trust and attraction to the organization (See Figure 2.1).

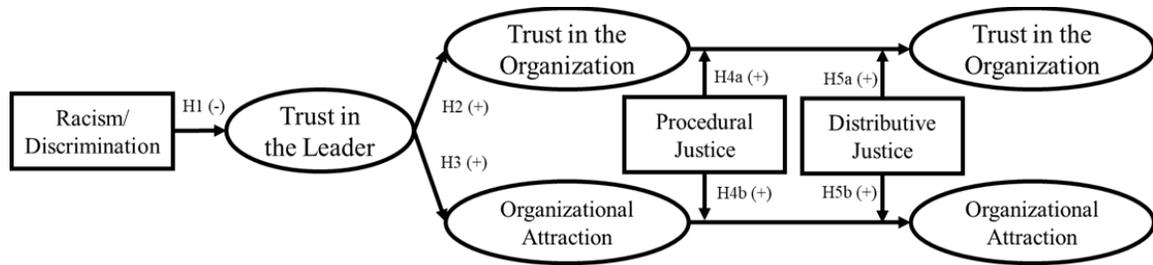


Figure 2.1. Model of the impact of perceived prejudice on trust within an organization and how it effects organization trust and attraction

1.1. RACISM AND DISCRIMINATION REVIEW

People commonly extrapolate information by grouping other people based on similarities to each other and to themselves (Dovidio, 2000). This can lead to a separation of groups and stereotyping of the opposing groups. Stereotyping often is seen when societies' shared knowledge or commonly held belief of a group or type of individual defines them in opposition to another (Greenwald & Banaji, 1995). Stereotypes, like other heuristics, are cognitive shortcuts that can be helpful in daily life, but they can also easily lead to a negative bias (Eagly & Carli, 2007). Research shows that the potential for discrimination is present when perceivers hold stereotypes about a particular social group (i.e. minorities) and when the stereotypes are incongruent with the attributes that they believe are required for success in a particular role (Eagly & Karau, 2002; Heilman, 2001).

Discriminatory behaviors occur when individuals make decisions and take action based on their prejudiced stereotype beliefs. Discrimination is evident in mainstream society as well as in the workplace (Dipboye & Colella, 2005; Goldman, Gutek, Stein, & Lewis, 2006; and Triana, García, & Colella, 2010). For example, when a person is fired or not promoted because they are believed to have undesirable traits which are believed

to commonly belong to a particular group of people. Racism, for example, is a prejudiced set of attitudes and beliefs that drive a specific form of discrimination which is targeted towards one or more specific race.

Per Tajfel and Turner (2004), group identification alone is enough to instigate conflicts between groups (e.g., majority and minority groups). With race being a visible distinction between people, implicit racial stereotypes are salient due to the natural ability to differentiate between like groups automatically (Eagly & Carli, 2007). These associations between race and the stereotyped characteristics or qualities of the minority group are pervasive and even unconsciously influential (Dovidio, Kawakami, & Gaertner, 2000; Sczesny & Stahlberg, 2002). Regardless of whether a minority individual exhibits stereotypical characteristics, people's subjective beliefs about the characteristics of minority groups may lead them to believe that any given individual group member lacks the qualities to be successful in a counter-stereotypical domain (e.g., a Black scientist; Eagly & Chin, 2010). These less favorable judgments are often the basis of discrimination. That is, when someone belongs to a group that is stereotyped to lack the characteristics believed to be necessary for success in a role, the individual will likely receive less favorable role-related judgments from others (Diekmann & Hirnisey, 2007; Eagly & Chin, 2010; Eagly & Karau, 2002).

2.2. RACISM AND DISCRIMINATION IN THE WORKPLACE

Discrimination is evident in mainstream society as well as in the workplace (Dipboye & Colella, 2005; Goldman, Gutek, Stein, & Lewis, 2006; Triana, García, & Colella, 2010). People perceive racial discrimination in society to be relatively

intentional, meaning that they believe discrimination stems from knowingly and willfully treating groups unequally rather than from ignorance and misunderstanding (Apfelbaum, Grunberg, Halevy, & Kang, 2017). The perceived source of discrimination is seen as opposition from an in-group towards an out-group. The in-group will deliberately use differences, such as racial differences, as a basis for bias judgment, unequal treatment, and restriction of access to resources (Lawler, Thye, & Yoon, 2009).

Several studies have covered the individual effects of racial discrimination at work. Research shows that discrimination has a negative impact on job satisfaction (Ensher & Gran-Vallone, 2001; Madera, King, & Hebl, 2012). Discrimination at the workplace can also increase turnover intentions (Griffith & Hebl, 2002). Other reactions to discrimination include lower productivity, physical complaints, lower self-esteem and more depressive symptoms (Huynh & Fuligni, 2010; Dipboye & Colella, 2013). Furthermore, Carter et al., (2016) found that experienced racism in the workplace was related to depression, anger, avoidance, hypervigilance, and low self-esteem.

2.3. INSTITUTIONAL REACTIONS

Institutional reactions to discrimination are very important to the long-term welfare of the organization. While most discriminatory acts are carried out by individuals, it is possible to have policies and procedures in place that reinforce and protect those behaviors within an organization. Institutional racial discrimination is even more subtle than any one individual's discriminatory behaviors. Institutional discrimination is a systemic problem that primarily reinforces a stereotypical power imbalance through covert policies, inappropriate organizational culture norms, and the

subordination of a minority group (Mendez, Hogan, & Culhane, 2014). This type of power imbalance is a systemic issue that is a contributing factor to discrimination, where organizations begin to develop cultural acceptance of discrimination when they do not embrace an equalitarian approach within an organization (Allison, 1999). Institutional racism can consist of leadership that is indifferent to racial discrimination, ineffective complaint procedures, or racial in-grouping (Crenshaw, 1988).

Several public examples have demonstrated that people have strong reactions to an organization's actions or inaction in response to potential discriminatory practices. Although there has not been much research that addressed these issues in a systematic fashion, there are multiple recent examples which demonstrate what may happen. For example, when a White professor at Evergreen State University was accused of being a racist, several student groups rallied against the professor and demanded his resignation. The groups protested, conducted demonstration marches, and damaged school property (Jaschik, 2017; Sumter, 2017; Chumley, 2017). The former president of the International Federation of Association Football (FIFA), Sepp Blatter, was accused of allowing racist remarks to go unpunished, and even marginalized racism by announcing his belief that racism is a part of human nature. His actions lead to high turnover rates, and eventually, his resignation. (Manfred, 2015; Almond, 2013). Overall, organizations' response to the perceived discrimination is imperative the overall health of the organization, which is why this is a topic which needs further study.

2.4. IMPORTANCE OF LEADERSHIP TO ORGANIZATIONS

Leaders play a particularly important role in institutional racism due to their position within organizations. Leaders set the tone for their businesses and represent their organizations' core beliefs and normative values; while also driving the success of an organization on a much deeper level (Bolden, 2004). An organization's leadership is supposed to define what success looks like by aligning the employees' performance through their leader's feedback (Jung & Avolio, 1999). Leaders shape organizational culture through the allocation of resources, role modeling, recruitment, selection, promotion, and dismissal of organizational members (Joseph & Winston, 2005).

Trust in the leadership of an organization has been shown to be affected by employees' perceptions of organizational ethical climate (Nedkovski, Guercib, Battistic, & Silettic, 2017). More specifically, Martinez & Dorfman (1998) found that the establishment of relationships between the leaders and their subordinates are built on a foundation of confidence and trust which can affect the overall organizational culture that dictates organizational trust. This is further demonstrated by a study by Lau and Liden (2008), who found that leaders that are more trustworthy lead more capable team members, had higher team efficacy, and were more effective within their organizations. The teams' trust in their leaders was found to further extend to the team members' trust of their organization as well (Lau & Liden, 2008).

2.5. PERCEIVED RACISM AND TRUST IN THE LEADER

Leader trust is an important facet of the organizational operation. More importantly, ethical leadership in which a leader displays proper and morally anticipated

behavior is needed in order for subordinate employees to trust their leader (Ng & Feldman, 2015). Ng and Feldman (2015) found that ethical leaders inspired trust and positive attitudes about their jobs among their employees. In contrast, unethical leaders may harm an organization through deteriorating trust. Such leaders could fit the description of abusive supervisors.

Tepper (2000) defined abusive supervisor as, “subordinates’ perceptions of the extent to which supervisors engage in the sustained display of hostile verbal and nonverbal behaviors, excluding physical contact” (p.178). Racial discrimination (e.g., bullying, micro-aggressions, alienation, neglect, subtle behavior) may be considered a form of abusive supervision and this has been found to have caused employees to have less trust in the organizational resolution process (Fox & Stallworth, 2005). Shoss, Eisenberger, Restubog, & Zagenczyk (2013) found that when a supervisor is abusive that it reduces their employees’ productivity, contributes to negative emotions (e.g., anger and depression), and may harm the trust/attraction to the organization. Furthermore, employees that had abusive supervisors felt that they had less organizational support and that they in turn engaged in more counterproductive work behaviors (CWBs). Research by Rupperecht, Kueny, Shoss, and Metzger (2016) showed that when leaders’ behavior deviated from their employees’ expectation of their leaders, negative affect increased resulting in increases in CWBs. Previous research has found that when leader engage in expected leadership behaviors, where a leader does not discriminate, that it not only leads to the employee identifying with the leader but having a higher level of trust in the leader (Lapidor, Kark & Shamir, 2007). Based on these findings:

Hypothesis 1: Perceived discrimination on the part of the leader reduces perceptions of trust in the leader.

2.6. TRUST IN THE LEADER AND TRUST IN THE ORGANIZATION

Supervisors play a critical role in influencing employee perceptions and attitudes toward their organization due to a “trickle-up” model of trust (Fulmer & Ostroff, 2017). This trickle up process relies on trust transfer (Stewart, 2003), a process in which an individual's trust of their leaders transfers to the trust in their organization. This trickle-up model of trust occurs when trust in a leader is reflected in trust for the organization due to the leader being seen as a representative of the organization. The leader is not only seen as a representative but is seen as being compliant with the policies of the organization.

Organizational trust is the trust that an employee places in an organization (Top, Akdere, & Tarcan, 2015). Employees in an organization want to feel like they belong and that they feel like they are safe, secure financially, and have an environment that is free of discrimination. Since a leader is a representative of the organization, a leader's discriminatory behavior also likely has an effect on the organization that they represent. Shoss et al. (2013) found that when employees have an abusive supervisor, they feel like the organization does not care about them or value their contributions. Furthermore, this feeling is intensified when the employees feel that the toxic leader represents the overall culture of the organization (Shoss et al., 2013). Understanding that direct leadership has an effect on individuals and their trust in the organization:

Hypothesis 2: Perceived trust in the leader is positively associated with organizational trust.

2.7. TRUST IN THE LEADER AND ORGANIZATION ATTRACTION

As leaders shape their organizations' ethical culture (Mulki, Jaramillo, & Locander, 2009) and ethical climate (Coldwell, Billsberry, van Meurs, Marsh, 2008), it would follow that trust in the leadership may increase organizational attraction. Dirks and Ferrin (2002) conducted a meta-analysis and found that trust in the leader (supervisor) is related to job attitudes such as job satisfaction and organizational commitment. Although organizational attraction has not been tested in relation to trust in a leader, trust is an important component of interpersonal attraction (Singh, Tay, & Sankaran, 2017). Cottrell, Neuberg and Li (2007) emphasizes and found that attraction to another person is based on a set characteristics that is founded on trust. If the same logic applies to an organization as it does individuals, then as part of the trickle up model (Fulmer & Ostroff, 2017), trust in leaders should also increase organizational attraction through the same process.

Hypothesis 3: Perceived trust in the leader is positively associated with organizational attraction.

2.8. THE IMPACT OF THE ORGANIZATION'S RESPONSE

It is imperative for organizations to understand the impact of how their response to a report of discrimination is going to affect the perceptions of their employees as well as those of potential applicants. A recent example of this would be the backlash from the firing of the Google employee who sent an anti-diversity memorandum, in that there was backlash from both the memorandum being distributed and to Google firing the employee without a proper investigation (Bergen & Huet, 2017). In particular employees'

perceptions of both the procedural and distributive justice of their policies and procedures have been found to impact employee trust (Dunford, Jackson, Boss, Tay, and Boss, 2015) and applicant attraction (Maertz, Bauer, Mosley, Posthuma, and Campion, 2004) to the organization.

Procedural Justice describes an employee's feelings that the organization's practices (e.g., policies and procedures) are fair (Fassina, Jones, and Uggerslev, 2008). For example, procedural justice during selection practices has been found to impact organizational attraction (Maertz et al., 2004). Additionally, procedurally just treatment of customers has found to relate to employees' perceptions of organizational trust (Dunford et al., 2015). Since employees' see that the organization's policies protect the customers with fair and honest policies, then the employees must be getting fair and honest protection as well. Therefore, the organization's response to the leader's behavior should impact organizational trust and attraction through perceived justice. Therefore, I hypothesize:

Hypothesis 4(a): The Procedural Justice of the Organization's response to accusations of racism increases organizational trust.

Hypothesis 4(b): The Procedural Justice of the Organization's response to accusations of racism increases organizational attraction.

Distributive justice describes the extent to which an employee feels that the outcomes (e.g., promotions, pay raises, or disciplinary action) are fair (Fassina et al., 2008). Distributive justice is unique in that perception of justice are linked to personal outcomes, such as case verdicts and the outcomes of rulings by organizations (McFarlin & Sweeney, 1992). This, like Procedural Justice, has been found to impact employee

trust (Dunford, Jackson, Boss, Tay, & Boss, 2015) and applicant attraction (Maertz, Bauer, Mosley, Posthuma, & Campion, 2004) to the organization. Although distributive just outcomes are a predictor on a personal level, it should be noted that McFarlin and Sweeney (1992) found that Procedural justice was a more important predictor of justice to evaluate trust and commitment to the organization. Even so, having an understanding that distributive justice is linked to the perceptions of individual, I hypothesize:

Hypothesis 5(a): The Distributive Justice of the Organization's response to accusations of racism increases organizational trust.

Hypothesis 5(b): The Distributive Justice of the Organization's response to accusations of racism increases organizational attraction.

3. PRESENT STUDY

The present study seeks to examine these issues by examining a 2 (discriminatory or neutral interaction) X 2 (procedural justice of response) X 2 (distributive justice of outcome) model. The study created vignettes that mimic scenarios that were derived from reports of EEOC violations. Participants were randomly assigned to view and rate one of two vignettes which described the leader behaving in a way that is either discriminatory or neutral. After making a series of ratings, participants were exposed to a second vignette which the organization will have either responded or not responded to a report of discrimination committed by the supervisor. The four scenarios are presented in a fully crossed design such that the organization investigated or did not, and then subsequently fired the supervisor or did not. Thus, the participant was asked to determine if the actions of the organization were procedurally just and if the outcome of fit their perception of distributive justice based on the actions of the supervisor from the first vignette.

3.1. METHOD

This study incorporated an online participant pool where participants were restricted to those that were over the age of 18 and who were currently employed in a job.

3.1.1. Participants. Participants ($N = 293$) were working adults (55% males), ($M_{\text{Age}} = 34.77$, $SD = 10.97$) years old. Of the sample 74.1% had an associate's degree or higher and 75% worked full-time (40 hours a week or more). Participants were 64.8% White/Caucasian, 8.9% Black/African-American, 13.3% Asian, Hispanic 5.8% and 7.2% other. Participants were recruited through Amazon's Mechanical Turk (MTurk) and paid

\$1.25 for participating in the study. MTurk is a convenient source for an ideal blend of an experimental control and a naturalistic setting (Landers & Behrend, 2015). MTurk allows a more diversified range of participants that may prove superior to those collected from a single convenient organization (i.e. Missouri University of Science and Technology).

3.1.2. Measures. Time one measures included attributions of discriminations, perceived trust in leader, organizational trust inventory, and organizational attraction scales. Time two measures included re-measuring organizational trust inventory and organizational attraction scales and an organizational justice manipulation check.

3.1.2.1. Vignette development. The vignettes (See Appendix A) were developed from a progressive storyline of discrimination that was derived from actual EEOC events reported in 2016 (Enforcement and Litigation Statistics, 2016). In the high discrimination condition, the supervisor engaged in three separate acts of discrimination (stereotyping, racial remarks, and ignoring) while interacting with employees of the organization. In the no discrimination condition vignette, the supervisor engages with employees in a similar fashion, however, without any direct indications of racial discrimination in the interactions.

The second set of four scenarios describe the organization's reaction to a report of discrimination committed by the supervisor. The scenarios are derived in such a way that the organization either chose to investigate or not and then subsequently chose to fire the supervisor or not. The act of investigating or not investigating the report of discrimination is designed to manipulate the procedural justice of the organization's response in that procedural justice should be higher when the investigation took place. The act of firing or not firing the supervisor is designed to manipulate the distributive justice of the

organization's response. It is important to note that this must be interpreted as an interaction with the discriminatory or neutral behavior of the supervisor from the first vignette. This presents a scenario in which the organization can act in a distributively just manner either by firing a supervisor that has engaged in the discriminatory behavior or by not firing a supervisor that has not engaged in discriminatory behavior. Furthermore, this also creates two different distributively unjust scenarios in which the organization either over-reacts by firing a supervisor that did not discriminate or under-reacts by not firing a supervisor that did discriminate.

3.1.2.2. Attributions of discrimination. Participants rated three items to assess attributions of discrimination (O'Brien, Kinias, & Major, 2008) on a 1 (not at all) to 5 (a very large extent) Likert-type scale. This three-item scale showed sufficient internal consistency reliability in the present study ($\alpha = .93$). Items were adjusted to incorporate racial discrimination rather than sexism and consist of, "To what extent do you think that the supervisor's actions were an example of discrimination?", "To what extent do you think the supervisor's actions were due to racism?", and "To what extent do you think that the supervisor's actions were due to the employee's race?".

3.1.2.3. Perceived trust in the leader. Participants rated four items to assess their perceptions of trust in the leader (Mayer and Davis, 1999) on a 1 (Strongly Disagree) to 7 (Strongly Agree) Likert-type scale. This four-item scale showed sufficient internal consistency reliability in the present study ($\alpha = .76$). The items wording was adjusted from "top management" to "the supervisor" to better apply to the present study. Items consist of, "I wouldn't let the supervisor have any influence over issues that are important to me.", "I would be willing to let the supervisor have complete control over my future in

the organization.”, “I really wish I had a good way to keep eye on the supervisor.”, and “I would be comfortable giving my supervisor a task or problem that was critical to me, even if I could not monitor their actions.”.

3.1.2.4. Organizational trust inventory. Participants rated 12 items to assess organizational trust based on Cummings and Bromiley’s (1996) OTI – Reduced Form. Minor changes were made to the item wordings to better reflect the needs of the current study (“We” was changed to “I” and the target was listed as “the organization”). These 12 items were presented both before the second vignette and again after it. Items were rated on a Likert-type scale with responses ranging from 1 (Strongly Disagree) to 7 (Strongly Agree). This twelve-item scale showed sufficient internal consistency reliability in the present study at time one ($\alpha = .83$) and time two ($\alpha = .89$). Sample items include, “I feel that the organization would take advantage of me.” and “I feel that the organization is straight with the employees.”.

3.1.2.5. Organizational attraction. Participants rated 10 items to assess organizational attraction on two dimensions from Highhouse, Lieven, and Sinar, (2003). Five items were included to measure general attraction and five items to measure perceived organizational prestige. One dimension of the Highhouse, Lieven, and Sinar (2003) Organizational Attraction Scale (intentions to pursue) was not included due to the lack of relevance to this study. The 10 included items were presented both before the second vignette and again after it. The items were all rated on a 1 (Strongly Disagree) to 7 (Strongly Agree) Likert-type scale. Sample items include, “For me, this is a good organization to work for” (general attraction) and, “Employees are probably proud to say they work at this organization” (prestige). The general attraction dimension showed

sufficient internal consistency reliability for use in the present study at both time one ($\alpha = .92$) and time two ($\alpha = .94$). The organizational prestige dimension also showed sufficient internal consistency reliability for use at both time one ($\alpha = .92$) and time two ($\alpha = .94$).

3.1.2.6. Organizational justice manipulation check. In order to ensure that the conditions were perceived as procedurally or distributively just in a manner that is consistent with the manipulation, a series of questions asking about the perceived justice of the organization's response was developed. Commonly used and validated organizational justice scales (Brashear, Brooks, & Boles, 2004; Colquitt, 2001; Niehoff & Moorman, 1993) generally target an employee's rating of the justice of a situation or policy towards them directly (e.g., "Does your outcome reflect the effort you have put into your work?" (Colquitt, 2001). As the participants in the present study are evaluating their perceptions of the vignette and are not directly involved in the organization, these measures were not appropriate in their current format.

The items in the present scale were modified from previous measures (Colquitt, 2001; Brashear, Brooks, & Boles, 2004) and designed to determine the overall perceived justice of the procedure and outcome described in the vignette. These included items that were chosen to target dimensions which have specifically been noted as being relevant to procedural and distributive justice (see Colquitt & Rodell, 2015). The final measures consist of 10 items which include 6 items targeting Procedural justice ($\alpha = .98$) (e.g., "The policy this organization used treated everyone equally", "This organization applies policies consistently to all people") and 4 items targeting distributive justice ($\alpha = .80$) (e.g., "The Supervisor's outcome reflects bias given the actions of the supervisor",

"The supervisor's outcome was justified given the actions of the supervisor", The full list of items and their sources is available in Appendix B.

3.1.3. Procedure. Participants completed the study through Qualtrics. Participants first completed a brief demographics questions section to screen out participants based on age and work experience. Next, they were randomly assigned to read one of two possible leader behavior vignettes (High Discrimination / Neutral). The vignettes had a timer control that ensured that the participants could not proceed to the next question sections until 30 seconds had elapsed which ensured they had sufficient time to read the vignette. After completing the first set of questions, participants were randomly assigned to read one out of four possible organization reaction vignettes (Procedural Action/Disciplinary Action, Procedural Action/ No Disciplinary Action, No Procedural Action / Disciplinary Action, and No Procedural Action / No Disciplinary Action). The organization response vignettes also had a timer control measure that ensured that the participants could not proceed to the second set of questions until at least 10 seconds had elapsed. This was again done to give participants sufficient time to read the vignette and prevent them from advancing too quickly.

4. ANALYSES

Manipulation checks were conducted in order to ensure that the different conditions were reacted to appropriately. There was a significant difference ($t(291) = 19.93, p < .001$) in attributions of discrimination between discrimination conditions. The high discrimination condition ($M = 4.60, SD = .71$) had significantly greater attributions of discrimination than the neutral discrimination condition ($M = 2.37, SD = 1.20$). This indicated that in the high discrimination condition participants believed that the actions of the leader were “To a very large extent” being perceived as being discriminatory while in the neutral condition the supervisor was only perceived “To a little extent” to be discriminatory.

Next, the perceived procedural justice manipulation also demonstrated a significant difference ($t(291) = 7.80, p < .001$) in that when the organization’s response included an investigation ($M = 4.50, SD = 2.12$) it was seen as more procedurally just than when no investigation was conducted ($M = 2.71, SD = 1.81$).

The distributive justice condition was manipulated by the organization’s use of disciplinary action (i.e. firing the supervisor) or inaction (no disciplinary action) respectively. There was a significant difference ($t(291) = 10.54, p < .001$) in that an organization’s disciplinary action ($M = 4.61, SD = 1.23$) was seen as more distributively just than taking no disciplinary action at all ($M = 2.83, SD = 1.64$). However, the distributive justice manipulation was expected to be dependent upon to the discrimination condition interacting with the discrimination condition as described above. The distributive justice of the disciplinary action was therefore expected to be determined not

just based on the action of the organization, but by how those actions related to the discrimination condition. The distributive justice condition was, therefore, an interaction between the discrimination condition and the organization's disciplinary action such that when the supervisor was perceived to have discriminated against other employees, disciplinary action should be distributively just and inaction would be unjust.

Furthermore, if the supervisor had not engaged in discriminatory behavior then a lack of disciplinary action should be distributively just, while disciplinary action would be considered unjust. The conditions were coded as such and a further test of the manipulation again found a significant difference ($t(291) = 4.17, p < .001$) in that the organization's "fair" response to discrimination ($M = 4.14, SD = 1.59$) was seen as more distributively just than an organization's "unfair" response ($M = 3.33, SD = 1.71$).

Hypothesis 1 states that perceived discrimination on the part of the leader reduces perceptions of trust in the leader. To test hypothesis 1, an independent samples t -test was conducted to compare leader trust across discrimination conditions. There was a significant difference ($t(291) = -3.10, p = .002$) in leader trust between the high discrimination ($M = 2.14, SD = 1.21$) and neutral ($M = 2.57, SD = 1.21$) conditions. Furthermore, consistent with this finding, the attributions of discrimination were negatively correlated ($r(293) = -.26, p < .001$) with perceptions of trust in the leader. This supports hypothesis 1 by indicating that the greater the perception of discrimination, the lower the perceptions of trust in the leader were. A full listing of the bivariate correlations between all included variables is available in Table 4.1.

Table 4.1. Correlation matrix

Measures	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	<u>8</u>	<u>9</u>	<u>10</u>
1. Attributions of Discrimination	--									
2. Trust in the Leader	-.26**	--								
3. Trust in the Organization (Time 1)	-.10	.60**	--							
4. General Organizational Attraction (Time 1)	-.10	.71**	.74* *	--						
5. Organizational Prestige (Time 1)	-.10	.63**	.71* *	.86**	--					
6. Perceptions of procedural justice	-.14*	.23**	.21* *	.22**	.24**	--				
7. Perceptions of distributive justice	-.08	.24**	.16* *	.22**	.24**	.62**	--			
8. Trust in the Organization (Time 2)	-.15**	.32**	.36* *	.30**	.28**	.79**	.56**	--		
9. General Organizational Attraction (Time 2)	-.05	.42**	.37* *	.52**	.45**	.71**	.56**	.82**	--	
10. Organizational Prestige (Time 2)	-.07	.39**	.38* *	.48**	.53**	.74**	.57**	.81**	.90**	--

Note: $N = 293$, **. Correlation is significant at the 0,01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Hypothesis 2 states that the perceived trust in the leader is positively associated with organizational trust. To test the hypothesis a hierarchical linear regression analyses was used to test if the trust in the leader significantly predicted the trust in the organization after controlling for the effects of the discrimination condition. As seen in Table 4.2, in step one, the discrimination condition alone ($\beta = .02$) did not significantly predict organizational trust ($t(291) = .19, p = .661$). After controlling for discrimination condition, perceptions of leader trust were entered into step two. In step two, while discrimination condition ($\beta = -.08$) still did not predict organization trust ($t(290) = .19, p = .661$), trust in the leader ($\beta = .61$) was significantly positively related to organization

Table 4.2. Hierarchical Regression Analyses

	<u>Organization Trust</u>		<u>General Organizational Attraction</u>		<u>Perceived Organization Prestige</u>	
	Step 1	Step 2	Step 1	Step 2	Step 1	Step 2
Discrimination Condition	.02	-.08	.07	.001	.06	.000
Trust in the Leader		.60**		.72**		.63**
Model F	.193	84.08**	1.35	152.26**	.996	.94.73**
R^2	.001	.37	.005	.51	.003	.39
ΔR^2		.36		.51		.39

Note: (n = 291) ** $p < .01$; table reports standardized beta coefficients (β)

trust ($t(290) = 84.08, p < .001$) in support of hypothesis 2.

Hypothesis 3 states that perceived trust in the leader is positively associated with organizational attraction. Again, hierarchical linear regression was used to test hypothesis 3 with discrimination condition being entered in step one and then perceptions of organizational attraction being entered in step two. Since there are two dimensions to organizational attraction (i.e. general attraction and organizational prestige), this analysis was conducted separately for each dimension. As seen in Table 4.2, in step one, the discrimination condition ($\beta = .06$) did not predict perceived organizational prestige ($t(291) = 1.00, p = .319$), and in step two the discrimination condition ($\beta < .001$) did not predict perceived organizational prestige ($t(290) = -1.20, p = .232$), after controlling for the discrimination condition, trust in the leader was ($\beta = .64$) was positively related to organizational prestige ($t(290) = 94.73, p < .001$).

The same pattern of results was also seen with the general attraction component of organizational attraction. In step one, the discrimination condition did not predict ($\beta = .07$) general attraction ($t(291) = 1.16, p = .245$). Again, in step two the discrimination condition still did not predict ($\beta = .001$) perceived general attraction, ($t(290) = -1.48, p = .140$). After controlling for the discrimination condition though, perceived trust in the leader was positively ($\beta = .72$) related to general attraction to the organization ($t(290) = 152.26, p < .001$) in support of hypothesis 3.

Hypothesis 4a states that the procedural justice of the organization's response to accusations of racism increases organizational trust. More specifically, if the organization's response is more procedurally just, then the employee will be more trusting of the organization. Hypothesis 5a states that the distributive justice of the organization's response to accusations of racism increases organizational trust. More

specifically, if the organization's response is more distributively just, then the employee will be more trusting of the organization.

To test hypotheses 4a and 5a, a 2 x 2 x 2 ANOVA was used to examine the impact of the organization's response to a report of discrimination on change of trust in the organization from time one to time two (See Table 4.3). The dependent variable of change in organization trust was first created by subtracting time one perceptions of organizational trust from time two perceptions of organizational trust. An increase in organizational trust is therefore represented as a positive number, while a decrease in organizational trust is represented by a negative number in the new change variable. While this method does not compare change from time 1 to time 2, it directly compares the impact of justice on the nature of those changes. Table 4.3 below includes a listing of all main effects and interactions from the 2 x 2 x 2 ANOVA examining change in organizational trust.

Table 4.3. Discrimination condition x procedural justice x distributive justice ANOVA on trust in the organization

Source	<i>Df</i>	<i>F</i>	η^2	<i>p</i>
Discrimination	1	3.31	.011	.070
Procedural Action (Procedural Justice)	1	55.35	.163	.000
Disciplinary Action	1	88.42	.237	.000
Discrimination * Procedural Action	1	4.13	.014	.043
Discrimination * Disciplinary Action (Distributive Justice)	1	1.26	.004	.263
Procedural Action * Disciplinary Action	1	6.00	.021	.015
Discrimination * Procedural Action * Disciplinary Action	1	.49	.002	.485
Error	285			

There was a significant effect of procedural action ($F(1,285) = 55.35, p < .001$), such that the change in trust in the organization was more positive when an investigation was conducted ($M = .77, SD = 1.45$), than when an investigation was not conducted ($M = -.19, SD = 1.05$). Since the investigation was perceived as being higher in procedural justice in the manipulation check, this result is in support of Hypothesis 4a. See Table 4.4 for a breakdown of the means and SDs for organizational trust across condition.

As mentioned earlier, a significant effect of distributive justice would be represented by a significant interaction of the disciplinary action of the organization with the discrimination condition of the supervisor. Hypothesis 5a was not supported as no significant interaction between organization action and the discrimination condition ($F(1, 285) = 1.26, p = .263$) was found. There was, however a main effect for action taken by the organization ($F(1,285) = 66.36, p < .001$) in that if the organization took action and fired the supervisor, the change in trust in the organization was more positive ($M = .87, SD = 1.49$) than when the organization did not fire the supervisor ($M = -.31, SD = .85$) after a report of discrimination had been filed (see Table 4.3 and Table 4.4 respectively).

Table 4.4. Mean and SD by condition for change in perceived organizational trust due to organizational response

	<u>Investigation</u>		<u>No Investigation</u>	
	Fired	Not Fired	Fired	Not Fired
Discrimination	1.32 (1.71)	-.27 (.64)	.39 (1.27)	-.74 (.90)
Neutral	1.76 (1.44)	.28 (.71)	.13 (.86)	-.53 (.76)

Note: Change in Organizational Trust is calculated as $T_2OTI - T_1OTI$ such that positive numbers indicate an increase, while negative numbers indicate a decrease.

It is important to note that there was a non-hypothesized significant interaction between procedural action and the discrimination condition ($F(1, 285) = 4.13, p = .043$), such that there was a greater difference in the change in trust in the organization when an investigation was conducted in response to reports of discrimination for the neutral leader ($b = -1.10, SE_b = .18, \beta = -.45, p < .001$) than for the discriminating leader ($b = -.84, SE_b = .04, \beta = -.29, p < .001$) (see Figure 4.1).

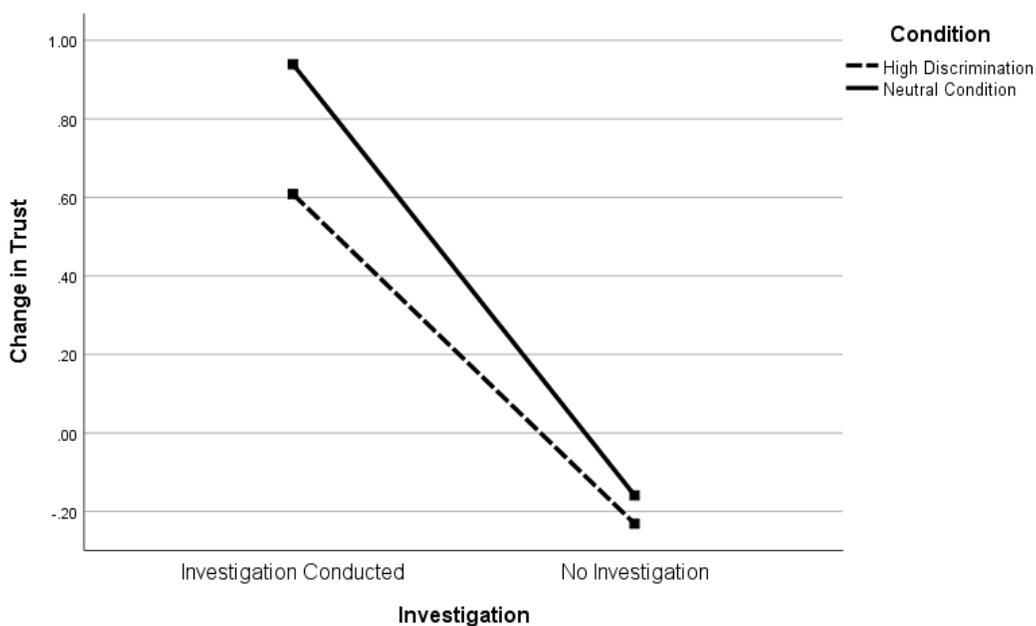


Figure 4.1. Interaction of procedural justice and discrimination condition on trust in the organization

There was also a significant interaction between the procedural action and disciplinary action taken by the organization ($F(1, 285) = 6.00, p = .015$), such that the change in trust when a supervisor was fired, was greater when an investigation was conducted ($b = -1.48, SE_b = .21, \beta = -.51, p < .001$) than when no investigation was conducted ($b = -.89, SE_b = .16, \beta = -.42, p < .001$) (see Figure 4.2). However, there was no

significant three-way interaction between the procedural action, discrimination condition and the disciplinary actions taken by the organization ($F(1,285) = .49, p = .485$).

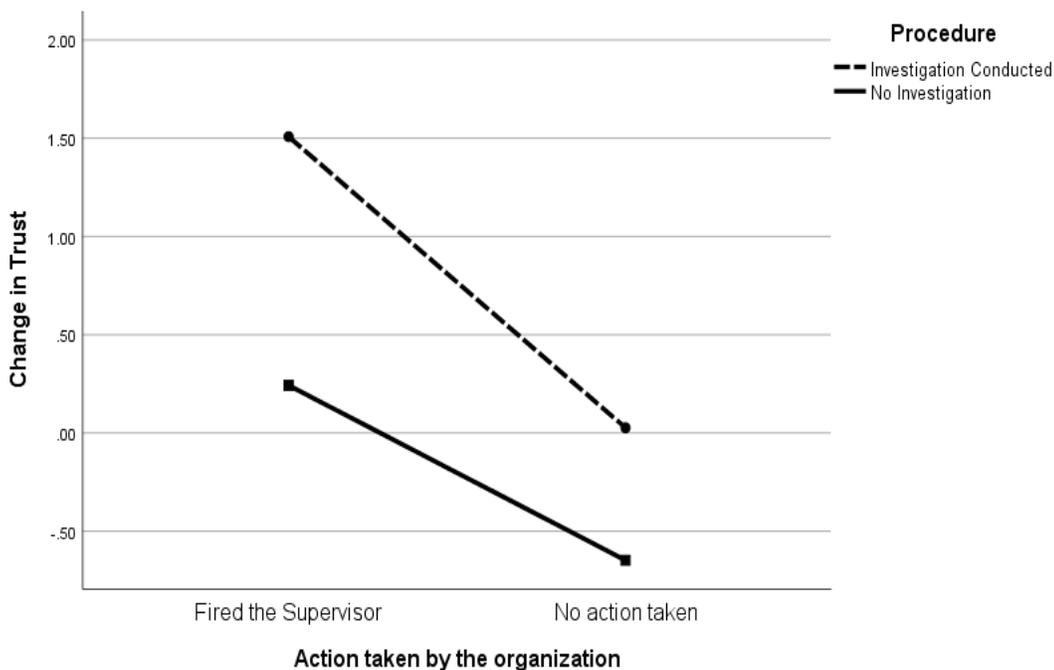


Figure 4.2. Interaction of procedural justice and actions of the organization on trust in the organization

Hypothesis 4b states that the procedural justice of the organization's response to accusations of racism increases organizational attraction. More specifically, if the organization's response is perceived as being procedurally just, then the employee will be more attracted to the organization. Hypothesis 5b states that the distributive justice of the organization's response to accusations of racism increases organizational attraction. More specifically, if the organization's response is perceived as being distributively just, then the employee will be more attracted to the organization.

To test Hypothesis 4b and 5b, a 2 x 2 x 2 ANOVA was used to examine the impact of the organization's response to a report of discrimination on change in attraction to the organization from time one to time two. Similar to hypotheses 4a and 4b, two variables were created for change in organizational attraction by subtracting the time 1 values from the time 2 values for both general attraction and organizational prestige. The ANOVA was then calculated using the change variable as the DV where positive values indicate an increase in attraction and negative values represent a decrease. The change from time 1 to time 2 is not statistically examined, but the impact of the organization's response on the nature of the change is.

There was a significant effect of procedural action ($F(1,285) = 34.11, p < .001$), such that change in general attraction in the organization was more positive when an investigation was conducted ($M = .99, SD = 1.87$), then when an investigation was not conducted ($M = -.02, SD = 1.26$) in support of Hypothesis 4b (see Table 4.5 and 4.6 respectively). Hypothesis 5b however, was not supported in that there was not a significant interaction ($F(1, 285) = 1.74, p = .188$) between disciplinary action taken by the organization and the discriminatory behaviors of the leader. There was, however, a main effect for disciplinary action taken by the organization ($F(1,285) = 57.01, p < .001$) in that when the organization that took action and fired the supervisor the change in general attraction to the organization was more positive ($M = 1.10, SD = 1.95$) than when the organization did not take action against the supervisor after a report of discrimination ($M = -.15, SD = .99$) (See Table 4.5 and 4.6).

Table 4.5. Discrimination condition x procedural justice x distributive justice ANOVA on general attraction in the organization

Source	<i>Df</i>	<i>F</i>	η^2	<i>p</i>
Discrimination	1	.10	.000	.752
Procedural Action (Procedural Justice)	1	34.11	.107	.000
Disciplinary Action	1	57.01	.167	.000
Discrimination *	1	1.53	.005	.217
Procedural Action Discrimination *	1	1.74	.006	.188
Disciplinary Action (Distributive Justice)	1	7.60	.026	.006
Procedural Action * Disciplinary Action	1	.009	.000	.922
Discrimination * Procedural Action * Disciplinary Action	285		1.21	
Error				

Table 4.6. Mean and SD by condition for change in perceived organizational trust due to organization response

	<u>Investigation</u>		<u>No Investigation</u>	
	Fired	Not Fired	Fired	Not Fired
Discrimination	1.85 (2.24)	-.15 (.77)	.57 (1.72)	-.45 (1.10)
Neutral	1.87 (2.06)	.35 (1.02)	.35 (1.02)	-.40 (.78)

Note: Change in Perceived General Organizational Attraction is calculated as $T_2\text{ORGGA} - T_1\text{ORGGA}$ such that positive numbers indicate an increase, while negative numbers indicate a decrease.

It should also be noted that there was a non-hypothesized significant interaction between the procedural action and disciplinary action taken by the organization ($F(1,285) = 7.60, p = .006$), such that the difference in the change in general attraction due to disciplinary action was greater when an investigation was conducted ($b = -.174, SE_b = .27, \beta = -.47, p < .001$) than when no investigation was conducted ($b = -.79, SE_b = .20, \beta$

= $-.32, p < .001$) (see Figure 4.3). However, there was no significant three-way interaction between Procedural action, discrimination condition and disciplinary action ($F(1, 285) = .009, p = .920$).

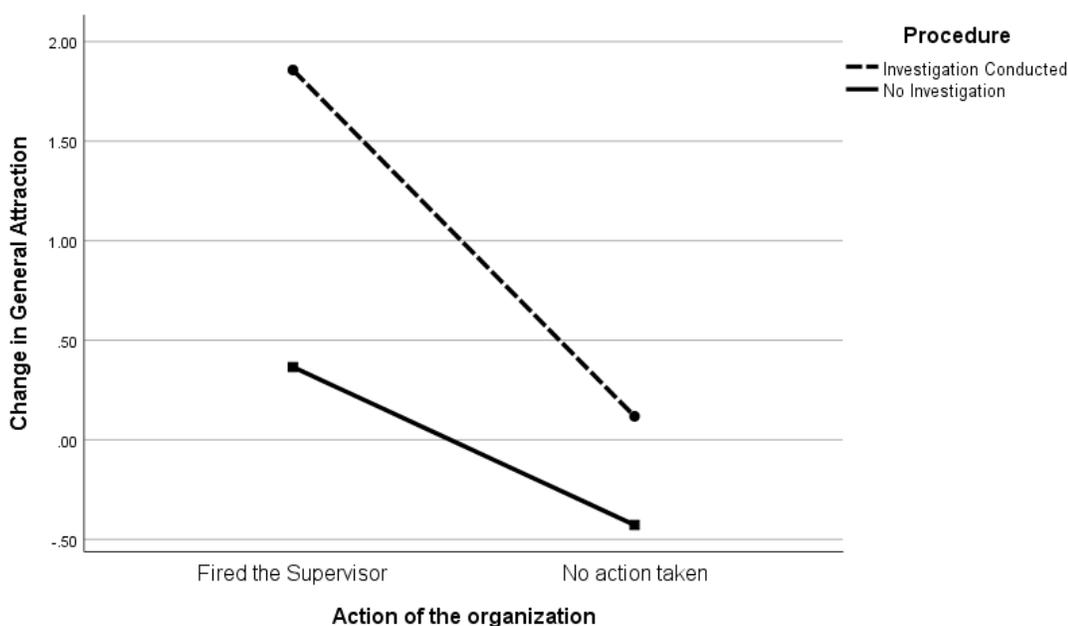


Figure 4.3. Interaction of procedural justice and actions of the organization on general attraction of the organization

A $2 \times 2 \times 2$ ANOVA was also used to examine the impact of the organization's response to a report of discrimination on the change in perceived level organizational prestige from time one to time two. There was a significant effect of procedural action ($F(1, 285) = 34.11, p < .001$), such that the change perceptions of organizational prestige were more positive when an investigation was conducted ($M = .87, SD = 1.83$), than when an investigation was not conducted ($M = -.09, SD = 1.76$) in support of Hypothesis 4b (see Table 4.7 and Table 4.8 respectively). Hypothesis 5b, was not supported in that there was not a significant interaction between organization disciplinary action and the discrimination condition ($F(1, 285) = .87, p = .352$). There was, however, a main effect

for action taken by the organization ($F(1,285) = .19, p < .001$) in that when the organization took action and fired the supervisor the change in perceptions of organizational prestige were more positive ($M = 1.03, SD = 1.87$) than when the organization did not take action ($M = -.28, SD = 1.01$) against the supervisor after a report of discrimination (see Table 4.7 and Table 4.8 respectively).

Table 4.7. Discrimination condition x procedural justice x distributive justice ANOVA on organizational prestige

Source	<i>Df</i>	<i>F</i>	η^2	<i>p</i>
Discrimination	1	.40	.001	.526
Procedural Action (Procedural Justice)	1	33.1	.104	.000
Disciplinary Action	1	66.3	.189	.000
		5		
Discrimination * Procedural Action	1	2.68	.009	.103
Discrimination * Disciplinary Action (Distributive Justice)	1	.87	.003	.352
Procedural Action * Disciplinary Action	1	7.97	.027	.005
Discrimination * Procedural Action * Disciplinary Action	1	.004	.000	.949
Error	285			

Table 4.8. Mean and SD by condition for change in perceived organizational prestige due to organization response

	<u>Investigation</u>		<u>No Investigation</u>	
	Fired	Not Fired	Fired	Not Fired
Discrimination	1.67 (2.06)	-.31 (.75)	.51 (1.78)	-.52 (.95)
Neutral	1.88 (2.03)	.22 (1.09)	.19 (.98)	-.54 (1.04)

Note: Change in Perceived General Organizational Prestige is calculated as T₂ORGPro – T₁ORGPro such that positive numbers indicate an increase, while negative numbers indicate a decrease.

There was a non-hypothesized significant interaction between the procedural action and disciplinary action taken by the organization ($F(1,285) = 7.97, p = .005$), such that the difference due to a disciplinary action when an investigation was being conducted was greater ($b = -1.79, SE_b = .26, \beta = -.49, p < .001$) than when the no investigation was conducted ($b = -.86, SE_b = .20, \beta = -.34, p < .001$) (see Figure 4.4). There was, however, no significant three-way interaction between the Procedural condition, discrimination condition and the actions taken by the organization ($F(1,285) = .004, p = .949$).

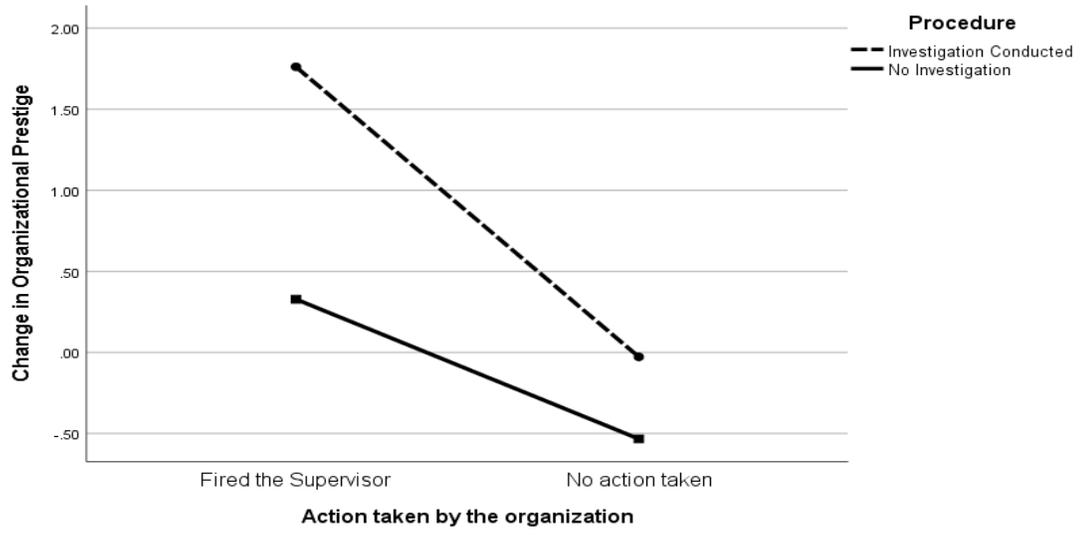


Figure 4.4. Interaction of procedural justice and actions of the organization on organizational prestige

5. GENERAL DISCUSSION

The present study found that a leader that engages in racist and discriminatory behavior may reduce the trust that employees place in them, supporting hypothesis 1. This leads to a trust transfer (Stewart, 2003) that develops when a subordinate trusts a leader and transfers that trust unto the organization further supporting the trickle up effect (Fulmer & Ostroff, 2017) and supporting hypothesis 2. Trust in the leader is further predictive of attraction to the organization according to the same trickle up effect (Fulmer & Ostroff, 2017) in support of hypothesis 3. This demonstrates a commonality between trusting an organization and being attracted to the organization which is similar in nature to what has been found with interpersonal attraction (Singh, Tay, & Sankaran, 2017). The degree to which perceptions of organizational trust and attraction relate to another is an area that should be further investigated in future research.

Perhaps most importantly, the present study was able to demonstrate the importance of organizational reactions to reports of discrimination in predicting change in organizational trust and attraction in response to reports of discriminatory behavior. Procedural justice was shown to have a greater impact than distributive justice consistent with previous research (McFarlin and Sweeney, 1992). Procedural justice was seen as being fair when the organization conducted an investigation and was shown to be an important predictor of change that lead to higher perception of trust and attraction to the organization. This supports hypothesis 4a and 4b in that when the organization is seen as fair, the trust and attraction to the organization was higher. The trust that a person puts into an organization is reinforced when the policies and procedures of the organization

are seen as fair and the employee can see an organization take action to a report of discrimination.

The distributive justice of firing a discriminating supervisor or not firing a non-discriminating supervisor was not found to be a significant predictor of change in trust or attraction failing to support hypothesis 5a and 5b. Instead, the distributive action condition consistently found a higher level of trust and attraction to the organization when the supervisor was fired, whether they had discriminated against another employee or not (see Tables 6-8). This unexpected finding could be an effect of the wording of the second vignette, in that the employee was informed that the organization responded to a report of discrimination against the supervisor. Even though the participant did not directly observe any discrimination in the first vignette, the report of the discrimination was enough to warrant a belief that the organization should do something about it.

Consistent with this plausible explanation is the small difference in perceived trust due to the supervisor's actions in the neutral condition versus discrimination condition observed after the first vignette. The first vignette was designed to be similar to the discrimination condition, but without the clear racial discrimination occurring. The behaviors of the leader in the neutral condition were still not positive (See Appendix A) which may have resulted in the already low level of trust ($M = 2.57$, on a 7-point scale) for the neutral leader. The low level of trust even in the neutral leader may have made any accusation of discrimination seem more credible. Future research should further explore the impact of reports of discrimination on a leader that is perceived as high in trustworthiness as opposed to neutral.

There were also several unexpected interactions which bear further consideration. In Figure 4.1. an interaction between the procedural action and discrimination condition on the trust in the organization showed that the difference between the neutral and discrimination condition was greater when an investigation was conducted than when it wasn't. This could represent that the fairness in the procedural action of organization interacts with the raters' perceptions to have a greater amount of trust that a supervisor that is not observed being discriminatory but is still accused. The supervisor is therefore getting a fair chance at a just outcome. Similarly, when the organization investigated and fired the supervisor, the difference in trust was greater than when they did not investigate and fired the supervisor. This could be seen as a just outcome when an organization did what is seen a procedurally just.

Another important interaction to in Figure 4.2. showed that when no investigation was conducted and no action was taken, the difference in the change in trust in the organization was significantly lower than when the supervisor was fired. This was seen in Figures 4.3. for general attraction and Figure 4.4 for organizational prestige as well. This demonstrates that when an organization does not do what is procedurally just and does not address the issue of discrimination, then the trust and attraction to the organization suffers. If the organization investigates and fires the supervisor, even though the rater did not observe the discrimination, the report of discrimination is enough to warrant a greater sense of trust and attraction when the supervisor is fired. When the supervisor is not fired after an investigation, this is seen as still procedurally fair and warrants the increase in trust and attraction to the organization. The trust in the organization to do the right thing

would appear to be heavily dependent on a belief that organizations procedurally does the right thing or at least has the wellbeing of the employees considered in their policies.

5.1. LIMITATIONS

This study has several potential limitations that should be noted. First, the study takes place completely online in which no direct observations of the person completing the survey, providing a lack of control of the rater to ensure that the rater was engaged in the survey and even that the same person was taking the survey from start until completion. Additionally, there is a reasonable assumption that the persons completing the survey understood what it is like working in an organization rather than being self-employed since the numbers of self-employed people in the United States only makeup 10% of the active workforce (DeSilver, 2016). While these assumptions are reasonable to make, they still present limitations in that they were unconfirmed in the present study.

Another potential limitation of the present study was that the ethnic composition did not match that of the broader United States. Current ethnic composition data for the United States was obtained from Kasier Family Foundation (2017), a nonprofit that focuses on information on national health issues. This data was used to calculate an expected ethnic distribution for the current sample. This expected distribution was compare with the observed distribution using a Chi-square test. The ethnic distribution of the sample was significantly different ($\chi^2 (4, N = 293) = 70.38, p < .001$) then the expected distribution. Since the impact of ethnicity is an important factor to racial discrimination (Greenhaus, Parasuraman & Wormley, 1990); a larger sample that is more representational to the general population might show more impact.

Another limitation was the lack of clarity of the race of the leader. Since the leader's race was not explicitly stated, the specific perceptions of the raters could have varied. This is potentially compounded by past experiences by the raters and the race of the rater as well (Monteith, Voils & Ashburn-Nardo, 2001). Should the rater have previous negative experiences with other races that they then perceive be in a leadership position, it might affect their ability to rate unbiasedly. Greenwald & Krieger (2006) found that in-group / out-group associations impact individuals' abilities to detect implicit bias and behaviors. Exploring the plausible impact of the raters' ethnicity would be a good area for future expansion of this line of research.

Another limitation is the rater not being an actual employee of the organization that the supervisor is notionally part of. Even though the rater is given a simulated perception, the feelings of trust and justice might be felt more or less strongly if they were actual members of this notional organization. A follow-up study conducted within an actual organization may help to further clarify this potential limitation. Lastly, current events where people of influence (senators, celebrities, and musicians) have been accused of sexual assault and racial bias, while not stepping down from office (Watkins, 2017) or being punished for the accused crimes (Sharf, 2017), could have influence on the rater's perception and need for justice in light of an accusation of discrimination.

5.2. IMPLICATIONS

This study has further examined some of the extents that discrimination affect organizations. As it corrodes the trust that the employees place on their leaders, it transfers to the organizations' themselves. Leaders must understand what skills and

competencies are important in order to be effective in the work environment (Gentry & Sparks, 2012). Researchers investigating the impact of motivations to control prejudice on interracial interactions found outcomes that demonstrated that leaders, in an effort to avoid a perception of prejudice, had a more strained and awkward interaction with employees of a different race (Plant, 2004). Understanding how these motivations to control prejudice effects leaders' abilities to lead and learning how to mitigate those effects can lead to more effective leaders.

These skills and competencies, when mixed with task complexity, must be mitigated by organizational support that guides leaders with organizational values, training, and additional oversight. This study has shown that an organization of action is more trusted than an organization that is not. This is further demonstrated when the organization's actions are seen as procedurally just by investigating and potentially distributively just by taking action when a report or discrimination is reported. Current events show the profound effect of perceived slight or discrimination (Sharf, 2017) and no resolution or action taken. When a report of discrimination, harassment, or sexual assault has been made, the public outcry for removing the accused and proof of investigation is supported by this research in that the trust in the established organization, its rules, and the attractiveness of the organization demand action.

5.3. FUTURE RESEARCH

Due to time limitations and depth of this subject, the effects of various levels and types of discrimination could not be tested. There is a distinct need for a follow-up study examining how specific racial biases of the rater may impact the results of this study. If

the rater has a high personal bias towards minorities, then they may have more trust in a leader that does discrimination due to a perceived similarity, as suggested by interpersonal attraction (Singh, Tay, & Sankaran, 2017). This could further trickle up to how they would respond to the organization's response to investigating or firing the supervising that they identify with. Further research on the race and racial biases could show that racial bias might be easier to detect from minorities. While not researched, the expectation of higher perceptions of racial bias from minority races would impact the effects of trust in a leader that discriminates.

The focus of this study was limited to racial discrimination. This allowed for a more controlled investigation into leadership discrimination as opposed to having multiple types of discriminations (e.g., sexism, homophobia, etc.) Discrimination based on gender, age, or sexual orientation could be tested in a similar fashion and would be a great area for future research. Future research should extend the results of this study to other types of discriminations, as well as specifications of context (e.g., sexism controlled with a female/male supervisor, young/old supervisor, supervisor from two separate religions or agnostic). Further research could further examine the environments (i.e., Academic, Technology, and Government) considerations that might affect the change in trust and attraction. Another area for further examination would be the impact differentiation that level of leader could have on the trust and attraction to the organization.

Another area of research would be in the area of hiring selections, performance assessments, or promotion opportunities. Further examination on the effects on potential hires could be examined. For example, the effect on organizational attraction can be

further examined from the perspective of a person applying for a position in the organization. When exposed to discriminative behavior from a recruiter or interviewer how the discrimination impacts the potential hire can be further examined. Future research into performance evaluation and how a leader that discriminates effects the trust and merit of the evaluation.

APPENDIX A.

VIGNETTES

Instructions:

On the following page of the survey, you will be asked to carefully read a description of a leader and his interactions with some of his subordinates. We would like you to imagine that this is an organization that you have recently been hired into and that this individual is your direct supervisor. Afterwards, you will be asked several questions about the scenario that you read and in particular, about your impressions about the supervisor and employees behaviors.

High Discrimination:

Bill is the senior manager of the external sales at a large organization. He has been with the organization for over 20 years and has known for aggressively expanding sales. Each month, he holds a department meeting to discuss expectations within the department as well as answer questions from employees. You observe during the meeting that he would only address questions that were asked by White people and that when a Black person asked a question, he would ignore it and move to a different topic.

Later that month you see an interaction where a Black employee is asking for information about the new position opening up in the accounting department. You overhear Bill casually states, "I don't think that would be a good fit for you, everyone knows Black people aren't the best at math." Bill then laughed off the request for more information before leaving for another meeting.

Later that week you overhear Bill speaking to one of his section leaders in the break room discussing hiring an additional salesperson. When the section leader asks what he should look for in a new hire, you hear Bill say, "Black people just can't sell."

They are lazy, incompetent and we don't need any more of them in this department. If they want to go work in custodial or manufacturing fine, but they just don't have what it takes to sell".

Non-Discrimination:

Bill is the senior manager of the external sales at a large organization. He has been with the organization for over 20 years and was known for aggressively expanding sales. Each month, he holds a department meeting to discuss expectations within the department as well as answer questions from employees. You observe during the meeting that he would only address questions that were asked by his section leaders and that when a lower-level employee asked a question, he would ignore it and move to a different topic.

Later that month you see an interaction where an employee is asking for information about the new position opening up in the accounting department. You overhear Bill casually states, "I don't know much about the position other than I guess it requires quite a bit of math" Bill then laughed off the request for more information before leaving for another meeting.

Later that week you overhear Bill speaking to one of his section leaders in the break room discussing hiring an additional salesperson. When the section leader asks what he should look for in a new hire, you hear Bill say, "Lazy people can't sell. If they are lazy and incompetent, then we don't need any more of them in this department. If they want to go work in custodial or manufacturing fine, but they just don't have what it takes to sell".

ORGANIZATION REACTION VIGNETTES

Procedural Action with Disciplinary Action:

Another employee witnessed these events, and then went to the Human Resources Department to file a report against Bill for racial discrimination. The organization initiated an immediate investigation into the claim. During the investigation, many people were interviewed and the supervisor was suspended with pay until the matter could be resolved. The investigation determined that the racial discrimination did occur and Bill was then officially fired from the organization.

Procedural Action with No Disciplinary Action:

Another employee witnessed these events, and then went to the Human Resources Department to file a report against Bill for racial discrimination. The organization initiated an immediate investigation into the claim. During the investigation, many people were interviewed and the supervisor was suspended with pay until the matter could be resolved. The investigation determined that there was no evidence of racial discrimination and Bill officially returned to work as usual.

No Procedural Action with Disciplinary Action:

Another employee witnessed these events, and then went to the Human Resources Department to file a report against Bill for racial discrimination. The organization did not initiate an investigation into the claim. None of the other employees were interviewed or asked about the incident and Bill was not removed from the situation so that an

investigation could be properly conducted. Bill was however fired from the organization without being aware that any report had been filed against him.

No Intervention & No Resolution:

Another employee witnessed these events, and then went to the Human Resources Department to file a report against Bill for racial discrimination. The organization did not initiate an investigation into the claim. None of the other employees were interviewed or asked about the incident and Bill was not removed from the situation so that an investigation could be properly conducted. Bill continued to work without being aware that a report had been filed against him.

APPENDIX B.

LIST OF ITEMS

Attributions of Discrimination Manipulation Check

O'Brien, Kinias, & Major, (2008)

Participant instructions:

Please answer the questions below as if you directly were involved in the organization that the vignette describes.

The items will be rated on a 1 (not at all), 2 (a little extent), 3 (some extent), 4 (a large extent), to 5 (a very large extent) Likert-type scale.

1. To what extent do you think that the supervisor's actions were an example of discrimination?
2. To what extent do you think the supervisor's actions were due to racism?
3. To what extent do you think that the supervisor's actions were due to the employee's race?

Leadership Trust Scale

(Mayer & Davis, 1999)

Participant instructions:

Please answer the questions below as if you directly were involved in the organization that the vignette describes and if Bill was going to be your direct supervisor.

The items were rated on a scale from 1- Strongly Disagree, 2- Moderately Disagree, 3- Slightly Disagree, 4- Neither Disagree or Agree, 5-Slightly Agree, 6- Moderately Agree, and 7- Strongly Agree.

Trust:

1. *If I had my way, I wouldn't let the supervisor have any influence over issues that are important to me.
2. I would be willing to let the supervisor have complete control over my future in this company.
3. *I would want a good way to keep an eye on the supervisor.

4. I would be comfortable giving the supervisor a task or problem which was critical to me, even if I could not monitor their actions.

* Denotes reverse scored Items

Organizational Trust Inventory – Reduced Form

Cummings and Bromiley (1996), (Times 1 and 2):

Participant instructions:

Please answer the questions below as if you directly were involved in the organization that the vignette describes. The following will be included in the questions during the reading of the vignette. The items will be rated on a scale from 1- Strongly Disagree, 2- Moderately Disagree, 3- Slightly Disagree, 4- Neither Disagree or Agree, 5- Slightly Agree, 6- Moderately Agree, and 7- Strongly Agree.

1. I feel that the organization would take advantage of me.*
2. I feel that employees could depend on the organization to negotiate with the employees honestly.
3. I feel that employees can depend on the organization to fulfill its commitments to the employees.*
4. I think that the organization would negotiate agreements fairly.
5. I feel that the organization is straight with the employees.
6. I think that people in the organization would succeed by stepping on other people.*
7. I think the organization keeps the spirit of an agreement.
8. I feel that the organization will keep its word.
9. I think the organization does not mislead their employees.
10. I think that the organization takes advantage of the weaknesses of the employees
11. I think that commitments made to the employees will be honored by the people in the organization
12. I feel that the organization takes advantage of people who are vulnerable. *

* Denotes a reverse scored item

Organizational Attraction

Highhouse, Lieven, and Sinar, (2003) (Times 1 and 2):

Participant instructions:

Please answer the questions below as if you directly were involved in the organization that the vignette describes. The following will be included in the questions during the reading of the vignette. The items will be rated on a scale from 1- Strongly Disagree, 2- Moderately Disagree, 3- Slightly Disagree, 4- Neither Disagree or Agree, 5- Slightly Agree, 6- Moderately Agree, and 7- Strongly Agree.

General attractiveness

1. For me, this company would be a good place to work
2. *I would not be interested in this company except as a last resort.*
3. This company is attractive to me as a place for employment.
4. I am interested in learning more about this company.
5. A job at this company is very appealing to me.

Prestige

6. Employees are probably proud to say they work at this company.
7. This is a reputable company to work for.
8. This company probably has a reputation for being an excellent employer.
9. I would find this company a prestigious place to work.
10. There are probably many people who would like to work at this company.

* Denotes a reverse scored item

Organizational Justice Manipulation Check

Developed by Author and based off of Brasher, Brooks & Boles, 2004 and Colquitt, 2001

Participant instructions:

Please answer the questions below as if you directly were involved in the organization that the vignette describes. The following will be included in the questions during the reading of the vignette. The items will be rated on a scale from 1- Strongly Disagree, 2- Moderately Disagree, 3- Slightly Disagree, 4- Neither Disagree or Agree, 5- Slightly Agree, 6- Moderately Agree, and 7- Strongly Agree.

Procedural Justice

In response to the organization's investigation/lack of investigation

1. The policy this organization used treated everyone equally. (Brashear, Brooks, & Boles, 2004).
2. This organization applies policies consistently to all people. (Brashear, Brooks, & Boles, 2004).
3. This organization followed fair procedures in the investigation. (Brashear, Brooks, & Boles, 2004).
4. The organization's procedures appear free of bias. (Colquitt, 2001)
5. The organization's procedures upheld ethical and moral standards. (Colquitt, 2001)
6. The organization's process for dealing with complaints is fair. (self-written)

Distributive Justice:

In response to Bill's being fired/continuing work as normal

1. The supervisor's outcome reflects bias given the actions of the supervisor. (Colquitt 2001)
2. The supervisor's outcome was justified given the actions of the supervisor. (Colquitt 2001)
3. The supervisor's outcome was appropriate given the actions of the supervisor. (Colquitt 2001)
4. The outcome reflects the effort the supervisor put into his work. (Colquitt, 2001)

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VITA

Andrew Wade Pepper was born July 1980. He earned his Bachelor of Science in Psychology and Sociology from Drury University on 14 December 2014 and his master of science in Industrial-Organizational Psychology from Missouri University of Science and Technology in May 2018. Andrew was a member of the American Psychology Association, Society of Human Resource Management, and Society of Industrial Organizational Psychology.

Andrew served in the United States Army for over 16 years and served in numerous leadership and training positions including Senior Drill Sergeant, Detachment First Sergeant, Platoon Sergeant, and Army Instructor/writer. He was employed at the Missouri University of Science and Technology, where he was the Education Development Coordinator for the Equity and Title IX office and Project Coordinator of a \$300,000 grant from the Office of Violence Against Women, Department of Justice.

Andrew had broad interests in applied and organization psychology, particularly the organization/personnel development, management, and training. Specifically, he was interested in the role that biases and training transfer issues play in organizational development.