WHITE INDIVIDUALS AND ORGANIZATIONAL DIVERSITY, EQUITY, AND INCLUSION INITIATIVES: UNDERSTANDING PSYCHOLOGICAL RESPONSES AND OUTCOMES THROUGH PROCEDURAL JUSTICE AND SOCIAL IDENTITY THEORIES

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Abstract

White individuals' negative reactions to organizational diversity, equity, and inclusion (DEI) initiatives can impede the success and longevity of these policies and practices. The present research leveraged an integrated process model informed by contemporary Procedural Justice and Social Identity Theory frameworks to examine how White individuals' perceptions of organizational DEI initiative fairness influence their psychological responses and outcomes through an identity-centric process. Across three studies of White United States workforce members, perceptions of DEI initiative procedural (un)fairness were found to influence outcomes with implications for DEI efforts and organizational functioning partly through the role of social identity judgments. Study 1 demonstrated that DEI initiatives viewed as less procedurally fair to White people were related to decreased perceptions of the organization's respect for White members, weaker organizational identification, and more adverse DEI and organizational outcomes. Study 2 tested the utility of the full model, finding evidence in support of an identity-centric process through perceived organizational respect for White people and organizational identification. Specifically, favorable evaluations of workplace DEI initiatives' procedural fairness for White people were associated with positive perceptions of the workplace's respect for White members, which were then related to positive DEI- and organization-relevant outcomes directly and/or through enhanced organizational identification. Study 3 further supported the integrated process model and expanded its scope to additional outcomes. Collectively, this research suggests that organizations can foster greater support for DEI efforts and organizational functioning among White individuals by developing and implementing DEI initiatives that are perceived as fair for White organization members.

White Individuals and Organizational Diversity, Equity, and Inclusion Initiatives: Understanding Psychological Responses and Outcomes Through Procedural Justice and Social Identity Theories

Organizational norms have shifted toward openly valuing diversity, equity, and inclusion (DEI) in recent decades, resulting in a proliferation of workplace initiatives that aim to enhance DEI in organizations (Society for Human Resource Management, 2010; Uysal, 2013). This progress toward addressing historical disparities and promoting equal opportunities for marginalized group members in the workplace has not been without its share of controversy, however. The anti-DEI movement, galvanized by the recent Supreme Court ruling that race-conscious admissions practices are unconstitutional (*Students for Fair Admissions v. Harvard*, 2023), has set its sights on the eradication of "unjust" corporate DEI initiatives (Telford, 2023). Numerous organizations have downscaled their DEI efforts in response, with some eliminating DEI-focused positions and programs entirely (Olson et al., 2024; Peck, 2023). While some of these organizational changes have been prompted by legal action from anti-DEI groups, it is perhaps more common for company leaders to preemptively roll back their organization's DEI efforts in the hope of avoiding backlash from current and prospective members (Goldberg, 2024; Olson et al., 2024; Telford, 2023).

Organization leaders' fear of backlash is not entirely unwarranted, as the indignation with which privileged group members often react to DEI initiatives presents a complex and oft-encountered barrier to achieving organizational DEI goals. In particular, White individuals have been shown to exhibit a lack of support for DEI-focused programming, negative affect, feelings of exclusion, and low feelings of value and respect within the workplace in response to organizational DEI initiatives (Dover et al., 2016; Kaiser et al., 2021; Kidder et al., 2004; Plaut et

al., 2011; Vorauer & Sasaki, 2011). In response to negatively-viewed organizational DEI initiatives, self-identifying White individuals may refuse to participate in egalitarian efforts within the workplace or direct their hostility toward underrepresented racial minority (URM) colleagues perceived as benefitting from the DEI initiatives (Dover et al., 2014, 2020; Kaiser et al., 2013; Kirby et al., 2015; Morrison et al., 2010; Plaut et al., 2011). By implementing initiatives that aim to improve work opportunities and conditions for URMs, organizations may ironically spur feelings of unfairness and disrespect among White members that undermine the very objectives DEI initiatives mean to achieve. As such, cultivating diverse, equitable, and inclusive organizations is no simple task — organizations face the key challenge of developing and implementing DEI initiatives that effectively address the needs and rights of URM members without provoking reactance from White organization members. Given that White individuals represent 59% of executive and senior management (U.S. Equal Employment Opportunity Commission, 2020) and 61% of full-time state and local government positions (U.S. Equal Employment Opportunity Commission, 2021), the very people who feel most negatively impacted by organizational DEI initiatives wield the majority of professional influence that could be used to block or facilitate the use of these egalitarian policies and practices. Thus, White individuals' negative reactions to organizational DEI initiatives pose a real barrier to their effective implementation.

What mechanisms are responsible for the adverse responses to organizational DEI initiatives often exhibited by White people, and how might organizations address them? Guided by these primary questions, my dissertation research applies key features of Procedural Justice and Social Identity Theory frameworks to strategically test an identity-centric integrated process in which White individuals' judgments that organizational DEI initiatives are procedurally unfair

to their racial group interfere with their positive DEI- and organization-directed perceptions and engagement by communicating negative social identity cues.

Organizational DEI Initiatives

Organizational DEI initiatives can be broadly defined as workplace policies and practices that aim to improve representation, increase positive experiences, and reduce negative outcomes among organization members belonging to traditionally marginalized identity groups (Portocarrero & Carter, 2022; Society for Human Resource Management, 2010). Most organizational DEI initiatives intend to address the lived workplace experiences and trajectories of organization members based on a variety of identity categories, including race, gender, and sexual orientation (Society for Human Resource Management, 2010). I limit my dissertation scope to race-focused DEI initiatives, which I define as initiatives that aim to increase positive and reduce negative outcomes among individuals belonging to marginalized racial groups (i.e., Black, Indigenous, and people of color) within the organization (Society for Human Resource Management, 2010). I operate within this limitation for two primary reasons: (1) Many professional fields in the United States demonstrate persistent racial disparities in representation, highlighting the need for DEI initiatives that specifically address the professional barriers faced by URMs. (2) Although the term diversity may seem race-neutral, discourse surrounding the term's meaning and self-reported experiences of diversity are highly racialized (Bell & Hartmann, 2007). Moreover, White people most often associate the term diversity with racial/ethnic differences (Banks, 2009), suggesting that most White individuals will spontaneously think of racial diversity when exposed to a broad DEI initiative. Despite these empirical constraints, I posit that the processes discussed throughout this dissertation can be

applied to DEI initiatives that target other marginalized identity groups (e.g., gender, sexual orientation, socioeconomic status).

DEI initiatives have been the targets of tense social and legal discourse since their inception. President Kennedy's Executive Order 10925 (signed in 1961) served as one of the Nation's first federal DEI initiatives (Pierce, 2014), marking a federal mandate to "take affirmative action to ensure that applicants are employed and that employees are treated during employment without regard to their race, creed, color, or national origin." This federal support for DEI was short lived, as the Reagan Administration believed that affirmative action policies violated the principle of free competition on merit and encouraged rigid quota systems (Dumbrell, 1988). Consequently, the Reagan Administration reduced resources for monitoring diversity-focused employment by cutting staff and funding at the Equal Employment Opportunity Commission (Gutman, 1993). The present and future standings of DEI initiatives in the United States are perhaps even more bleak, with the Supreme Court's ruling against affirmative action policies in college admissions (*Students for Fair Admissions v. Harvard*, 2023) demonstrating the anti-DEI movement's growing power. At the time of this writing, more than 20 states have introduced or signed into law legislation that restricts or bans DEI initiatives in higher education institutions (Bryant & Appleby, 2024). These efforts operate in tandem with waning DEI efforts in private sectors. Currently, attrition rates for DEI roles far outpace those of non-DEI roles at companies with recent layoffs, and DEI job postings on ZipRecruiter fell by 63% in 2023 (Ayas et al., 2023; Kessler, 2024).

In addition to legal/structural backlash, DEI initiatives are also frequent targets of more commonplace individual-level backlash. DEI initiative resistance from organization members with privileged identities, including White people, poses a significant threat to the everyday

effectiveness of DEI initiatives because these forms of backlash are proximal to the workplace. White organization members may perceive DEI initiatives as organization-sanctioned forms of "reverse racism" that threaten their status, minimize their opportunities, and create division within the workplace (e.g., Telford, 2023). White individuals often display a lack of support for DEI programming in response to these egalitarian policies and practices, along with negative affect, feelings of exclusion, and diminished perceptions of their value and respect within the workplace (Dover et al., 2016; Kaiser et al., 2021; Kidder et al., 2004; Plaut et al., 2011; Vorauer & Sasaki, 2011). Such attitudes among White organization members not only hinder the effectiveness of DEI initiatives, but they can also perpetuate existing workplace inequities (Dover et al., 2014, 2020; Kaiser et al., 2013; Kirby et al., 2015; Morrison et al., 2010; Plaut et al., 2011). Issues surrounding the perceived fairness of organizational DEI initiatives may lie at the root of this individual-level resistance, potentially fueling backlash from White organization members.

Procedural Justice and Organizations

Procedural justice refers to the perceived fairness of decision-making procedures and treatment by the authority figure(s) who employ the organizational procedures (Blader & Tyler, 2003a, 2003b; Thibaut & Walker, 1975, 1978; Tyler, 2006). Procedural Justice Theory concerns perceived fairness as conveyed through environmental and interpersonal cues within an organization rather than actual fairness, as subjective attributions of justice are more meaningful predictors of perceptions and behavior (e.g., Thibaut & Walker, 1978). Thus, when I refer to procedural justice throughout this dissertation, I am referring to subjective perceptions of fairness. Moreover, following other writings on procedural justice, I use the terms "procedural

justice" and "procedural fairness" interchangeably. I also use the terms "perceptions" and "judgments" synonymously to refer to individuals' subjective perceptions.

Since its inception, Procedural Justice Theory has provided robust support for the assertion that whether a decision or interaction with an authority figure is viewed as fair largely relies on the perceived fairness of the procedure itself and the way in which it is implemented by authority figures — irrespective of the procedure's outcome. More specifically, positive procedural justice judgments have been linked to increased outcome satisfaction, even in cases when an outcome is unfavorable to the individual or group (for a review, see Greenberg, 2012). Procedural Justice Theory therefore provides a manner of increasing outcome satisfaction among all parties — including those who do not receive their most optimal outcomes — by underscoring the importance individuals place on control over the *process* rather than the *outcome* when involved in organizational procedures.

According to Blader and Tyler (2003a, 2003b), the psychological construct of procedural justice consists of four distinct components on which people base their overall procedural fairness judgments: (1) formal quality of decision making, (2) formal quality of interpersonal treatment, (3) informal quality of decision making, and (4) informal quality of interpersonal treatment. These components are created by crossing the orthogonal dimensions of justice function (*quality of decision making* vs. *quality of interpersonal treatment*) with justice source (*formal* vs. *informal*). Justice function refers to the common roles served by procedures: decision making and interpersonal treatment. Concerns over the quality of decision-making processes reflect evaluations of how decisions are functionally reached. People want decisions of personal consequence to be made with neutrality, consistency, and care (Blader & Tyler, 2003a; Tyler et al., 1996). When decision-making processes are viewed as fair and unbiased, individuals will

feel that they are respected members of the organization and that their group is of high status (Blader & Tyler, 2009). In other words, favorable views of decision-making procedures foster positive social identity judgments regarding organizational membership. When a procedure is implemented with perceived bias and/or irregularity, however, organization members may feel disrespected and judge their group as being low in status within the given context.

The second justice function, quality of interpersonal treatment, addresses the perceived fairness of the interpersonal treatment received from group authority figures and procedures. This functional concern is focused on the social implications of procedural information (Blader & Tyler, 2003a, 2003b). The need to belong is a fundamental human motivation that shapes how individuals attend and react to social information (Baumeister & Leary, 1995; Maslow, 1968), and procedures convey such social information through interactions between group members and authority figures that occur during organizational processes. Indeed, scholars have demonstrated that procedures serve interpersonal functions beyond their decision-making purposes by communicating whether individuals are respected and valued members of the organization (De Cremer & Blader, 2006; Tyler, 1987; Tyler et al., 1985).

The other dimension of procedural fairness evaluations, justice source, reflects the origin of the procedural experience. Specifically, procedures can stem from formal or informal sources. Formal procedures are codified, established policies and practices. Formal procedures are structural in nature and more likely to be consistent across time, social context, and authority figures, as institutions and organizations are often reluctant (or unable) to change codified processes (Blader & Tyler, 2003b). Informal procedural qualities, on the other hand, concern the interpersonal and dynamic experiences one has with group authority figures (Blader & Tyler, 2003a, 2003b). Procedural experiences originating from the informal source of justice are

proximal to the individual, such that they pertain to one's direct experiences with the group authorities who shape organizational life.

By crossing justice function (quality of decision making vs. quality of interpersonal treatment) with justice source (formal vs. informal), the Four-Component Model of Procedural Justice describes a taxonomy of four procedural features that collectively contribute to procedural fairness judgments. *Formal quality of decision making* refers to evaluations of formal policies and practices that guide how decisions are made within the organization. *Formal quality of interpersonal treatment* concerns evaluations of formal policies and practices that affect the treatment of organization members. *Informal quality of decision making* pertains to evaluations of how organizational authorities implement decision-making systems. Finally, *informal quality of interpersonal treatment* addresses evaluations of how organizational authorities treat their members.

Favorable perceptions of procedural justice are strongly associated with a variety of psychological and behavioral outcomes that enhance organizational functioning, including intrinsic workplace motivation and commitment, intentions to remain at an organization, extrarole performance, and greater support of organizational policy (Blader & Tyler, 2009; Bradford et al., 2014; Folger & Konovsky, 1989; Haas & Yorio, 2022; Hendrix et al., 1998; Hough et al., 2010; Kim & Mauborgne, 1993; Korsgaard et al., 1995; Moorman, 1991; Murphy & Tyler, 2008; Sunshine & Tyler, 2003; Taylor et al., 1995; Tyler, 2006; Tyler & Blader, 2001). Moreover, procedural justice judgments are malleable predictors of organizational attitudes and behaviors, largely because they are based on pliable environmental cues (Bottoms & Tankebe, 2012; Radburn & Stott, 2019). For example, perceptions of procedural fairness can be improved by revising procedural features to align with common standards of justice (e.g., increasing how

consistently a procedure is implemented across individuals and over time; Leventhal, 1980). Thus, procedural justice judgments have important implications for smooth organizational functioning, and these positive organizational outcomes may be achieved by leveraging the pliability of procedural fairness.

Like other organizational procedures, DEI initiatives provide ample information on which individuals may base their perceptions of fairness. By acting as procedures that guide organizational leadership in making decisions and allocating resources to improve the presence, experiences, and outcomes of URMs within the organization (Society for Human Resource Management, 2010), DEI initiatives provide abundant information regarding the organization's decision-making processes and interpersonal treatment of its members (Dover et al., 2020). In so doing, some DEI initiatives may unintentionally violate standards of procedural justice among White organization members in reference to their racial identity group.

Social Identity Implications of Procedural Justice in Organizations

Organizational DEI initiatives may elicit negative reactions from White individuals to the extent that they fail to meet the evaluative standards of procedural fairness. The Group Engagement Model of Procedural Justice (Blader & Tyler, 2009; Tyler & Blader, 2003), through its integration of key concepts from Social Identity Theory (Ashforth & Mael, 1989; Tajfel, 1982; Tajfel & Turner, 2004; Turner & Reynolds, 2010), contends that procedural justice evaluations contribute to positive (or negative) group engagement by signaling whether the target group is likely to help the individual develop and maintain a positive social identity. Social identity refers to the aspects of an individual's self-concept that derive from their internalized membership within a group (or groups) along with the conferred respect and pride attached to that group membership (Tajfel, 1982). Put differently, social identity consists of three major

components: identification (the degree to which a group is internalized and viewed as an extension of oneself), respect (the perceived esteem or regard given to one's group relative to comparable outgroups), and pride (the positive feelings attached to one's membership within a group). Respect is inferred from perceptions of how one's group is regarded by others in the broader social context, whereas pride is based on the individual's internal evaluation and feelings toward their group. Assessments of the respect and pride garnered from a group membership aid in the continual (re)evaluation of an individual's relationship to the group by serving as bases on which people determine whether membership in the group has (or would have) positive social identity implications.

Perceived fairness is a key factor on which people evaluate the processes and interpersonal treatment they experience within their groups (Blader & Tyler, 2009; Tyler, 2000; Tyler & Blader, 2000). Because groups are joined in part for their self-esteem enhancing functions (Ashforth & Mael, 1989; Brown, 2020; Haslam & Ellemers, 2005; Tajfel, 1982; Tajfel & Turner, 2004; Turner & Reynolds, 2010), it stands to reason that social identity judgments are influenced by perceived procedural fairness within the group context. That is, procedures also communicate messages about an individual's group standing and status within salient social contexts (Blader & Tyler, 2003a, 2003b; De Cremer & Blader, 2006).

The Group Engagement Model holds that an individual will come to identify with (i.e., internalize) a group's values, attitudes, and norms by merging their sense of self with the group if the group is decided to be a source of respect and pride based on evaluations of procedural fairness (Blader & Tyler, 2009; Tyler, 2000; Tyler & Blader, 2000, 2003). As such, procedural justice can function as a signal of identity security: When perceptions of procedural fairness are favorable, the individual feels safe to merge their sense of self with the group to gain feelings of

respect and pride through their positive group affiliation. Individuals who have cognitively merged their organizational membership with their self-concept are innately concerned with the success and smooth functioning of the organization, which prompts the individual to act in accordance with the organization's values, goals, and norms (Blader & Tyler, 2009; Brown, 2020; Scheepers & Ellemers, 2019; Tajfel, 1982; Turner & Reynolds, 2010; Tyler & Blader, 2001, 2003). Case in point, social identity judgments have been found to explain the relationship between procedural justice and a variety of positive organization-directed outcomes through the process of group identification, including extrarole behavior, commitment, and cooperation (Ashforth & Mael, 1989; Blader & Tyler, 2009; Bradford, 2014; Bradford et al., 2014; Dukerich et al., 2002; Kramer et al., 2001; Sunshine & Tyler, 2003; Tyler & Blader, 2001).

Taken together, the aforementioned effects are thought to occur because procedural justice facilitates the development of positive social identity judgments regarding membership in the target organization, which subsequently prompts the internalization of the organization's values, goals, and norms. However, in an analogous process, organizational procedures viewed as unfair could prevent the formation of organizational identity or damage existent organizational identity by communicating negative social identity cues (Blader & Tyler, 2009). When an organization is no longer a source of positive social identity based on the individual's evaluations of the respect and pride associated with their organizational membership, the individual may cognitively disengage from the group by decreasing their organizational identification (Tajfel & Turner, 2004).

Group memberships serve as lenses through which social stimuli are interpreted in their embedded contexts (Haslam & Ellemers, 2005), with procedures functioning as one such form of social stimuli in the organizational setting. People sustain multiple group memberships

simultaneously (Ashforth & Mael, 1989; Haslam & Ellemers, 2005), yet certain social identities can assume greater salience over others if contextually relevant (Brown, 2020; Scheepers & Ellemers, 2019). Given that DEI initiatives explicitly inform organizational decision-making and interpersonal processes that often focus (or are believed to focus; Banks, 2009; Bell & Hartmann, 2007) on the racial identities of current and prospective members, I contend that one's exposure to a DEI initiative engages the social identities formed around their *organizational* and *racial identity group* memberships (Tran et al., 2011). More specifically, the content and context of a DEI initiative may prompt White individuals to be particularly attuned to the initiative's signals regarding the fairness, respect, and pride attached to their organization and racial identity.

If a White individual evaluates an organizational DEI initiative and deems the initiative to be procedurally unfair for White organization members, these unfavorable procedural justice perceptions may lead the White individual to endorse negative social identity judgments concerning their racial group and organizational memberships (Brady et al., 2015; Dover et al., 2014; Kaiser et al., 2013). Specifically, the perception that a DEI initiative is generally low in procedural justice for White individuals may confer feelings that White people are not respected by the organization on the basis of their racial identity. In addition, by drawing greater self-awareness to one's own race, a procedurally unfair DEI initiative may interfere with a White person's positive feelings about their racial identity (i.e., pride) by implying that Whites as a racial group are less valued and of lower status in the organization relative to URM group members (their relevant outgroup), however structurally unfounded these beliefs may be (Brady et al., 2015; Dover et al., 2014; Kaiser et al., 2013; Norton & Sommers, 2011). Once again, it is not the true procedural (un)fairness of the DEI initiative that is psychologically impactful, but

rather it is the *perception* of procedural unfairness that may contribute to a White individual's negative social identity judgments (Thibaut & Walker, 1978).

By contributing to negative race-focused social identity judgments, a procedurally unfair DEI initiative may weaken one's identification with their organization, as this facet of their self-concept would no longer be viewed as a positive source of respect and pride. In the present context, I propose that organizational identification may be particularly prone to disengagement (vs. racial identity disengagement) following exposure to a seemingly unfair DEI initiative, as organizational identity is comparatively mobile and therefore easier to distance from one's self-concept relative to more static identities (i.e., one can change their organizational affiliation by leaving their workplace, but one cannot change their race; Ashforth & Mael, 1989; Cornelissen et al., 2007; Haslam & Ellemers, 2005; Scheepers & Ellemers, 2019). In sum, the belief that a DEI initiative is procedurally unfair for White people may shape a White individual's identification with their organization by communicating identity-relevant information on whether the individual and their racial identity group are respected, valued, and of high status in the broader organization (Ashforth & Mael, 1989; Blader & Tyler, 2009; Scheepers & Ellemers, 2019; Tajfel, 1982; Tajfel & Turner, 2004; Turner & Reynolds, 2010; Tyler & Blader, 2003). These negative social identity judgments may result in organizational dis-identification among White people, which could contribute to unfavorable organization-directed outcomes.

Consequences for DEI and Organizational Functioning

Social scientists have demonstrated that White people and other privileged group members (e.g., men) believe that organizations with DEI initiatives (vs. those without) are more procedurally fair for marginalized group members, even when presented with objective evidence that the organization is prejudiced against the marginalized groups they claim to support (Dover

et al., 2014; Kaiser et al., 2013; Kirby et al., 2015). Among White perceivers, views that DEI initiatives are procedurally fair for URMs may be accompanied by the belief that DEI initiatives are procedurally unfair for White people. White individuals tend to view racial egalitarianism as a zero-sum game wherein decreases in anti-Black bias are believed to be accompanied by increases in anti-White bias (Norton & Sommers, 2011). Applying this same sentiment to White individuals' judgments of procedural justice, the belief that DEI initiatives are procedurally fair for URMs may be concomitant with the perception that these policies and practices are procedurally unfair for Whites' own racial group. Prior findings suggest that White people do in fact view DEI initiatives as procedurally unfair to their racial group (e.g., Dover et al., 2016; Kaiser et al., 2021). For example, Dover et al. (2016) examined fair treatment concerns among White people and URMs after viewing either pro-diversity or neutral company recruitment messages. Across three studies and two different pro-diversity manipulations, White participants were consistently more concerned about unfair treatment and anti-White bias after viewing the pro-diversity recruitment messages compared to the neutral messages. This study and similar others provide important insight on Whites' perceived fairness of DEI initiatives for their racial group; however, such studies are limited because they do not address the potential role of social identity in this process.

Similarly, scholars have found that Whites endorse negative social identity judgments (e.g., feeling devalued, disrespected, excluded) after exposure to DEI initiatives (Kaiser et al., 2021; Plaut et al., 2011). Yet, such studies have not examined whether perceptions of procedural unfairness precede these social identity judgments. With these ties in mind, there is much theoretical and practical knowledge to be gained by integrating and applying the two frameworks in this context, as doing so could provide a more complete picture of the mechanisms through

which White individuals interpret organizational DEI initiatives. Furthermore, given the outcomes linked to organizational identification, this integrated approach may expand the known DEI and organizational outcomes associated with procedural justice judgments.

My proposed process model leverages Procedural Justice and Social Identity Theory frameworks to elucidate a mechanistic process in which White individuals' perceptions that organizational DEI initiatives are procedurally (un)fair to their racial group promote or interfere with their positive DEI- and organization-directed outcomes (e.g., support for DEI initiatives, attitudes toward URM colleagues, affect toward the organization) through the role of social identity. People who highly identify with their group tend to exert greater behavioral effort toward positive group-related outcomes as a way of reciprocating the group's fulfillment of their social identity needs (Baumeister & Leary, 1995; De Cremer & Blader, 2006; Downey et al., 2015; Maslow, 1968). In the organizational context, group-based psychological and behavioral effort are referred to as organizational engagement (Blader & Tyler, 2009; Tyler & Blader, 2003). Examples of organizational engagement include organizational commitment, cooperation, and intrinsic motivation — all of which have received empirical support as being associated with procedural justice and social identity judgments (Blader & Tyler, 2009; De Cremer & Blader, 2006; Downey et al., 2015; Rockmann & Ballinger, 2017; Tyler & Blader, 2001). These results suggest that developing and maintaining an organizational environment that is high in perceived procedural fairness can unlock organization-relevant benefits through the role of positive social identity judgments. Increasing the perceived procedural fairness of organizational DEI initiatives could therefore engender greater organizational engagement among White individuals, including more favorable reactions to the implementation of DEI-focused policies and practices.

When a DEI initiative is viewed as procedurally fair toward one's racial group, the individual may endorse greater organizational identification. To the extent that an organizational membership is internalized in this manner, the individual is more intrinsically motivated to facilitate the organization's success and smooth functioning (i.e., they exhibit greater organizational engagement). For example, a person who internalizes their membership within an organization committed to advancing DEI may exert greater personal resources toward workplace DEI efforts because this action would align with their internalized organizational membership. More insidiously, however, this same process suggests that positive outcomes will not occur if a White person holds negative judgments surrounding their organization and racial identity. Instead, negative social identity judgments originating from unfavorable evaluations of a DEI initiative's procedural justice may result in low (e.g., decreased support for organizational DEI efforts) and/or negative (e.g., greater unfair treatment concerns, derogation of URM colleagues) organizational engagement among White individuals because they are likely to distance the organization and its associated values, goals, and norms from their self-concept (Ashforth & Mael, 1989; Blader & Tyler, 2009; Scheepers & Ellemers, 2019; Tajfel, 1982; Tajfel & Turner, 2004; Turner & Reynolds, 2010; Tyler & Blader, 2003).

Low organizational engagement refers to decreased positive organization-based attitudes and behaviors. Some evidence suggests that mechanisms related to procedural justice and social identity judgments influence White individuals' attitudes and behaviors toward organizational DEI efforts, specifically. For example, Plaut et al. (2011) found that White males at a large healthcare organization were less supportive of diversity initiatives compared to male staff with marginalized racial identities because the White males felt less included (i.e., they felt of lower status) in their organization's definition of diversity relative to their male colleagues with

marginalized racial identities. Ample evidence also suggests that White individuals exhibit decreased engagement toward more general organizational goals and values when procedural justice and social identity judgments are negative (Blader & Tyler, 2009; Bradford, 2014; Bradford et al., 2014; De Cremer & Blader, 2006; Dukerich et al., 2002; Kramer et al., 2001; Tyler & Blader, 2001; Zhang et al., 2017). As such, the organizational implications of DEI initiatives' perceived procedural (un)fairness may concern lessened organizational engagement toward the organization's DEI-specific efforts or may focus on more general attitudes and behaviors within the organizational context (Blader & Tyler, 2009; Bradford, 2014; Bradford et al., 2014; De Cremer & Blader, 2006; Dukerich et al., 2002; Kramer et al., 2001; Plaut et al., 2011; Tyler & Blader, 2001; Zhang et al., 2017).

In addition to decreases in positive organization-based attitudes and behaviors, I posit that White individuals also demonstrate increases in negative attitudes and behaviors directed toward the organization as a result of perceived DEI initiative unfairness. A procedurally unfair DEI initiative may threaten a White person's racial identity by assumably relegating the White racial group to a lower status and standing within the organization (however untrue this may be in actuality), thereby weakening organizational identification. As a result, the "anti-White" signals ironically conveyed by a seemingly unfair DEI initiative could unintentionally hinder organizational DEI efforts by prompting White individuals to act in opposition to organizational norms and values (Dover et al., 2020; Kaiser et al., 2013). This process may be exemplified by the threat and hostility often demonstrated by White people in response to DEI initiatives (Dover et al., 2014, 2020; Kaiser et al., 2013, 2021; Kidder et al., 2004; Kirby et al., 2015; Morrison et al., 2010; Plaut et al., 2011). For example, Kaiser et al. (2021) found that the mere presence of a diversity initiative increased White participants' perceptions that Whites were less valued and

respected by the organization relative to people of color, and that a person of color would underperform in their organizational role when selected for promotion over a White person. This suggests that, when in the presence of a DEI initiative deemed unfair for White people, a White organization member may direct hostile attention toward URM colleagues by perpetuating a harmful meritocratic ideology.

The perceived procedural justice of a DEI initiative may therefore put an identity-centric mechanistic process into motion that could result in favorable or adverse outcomes with implications for DEI and organizational functioning depending on whether the DEI initiative is deemed fair or unfair by White individuals. Thus, the negative social identity judgments that may be engendered by perceptions of a DEI initiative's procedural unfairness for White people could present a notable barrier to the vitality of diverse, equitable, and inclusive organizations by adversely impacting the organization-directed perceptions and behaviors of White members.

The Present Research: Understanding White Individuals' Responses to Organizational DEI Initiatives Through Procedural Justice and Social Identity

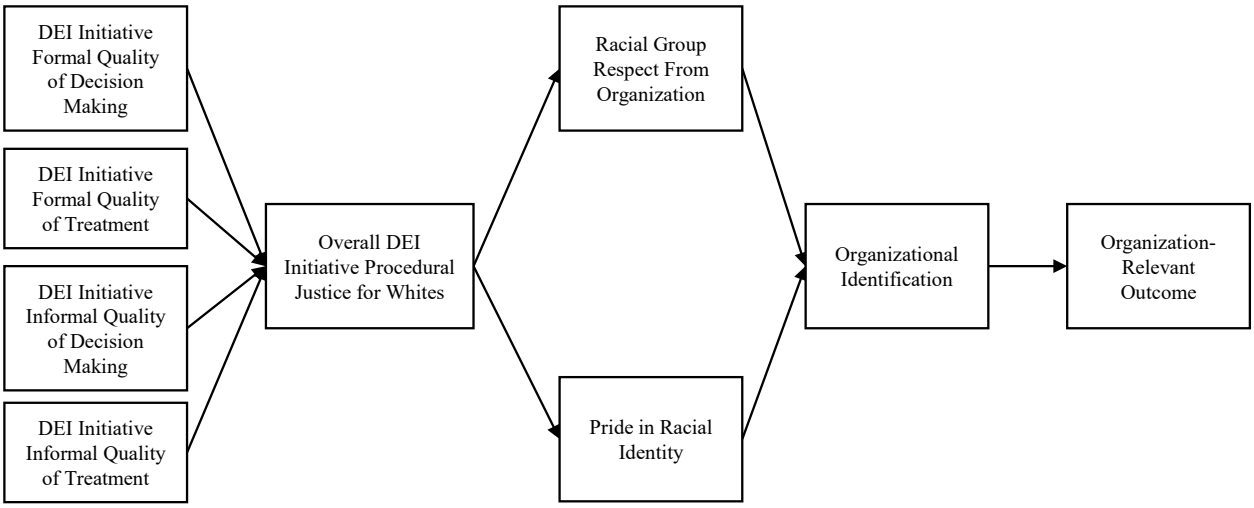
Taken together, the reviewed literature suggests that White individuals' well-documented resistance to organizational DEI initiatives may arise out of the perception that these policies and practices are procedurally unfair to their racial identity group. Complementary research on social identity indicates that the relationship between perceptions of DEI initiative procedural justice and White individuals' reactance may be partly explained through the role of social identity judgments — in that the perceived procedural unfairness of DEI initiatives may negatively influence White individuals' judgments of the respect afforded to their racial group by the organization and the value tied to their racial identity, which could subsequently lead to poor organizational perceptions and engagement by way of low organizational identification.

Organization-directed perceptions and engagement may take both general forms (e.g., affect toward workplace, organization-directed citizenship behavior) and forms with specific implications for organizational DEI efforts (e.g., support for the workplace DEI initiatives, hours devoted to workplace DEI efforts). Accordingly, this process may explain White individuals' common lack of psychological and behavioral support for organizational DEI initiatives. More optimistically, however, this same process may also be leveraged to increase psychological and behavioral support for DEI initiatives among White people, such that DEI initiatives perceived as procedurally fair to White organization members could result in favorable outcomes for social identity, DEI, and organizational functioning.

Across three studies of White United States workforce members, my dissertation research integrates and applies concepts from contemporary Procedural Justice and Social Identity Theory frameworks to examine how perceptions of procedural (un)fairness may contribute to White individuals' negative or positive responses to organizational DEI initiatives through an identity-centric process. In so doing, I aim to develop and test an actionable, theory-informed method of fostering the positive reception of organizational DEI initiatives and facilitating more functional DEI efforts and organizational engagement among White-identified workforce members (i.e., by increasing the perceived procedural fairness of these policies and practices). See Figure 1 for a conceptual illustration of this integrated process.

Figure 1

Conceptual Illustration of Integrated Process Model Applying Procedural Justice and Social Identity Theories to Understand White Individuals' Psychological Responses and Outcomes to Organizational DEI Initiatives



Study 1 serves as a proof of concept by demonstrating the association between real-world DEI initiatives' perceived (un)fairness to White organization members and outcomes with implications for social identity, DEI, and the organization. **Study 2** investigates the utility of the integrated procedural justice and social identity process model in understanding White individuals' responses to organizational DEI initiatives by testing social identity judgments as mechanisms through which procedural justice partially affects DEI- and organization-relevant outcomes. Finally, **Study 3** expands on its predecessors by testing the malleability of organizational DEI initiatives' perceived procedural (un)fairness toward White individuals and the downstream consequences for social identity, DEI, and organizational functioning through a between-subjects experiment.

Study 1: Perceived Fairness of Fortune 500 Company DEI Initiatives

As of this writing, decisions regarding the development and implementation of workplace DEI initiatives in the United States are largely left to individual (non-federal) organizations, with the federal government providing little oversight or structural guidelines on the matter (Plaut et al., 2015; Portocarrero & Carter, 2022). This flexibility gives organizations the freedom to

develop policies and practices as they see fit, resulting in countless forms of DEI initiatives. Using a list of over 100 DEI-centric organizational initiatives from companies across industries in the United States, Creary et al. (2021) identified seven main categories of DEI initiatives: (1) *diversity recruiting initiatives*, (2) *education and training*, (3) *internal diversity partners*, (4) *managerial involvement*, (5) *mentoring and sponsorship*, (6) *physical visibility*, and (7) *workplace policies*. Even with this guiding framework, however, there is great variation within each of the identified DEI initiative categories (e.g., education and training encapsulates both unconscious bias training and company symposia from URM speakers).

Prior research has predominantly examined perceptions of DEI policies and practices using stimuli reflective of the education and training (e.g., Brady et al., 2015; Kaiser et al., 2013, 2021) and workplace policies (e.g., Dover et al., 2016; Kaiser et al., 2013, 2021) initiative categories. These studies and similar others provide a strong foundation of literature examining reactions to DEI initiatives, yet their study designs do not necessarily account for the variety of DEI initiative forms borne out of the discretion left to organizations. In most existent studies, researchers will investigate perceptions of one DEI initiative stimulus vs. a non-DEI initiative stimulus. Results arising from such studies may not generalize to other DEI initiative stimuli, as the findings are based on the one target DEI initiative.

Social scientists have long urged researchers to incorporate and acknowledge stimulus variation in their study designs (Judd et al., 2012; Kenny, 1985; Wells & Windschitl, 1999). The commonplace methodological practice of showing participants a limited set of stimuli meant to represent broader theoretical categories ignores potential systematic variation between experimental stimuli, hindering a study's generalizability and ecological validity. This consideration is of paramount importance when dealing with social stimuli as varied and

nuanced as DEI initiatives, since perceptions of any one initiative may not extend to all (or even most) initiatives.

To address this limitation while serving as a proof of concept for my dissertation research, Study 1 gleaned insight into the procedural (un)fairness of organizational DEI initiatives in relation to White individuals by testing perceptions of 400 different DEI initiatives used by Fortune 500 companies in the United States. The DEI initiatives served as the level of analysis (rather than participants) in order to document the DEI and organizational outcomes associated with initiatives of varying degrees of (un)fairness. The examined initiatives represented a variety of DEI initiative categories to address the breadth of these policies and programs through an empirical lens. In addition, Study 1 examined the social identity and organizational implications associated with DEI initiatives' perceived fairness for White individuals. The study focused on seven central hypotheses, each of which leveraged the DEI initiatives' ratings on components of procedural justice as the main predictors of interest. Main effects of each component of procedural justice on the outcome variable were predicted for the hypotheses that follow:

Hypothesis 1. The organization's overall perceived procedural fairness for White employees will be lower for DEI initiatives viewed as less fair toward Whites on the components of procedural justice.

Hypothesis 2. The organization's overall perceived procedural fairness for URM employees will be higher for DEI initiatives viewed as less fair toward Whites on the components of procedural justice.

Hypothesis 3. Perceived organizational respect for White employees will be lower for DEI initiatives viewed as less fair toward Whites on the components of procedural justice.

Hypothesis 4. Identification with the organization will be lower for DEI initiatives viewed as less fair toward Whites on the components of procedural justice.

Hypothesis 5. Concerns about unfair treatment within the organization will be higher in relation to DEI initiatives viewed as less fair toward Whites on the components of procedural justice.

Hypothesis 6. Support for the DEI initiative will be lower for DEI initiatives viewed as less fair toward Whites on the components of procedural justice.

Hypothesis 7. Desire to work for the organization will be lower in relation to DEI initiatives viewed as less fair toward Whites on the components of procedural justice.

Method

Participants

An a priori power analysis conducted using the sjstats R package (v. 0.18.2; Lüdecke, 2022) indicated that a total sample size of 200 participants is needed to detect at least small to moderate effects ($d = .30$) using 5 cluster groups with 80 observations per cluster and $\alpha = .05$, $1 - \beta = .80$. I planned to oversample to $n = 300$ to account for potential participant dropout, exclusions, and missing data. However, the Qualtrics survey feature used to randomly assign and display the stimuli was unable to randomly assign an even number of participants to each DEI initiative, which resulted in some initiatives being rated by only one participant. So that each initiative was evaluated by at least three individuals, I recruited an additional 100 participants.

In total, 400 participants were recruited from Prolific Academic and completed Study 1 in exchange for monetary compensation. In order to participate, individuals were required to self-identify as White, be currently employed in the United States, work at least 20 hours per week, and reside in the United States. Additionally, eligible participants were at least 18 years of age and able to read and write in English. Twenty-four participants were excluded from analysis: 10 for failing at least two out of three attention checks,[1] 9 for having a high likelihood of fraudulence based on Qualtrics's Fraud Detection tool, and 5 for not self-identifying as White on the study demographics.

After exclusions, 376 participants met all eligibility requirements and were included in the analyses. Relatively few individuals (13.8%) worked at a Fortune 500 company at the time of their participation. Select sample demographics are presented in Table 1; additional sample demographics are shown in Table B1 and Figures B1 – B2 of Appendix B.

Table 1

Study 1 Sample Demographics (Total n *= 376)*

Demographic	***n***	**%**
Gender		
Cisgender man	186	49.5
Transgender man	3	0.8
Cisgender woman	177	47.1
Transgender woman	1	0.3
Genderfluid	1	0.3
Nonbinary or Genderqueer	3	0.8
Prefer to self-identify	3	0.8

[1] The attention check was randomly presented within the informal procedural justice scale survey block for each DEI initiative shown to the participant, meaning that each participant completed the attention check three times. The attention check asked, "*The leaders of this company are likely to apply this policy with attention checks — please select strongly disagree to show that you are still paying attention*," and was given on a 7-point Likert scale ranging from 1 = *Strongly disagree* to 7 = *Strongly agree*.

Prefer not to answer	2	0.5
Annual Income (Pre-Tax)		
Less than $25,000	47	12.5
$25,000 to $49,999	117	31.1
$50,000 to $74,999	97	25.8
$75,000 to $99,999	59	15.7
$100,000 to $149,999	35	9.3
$150,000 or more	17	4.5
Prefer not to answer	4	1.1
Average Hours Worked per Week		
20 to 24 hours	18	4.8
25 to 29 hours	11	2.9
30 to 34 hours	25	6.6
35 to 39 hours	30	8.0
40 hours	185	49.2
41 hours or more	107	28.5

Demographic	***M***	***SD***	**Range**
Age	42.89 years	11.74 years	21 to 72 years
Political Orientation	3.44	1.84	1 (*Very liberal*) to 7 (*Very conservative*)

Procedure and Materials

Study 1 was posted to Prolific Academic as a study on "Opinions of Company Policies." Eligible users were prescreened through Prolific Academic such that the study was only available to users who indicated on their Prolific profile that they identify as White, are currently employed in the United States, work at least 20 hours per week, and reside in the United States. Users were directed to the study's Qualtrics configuration upon registering for the study, where they first completed a brief in-survey prescreening to confirm their study eligibility. Racial identification was not collected in the in-survey prescreening to avoid priming effects. If a user's

in-survey prescreening responses did not meet the eligibility criteria, they were blocked from proceeding and asked to cancel their registration on Prolific Academic. Eligible users continued on to review the informed consent page.

After providing informed consent, participants were told that they would be reviewing and rating three real and unrelated company workplace policies during the study session. They were not told that the workplace policies would be DEI-focused. Participants were randomly assigned to one of five examined DEI initiative categories: *diversity recruiting*, *education and training*, *internal diversity partners*, *mentoring and sponsorship*, or *workplace policies*. DEI initiative category descriptions and excerpts taken from initiatives used in Study 1 are provided in Table B2 of Appendix B. Participants were randomly assigned to review and rate three different DEI initiatives within their assigned type. This repeated-measures approach allowed for the examination of a large set of stimuli while preserving statistical power. Furthermore, having participants evaluate only a subset of DEI initiatives within their assigned category allowed us to obtain multiple participant ratings without causing a high degree of survey fatigue.

Participants evaluated their three randomly assigned DEI initiatives one-by-one in an individually-randomized order. Each initiative was first shown on its own time-locked survey page. Participants were instructed to read the initiative carefully and could not move past the page until at least 30 seconds had passed. After completing their review, participants rated the given initiative on dimensions of procedural justice, perceived respect, support, and so on. If a participant needed to reference the initiative during the evaluation process, they could do so by clicking a toggle button within the survey page that displayed the relevant initiative.

After completing the survey measures for a DEI initiative, participants proceeded to the following survey page to receive their next DEI initiative and answer the same set of procedures.

This process repeated until participants evaluated all three of their randomly assigned DEI initiatives.

DEI Initiative Stimuli

The DEI initiatives tested in Study 1 came from United States Fortune 500 companies via the information posted on their websites and/or stakeholder reports. Fortune 500 companies employed approximately 17.5% of the United States workforce in 2017 (the most recent data available; Donnelly, 2017) and command a high level of visibility by definition. Given this reach, it stands to reason that the organizational DEI initiatives implemented by Fortune 500 companies are particularly representative of those affecting real members of the United States workforce.

A group of seven undergraduate research assistants and I found and compiled 400 usable DEI initiatives — or 80 per each of the five initiative categories — into a searchable database. We compiled a list of Fortune 500 companies based on 2022 rankings and randomly selected companies to search for DEI initiatives based on this list. We used a non-exhaustive sampling approach by collecting DEI initiatives until we felt that each initiative category contained a satisfactory number of quality and representative initiatives from which to select the final Study 1 stimuli. In total, the research team searched 87.2% (n = 436) of the Fortune 500 companies.

Of the examined companies, 91.1% (n = 397) used some form of DEI initiative based on the publicly-shared information, though not all DEI initiatives met the inclusion criteria. Namely, eligible DEI initiatives contained at least 150 words (prior to de-identification) to ensure participants had adequate information about the initiative for their assessments. For the purposes of Study 1, we broadly defined DEI initiatives as organizational policies or practices that sought to improve organizational conditions and/or opportunities for underrepresented groups in the

company context. If a company initiative met this definition and contained at least 150 words, it was copied to the database verbatim under the most fitting DEI initiative category adapted from the Creary et al. (2021) typology: *diversity recruiting initiatives*, *education and training*, *internal diversity partners*, *mentoring and sponsorship*, or *workplace policies*.[2] See Table B2 of Appendix B for descriptions and brief examples of each DEI initiative category.

To test a broad sample of DEI initiative stimuli, we included a mix of initiatives that focused exclusively on race-centric policies or practices (e.g., partnerships with Black-owned suppliers), initiatives that targeted multiple identity groups including race (e.g., mentorship programs for URMs and women), and initiatives that focused on DEI without expressly defining the term. DEI initiatives that concentrated solely on an identity group other than race (e.g., gender, veteran status) were not included in the database to maintain consistency with the project's theoretical focus.

Only DEI initiatives that received consensus among the research team as being quality representations of their assigned category were included in the final database. All DEI initiatives were de-identified of company names, specific locations, industries, and other potentially identifying nomenclature prior to Study 1 testing. Moreover, sections that focused on the outcomes or success of an initiative were removed, as Study 1 sought to examine perceptions of DEI initiative processes and including outcomes may have pulled focus (e.g., Dover et al., 2014).

The final 400 DEI initiatives tested in Study 1 (80 initiatives per each of the five initiative categories) were sourced from 218 different Fortune 500 companies. After de-identification, the average initiative length was 194 words (SD = 46 words). Most Study 1 DEI initiatives (58.3%, n

[2] The original typology by Creary et al. (2021) included two additional DEI initiative types not tested in Study 1: *physical visibility* and *managerial involvement*. It was decided a priori that we would not collect DEI initiatives falling under the physical visibility category, as initiatives of this nature are characterized by physically showcasing "diverse" employees in their company branding. The managerial involvement category was cut partway through stimuli collection as we found it exceptionally difficult to find initiatives that fit this category.

= 233) mentioned race or a similar term (e.g., people of color, specific racial groups) explicitly, whereas 41.8% (*n* = 167) of Study 1 DEI initiatives used broad or nonspecific conceptualizations of diversity (e.g., used terms like diversity, underrepresented groups, minorities without providing a definition of what the term encompassed).

Measures

Participants completed the measures described below, concluding with a standard demographic questionnaire. One-way random intraclass correlation coefficients (ICCs) averaged across raters who reviewed the same DEI initiative are reported as measures of within-initiative interrater reliability where applicable (Lüdtke et al., 2009). However, it should be noted that most of the tested measures demonstrated poor reliability (ICC ≤ .50; Koo & Li, 2016). While these values are concerning, the low ICCs may be a result of Study 1's unbalanced design (not all DEI initiatives were randomly assigned the same number of raters; ten Hove et al., 2022). Mean-scored variables were nevertheless created and tested to maintain alignment with Study 1's design, though I acknowledge the poor measure reliabilities in more detail under the Discussion.

See Appendix A for the complete Study 1 measures, as well as Table B3 of Appendix B for descriptive statistics and correlations between the DEI initiative rating variables.

Procedural Justice Qualitative Measures

Immediately after reviewing a DEI initiative, participants completed two open-response questions. The first question examined overall perceptions of the initiative's procedural justice: "*What qualities of this company policy seem fair and/or unfair to you? We are particularly interested in qualities of the company policy that you believe seem fair and/or unfair to people with your racial identity. Please provide your answer in 2-4 sentences*."

The second open-response question aimed to assess the informal procedural justice components of the initiative: "*If you were a leader at this company, how could you apply this policy in a manner that would be fair and/or unfair to people with your racial identity? Please provide your answer in 2-4 sentences*."

Responses to the qualitative measures informed the experimental stimuli developed for Study 3. As such, the findings of both qualitative measures are discussed under the Study 3 Method.

Predictor Variables: Procedural Justice Perceptions

Dimensional perceptions of the DEI initiative's (un)fairness were assessed with a shortened and adapted version of the four-component procedural justice scale (Blader & Tyler, 2003a). Given that participants completed the same set of survey items for each of their three assigned initiatives, the length of the original four-component scale may have led to a high rate of survey fatigue and attrition (Galesic & Bosnjak, 2009). To balance concerns of survey fatigue and construct validity, I selected three items from each of the four-component procedural justice subscales (save for the informal quality of decision making component, which originally consisted of three items) to administer in Study 1.

However, issues with multicollinearity in the planned models (see Table B4 of Appendix B) prompted me to examine the relationships between the four-component procedural justice items through exploratory factor analysis. The scree plot suggested that two factors be retained as significant (see Figure B3 of Appendix B), rather than the four component factors conceptualized by Blader and Tyler (2003a). This was confirmed by examining the two factor loadings, which revealed that the majority of procedural justice items satisfactorily loaded (≥ .45; Tabachnick & Fidell, 2007) on to one of two factors. Specifically, the loadings represented

factors for *quality of decision making* and *quality of interpersonal treatment*. Whether an item reflected the formal or informal source of procedural justice did not appear to substantially matter in the factor loadings (see Table B5 of Appendix B).

After removing crossloaded items and creating two factors according to the recommended loadings, I tested measurement model fit between the suggested two-factor model with quality of decision making and quality of interpersonal treatment vs. the original four-factor model (Blader & Tyler, 2003a). As shown in Table B6 of Appendix B, the four-factor measurement model fit the data statistically significantly worse than the two-factor measurement model. Accordingly, I pivoted to conduct the Study 1 analyses using quality of decision making and quality of interpersonal treatment as the continuous procedural justice predictors of social identity and organizational outcomes. Using the two-factor models solved the issues of multicollinearity (see Table B7 of Appendix B).

The final procedural justice subscales are described below; responses on each subscale were given on a 7-point Likert scale ranging from 1 = *Strongly disagree* to 7 = *Strongly agree*, with higher scores indicating greater perceived fairness on the given quality.

Quality of Decision Making. Perceived fairness on quality of decision-making procedures was measured with five items, including, "*This company policy is likely to be applied consistently across all employees, including people with my racial identity*" (ICC = .40).

Quality of Interpersonal Treatment. Perceived fairness on the quality of interpersonal treatment component was measured with five items, such as, "*This company policy considers the views of people with my racial identity*" (ICC = .60).

Dependent Variables

Overall Organizational Procedural Justice for Whites. Perceptions of the DEI initiative organization's general procedural justice for White employees was examined with three items adapted from Kaiser et al. (2013), including, "*White employees have influence over the outcomes they receive at this company*." Responses were indicated on a 7-point Likert scale ranging from 1 = *Strongly disagree* to 7 = *Strongly agree*; higher scores reflected greater overall organizational procedural justice for Whites (ICC = .24).

Overall Organizational Procedural Justice for URMs. As a parallel measure, I also examined perceptions of the DEI initiative organization's general procedural justice for URM employees with three items adapted from Kaiser et al. (2013), such as, "*Racial minority employees have influence over the outcomes they receive at this company*." Responses were once again given on a 7-point Likert scale ranging from 1 = *Strongly disagree* to 7 = *Strongly agree*; higher scores reflected greater overall organizational procedural justice for URMs (ICC = .09).

Perceived Racial Group Respect From the Organization. The DEI initiative organization's perceived respect for White employees was measured with three items (adapted from Blader & Tyler, 2009; Boezeman & Ellemers, 2007), including, "*Employees with my racial identity are respected by the company that uses this policy*." Responses were given on a 7-point Likert scale ranging from 1 = *Strongly disagree* to 7 = *Strongly agree*, with higher scores reflecting greater perceived organizational respect toward White employees (ICC = .40).

Organizational Identification. Identification with the organization that uses the DEI initiative was measured with the 1-item inclusion of other in the self scale (Aron et al., 1992). Participants were shown two circles, one labeled "*Me*" and the other labeled "*The Company*." The circles were presented on a dynamic sliding scale; dragging the scale closer to 0 = *Not connected* caused the circles to separate and dragging the scale closer to 100 = *Completely*

connected caused the circles to overlap. Participants used the sliding scale to depict the extent to which they felt connected to the organization that uses the DEI initiative, with greater overlap between the circles representing a stronger feeling of connection (ICC = .20).

Unfair Treatment Concerns. Unfair treatment concerns toward the organization that uses the DEI initiative were measured with a 3-item scale by Dover et al. (2016), including, "*If I was working at (or applying to) this company, I would worry that my race would put me at a disadvantage*." Responses were given on a 7-point Likert scale ranging from 1 = *Strongly disagree* to 7 = *Strongly agree*, with higher scores indicating greater unfair treatment concerns (ICC = .37).

Support for the DEI Initiative. Support for the DEI initiative was measured with one 7-point item, "*To what extent do you support the company's use of this policy?*" with response options ranging from 1 = *To no extent* to 7 = *To a great extent*. Higher scores reflected greater support for the DEI initiative (ICC = .10).

Desire to Work for the Organization. Finally, desire to work for the organization that uses the DEI initiative was measured with one 7-point item, "*To what extent would you like to work for the company that uses this policy?*" with response options ranging from 1 = *To no extent* to 7 = *To a great extent*. Higher scores reflected greater desire to work for the organization (ICC = .16).

Results

Pre-Analyses: DEI Initiative Perceived Fairness Distributions

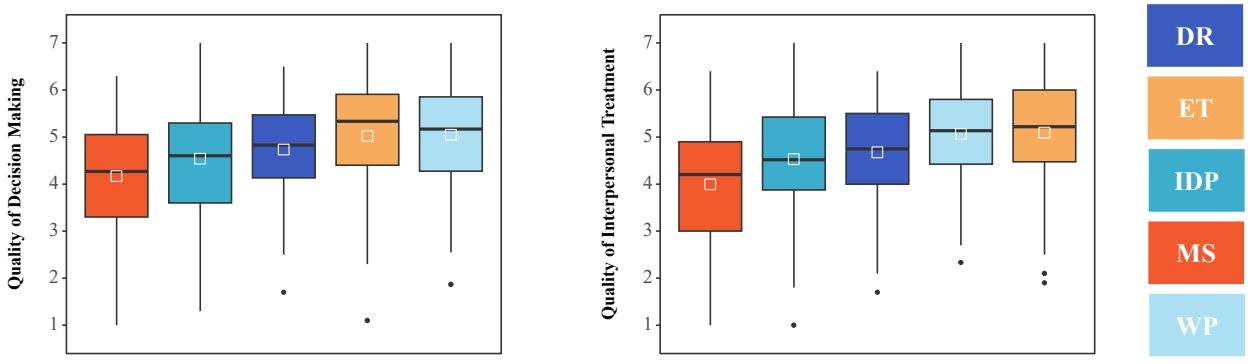
As a precursor to the main analyses, I examined the DEI initiatives' univariate distributions of perceived procedural justice in general and by DEI initiative category. Overall, the DEI initiatives were surprisingly viewed as neutral to slightly fair for White people in

relation to quality of decision making ($M = 4.70$, $SD = 1.22$) and quality of interpersonal treatment ($M = 4.67$, $SD = 1.25$).

Despite the heterogeneity in Study 1's tested DEI initiatives, there was only minor variability in perceived quality of decision making and quality of interpersonal treatment by DEI initiative category (see Figure 2). The mentoring and sponsorship category ranked last on perceived fairness to White people across quality of decision making and quality of interpersonal treatment, though the category's fairness ratings still centered around neutral. The education and training and workplace policies categories ranked highest on perceived quality of decision making and quality of interpersonal treatment. Most of the initiative categories contained outliers skewed toward perceived unfairness, indicating that certain DEI initiatives were viewed as highly unfair to White individuals regardless of their representative category.

Figure 2

DEI Initiative Quality of Decision Making and Quality of Interpersonal Treatment Distributions by Category



Note. Response options ranged from 1 = *Strongly disagree* to 7 = *Strongly agree*. Categories are shown in order of lowest – highest mean value. The horizontal black line represents the category median, while the square white outline represents the category mean. Outliers are represented by black dots.

Main Analyses: Outcomes of Procedural Justice Perceptions

Study 1's primary purpose was to examine the social identity and organizational outcomes associated with a DEI initiative's perceived fairness for White individuals on the quality of decision making and quality of interpersonal treatment procedural justice subscales, where the rated DEI initiatives were nested within DEI initiative category. Composite variables created by averaging across participants who reviewed the same DEI initiative served as the predictor and outcome variables, making the rated DEI initiatives the level of analysis. The continuous quality of decision making and quality of interpersonal treatment variables were mean centered prior to analysis based on field recommendations (Enders & Tofighi, 2007).

I planned to conduct the analyses using hierarchical linear models (HLMs) to account for the nested data structure; however, initial model fitting revealed issues with model singularity. This is likely because the ICCs obtained from HLMs that included only the DEI initiative category intercepts demonstrated values ranging from .00 to .07, indicating that, at most, only approximately 7% of outcome variance was attributable to differences between the DEI initiative categories (see Table B8 of Appendix B). Although HLMs may still be used in cases of low variance between groupings (ICC < .10), statisticians note that these HLMs may yield the same results as those obtained from traditional linear regression analyses (V. E. Lee, 2000; Woltman et al., 2012). Because model singularity can compromise the integrity of parameter estimates, I opted to run the analyses using multiple linear regression models in place of HLMs.

A series of multiple linear regression models that included mean-centered quality of decision making and mean-centered quality of interpersonal treatment as continuous predictors, DEI initiative category as a categorical predictor, and their interactions were used to address the central questions of whether a DEI initiative's perceived fairness for White individuals predicts

social identity and organizational outcomes. I did not state hypotheses regarding the effects of DEI initiative category; rather, initiative category was included as a predictor to acknowledge the variety of examined DEI initiative types. I also did not state hypotheses for the 3- and 2-way interactions, as previous tests of procedural justice components have not typically found statistically significant interactions between the component types (e.g., Blader & Tyler, 2003a).

As reported in the sections that follow, for each outcome variable I first conducted model comparisons between a model that included the 3-way interaction between the procedural justice subscales and DEI initiative category vs. a model that included the 2-way interactions between each procedural justice subscale and DEI initiative category. If the model comparison was not statistically significant, I moved on to compare the 2-way interaction model vs. a model that included only the main effects of each procedural justice subscale and DEI initiative category as predictors. The 3- and 2-way interaction models included the lower-order effects. Sensitivity analyses conducted with G*Power software (Faul et al., 2007) indicated sufficient power to detect 3-way interaction effects of at least $\eta_p^2 = .04$, 2-way interaction effects of at least $\eta_p^2 = .03$, and main effects of at least $\eta_p^2 = .03$ using multiple linear regressions with $n = 400$ (the number of tested DEI initiatives), $\alpha = .05$, and $1 - \beta = .80$.

Overall Organizational Procedural Justice for Whites

The 3-way interaction model did not demonstrate statistically significant improvement over the 2-way interaction model, $F(4, 380) = 1.19$, $p = .317$. However, the 2-way interaction model did demonstrate statistically significant improvement over the main effects model, $F(9, 384) = 2.98$, $p = .002$. Accordingly, the following results are based on the 2-way interaction model. The 2-way interaction model was statistically significant, $F(15, 384) = 61.83$, $p < .001$,

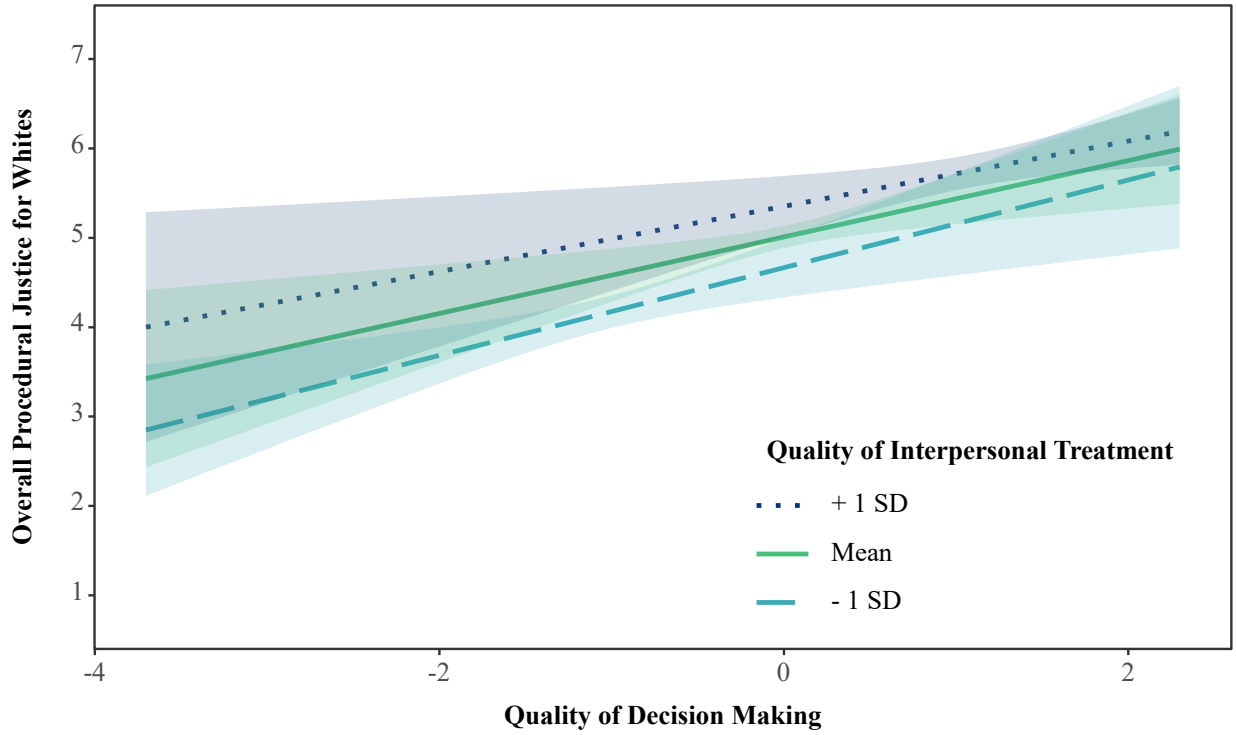
and explained 69.6% of the variance (adjusted R^2 = .70) in the DEI initiative organization's overall procedural justice for White employees.

Main effects of quality of decision-making procedures and quality of interpersonal treatment (both *p*s < .05) were qualified by a statistically significant interaction between the two predictors: *b* = -.05, 95% CI (-.08, -.02), *SE* = .02, *p* = .002, η_p^2 = .03. Probing the interaction via simple slopes analyses indicated that the effect of quality of decision making on overall procedural justice for White employees was statistically significant at low (-1 *SD*), average (*M*), and high (+1 *SD*) levels of quality of interpersonal treatment. Each slope trended in the same positive direction, but to varying degrees depending on the level of quality of interpersonal treatment (see Figure 3): The effect of quality of decision making was most pronounced at low levels of quality of interpersonal treatment, *b* = .49, 95% CI (.22, .76), *SE* = .14, *p* < .001, η_p^2 = .03, followed by the effect of quality of decision making at average levels of quality of interpersonal treatment, *b* = .43, 95% CI (.16, .69), *SE* = .13, *p* = .002, η_p^2 = .03. The effect of quality of decision making was least pronounced at high levels of quality of interpersonal treatment, *b* = .36, 95% CI (.10, .63), *SE* = .14, *p* = .007, η_p^2 = .03. Slope contrasts with corrections (collapsed across DEI initiative category) indicated that all slopes were statistically significantly different from one another (see Figure 3). Moreover, the conditional intercept values aligned with the predicted pattern: Perceived overall procedural justice for White employees was highest in relation to the high quality of interpersonal treatment intercept (conditional intercept *b* = 5.35, *SE* = .17), moderate for the average quality of interpersonal treatment intercept (conditional intercept *b* = 5.01, *SE* = .06), and lowest for the low quality of interpersonal treatment intercept (conditional intercept *b* = 4.66, *SE* = .17). Thus, decreases in a DEI initiative's perceived fairness on quality of decision making were associated with decreases

in the organization's overall procedural justice for White employees across levels of a DEI initiative's perceived fairness on quality of interpersonal treatment.

Figure 3

Simple Slopes With Corrections for Quality of Decision Making × Quality of Interpersonal Treatment on Overall Procedural Justice for White Employees



Note. Observed values of mean-centered quality of decision making ranged from -3.70 to 2.30. Low (-1 *SD*) vs. average (*M*) quality of interpersonal treatment slope contrast: $b = .07$, 95% CI (.02, .11), $SE = .02$, adjusted $p = .005$, $d = .12$. Low (-1 *SD*) vs. high (+1 *SD*) quality of interpersonal treatment slope contrast: $b = .13$, 95% CI (.03, .23), $SE = .04$, adjusted $p = .005$, $d = .24$. Average (*M*) vs. high (+1 *SD*) quality of interpersonal treatment slope contrast: $b = .07$, 95% CI (.02, .11), $SE = .02$, adjusted $p = .005$, $d = .12$.

The main effect of quality of decision making ($p = .002$) was further qualified by a statistically significant quality of decision making × DEI initiative category interaction: $F(4, 384) = 2.82$, $p = .025$, $\eta_p^2 = .03$. In addition, the main effect of quality of interpersonal treatment

(p = .031) was further qualified by a statistically significant quality of interpersonal treatment × DEI initiative category interaction: $F(4, 384) = 3.75$, $p = .005$, $\eta_p^2 = .04$. [3] The complete interaction results are reported under the Supplementary Analyses.

Overall, Hypothesis 1 was partially supported: Quality of decision making and quality of interpersonal treatment tended to exhibit the predicted positive effects on the organization's overall procedural justice for White employees, though unanticipated interactions with each other and DEI initiative category demonstrated the limits of such effects.

Overall Organizational Procedural Justice for URMs

The 3-way interaction model did not demonstrate statistically significant improvement over the 2-way interaction model, $F(4, 380) = 1.15$, $p = .334$. However, the 2-way interaction model did demonstrate statistically significant improvement over the main effects model, $F(9, 384) = 2.62$, $p = .006$. Accordingly, the following results are based on the 2-way interaction model. The 2-way interaction model was statistically significant, $F(15, 384) = 7.23$, $p < .001$, and explained 19.0% of the variance (adjusted $R^2 = .19$) in the DEI initiative organization's overall procedural justice for URM employees.

Main effects of quality of decision-making procedures and quality of interpersonal treatment (both ps ≤ .01) were qualified by a statistically significant interaction between the two predictors: $b = .05$, 95% CI (.02, .09), $SE = .02$, $p = .005$, $\eta_p^2 = .02$. Probing the interaction via simple slopes analyses revealed that the effect of quality of decision making on overall procedural justice for URM employees was statistically significant at low (-1 *SD*), average (*M*), and high (+1 *SD*) levels of quality of interpersonal treatment. Each slope trended in the same positive direction, but to varying degrees depending on the level of quality of interpersonal treatment (see Figure 4): The effect of quality of decision making was most pronounced at high

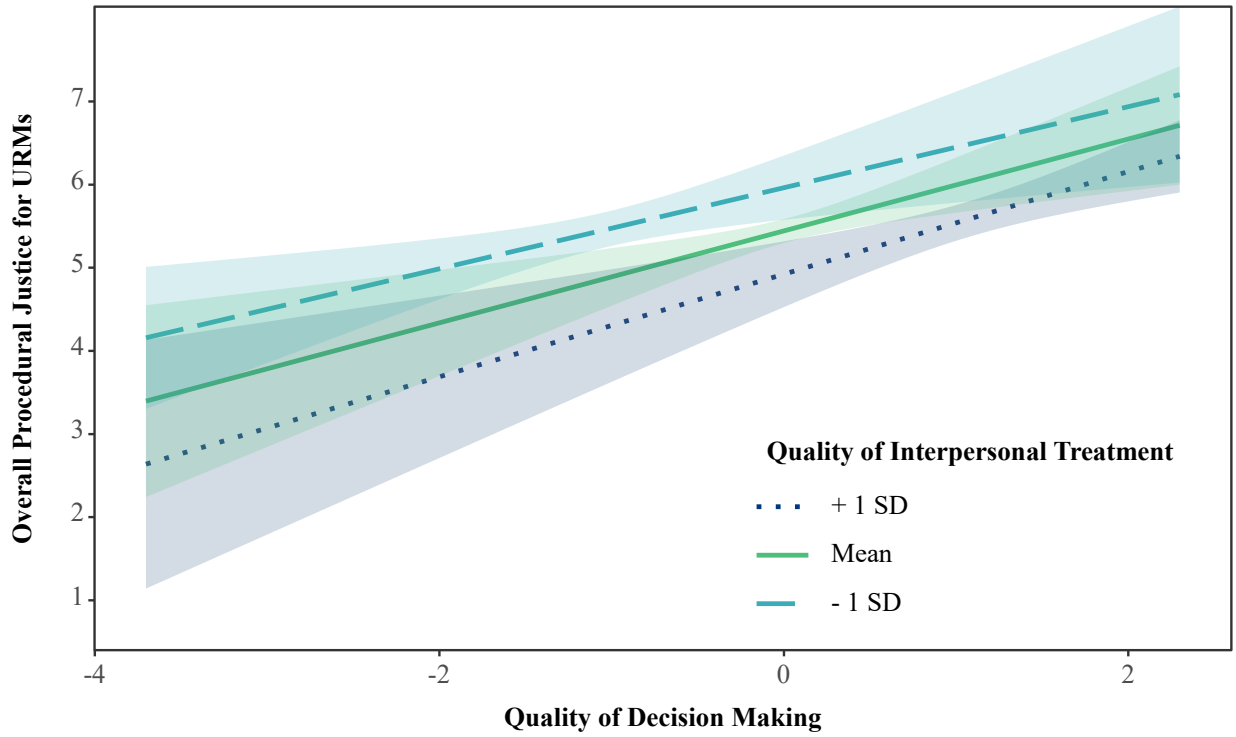
[3] The main effect of DEI initiative category was not statistically significant (p = .087).

levels of quality of interpersonal treatment, b = .62, 95% CI (.31, .93), SE = .16, p < .001, η_p^2 = .02, followed by the effect of quality of decision making at average levels of quality of interpersonal treatment, b = .55, 95% CI (.25, .86), SE = .16, p = .001, η_p^2 = .02. The effect of quality of decision making was least pronounced at low levels of quality of interpersonal treatment, b = .49, 95% CI (.18, .80), SE = .16, p = .002, η_p^2 = .02. Slope contrasts with corrections (collapsed across DEI initiative category) indicated that all slopes were statistically significantly different from one another (see Figure 4).

Against predictions, the quality of decision making × quality of interpersonal treatment interaction demonstrated that decreases in a DEI initiative's perceived fairness toward Whites on quality of decision making are associated with decreases in the organization's perceived overall procedural justice for URM employees, generally irrespective of a DEI initiative's level of perceived fairness toward Whites on quality of interpersonal treatment. However, it is worth noting that overall procedural justice for URM employees was highest in reference to the low quality of interpersonal treatment intercept (conditional intercept b = 5.96, SE = .20), moderate for the average quality of interpersonal treatment intercept (conditional intercept b = 5.44, SE = .07), and lowest for the high quality of interpersonal treatment intercept (conditional intercept b = 4.92, SE = .20). Taken together, these findings suggest that a DEI initiative's relative lack of perceived fairness toward Whites on quality of interpersonal treatment may assuage the favorable effect of high quality of decision making on overall procedural justice for URM employees. Ultimately, however, these interaction trends did not support Hypothesis 2.

Figure 4

Simple Slopes With Corrections for Quality of Decision Making × Quality of Interpersonal Treatment on Overall Procedural Justice for URM Employees



Note. Observed values of mean-centered quality of decision making ranged from -3.70 to 2.30. Low (-1 *SD*) vs. average (*M*) quality of interpersonal treatment slope contrast: b = -.07, 95% CI (-.12, -.01), SE = .02, adjusted p = .015, d = .11. Low (-1 *SD*) vs. high (+1 *SD*) quality of interpersonal treatment slope contrast: b = -.13, 95% CI (-.25, -.02), SE = .05, adjusted p = .015, d = .21. Average (*M*) vs. high (+1 *SD*) quality of interpersonal treatment slope contrast: b = -.07, 95% CI (-.12, -.01), SE = .02, adjusted p = .015, d = .11.

The quality of decision making × DEI initiative category interaction was not statistically significant, $F(4, 384) = .53$, $p = .718$, $\eta_p^2 = .01$, nor was the quality of interpersonal treatment × DEI initiative category interaction, $F(4, 384) = .83$, $p = .509$, $\eta_p^2 = .01$. Furthermore, the main effect of DEI initiative category was not statistically significant, $F(4, 384) = .47$, $p = .760$, $\eta_p^2 < .01$.

Perceived Racial Group Respect From the Organization

The 3-way interaction model did not demonstrate statistically significant improvement over the 2-way interaction model, $F(4, 380) = .57$, $p = .687$. Likewise, the 2-way interaction model did not demonstrate statistically significant improvement over the main effects model, $F(9, 384) = 1.83$, $p = .062$. Thus, the following results are based on the main effects model. The main effects model was statistically significant, $F(6, 393) = 238.00$, $p < .001$, and explained 78.1% of the variance (adjusted $R^2 = .78$) in the DEI initiative organization's perceived respect for White employees.

As predicted, quality of decision making statistically significantly and positively predicted perceived organizational respect for Whites, $b = .22$, 95% CI (.12, .31), $SE = .05$, $p < .001$, $\eta_p^2 = .05$. Quality of interpersonal treatment also statistically significantly and positively predicted perceived organizational respect for Whites, $b = .58$, 95% CI (.49, .68), $SE = .05$, $p < .001$, $\eta_p^2 = .26$. As a DEI initiative's perceived fairness on quality of decision making or quality of interpersonal treatment decreased, as did the DEI initiative organization's perceived respect for White employees. Hypothesis 3 was therefore supported.

DEI initiative category was not a statistically significant predictor of organizational respect, $F(4, 393) = .98$, $p = .420$, $\eta_p^2 = .01$.

Identification With the Organization

The 3-way interaction model did not demonstrate statistically significant improvement over the 2-way interaction model, $F(4, 380) = .32$, $p = .865$. Similarly, the 2-way interaction model did not demonstrate statistically significant improvement over the main effects model, $F(9, 384) = 1.51$, $p = .143$. Accordingly, the following results are based on the main effects model. The main effects model was statistically significant, $F(6, 393) = 90.71$, $p < .001$, and

explained 57.4% of the variance (adjusted $R^2 = .57$) in identification with a DEI initiative's organization.

As hypothesized, quality of decision making statistically significantly and positively predicted organizational identification, $b = 10.16$, 95% CI (7.72, 12.60), $SE = 1.24$, $p < .001$, $\eta_p^2 = .15$. As a DEI initiative's perceived fairness on quality of decision making decreased, so too did identification with the organization that uses the given DEI initiative. Contrary to the hypothesis, however, quality of interpersonal treatment was not a statistically significant predictor of organizational identification, $b = 2.07$, 95% CI (-.36, 4.49), $SE = 1.23$, $p = .095$, $\eta_p^2 = .01$. Hypothesis 4 was thus partially supported.

An omnibus F-test indicated that organizational identification statistically significantly differed by DEI initiative category, $F(4, 393) = 2.53$, $p = .040$, $\eta_p^2 = .03$. The Tukey's post-hoc group contrasts are shown in Table B9 of Appendix B.

Unfair Treatment Concerns

The 3-way interaction model did not demonstrate statistically significant improvement over the 2-way interaction model, $F(4, 380) = 1.26$, $p = .287$, nor did the 2-way interaction model demonstrate statistically significant improvement over the main effects model, $F(9, 384) = 1.33$, $p = .218$. Thus, the following results are based on the main effects model. The main effects model was statistically significant, $F(6, 393) = 243.80$, $p < .001$, and explained 78.5% of the variance (adjusted $R^2 = .79$) in unfair treatment concerns toward the organization that uses the given DEI initiative.

As predicted, quality of decision making statistically significantly and negatively predicted unfair treatment concerns, $b = -.54$, 95% CI (-.64, -.45), $SE = .05$, $p < .001$, $\eta_p^2 = .23$. Quality of interpersonal treatment also statistically significantly and negatively predicted unfair

treatment concerns, b = -.28, 95% CI (-.38, -.18), SE = .05, p < .001, η_p^2 = .08. As a DEI initiative's perceived fairness on quality of decision making or quality of interpersonal treatment decreased, unfair treatment concerns increased. Hypothesis 5 was therefore supported.

An omnibus F-test indicated that unfair treatment concerns statistically significantly differed by DEI initiative category, F(4, 393) = 3.47, p = .008, η_p^2 = .03. The Tukey's post-hoc group contrasts are shown in Table B10 of Appendix B.

Support for the DEI Initiative

The 3-way interaction model did not demonstrate statistically significant improvement over the 2-way interaction model, F(4, 380) = 2.09, p = .082. Likewise, the 2-way interaction model did not demonstrate statistically significant improvement over the main effects model, F(9, 384) = 1.29, p = .243. The following results are based on the main effects model. The main effects model was statistically significant, F(6, 393) = 175.00, p < .001, and explained 72.3% of the variance (adjusted R^2 = .72) in support for the given DEI initiative.

As hypothesized, quality of decision making statistically significantly and positively predicted support for a DEI initiative, b = .85, 95% CI (.72, .97), SE = .07, p < .001, η_p^2 = .30. As a DEI initiative's perceived fairness on quality of decision making decreased, support for the given DEI initiative decreased as well. Contrary to the hypothesis, quality of interpersonal treatment was not a statistically significant predictor of support, b = .06, 95% CI (-.07, .19), SE = .06, p = .357, η_p^2 < .01. As such, Hypothesis 6 was partially supported.

An omnibus F-test indicated that support statistically significantly differed by DEI initiative category, F(4, 393) = 8.68, p < .001, η_p^2 = .08. The Tukey's post-hoc group contrasts are shown in Table B11 of Appendix B.

Desire to Work for the Organization

The 3-way interaction model did not demonstrate statistically significant improvement over the 2-way interaction model, $F(4, 380) = .43$, $p = .785$. However, the 2-way interaction model did demonstrate statistically significant improvement over the main effects model, $F(9, 384) = 2.14$, $p = .026$. Accordingly, the following results are based on the 2-way interaction model. The 2-way interaction model was statistically significant, $F(15, 384) = 83.70$, $p < .001$, and explained 75.7% of the variance (adjusted $R^2 = .76$) in desire to work for the organization that uses the given DEI initiative.

There was not a statistically significant interaction between quality of decision making × quality of interpersonal treatment, $F(1, 384) = .13$, $p = .722$, $\eta_p^2 < .01$. However, main effects of quality of decision-making procedures and DEI initiative category (both ps $< .001$) were qualified by a statistically significant quality of decision making × DEI initiative category interaction: $F(4, 384) = 3.85$, $p = .004$, $\eta_p^2 = .04$. Probing the interaction via simple slopes analyses revealed that the effect of quality of decision making on desire to work for the organization was statistically significant at all levels of DEI initiative category (diversity recruiting initiatives, education and training, internal diversity partners, mentoring and sponsorship, and workplace policies; all ps $< .05$) and that each slope trended in the hypothesized positive direction (see Figure B4 of Appendix B). However, slope contrasts with corrections (collapsed across quality of interpersonal treatment) indicated that none of the slopes statistically significantly differed from one another (see Table B12 of Appendix B). As such, decreases in perceived quality of decision making were generally associated with decreased desire to work for the DEI initiative's organization.

The main effect of DEI initiative category ($p < .001$)[4] was further qualified by a statistically significant quality of interpersonal treatment × DEI initiative category interaction: $F(4, 384) = 3.32$, $p = .011$, $\eta_p^2 = .03$. Probing the interaction via simple slopes analyses indicated that the effect of quality of interpersonal treatment on desire to work for the organization was statistically significant only at the DEI initiative categories of education and training, and mentoring and sponsorship (both ps $< .05$; see Figure B5 of Appendix B). Each statistically significant slope trended in the hypothesized positive direction. Slope contrasts with corrections (collapsed across quality of decision making) showed that only the slopes of diversity recruiting initiatives ($b = -.16$, $SE = .14$) vs. education and training ($b = .39$, $SE = .12$) were statistically significantly different from one another, contrast $b = -.55$, 95% CI (-1.08, -.02), $SE = .19$, adjusted $p = .035$, $d = .47$. None of the remaining slope contrasts reached statistical significance (see Table B13 of Appendix B). In sum, decreases in perceived quality of interpersonal treatment were related to decreased desire to work for the DEI initiative's organization, but only in reference to DEI initiatives that fell under the education and training or mentoring and sponsorship categories.

Although the statistically significant effects found in relation to quality of decision making and quality of interpersonal treatment largely aligned with predictions, the predictors' unanticipated interactions with DEI initiative category rendered Hypothesis 7 partially supported.

Discussion

Study 1 provided foundational insight into the social identity and organizational outcomes associated with a DEI initiative's perceived fairness to White individuals using a database of real-world DEI initiatives from Fortune 500 companies in the United States. Most

[4] The main effect of quality of interpersonal treatment was not statistically significant ($p = .274$).

hypotheses were supported given findings that decreases in a DEI initiative's perceived fairness on quality of decision making and/or quality of interpersonal treatment were associated with more adverse social identity and organizational outcomes (see Table 2), providing preliminary support for the procedural justice and social identity approach to understanding White individuals' reactions to DEI initiatives.

Quality of decision making and quality of interpersonal treatment did not always exhibit statistically significant main effects in tandem, however, with statistically significant main effects of quality of decision making appearing more often than main effects of quality of interpersonal treatment. Moreover, unpredicted 2-way interactions between the procedural justice qualities and DEI initiative category demonstrated the boundaries of these effects on certain outcomes, with quality of decision making and/or quality of interpersonal treatment emerging as statistically significant predictors only in relation to specific DEI initiative types in some cases. However, the interaction and main effects of DEI initiative category did not appear to be systematic — there was no clear "favorite" DEI initiative type among White individuals.

Although the effects of the procedural justice qualities were not wholly consistent, the present findings have greater potential for generalizability and ecological validity because they are based on perceptions of 400 unique, real-world DEI initiative stimuli. The lack of consistency in effects, then, is reflective of the noise that accompanies naturalistic stimuli.

Hypothesis 2 was the only prediction to lack any support: Surprisingly, decreases in a DEI initiative's perceived fairness toward White individuals on quality of decision making were related to decreased overall organizational procedural justice for URM employees across levels of perceived quality of interpersonal treatment toward Whites. This goes against prior empirical evidence suggesting that White perceivers who believe an organizational DEI initiative is unfair

to their racial group will consequently find the DEI initiative to be fair for URMs (Dover et al., 2014; Kaiser et al., 2013; Kirby et al., 2015; Norton & Sommers, 2011).

It is also surprising that the DEI initiatives skewed toward higher (vs. lower) perceived fairness for White individuals. Positive DEI initiative perceptions may have been inflated due to the "removed" evaluation context of Study 1, as participants did not work at the DEI initiatives' organizations and thus had no vested interest in what the initiative outcomes could mean for organization members of their racial group. Feelings of indignation or threat may be more likely to arise in response to certain policies and practices when they are implemented in one's own workplace because the DEI initiative outcomes would be of personal consequence (e.g., Dover et al., 2016).

Table 2

Summary of Study 1 Hypothesis Testing Results

Hypothesis	Results Conclusion
1. The organization's overall perceived procedural fairness for White employees will be lower for DEI initiatives viewed as less fair toward Whites on the components of procedural justice.	Partially supported
2. The organization's overall perceived procedural fairness for URM employees will be higher for DEI initiatives viewed as less fair toward Whites on the components of procedural justice.	Not supported
3. Perceived organizational respect for White employees will be lower for DEI initiatives viewed as less fair toward Whites on the components of procedural justice.	Supported
4. Identification with the organization will be lower for DEI initiatives viewed as less fair toward Whites on the components of procedural justice.	Partially supported

5.	Concerns about unfair treatment within the organization will be higher in relation to DEI initiatives viewed as less fair toward Whites on the components of procedural justice.	Supported
6.	Support for the DEI initiative will be lower for DEI initiatives viewed as less fair toward Whites on the components of procedural justice.	Partially supported
7.	Desire to work for the organization will be lower in relation to DEI initiatives viewed as less fair toward Whites on the components of procedural justice.	Partially supported

Despite the utility of Study 1, some statistical limitations should be highlighted. First, an exploratory factor analysis of the four-component procedural justice scale items indicated that collapsing the items into quality of decision making and quality of interpersonal treatment provided better data fit compared to the original four-component structure. The preference for the two-factor structure over four factors may have been partly due to a lack of informal procedural justice cues in the tested DEI initiatives. Whereas the formal sources of procedural justice concern the structural elements of policies and practices, the informal sources pertain to one's real or imagined interpersonal interactions with organizational authority figures (Blader & Tyler, 2003a, 2003b). The sampled Fortune 500 companies predominantly focused on structural elements when describing their DEI initiatives and neglected discussions of how leaders enacted the initiatives within their organizations. Participants, then, may have been given insufficient information on which to base their judgments of procedural fairness on the informal sources.

Second, the reported statistical analyses do not account for the nested data structure given that model singularity interfered with the use of HLM techniques. DEI initiatives were nested within DEI initiative category, though initiative category explained minimal outcome variance and there was little difference between DEI initiative categories on perceived quality of decision making and perceived quality of interpersonal treatment (see Figure 2). Simplifying the models

to more parsimonious multiple linear regressions solved the issue of model singularity, suggesting that the HLMs were indeed overly complex. It is interesting that perceptions of DEI initiative fairness were largely consistent across the examined categories given their prior theoretical distinctions (Creary et al., 2021), though it is important to note that, in addition to within-category variation, a considerable number of the sampled DEI initiatives contained elements consistent with two or more categories. With this in mind, it may be more accurate to conceptualize DEI initiatives as falling on a spectrum of procedural and practical attributes rather than grouping them under distinct categories.

Finally, the low interrater reliability (based on ICCs) between participants who rated the same DEI initiative warrants brief discussion. ICCs function as measures of reliability by assessing consistency or agreement among raters of a given stimulus using the variance between stimuli and the variance between raters of a stimulus. Unbalanced research designs like Study 1, wherein stimuli are evaluated by different raters and/or different numbers of raters, introduce increased error variance due to rater-specific effects. In turn, this increased error variance can lead to low ICC values, even if reliability among raters of a stimulus is not necessarily poor (ten Hove et al., 2022). The low ICC values observed in Study 1 may therefore be a function of the unbalanced design rather than poor reliability. However, one cannot rule out the possibility that the ICCs reflect truly low interrater reliability due to disagreement among participants who evaluated the same DEI initiative. For instance, individual differences were not examined in the present analyses and may have systematically contributed to high disagreement between DEI initiative raters (e.g., Morrison et al., 2010; Plaut et al., 2011).

To expand on the empirical foundation provided by Study 1 while addressing its limitations, Study 2 applied the full integrated process model outlined in Figure 1 of the

Introduction to test the identity- and organization-relevant consequences of perceived DEI initiative (un)fairness in-context using White workforce members' perceptions and attitudes toward the actual DEI initiatives used within their organizations. In addition, Study 2 explored individual differences in racial identity centrality and salience as potential moderators of the relationship between procedural justice and social identity judgments.

Study 2: Perceived Fairness of Workplace DEI Initiatives In-Context

Study 2 tested the full integrated process model with structural equation modeling (SEM). SEM offers the key ability to estimate all relationships (i.e., paths) within a theoretical model simultaneously while controlling for the influence of all other predictors in the model. Going beyond the simple relationships demonstrated in Study 1, SEM allows for a deeper understanding of the interrelationships among judgments of organizational DEI initiatives' procedural justice for Whites, social identity, and the consequences for DEI and organizational functioning that may result from the integrated procedural justice and social identity processes. The present study examined this framework in the context of White individuals' lived experiences with and views of the real DEI initiatives used at their workplaces (making participants the level of analysis). Testing the full process model in-context granted the ability to more accurately acknowledge the informal and interpersonal facets of procedural justice that may contribute to White organization members' judgments of DEI initiative (un)fairness.

In reporting Study 1, I focused my interpretation on how unfavorable outcomes can result from the perception that a DEI initiative is less fair to White organization members. However, these relationships can also be interpreted in the reverse: DEI initiatives viewed as being *more fair* to White organization members should result in *favorable* outcomes for social identity, DEI, and organizational functioning. To emphasize this point, I frame Studies 2 and 3 considering the

beneficial outcomes that are expected to occur among White individuals when organizational DEI initiatives are perceived as procedurally fair to members of their racial group.

Study 2 focused on six novel central hypotheses, each of which leveraged procedural justice judgments as the exogenous predictor and social identity judgments (perceived organizational respect for White employees, personal pride in racial identity, and organizational identification) as the mediating mechanisms. Partial serial mediations were predicted for the hypotheses that follow:

Hypotheses 8a – 8b. Workplace DEI initiative procedural justice will indirectly (and partially) affect unfair treatment concerns within the organization through perceived organizational respect for Whites (Hyp. 8a) and personal racial identity pride (Hyp. 8b): Greater perceptions that the DEI initiatives used at one's workplace are procedurally fair to White organization members will be associated with increases in perceived respect afforded to Whites by the workplace and increases in personal racial identity pride, both of which will be associated with greater organizational identification. In turn, organizational identification is expected to relate to decreased unfair treatment concerns.

Hypotheses 9a – 9b. Workplace DEI initiative procedural justice will indirectly (and partially) affect support for the workplace DEI initiatives through perceived organizational respect for Whites (Hyp. 9a) and personal racial identity pride (Hyp. 9b): Greater perceptions that the DEI initiatives used at one's workplace are procedurally fair to White organization members will be associated with increases in perceived respect afforded to Whites by the workplace and increases in personal racial identity pride, both of which will be associated with greater organizational

identification. Organizational identification is then predicted to relate to increased support for the workplace DEI initiatives.

Hypotheses 10a – 10b. Workplace DEI initiative procedural justice will indirectly (and partially) affect the amount of time per week devoted to DEI efforts within the workplace through perceived organizational respect for Whites (Hyp. 10a) and personal racial identity pride (Hyp. 10b): Greater perceptions that the DEI initiatives used at one's workplace are procedurally fair to White organization members will be associated with increases in perceived respect afforded to Whites by the workplace and increases in personal racial identity pride, both of which will be associated with greater organizational identification. In turn, organizational identification is expected to contribute to more time devoted to DEI efforts within the workplace.

Hypotheses 11a – 11b. Workplace DEI initiative procedural justice will indirectly (and partially) influence organization-directed affect through perceived organizational respect for Whites (Hyp. 11a) and personal racial identity pride (Hyp. 11b): Greater perceptions that the DEI initiatives used at one's workplace are procedurally fair to White organization members will be associated with increases in perceived respect afforded to Whites by the workplace and increases in personal racial identity pride, both of which will be associated with greater organizational identification. Organizational identification will ultimately relate to increased positive affect toward the workplace.

Hypotheses 12a – 12b. Workplace DEI initiative procedural justice will indirectly (and partially) affect organization-directed citizenship behavior within one's workplace through perceived organizational respect for Whites (Hyp. 12a) and personal racial

identity pride (Hyp. 12b): Greater perceptions that the DEI initiatives used at one's workplace are procedurally fair to White organization members will be associated with increases in perceived respect afforded to Whites by the workplace and increases in personal racial identity pride, both of which will be associated with greater organizational identification. Organizational identification is then predicted to relate to increased organization-directed citizenship behavior.

Hypotheses 13a – 13b. Workplace DEI initiative procedural justice will indirectly (and partially) affect organizational turnover intentions through perceived organizational respect for Whites (Hyp. 13a) and personal racial identity pride (Hyp. 13b): Greater perceptions that the DEI initiatives used at one's workplace are procedurally fair to White organization members will be associated with increases in perceived respect afforded to Whites by the workplace and increases in personal racial identity pride, both of which will be associated with greater organizational identification. In turn, organizational identification will relate to decreased turnover intentions.

Method

Participants

An a priori power analysis conducted using the power4SEM Shiny app (Jak et al., 2021) indicated that a minimum sample size of $n = 558$ is needed to achieve 80% power to correctly reject a hypothesis of not-close fit (H_0: RMSEA > .08) in favor of a hypothesis of close fit (H_1: RMSEA ≤ .05) based on the conceptual model depicted in Figure 1 with $df = 15$ and $\alpha = .05$. To account for potential participant dropout, exclusions, and missing data, I planned to oversample to $n = 750$.

Seven hundred seventy-one participants were recruited through ResearchMatch, a national health study volunteer registry that connects researchers with a large national population of volunteers who have consented to be contacted about available studies. In order to participate in Study 2, volunteers were required to self-identify as White, be currently employed by an organization in the United States that uses DEI initiatives, work at least 20 hours per week, have at least three months of active experience at their current workplace, and reside in the United States. Study 2 participants were also required to have a work supervisor, as the informal components of procedural justice concern the ways in which organizational leadership figures implement their workplace initiatives. Finally, eligible participants were at least 18 years of age and able to read and write in English. Seventy-six participants were excluded from analysis for reasons beyond the inclusion criteria: 43 for indicating that they spend over 50% of their time at work on organizational DEI efforts (suggesting that their role may be primarily focused on DEI) and 33 for having duplicate IP addresses.

After exclusions, 695 participants met all eligibility requirements and were included in the analyses. Select sample demographics are presented in Table 3; additional sample demographics are shown in Table D1 and Figures D1 – D2 of Appendix D.

Table 3

Study 2 Sample Demographics (Total n = *695)*

Demographic	***n***	**%**
Gender		
Cisgender man	112	16.1
Transgender man	5	0.7
Cisgender woman	547	78.7
Transgender woman	1	0.1

Genderfluid	1	0.1
Nonbinary or Genderqueer	18	2.6
Prefer to self-identify	8	1.2
Prefer not to answer	3	0.4
Annual Income (Pre-Tax)		
Less than $25,000	30	4.3
$25,000 to $49,999	120	17.3
$50,000 to $74,999	216	31.1
$75,000 to $99,999	143	20.6
$100,000 to $149,999	116	16.7
$150,000 or more	49	7.1
Prefer not to answer	15	2.2
Tenure at Current Job		
Less than 1 year	119	17.1
1 to 2 years	177	25.5
3 to 4 years	96	13.8
5 to 6 years	63	9.1
7 to 8 years	60	8.6
9 to 10 years	46	6.6
11 to 15 years	51	7.3
16 to 19 years	29	4.2
20 years or more	54	7.8
Average Hours Worked per Week		
20 to 24 hours	24	3.5
25 to 29 hours	16	2.3
30 to 34 hours	30	4.3
35 to 39 hours	83	11.9
40 hours	361	51.9
41 hours or more	181	26.0

Demographic	***M***	***SD***	**Range**
Age	43.97 years	13.32 years	18 to 76 years
Political Orientation	2.83	1.56	1 (*Very liberal*) to 7 (*Very conservative*)

Procedure and Measures

Study 2 was advertised to White volunteers in the ResearchMatch registry via email as an available study on "Workplace Policies and Behavioral Health." The email noted the study's eligibility requirements (save for racial identification) and contained the Qualtrics link to the survey, which volunteers could access if interested in participating. Upon clicking the Qualtrics link, interested volunteers were directed to a brief in-survey prescreening to confirm their study eligibility. Racial identification was not collected in the in-survey prescreening to avoid priming effects. If a volunteer's in-survey prescreening responses did not meet the eligibility criteria, they were screened out of the survey and thanked for their time. Eligible volunteers proceeded to review the informed consent page.

Once they provided informed consent, participants were instructed to answer the study measures in relation to their thoughts and feelings about their current workplace. After completing measures of general engagement within their workplace, participants were informed that the study was specifically interested in their opinions of the DEI policies used at their workplace. They were given a brief instructional description explaining the general purpose and examples of workplace DEI initiatives (see Appendix C for the full description); participants then indicated whether their workplace used any DEI policies (*Yes*, *No*, or *Unsure*). Participants who did not select *Yes* were routed to the end of the survey and thanked for their time; these participants were not included in the Study 2 analyses. Participants who did select *Yes* continued on to complete the full survey measures concerning the perceived procedural justice of their workplace DEI initiatives, racial and organizational identity, and outcomes with implications for DEI and general organizational functioning.

Participants completed the measures described below, concluding with a standard demographic questionnaire. If a scale contained multiple items and showed an acceptable level of reliability ($\alpha \geq .65$), items within the scale were averaged to create a mean-scored variable prior to analysis. See Appendix C for the complete Study 2 measures, as well as Table D2 of Appendix D for descriptive statistics and correlations between the examined variables.

Exogenous Variables: Procedural Justice Perceptions

Workplace DEI initiatives' dimensions of perceived procedural (un)fairness toward White individuals were assessed with complete versions of the four-component procedural justice subscales (Blader & Tyler, 2003a). In SEM, issues of multicollinearity can be addressed by using an unobserved latent variable to represent the common variables (Suhr, 2006). Given the four-component scale issues found in Study 1, I used participants' scores on the four components of procedural justice to indicate a procedural justice latent variable in the Study 2 SEMs. This allowed me to acknowledge perceptions of DEI initiative fairness on a more granular level in the models without jeopardizing the integrity of the results.

The four-component procedural justice subscales are described below; responses to each subscale were given on a 7-point Likert scale ranging from 1 = *Strongly disagree* to 7 = *Strongly agree*, with higher scores indicating greater perceived DEI initiative fairness to White organization members on the given component.

Formal Quality of Decision Making. Perceived fairness on the formal quality of decision-making procedures component was measured with five items, including, "*The DEI policies at my workplace are fair and unbiased toward people with my racial identity*" ($\alpha = .94$).

Formal Quality of Interpersonal Treatment. Perceived fairness on the formal quality of interpersonal treatment component was measured with seven items, such as, "*The DEI policies at my workplace consider the views of people with my racial identity*" (α = .96).

Informal Quality of Decision Making. Perceived fairness on the informal quality of decision-making procedures component was measured with three items, including, "*The leaders of my workplace apply DEI policies consistently across all employees, including people with my racial identity*" (α = .92).

Informal Quality of Interpersonal Treatment. Perceived fairness on the informal quality of interpersonal treatment component was measured with seven items, such as, "*The leaders of my workplace apply DEI policies in a manner that provides transparent explanations for their decisions to people with my racial identity*" (α = .96).

Mediating Variables: Social Identity Judgments

Pride in Racial Identity. Racial identity pride was assessed with the private collective self-esteem scale (Luhtanen & Crocker, 1992). The scale consists of four items, such as, "*I feel good about my racial identity group*." Responses were given on a 7-point Likert scale ranging from 1 = *Strongly disagree* to 7 = *Strongly agree*, with higher scores indicating greater racial identity pride (α = .82).

Perceived Racial Group Respect From Workplace. The extent to which one views their workplace as respecting employees with their racial identity (i.e., White employees) was assessed with the same 3-item measure used in Study 1 (adapted from Blader & Tyler, 2009; Boezeman & Ellemers, 2007) tailored to reference one's own workplace (e.g., "*Employees with my racial identity are respected by my workplace*"). Responses were given on a 7-point Likert

scale ranging from 1 = *Strongly disagree* to 7 = *Strongly agree*, with higher scores reflecting greater perceived organizational respect for White employees (α = .92).

Organizational Identification. Strength of identification with one's workplace was measured using the identity centrality scale (Luhtanen & Crocker, 1992), with items tailored to reference workplace membership. The scale is comprised of four items, including, "*In general, the place where I work is an important part of my self-image*." Responses were given on a 7-point Likert scale ranging from 1 = *Strongly disagree* to 7 = *Strongly agree*, with higher scores reflecting stronger organizational identification (α = .87).

Outcome Variables: DEI- and Organization-Relevant Consequences

Unfair Treatment Concerns. Like Study 1, race-based unfair treatment concerns were measured with three items from Dover et al. (2016). The items were adapted to reference treatment within one's workplace (e.g., "*I worry that my racial identity puts me at a disadvantage at my workplace*"). Responses were given on a 7-point Likert scale ranging from 1 = *Strongly disagree* to 7 = *Strongly agree*, with higher scores indicating greater unfair treatment concerns (α = .76).

Support for Workplace DEI Initiatives. Level of support for the DEI initiatives used at one's workplace was assessed with an original 3-item measure, including, "*To what extent do you support the DEI policies used at your workplace?*" Responses were given on a 7-point Likert scale ranging from 1 = *To no extent* to 7 = *To a great extent*, with higher scores reflecting greater support for their workplace DEI initiatives (α = .78).

Devoted Workplace DEI Hours. Participants indicated the average number of hours per week they devote to DEI efforts at their workplace using a 1-item measure with response options that ranged from *None* to *41 hours or more*. Each participant's response to this item was divided

by the average number of hours they work per week in general (from the prescreening survey) to ascertain the percentage of time spent on workplace DEI efforts relative to other work duties. For example, a participant who indicated that, on average, they work approximately 40 hours per week and spend 2 of those hours on DEI efforts would have a score of 5.0%, as they spend approximately 5.0% of their weekly work time on DEI efforts.

Negative vs. Positive Affect Toward Workplace. Participants' level of negative vs. positive affect toward their workplace was measured with a 1-item sliding scale ranging from 0 = *Extremely negative* to 100 = *Extremely positive*.

Organization-Directed Citizenship Behavior. Workplace engagement was measured with the organization-directed citizenship behavior scale (K. Lee & Allen, 2002) consisting of seven items, such as, "*I offer ideas to improve the functioning of my workplace*." Responses were given on a 7-point Likert scale ranging from 1 = *Strongly disagree* to 7 = *Strongly agree*, with higher scores reflecting greater positive engagement within the workplace (α = .81).

Turnover Intentions. Workplace turnover intentions were assessed with a 5-item scale (Tyler & Blader, 2001), which included items such as, "*I often think about quitting my job*." Responses were given on a 7-point Likert scale ranging from 1 = *Strongly disagree* to 7 = *Strongly agree*. Higher scores indicated greater intentions to leave the workplace (α = .92).

Exploratory Moderator Variables

Separate from the SEMs, racial identity centrality and salience were explored as potential moderators of the relationship between workplace DEI initiative procedural justice and judgments of the organization's respect for White employees and personal racial identity pride.

Racial Identity Centrality. Racial identity strength was measured using the identity centrality scale (Luhtanen & Crocker, 1992), with items adapted to reference racial identity

group membership. The scale consists of four items, such as, "*In general, my racial identity is an important part of my self-image*." Responses were given on a 7-point Likert scale ranging from 1 = *Strongly disagree* to 7 = *Strongly agree*, with higher scores reflecting stronger racial identification (α = .82).

Racial Identity Salience. Chronic and contextual racial identity salience were measured with the dual-dimension identity salience questionnaire (Hinton et al., 2022). Someone high in chronic racial identity salience is frequently preoccupied with thoughts of their racial identity, while someone high in contextual racial identity salience only thinks about their racial identity when prompted by external information. The chronic racial identity salience subscale consists of three items, including, "*My racial identity is often at the forefront of my mind*." The contextual racial identity salience subscale similarly consists of three items, such as, "*I only think about my racial identity if someone or something has mentioned it*." Responses to both subscales were given on a 7-point Likert scale ranging from 1 = *Strongly disagree* to 7 = *Strongly agree*, with higher scores indicating greater chronic (α = .78) or contextual (α = .84) racial identity salience.

Results

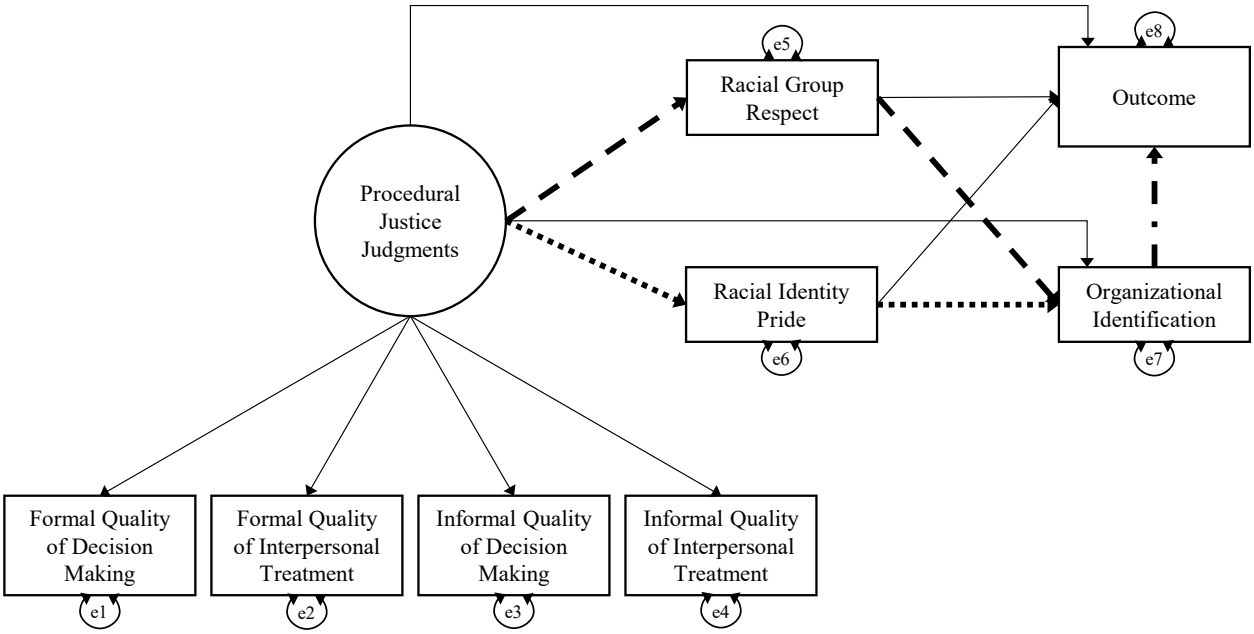
Main Analyses: Testing the Procedural Justice and Social Identity Framework With Structural Equation Modeling

The process model depicted in Figure 5 was tested in Amos (v. 29.0.0; Arbuckle, 2022) using a series of SEMs with maximum likelihood estimation. Of particular interest was whether the perception that the DEI initiatives used at one's workplace are procedurally (un)fair to White organization members affected individual-level outcomes with implications for DEI and general organizational functioning through social identity mechanisms. I operationalized social identity as judgments of the respect afforded to White organization members by the participant's

workplace, personal pride in racial identity, and organizational identification. Parallel-serial indirect pathways were used to test the validity of such a process by situating organizational identification as a direct consequence of both perceived organizational respect for White employees and racial identity pride. Hypotheses 8a – 13a (the dashed pathway in Figure 5) predicted that workplace DEI initiative fairness would affect the examined outcomes by partially operating through an effect of perceived organizational respect for White employees on organizational identification. In parallel, Hypotheses 8b – 13b (the dotted pathway in Figure 5) predicted that workplace DEI initiative fairness would affect the outcomes partially through an effect of racial identity pride on organizational identification. All predictors were mean-centered.

Figure 5

Proposed Process Model Predicting DEI and Organizational Outcomes Among White Individuals From Procedural Justice and Social Identity Concepts



Note. A positive association is expected to occur for each illustrated relationship unless otherwise noted in the hypothesis. The dashed pathway represents Hypotheses 8a – 13a. The dotted pathway represents Hypotheses 8b – 13b.

Perceived workplace DEI initiative procedural justice for White organization members was represented with a latent variable indicated by participants' four-component procedural justice judgments of their workplace DEI initiatives (formal quality of decision making, formal quality of interpersonal treatment, informal quality of decision making, and informal quality of interpersonal treatment). As shown in Table 4, each indicator satisfactorily loaded onto the procedural justice latent variable in the measurement model (Hair et al., 2010). In line with Study 1, participants surprisingly viewed the DEI initiatives used at their organizations to be generally fair to their racial group in relation to the four components of procedural justice (M_{range} = 5.37 – 5.72, SD_{range} = 1.18 – 1.43).

Table 4

Procedural Justice Measurement Model With Standardized Indicator Loadings

Procedural Justice Latent Variable Indicator	**Loading (*B*)**	**95% CI of Loading**	***SE***	***p***	***R*²** [a]
Formal Quality of Decision Making	.88	[.85, .91]	.02	.001	.77
Formal Quality of Interpersonal Treatment	.94	[.91, .95]	.01	< .001	.88
Informal Quality of Decision Making	.86	[.83, .90]	.02	.001	.74
Informal Quality of Interpersonal Treatment	.95	[.92, .96]	.01	< .001	.90

[a] R^2 gives the proportion of variance in the procedural justice latent variable that is explained by the indicator.

Modification indices were examined to assess model misfit and guide respecification. For each tested structural model, the modification indices suggested that model fit could be improved by allowing the error terms of certain procedural justice indicators that shared a procedural function (decision making vs. interpersonal treatment) or source (formal vs. informal) to covary. Most often, the modification indices suggested covarying the error terms of (1) formal and informal quality of decision making, and (2) informal quality of decision making and informal quality of interpersonal treatment (see Figures 6 – 11 for the specific error term covariances). As such, the SEM results reported below are based on the respecified models. Allowing the suggested error terms to covary dropped the models to $df = 13$; a sensitivity analysis conducted using the power4SEM Shiny app (Jak et al., 2021) indicated that a sample size of $n = 695$ achieved 83.9% power to correctly reject a hypothesis of not-close fit (H_0: RMSEA > .08) in favor of a hypothesis of close fit (H_1: RMSEA ≤ .05) with $df = 13$ and $\alpha = .05$.

All models achieved acceptable fit (RMSEAs ≤ .08, CFIs ≥ .98, IFIs ≥ .98).[5] When assessing model fit, the Figure 5 process model was compared against nested alternative models with fewer (or no) indirect pathways from workplace DEI initiative procedural justice to the given outcome. The chi-square difference tests indicated that the fit of the full model was always preferred over the simplified alternative models. Thus, the full model results are presented below. See Tables D3 – D8 of Appendix D for the model comparison results by outcome variable.

The results presented in the sections that follow are based on 5,000 bias-corrected bootstrap samples. Standardized estimates are reported for ease of interpretation and to serve as measures of effect size; standardized path coefficients with absolute values ≤ .10 indicate small

[5] Good or acceptable model fit is reflected by RMSEA ≤ .08, CFI ≥ .95, and IFI ≥ .95 (Cangur & Ercan, 2015; Hu & Bentler, 1999).

effects, absolute values around .30 indicate moderate effects, and absolute values ≥ .50 indicate large effects (Suhr, 2006). Missing data were handled with mean imputation given the low rate of missingness (only six data points required imputation across the full data set).

Unfair Treatment Concerns

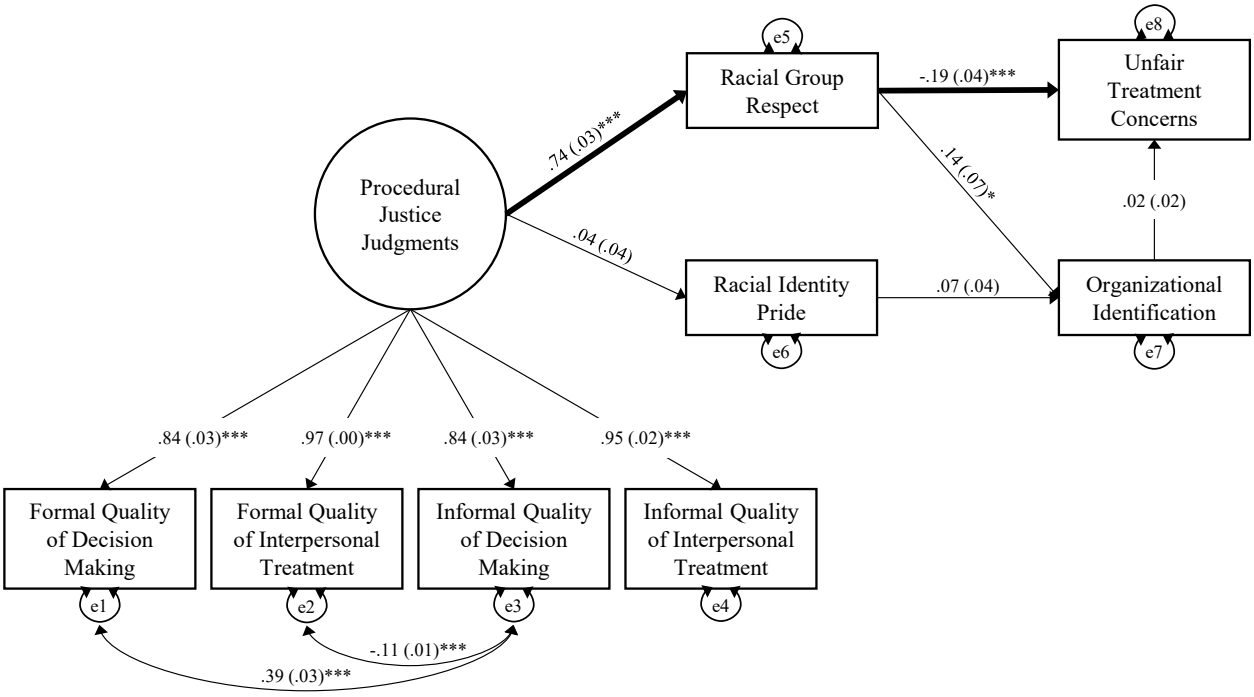
The model predicting unfair treatment concerns within one's workplace demonstrated acceptable fit (RMSEA = .047; CFI = .995; IFI = .995) when error terms were allowed to covary. The full model explained 43.7% of the variance (R^2 = .44) in unfair treatment concerns. Complete model estimates are presented in Table D9 of Appendix D.

Against Hypothesis 8a, the serial indirect pathway through perceived organizational respect for White employees and organizational identification was not statistically significant, *B* < .01, 95% CI (-.003, .01), *SE* < .01, *p* = .367. However, there was a statistically significant indirect effect of perceived organizational respect for White employees as a single mediator, *B* = -.14, 95% CI (-.21, -.07), *SE* = .03, *p* < .001. As shown in Figure 6, perceived workplace DEI initiative fairness was associated with increased perceived organizational respect for White employees, which was in turn related to decreased unfair treatment concerns (thus partially supporting Hypothesis 8a).

Contrary to Hypothesis 8b, the serial indirect pathway through racial identity pride and organizational identification was not statistically significant, *B* < .01, 95% CI (-.001, .001), *SE* < .01, *p* = .233. Similarly, the single-mediator indirect effect of racial identity pride was not statistically significant, *B* < .01, 95% CI (-.01, .001), *SE* < .01, *p* = .332. Finally, the single-mediator indirect effect of organizational identification was not statistically significant, *B* < .01, 95% CI (-.003, .01), *SE* < .01, *p* = .742.

Figure 6

Structural Equation Model Predicting Unfair Treatment Concerns



Note. For figure simplification, standardized path estimates with standard error (in parentheses) are presented only for the latent variable indicators, the hypothesized serial indirect pathways, and the statistically significant indirect pathway through perceived racial group respect as a single mediator. All standardized path estimates with standard error are presented in Table D9 of Appendix D.

The statistically significant indirect effect is indicated with bold arrows. The indirect pathway through perceived organizational respect for White employees partially mediated the association between DEI initiative procedural justice judgments and unfair treatment concerns. Total effect: B = -.67, 95% CI (-.73, -.61), SE = .03, p < .001. Direct effect: B = -.53, 95% CI (-.62, -.44), SE = .05, p < .001.

* indicates p < .05. *** indicates p < .001.

Support for Workplace DEI Initiatives

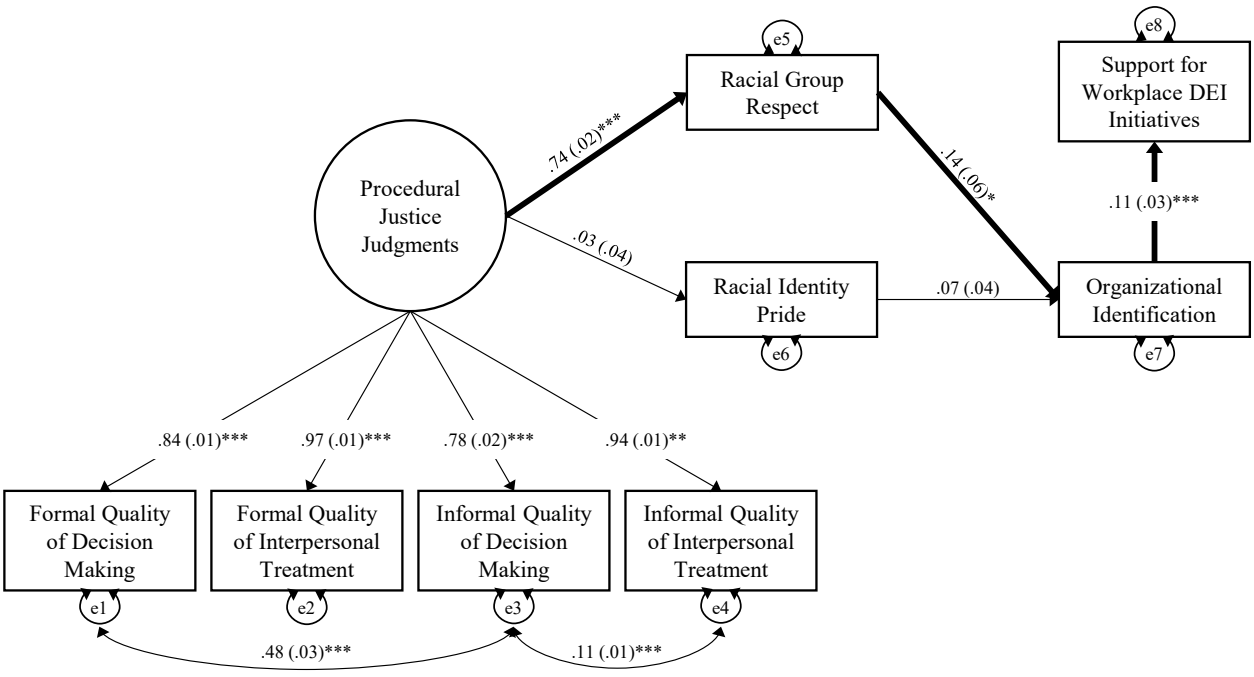
The model predicting support for the DEI initiatives used within one's workplace showed acceptable fit (RMSEA = .043; CFI = .996; IFI = .996) when error terms were allowed to covary. The full model explained 26.5% of the variance (R^2 = .27) in workplace DEI initiative support. Complete model estimates are presented in Table D10 of Appendix D.

Supporting Hypothesis 9a, the serial indirect pathway through perceived organizational respect for White employees and organizational identification was statistically significant, B = .02, 95% CI (.004, .04), SE = .01, p = .010. As shown in Figure 7, perceived workplace DEI initiative fairness was associated with increased perceived organizational respect for White employees, which was subsequently related to increased organizational identification. In turn, organizational identification was associated with increased support for the DEI initiatives used at one's workplace. The single-mediator indirect effect of perceived organizational respect for Whites was not statistically significant, B = .03, 95% CI (-.01, .13), SE = .05, p = .474.

Against Hypothesis 9b, the serial indirect pathway through racial identity pride and organizational identification was not statistically significant, B < .01, 95% CI (-.001, .002), SE < .01, p = .213. The single-mediator indirect effect of racial identity pride was not statistically significant, B = -.01, 95% CI (-.03, .01), SE = .01, p = .356, nor was the single-mediator indirect effect of organizational identification, B < .01, 95% CI (-.02, .02), SE = .01, p = .900.

Figure 7

Structural Equation Model Predicting Support for Workplace DEI Initiatives



Note. For figure simplification, standardized path estimates with standard error (in parentheses) are presented only for the latent variable indicators and the hypothesized serial indirect pathways. All standardized path estimates with standard error are presented in Table D10 of Appendix D.

The statistically significant indirect effect is indicated with bold arrows. The serial indirect pathway through perceived organizational respect for White employees and organizational identification partially mediated the association between DEI initiative procedural justice judgments and support for one's workplace DEI initiatives. Total effect: $B = .60$, 95% CI (.52, .69), $SE = .04$, $p < .001$. Direct effect: $B = .56$, 95% CI (.43, .68), $SE = .07$, $p < .001$.

* indicates $p < .05$. ** indicates $p < .01$. *** indicates $p < .001$.

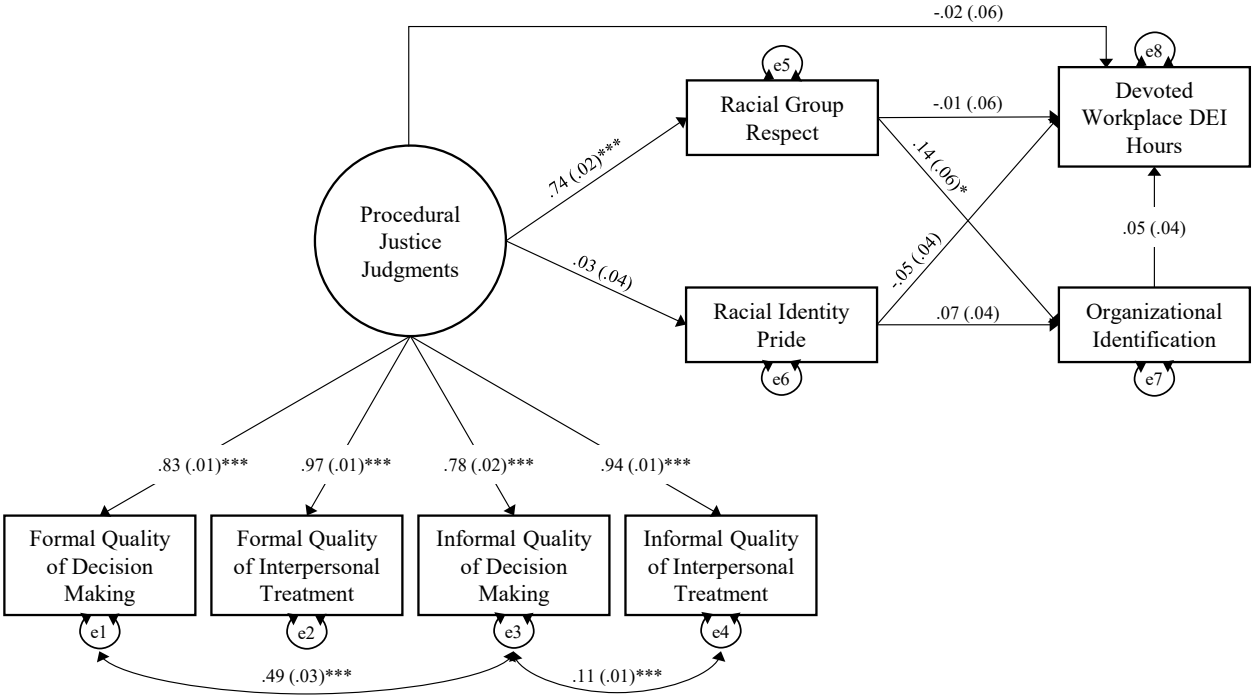
Devoted Workplace DEI Hours

The model predicting the average number of hours devoted to workplace DEI efforts per week demonstrated acceptable fit (RMSEA = .045; CFI = .995; IFI = .995) when error terms were allowed to covary. However, the full model explained only .5% of the variance ($R^2 = .01$) in hours devoted to workplace DEI efforts. Complete model estimates are presented in Table D11 of Appendix D.

Hypotheses 10a and 10b were not supported. The serial indirect pathways to average number of hours per week devoted to workplace DEI efforts were not statistically significant, nor were the single-mediator indirect pathways (see Table D12 of Appendix D). Moreover, as shown in Figure 8, time devoted to workplace DEI efforts was not associated with any of the examined predictor variables.

Figure 8

Structural Equation Model Predicting Devoted Workplace DEI Hours



Note. For figure simplification, standardized path estimates with standard error (in parentheses) are presented only for the latent variable indicators, the hypothesized serial indirect pathways, and the tested direct effects on hours devoted to workplace DEI efforts. All standardized path estimates with standard error are presented in Table D11 of Appendix D. None of the indirect pathways achieved statistical significance (see Table D12 of Appendix D).
* indicates $p < .05$. *** indicates $p < .001$.

Negative vs. Positive Affect Toward Workplace

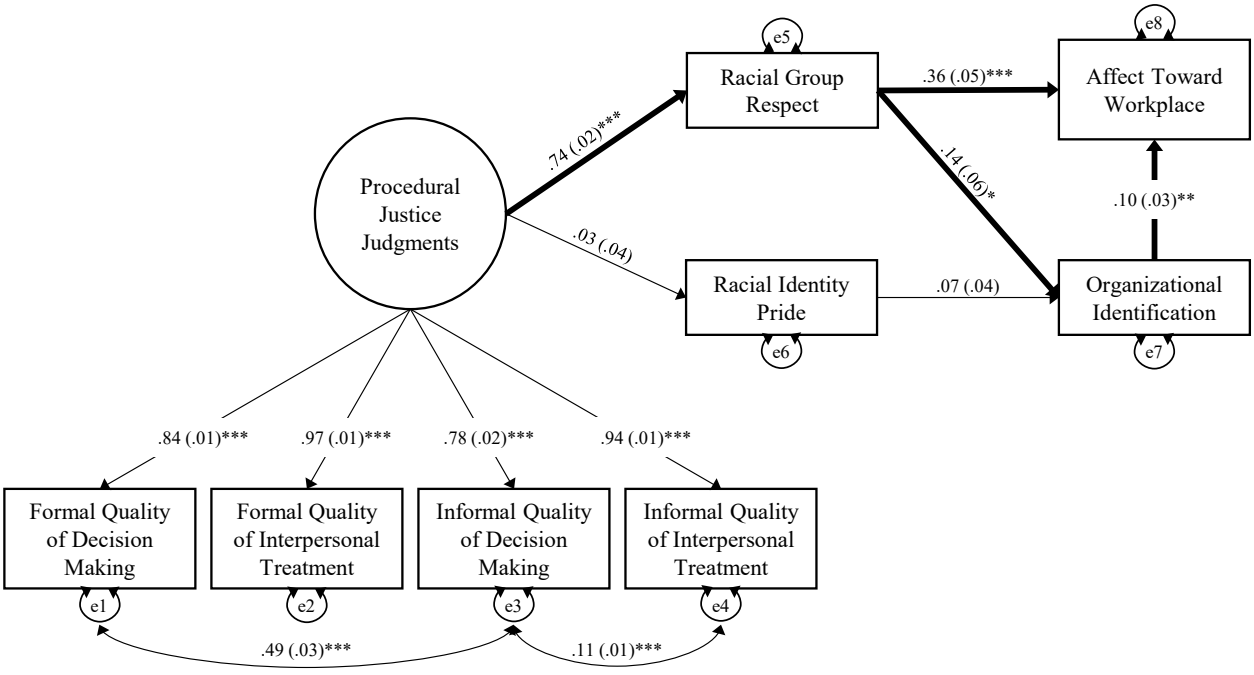
The model predicting affect toward one's workplace showed acceptable fit (RMSEA = .084; CFI = .984; IFI = .984) when error terms were allowed to covary. The full model explained 20.2% of the variance (R^2 = .20) in organization-directed affect. Complete model estimates are presented in Table D13 of Appendix D.

In support of Hypothesis 11a, the serial indirect pathway through perceived organizational respect for White employees and organizational identification was statistically significant, *B* = .20, 95% CI (.04, .47), *SE* = .11, *p* = .011. As shown in Figure 9, perceived workplace DEI initiative fairness was associated with increased perceived organizational respect for White employees, which was subsequently related to increased organizational identification. In turn, organizational identification was associated with greater positive affect toward the workplace. The single-mediator indirect effect of perceived organizational respect for White employees was likewise statistically significant, *B* = 4.97, 95% CI (3.61, 6.55), *SE* = .74, *p* < .001, such that perceived organizational respect for Whites was also directly associated with greater organization-directed positive affect.

Contrary to Hypothesis 11b, the serial indirect pathway through racial identity pride and organizational identification was not statistically significant, *B* < .01, 95% CI (-.003, .03), *SE* = .01, *p* = .211. Similarly, the single-mediator indirect effect of racial identity pride was not statistically significant, *B* = .08, 95% CI (-.11, .33), *SE* = .11, *p* = .327, nor was the single-mediator indirect effect of organizational identification, *B* = .01, 95% CI (-.22, .25), *SE* = .12, *p* = .905.

Figure 9

Structural Equation Model Predicting Negative vs. Positive Affect Toward Workplace



Note. For figure simplification, standardized path estimates with standard error (in parentheses) are presented only for the latent variable indicators, the hypothesized serial indirect pathways, and the statistically significant indirect pathway through perceived racial group respect as a single mediator. All standardized path estimates with standard error are presented in Table D13 of Appendix D.

The statistically significant indirect effects are indicated with bold arrows. The serial indirect pathway through perceived organizational respect for White employees and organizational identification, as well as the single-mediator indirect pathway through perceived organizational respect for White employees, fully mediated the association between DEI initiative procedural justice judgments and affect toward one's workplace. Total effect: B = 6.09, 95% CI (4.72, 7.42), SE = .69, p < .001. Direct effect: B = .79, 95% CI (-1.15, 2.73), SE = .99, p = .412.

* indicates p < .05. ** indicates p < .01. *** indicates p < .001.

Organization-Directed Citizenship Behavior

The model predicting positive workplace engagement demonstrated acceptable fit (RMSEA = .059; CFI = .992; IFI = .992) when error terms were allowed to covary. The full model explained 19.5% of the variance (R^2 = .20) in organization-directed citizenship behavior. Complete model estimates are presented in Table D14 of Appendix D.

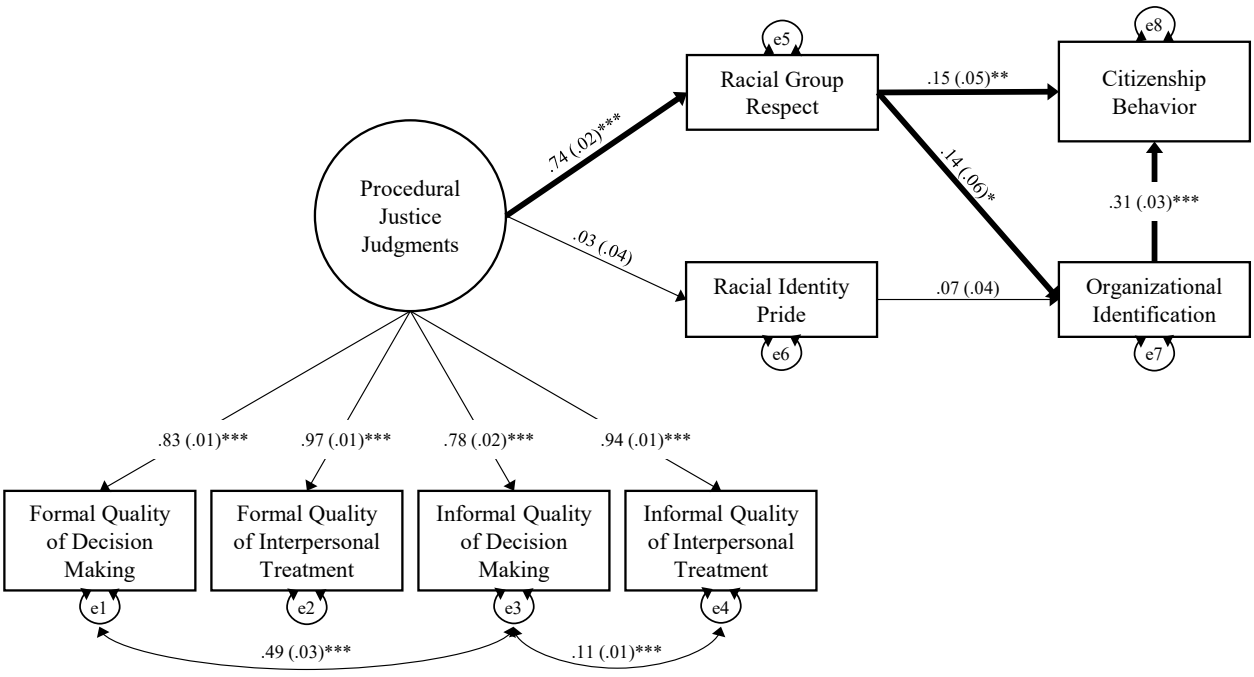
Supporting Hypothesis 12a, the serial indirect pathway through perceived organizational respect for White employees and organizational identification was statistically significant, B =

.03, 95% CI (.01, .05), *SE* = .01, *p* = .017. As shown in Figure 10, perceived workplace DEI initiative fairness was associated with increased perceived organizational respect for White employees, which was then related to increased organizational identification. Organizational identification was subsequently associated with greater positive workplace engagement. The single-mediator indirect effect of perceived organizational respect for White employees was statistically significant as well, *B* = .09, 95% CI (.03, .16), *SE* = .03, *p* = .003, such that perceived organizational respect for Whites was also directly associated with greater positive workplace engagement.

Hypothesis 12b was not supported, as the serial indirect pathway through racial identity pride and organizational identification was not statistically significant, *B* < .01, 95% CI (-.001, .003), *SE* < .01, *p* = .253. The single-mediator indirect effect of racial identity pride was not statistically significant, *B* = .01, 95% CI (-.01, .02), *SE* = .01, *p* = .354, nor was the single-mediator indirect effect of organizational identification, *B* < .01, 95% CI (-.03, .03), *SE* = .02, *p* = .912.

Figure 10

Structural Equation Model Predicting Organization-Directed Citizenship Behavior



Note. For figure simplification, standardized path estimates with standard error (in parentheses) are presented only for the latent variable indicators, the hypothesized serial indirect pathways, and the statistically significant indirect pathway through perceived racial group respect as a single mediator. All standardized path estimates with standard error are presented in Table D14 of Appendix D.

The statistically significant indirect effects are indicated with bold arrows. The serial indirect pathway through perceived organizational respect for White employees and organizational identification, as well as the single-mediator indirect pathway through perceived organizational respect for White employees, fully mediated the association between DEI initiative procedural justice judgments and organization-directed citizenship behavior. Total effect: B = .15, 95% CI (.08, .20), SE = .03, p < .001. Direct effect: B = .02, 95% CI (-.07, .11), SE = .04, p = .621.

* indicates p < .05. ** indicates p < .01. *** indicates p < .001.

Turnover Intentions

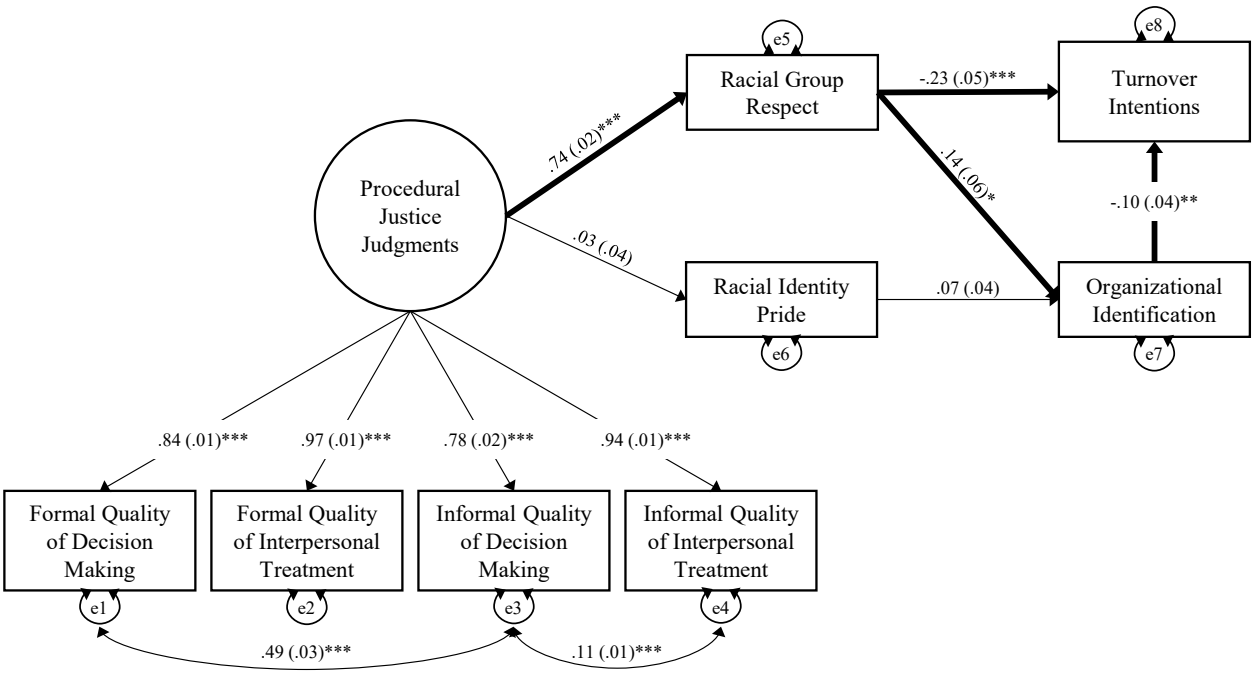
The model predicting turnover intentions showed acceptable fit (RMSEA = .072; CFI = .988; IFI = .988) when error terms were allowed to covary. The full model explained 11.5% of the variance (R^2 = .12) in turnover intentions. Complete model estimates are presented in Table D15 of Appendix D.

In support of Hypothesis 13a, the serial indirect pathway through perceived organizational respect for White employees and organizational identification was statistically significant, B = -.02, 95% CI (-.04, -.003), SE = .01, p = .015. As shown in Figure 11, perceived workplace DEI initiative fairness was associated with increased perceived organizational respect for White employees, which was then related to increased organizational identification. From there, organizational identification was associated with decreased turnover intentions. The single-mediator indirect effect of perceived organizational respect for White employees was likewise statistically significant, B = -.26, 95% CI (-.38, -.13), SE = .06, p < .001, such that perceived organizational respect for Whites was directly associated with decreased turnover intentions.

Contrary to Hypothesis 13b, the serial indirect pathway through racial identity pride and organizational identification was not statistically significant, B < .01, 95% CI (-.002, .001), SE < .01, p = .200. Similarly, the single-mediator indirect effect of racial identity pride was not statistically significant, B = -.01, 95% CI (-.02, .01), SE = .01, p = .307, nor was the single-mediator indirect effect of organizational identification, B < -.01, 95% CI (-.02, .02), SE = .01, p = .884.

Figure 11

Structural Equation Model Predicting Turnover Intentions



Note. For figure simplification, standardized path estimates with standard error (in parentheses) are presented only for the latent variable indicators, the hypothesized serial indirect pathways, and the statistically significant indirect pathway through perceived racial group respect as a single mediator. All standardized path estimates with standard error are presented in Table D15 of Appendix D.

The statistically significant indirect effects are indicated with bold arrows. The serial indirect pathway through perceived organizational respect for White employees and organizational identification, as well as the single-mediator indirect pathway through perceived organizational respect for White employees, fully mediated the association between DEI initiative procedural justice judgments and turnover intentions. Total effect: B = -.38, 95% CI (-.49, -.27), SE = .06, p < .001. Direct effect: B = -.10, 95% CI (-.27, .07), SE = .09, p = .257.

* indicates p < .05. ** indicates p < .01. *** indicates p < .001.

Exploratory Analyses: Racial Identity Centrality and Salience Moderations

The secondary aim of Study 2 was to explore whether individual differences in racial identity centrality, chronic racial identity salience, and contextual racial identity salience play a role in the relationship between workplace DEI initiative procedural justice and judgments of the organization's respect for White employees and personal racial identity pride. The possible influence of such individual differences was of particular interest in reference to racial identity pride given that it was not associated with procedural justice in the SEMs. It may be that social

identity judgments serve as a mechanism through which perceived DEI initiative procedural fairness affects DEI- and organization-directed outcomes only among White individuals with certain racial identity qualities. In particular, strong racial group identification (i.e., race centrality) may be needed for White organization members to attune to the racial identity implications conveyed by a DEI initiative at their workplace (Tajfel, 1982; Tajfel & Turner, 2004; Turner & Reynolds, 2010). Yet, prior research on the role of White racial identity centrality in attitudes toward DEI topics has received mixed results (Goren & Plaut, 2012).

Racial identity salience, in contrast, could demonstrate more consistent influence in this area. White individuals may not strongly identify with their racial group, but they may nevertheless think of their racial identity often or in response to external stimuli (such as organizational DEI initiatives). Chronic racial identity salience refers to constant awareness of one's own racial identity. This concept is distinct from contextual racial identity salience, wherein an individual only thinks of their racial identity when prompted by cues in their environment. It is unclear whether one or both forms of racial identity salience could influence the initial social identity components of the process model (see Figure 1), but it may be that White individuals are only cognizant of an (un)fair DEI initiative's implications for racial identity respect and pride when their racial identity salience is high.

Accordingly, I performed a series of moderated regression analyses to test racial identity centrality, chronic racial identity salience, and contextual racial identity salience as separate moderators of the relationships between overall perceived workplace DEI initiative procedural justice on perceived organizational respect for White employees and racial identity pride.[6] For ease of interpretation, participants' four-component procedural justice judgments were collapsed

[6] Sensitivity analyses (G*Power; Faul et al., 2007) indicated sufficient power to detect effects of at least $\eta_p^2 = .02$ using a simple moderation analysis with $n = 695$, $\alpha = .05$, and $1 - \beta = .80$.

into a mean-scored overall procedural justice variable (α = .95) for the exploratory moderations. All predictors were mean-centered prior to analysis (Enders & Tofighi, 2007). Statistically significant interactions ($p < .05$) were probed using Johnson-Neyman regions of significance. I did not state hypotheses for the exploratory moderations given their novelty.

The relationship between perceived workplace DEI initiative procedural justice and perceived organizational respect for White employees was not moderated by individual differences in racial identity centrality or chronic racial identity salience. Moreover, the main effects of racial identity centrality and chronic racial identity salience were not statistically significant (see Table 5).

Table 5

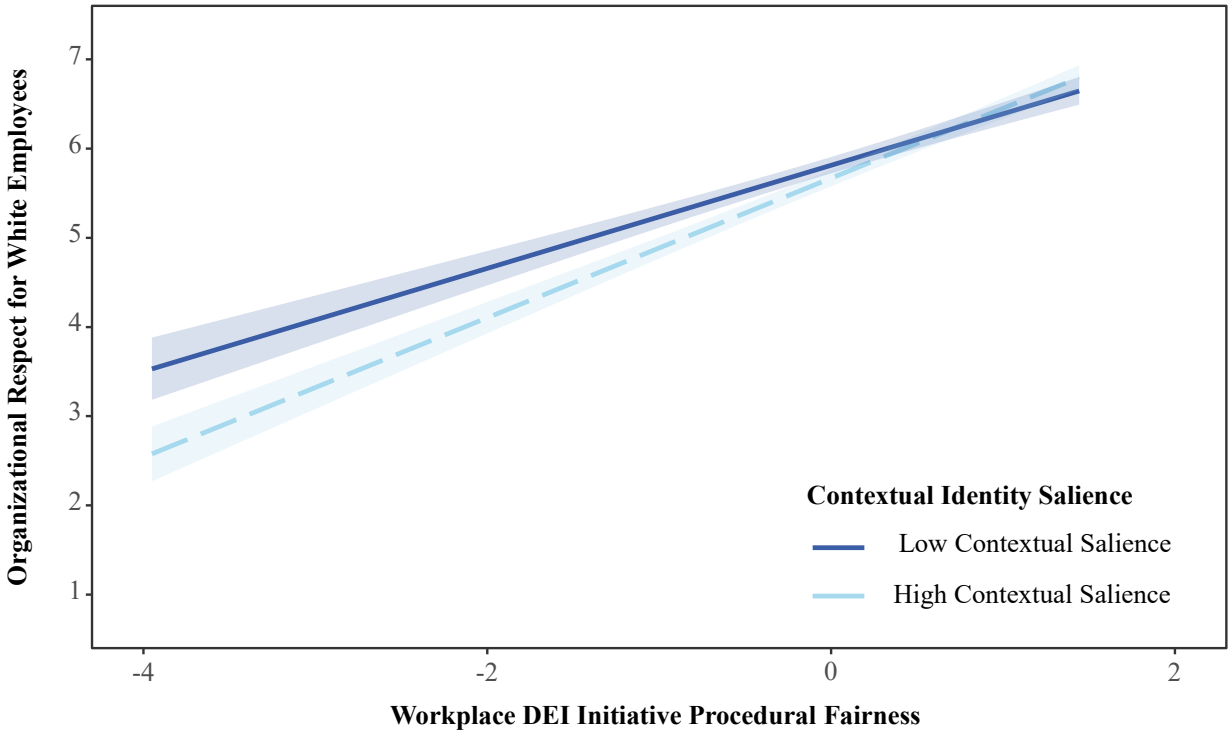
Non-Significant Procedural Justice × Racial Identity Individual Difference Moderations on Perceived Organizational Respect for White Employees

	b	**95% CI of *b***	***SE***	***p***	η_p^2
Racial Identity Centrality Moderation Model					
Procedural Justice	.69	[.64, .75]	.03	< .001	.47
Racial Identity Centrality	.01	[-.03, .06]	.02	.553	< .01
Procedural Justice × Racial Identity Centrality	< .01	[-.03, .04]	.02	.891	< .01
Chronic Racial Identity Salience Moderation Model					
Procedural Justice	.69	[.63, .75]	.03	< .001	.48
Chronic Racial Identity Salience	.06	[-.004, .13]	.03	.064	< .01
Procedural Justice × Chronic Racial Identity Salience	-.03	[-.09, .03]	.03	.401	< .01

However, contextual racial identity salience did moderate the association between perceived workplace DEI initiative procedural justice and perceived organizational respect for White employees. Main effects of workplace DEI initiative procedural justice, b = .68, 95% CI (.63, .73), SE = .03, $p < .001$, η_p^2 = .48, and contextual racial identity salience, b = -.05, 95% CI (-.09, -.01), SE = .02, p = .029, η_p^2 = .01, were qualified by a statistically significant interaction: b = .07, 95% CI (.03, .11), SE = .02, p = .001, η_p^2 = .02. Probing the interaction via simple slopes analyses revealed that the effect of DEI initiative procedural justice on perceived organizational respect for White employees was statistically significant at low (-1 *SD*), average (*M*), and high (+1 *SD*) levels of contextual racial identity salience. Each slope trended in the same positive direction, but to varying degrees depending on the level of contextual racial identity salience (see Figure 12): The effect of procedural justice was most pronounced at high levels of contextual racial identity salience, b = .78, 95% CI (.71, .86), SE = .04, $p < .001$, η_p^2 = .02, followed by the effect of procedural justice at average levels of contextual racial identity salience, b = .68, 95% CI (.63, .73), SE = .03, $p < .001$, η_p^2 = .02. The effect of procedural justice was least pronounced at low levels of contextual racial identity salience, b = .58, 95% CI (.49, .66), SE = .04, $p < .001$, η_p^2 = .02. These findings suggest that White individuals who rely primarily on contextual stimuli to prompt thoughts of their racial identity may be more sensitive to a DEI initiative's procedural fairness cues when determining whether the organization respects their racial group (vs. White individuals who are less reliant on contextual identity prompts).

Figure 12

Simple Slopes With Corrections for Workplace DEI Initiative Procedural Fairness × Contextual Racial Identity Salience Moderation on Perceived Organizational Respect for White Employees



Note. Observed values of mean-centered procedural fairness ranged from -4.56 to 1.44. Conditional intercept of procedural fairness slope at low levels of contextual racial identity salience: $b = 5.81$, $SE = .05$. Conditional intercept of procedural fairness slope at high levels of contextual racial identity salience: $b = 5.67$, $SE = .05$.
Low (-1 *SD*) vs. high (+1 *SD*) contextual racial identity salience slope contrast: $b = -.21$, 95% CI (-.36, -.06), $SE = .06$, adjusted $p = .002$, $d = .24$.

The relationship between workplace DEI initiative procedural justice and racial identity pride was not moderated by individual differences in racial identity centrality or salience (see Table 6). However, racial identity centrality and both forms of salience exhibited main effects on racial identity pride. Specifically, both greater racial identity centrality and greater contextual racial identity salience were associated with increased pride in one's (White) racial identity. Conversely, greater chronic racial identity salience was related to decreased racial identity pride.

Table 6

Procedural Justice × Racial Identity Individual Difference Moderations on Racial Identity Pride

	b	95% CI of *b*	*SE*	*p*	η_p^2
Racial Identity Centrality Moderation Model					
Procedural Justice	.07	[-.01, .14]	.04	.081	< .01
Racial Identity Centrality	.20	[.13, .27]	.03	< .001	.05
Procedural Justice × Racial Identity Centrality	.03	[-.02, .09]	.03	.188	< .01
Chronic Racial Identity Salience Moderation Model					
Procedural Justice	.06	[-.01, .14]	.04	.110	< .01
Chronic Racial Identity Salience	-.33	[-.42, -.24]	.05	< .001	.07
Procedural Justice × Chronic Racial Identity Salience	.01	[-.08, .09]	.04	.880	< .01
Contextual Racial Identity Salience Moderation Model					
Procedural Justice	.07	[-.01, .14]	.04	.077	< .01
Contextual Racial Identity Salience	.26	[.20, .32]	.03	< .001	.09
Procedural Justice × Contextual Racial Identity Salience	-.02	[-.08, .03]	.03	.418	< .01

Discussion

Study 2 provided evidence in favor of the integrated process model leveraging procedural justice and social identity concepts to understand psychological responses and outcomes associated with organizational DEI initiatives among White individuals (see Figure 1). A major programmatic advancement of Study 2 was the testing of social identity judgments as mediating mechanisms through which the perceived fairness of DEI initiatives affects outcomes with implications for the smooth functioning of DEI and organizational efforts. The perception that the DEI initiatives used at one's workplace are procedurally fair to White organization members generally exhibited partial indirect effects on the outcomes of interest through the hypothesized

social identity serial pathway, but only through perceived organizational respect and organizational identification. Specifically, workplace DEI initiative procedural justice was associated with increases in the belief that one's workplace respects its White members, which was subsequently related to greater identification with the organization. This "chain reaction" to judgments of DEI initiative fairness was associated with greater support for the workplace DEI initiatives, greater positive affect toward the workplace, greater organization-directed citizenship behavior, and fewer turnover intentions. Hypotheses 9a and 11a – 13a were thus fully supported; Hypothesis 8a received partial support in that greater perceived DEI initiative fairness was associated with decreased unfair treatment concerns through the singular organizational respect indirect pathway, but not the serial indirect pathway that included organizational identification. See Table 10 under Study 3 for a summary of Study 2's hypothesis testing results alongside the Study 3 conceptual replications.

The effect of workplace DEI initiative procedural justice did not flow through racial identity pride, such that perceptions of fairness did not influence the pride attached to one's personal racial identity. Thus, Hypotheses 8b – 13b were not supported in Study 2.

Individual differences in racial identity centrality and salience did not play much of a role in the association between workplace DEI initiative procedural justice and judgments of the organization's respect for White employees and personal racial identity pride, save for the effect of procedural justice × contextual racial identity salience on respect. Contextual identity salience may be an important factor to consider in relation to White individuals' race-centric organizational experiences, as White identity may operate "invisibly" unless prompted by external cues (such as DEI initiatives) among people with high contextual racial identity salience

(Hinton et al., 2022; Sue, 2004). Contextual identity salience effects (alongside the other examined individual differences) are further explored in Study 3.

The model predicting the average amount of time devoted to workplace DEI efforts per week was the only one to not receive at least partial support (i.e., Hypotheses 10a and 10b were not supported). This could be due to measurement error with self-reported behavior, or it may be that DEI initiative procedural justice and social identity processes are not predictive of self-reported behavioral outcomes. Organization-directed citizenship behavior was predicted by the hypothesized process model, however, suggesting that such procedural justice and social identity judgments may influence more general, non-DEI self-reported behaviors. Additional measures of self-reported behavioral support for organizational DEI are investigated in Study 3.

While these results are promising, it should be noted that a true causal effect of procedural justice could not be established with Study 2's cross-sectional data. Study 3 aimed to address this limitation with an immersive experimental design.

Study 3: Experimental Manipulation of Organizational DEI Initiative Perceived Fairness

Study 3 sought to demonstrate the causality and pliability of DEI initiatives' perceived fairness to White organization members using a 1-way between-subjects experimental design, wherein participants were randomly assigned to watch a video describing DEI initiatives used by an ostensibly real organization that were manipulated to reflect high procedural fairness or high procedural unfairness to White individuals (participants once again served as the level of analysis). Perceptions of procedural justice are context-specific and dynamic (Bottoms & Tankebe, 2012; Radburn & Stott, 2019), meaning that DEI initiatives have the potential to be viewed favorably among White people if the standards for procedural fairness are met. For example, prior findings — including qualitative responses in Study 1 — suggest that White

individuals view DEI initiatives built upon definitions of diversity that "exclude" White people as procedurally unfair, but adopting an all-inclusive definition of diversity can combat this procedural issue while still fostering feelings of respect and inclusion among URMs (Plaut et al., 2011; Stevens et al., 2008). Based on the integrated procedural justice and social identity process model, improving the perceived procedural fairness of DEI initiatives should likewise combat White individuals' reactance to these egalitarian policies and practices by fostering more positive social identity judgments surrounding the self and the organization — a claim supported by Studies 1 and 2.

Study 3 re-tested **Hypotheses 8a – 8b, 9a – 9b, 10a – 10b,** and **11a – 11b** under an experimental design (DEI initiative procedural justice condition: fair vs. unfair), aiming for a controlled investigation of the consequences associated with perceivably (un)fair DEI initiatives among a White sample. Furthermore, Study 3 introduced six additional hypotheses, each of which situated procedural justice judgments as the exogenous predictor and social identity judgments (perceived organizational respect for White employees, personal pride in racial identity, and organizational identification) as the mediating mechanisms. Partial serial mediations were predicted for the hypotheses:

Hypotheses 14a – 14b. Organizational DEI initiative procedural (un)fairness will indirectly (and partially) affect desire to work at the company through perceived organizational respect for Whites (Hyp. 14a) and personal racial identity pride (Hyp. 14b): The fair organizational DEI initiatives condition (vs. the unfair condition) will increase perceived respect afforded to Whites by the company and increase personal racial identity pride, both of which will lead to greater organizational identification. In turn, organizational identification will increase desire to work at the company.

Hypotheses 15a – 15b. Organizational DEI initiative procedural (un)fairness will indirectly (and partially) affect the company's perceived anti-White bias through perceived organizational respect for Whites (Hyp. 15a) and personal racial identity pride (Hyp. 15b): The fair organizational DEI initiatives condition (vs. the unfair condition) will increase perceived respect afforded to Whites by the company and increase personal racial identity pride, both of which will lead to greater organizational identification. Organizational identification will consequently decrease the company's perceived anti-White bias.

Hypotheses 16a – 16b. Organizational DEI initiative procedural (un)fairness will indirectly (and partially) affect financial support for company DEI initiatives through perceived organizational respect for Whites (Hyp. 16a) and personal racial identity pride (Hyp. 16b): The fair organizational DEI initiatives condition (vs. the unfair condition) will increase perceived respect afforded to Whites by the company and increase personal racial identity pride, both of which will increase organizational identification. Organizational identification will then increase the amount of company funding recommended for the organization's DEI initiatives.

Three of the new hypotheses tested unfavorable URM-directed outcomes that could occur when organizational DEI initiatives are viewed as unfair for White members. When a social identity is no longer perceived as positive, individuals may attempt to cultivate or maintain self-esteem by positively differentiating their ingroup from a comparable outgroup (also known as positive distinctiveness) in order to feel good about their membership within the group (Tajfel & Turner, 2004; Turner & Reynolds, 2010). To investigate the potential occurrence of positive distinctiveness when a White individual's racial identity is no longer viewed as a positive source

of self-esteem in the organization due to perceived DEI initiative unfairness, Study 3 tested White individuals' outgroup derogation of a URM company employee:

Hypotheses 17a – 17b. Organizational DEI initiative procedural (un)fairness will indirectly (and partially) affect URM employee derogation on likability through perceived organizational respect for Whites (Hyp. 17a) and personal racial identity pride (Hyp. 17b): The unfair organizational DEI initiatives condition (vs. the fair condition) will decrease perceived respect afforded to Whites by the company and decrease personal racial identity pride, both of which will lead to decreased organizational identification. In turn, decreased organizational identification will lead to greater derogation of the URM employee target on likability relative to the White employee target.

Hypotheses 18a – 18b. Organizational DEI initiative procedural (un)fairness will indirectly (and partially) affect URM employee derogation on competence through perceived organizational respect for Whites (Hyp. 18a) and personal racial identity pride (Hyp. 18b): The unfair organizational DEI initiatives condition (vs. the fair condition) will decrease perceived respect afforded to Whites by the company and decrease personal racial identity pride, both of which will lead to decreased organizational identification. Consequently, decreased organizational identification will lead to greater derogation of the URM employee target on competence relative to the White employee target.

Hypotheses 19a – 19b. Organizational DEI initiative procedural (un)fairness will indirectly (and partially) affect URM employee derogation on warmth through perceived organizational respect for Whites (Hyp. 19a) and personal racial identity

pride (Hyp. 19b): The unfair organizational DEI initiatives condition (vs. the fair condition) will decrease perceived respect afforded to Whites by the company and decrease personal racial identity pride, both of which will lead to decreased organizational identification. In turn, decreased organizational identification will lead to greater derogation of the URM employee target on warmth relative to the White employee target.

Finally, individual differences in racial identity centrality, chronic racial identity salience, and contextual racial identity salience were re-examined as potential moderators of the relationship between DEI initiative procedural justice and judgments of the organization's respect for White employees and personal racial identity pride.

Method

Participants

An a priori power analysis conducted using the power4SEM Shiny app (Jak et al., 2021) indicated that a minimum sample size of $n = 304$ is needed to achieve 80% power to correctly reject a hypothesis of not-close fit (H_0: RMSEA > .08) in favor of a hypothesis of close fit (H_1: RMSEA ≤ .05) using a multigroup SEM with $df = 32$ and $\alpha = .05$. To spend residual dissertation funding, I planned to oversample to $n = 600$.

Six hundred thirty-seven participants were recruited through a Qualtrics Research Panel and completed Study 3 for compensation. Participants were required to meet the same eligibility criteria used in Study 1 to participate in Study 3. Ninety-eight participants were excluded from analysis for reasons beyond the inclusion criteria: 65 for having a high likelihood of fraudulence based on Qualtrics's Fraud Detection tool and 33 for having duplicate submission IDs.

After exclusions, 539 participants met all eligibility requirements and were included in the analyses. Select sample demographics are presented in Table 7; additional sample demographics are shown in Table F1 and Figures F1 – F2 of Appendix F.

Table 7

Study 3 Sample Demographics (Total n *= 539)*

Demographic	***n***	**%**
Gender		
Cisgender man	245	45.5
Transgender man	2	0.4
Cisgender woman	273	50.6
Genderfluid	1	0.2
Nonbinary or Genderqueer	3	0.6
Prefer to self-identify	13	2.4
Prefer not to answer	2	0.4
Annual Income (Pre-Tax)		
Less than $25,000	34	6.3
$25,000 to $49,999	134	24.9
$50,000 to $74,999	133	24.7
$75,000 to $99,999	94	17.4
$100,000 to $149,999	90	16.7
$150,000 or more	39	7.2
Prefer not to answer	15	2.8
Tenure at Current Job		
Less than 1 year	42	7.8
1 to 2 years	59	10.9
3 to 4 years	62	11.5
5 to 6 years	71	13.2
7 to 8 years	55	10.2
9 to 10 years	56	10.4
11 to 15 years	56	10.4
16 to 19 years	39	7.2
20 years or more	99	18.4

Average Hours Worked per Week		
20 to 24 hours	44	8.2
25 to 29 hours	17	3.2
30 to 34 hours	59	10.9
35 to 39 hours	88	16.3
40 hours	212	39.3
41 hours or more	119	22.1

Demographic	***M***	***SD***	**Range**
Age	51.91 years	14.15 years	20 to 85 years
Political Orientation	4.02	1.74	1 (*Very liberal*) to 7 (*Very conservative*)

Procedure and Materials

Study 3 was advertised to Qualtrics Panel users via email as an available study titled "Feedback on New Hire Orientation Materials." Eligible users were prescreened through the Qualtrics Panel such that the study link was only sent to users who previously indicated that they identify as White, are currently employed in the United States, work at least 20 hours per week, and reside in the United States. Once interested users clicked the Qualtrics link, they answered a brief in-survey prescreening to confirm their study eligibility. Racial identification was not collected in the in-survey prescreening to avoid priming effects. If a user's in-survey prescreening responses did not meet the eligibility criteria, they were screened out of the survey and thanked for their time. Eligible users proceeded to review the informed consent page.

Participants were given the study's cover story after providing informed consent. The cover story informed participants that the study was conducted on behalf of a company called "Sharp Haven Industries." Participants were told that Sharp Haven had asked the research team to test opinions of their redesigned orientation materials for new hires before they were officially

implemented, with the goal of learning how the materials communicate Sharp Haven's workplace culture. The orientation materials were presented as two video clips that would ostensibly be shown to new employees as part of their company onboarding. The video clips were created in Synthesia, a video creation tool powered by artificial intelligence. All information conveyed in the video clips was presented through both voiceover and onscreen text modalities to increase immersion. Each video clip was embedded within the Qualtrics survey on its own time-locked page, such that participants could not advance the survey until they watched the given video in full length. The video scripts are included under Appendix E.

The first video clip informed participants of Sharp Haven's mission statement (held constant across conditions) to increase the cover story's validity. The mission statement video had a duration of 2:13 minutes (video link: https://youtu.be/XqXlqK0_03w). Once participants had watched the full mission statement video, they proceeded to the next survey page to answer a multiple-choice attention check ("*What are the core values of Sharp Haven?*") and complete a filler measure of their support for the mission statement. Mission statement support did not differ by condition: $t(537) = -.64$, $p = .522$.

The second video clip described a selection of Sharp Haven's employee policies. The "employee policies" reflected the experimental manipulation, such that participants were randomly assigned to watch a video clip describing DEI initiatives used at Sharp Haven that were either *procedurally fair* or *procedurally unfair* to White individuals. As described below, the DEI initiative conditions were developed based on Study 1 participants' responses to the Fortune 500 company DEI initiatives. Each video condition was 4:28 minutes long (fair condition video link: https://youtu.be/3VnHRyKtr1w; unfair condition video link: https://youtu.be/9Ker1bcbe4M). After watching the assigned video of DEI initiatives in its

entirety, participants proceeded to the next survey page to answer a multiple-choice attention check ("*What kind of education and training program does Sharp Haven provide to team members?*").

Creation of Fair vs. Unfair DEI Initiatives Conditions

The "employee policies" highlighted in the company's second video clip were manipulated to reflect organizational DEI initiatives that are perceivably highly *fair* or highly *unfair* to White individuals. The manipulations were based on Study 1 participants' ratings and qualitative responses to the Fortune 500 company DEI initiatives viewed as highly fair (+1 *SD*) or highly unfair (-1 *SD*) to White people on the procedural justice qualities. In examining Study 1 participants' responses to the DEI initiative stimuli and the actual Fortune 500 company DEI initiatives, I found five common characteristic differences between the initiatives rated highly fair vs. highly unfair to White individuals. These characteristics were orthogonally manipulated to create the fair vs. unfair DEI initiatives video conditions and are noted in Table 8. The manipulated characteristics reflected a mix of formal and informal procedural qualities, as well as sources representative of decision-making procedures and interpersonal treatment. See Appendix E for the video scripts by condition.

There was a statistically significant difference in perceived procedural fairness to Whites between the DEI initiatives video conditions, $t(537) = -7.70$, $p < .001$, $\eta_p^2 = .10$. As planned, the fair DEI initiatives condition was higher on perceived procedural fairness ($M = 5.98$, $SD = .95$; $n = 289$) compared to the unfair DEI initiatives condition ($M = 5.09$, $SD = 1.67$; $n = 250$). However, the unfair DEI initiatives condition was still viewed as slightly fair to White individuals, rather than wholly unfair. To more accurately reflect participants' perceptions of the

conditions, hereinafter I refer to the unfair DEI initiatives video as the "less fair" condition and the fair DEI initiatives video as the "more fair" condition.

Table 8

Fair vs. Unfair DEI Initiative Characteristic Manipulations

	Fair Initiative Characteristics		Unfair Initiative Characteristics
1.	Targets "inclusive" variety of identity groups (e.g., URMs, gender minorities, LGBTQ+, and veterans).	→	Targets URMs only.
2.	Employee resource groups include allies.	→	Employee resource groups are offered to URMs only.
3.	Education and training opportunities are aimed at increasing inclusion.	→	Education and training opportunities are aimed at decreasing bias.
4.	DEI-focused decisions are made based on input from all employees.	→	DEI-focused decisions are made by select groups (e.g., DEI councils, executive boards).
5.	Leaders across the company are held to the same standard when implementing DEI efforts.	→	Leaders across the company are given discretion when implementing DEI efforts.

Measures

Participants completed the following measures in relation to the randomly assigned DEI initiatives and their attitudes toward the target company (Sharp Haven Industries) in general. The study concluded with a standard demographic questionnaire.

If a scale contained multiple items and showed an acceptable level of reliability ($\alpha \geq .65$), items within the scale were averaged to create a mean-scored variable prior to analysis. See Appendix E for the complete Study 3 measures and materials, as well as Table F2 of Appendix F for descriptive statistics and correlations between the examined variables.

Exogenous Variables: Procedural Justice Perceptions

The company DEI initiatives' dimensions of perceived procedural (un)fairness toward White individuals were measured with the same four-component procedural justice subscales administered in Study 2 (Blader & Tyler, 2003a). Responses to each subscale were given on a 7-point Likert scale ranging from 1 = *Strongly disagree* to 7 = *Strongly agree*, with higher scores indicating greater perceived fairness on the given component (formal quality of decision making α = .97; formal quality of interpersonal treatment α = .98; informal quality of decision making α = .93; informal quality of interpersonal treatment α = .98).

Mediating Variables: Social Identity Judgments

Pride in Racial Identity. Racial identity pride was assessed with the same private collective self-esteem scale administered in Study 2 (Luhtanen & Crocker, 1992). Responses were given on a 7-point Likert scale ranging from 1 = *Strongly disagree* to 7 = *Strongly agree*, with higher scores indicating greater racial identity pride (α = .72).

Perceived Racial Group Respect From Company. The extent to which one views the company as respecting employees with their racial identity (i.e., White employees) was assessed with the same 3-item measure used in Studies 1 and 2 (adapted from Blader & Tyler, 2009; Boezeman & Ellemers, 2007), tailored to reference Sharp Haven Industries. Responses were given on a 7-point Likert scale ranging from 1 = *Strongly disagree* to 7 = *Strongly agree*, with higher scores reflecting greater perceived organizational respect for White employees (α = .95).

Organizational Identification. Identification with the company was measured with the same 1-item inclusion of other in the self scale used in Study 1 (Aron et al., 1992), tailored to reference Sharp Haven Industries. Participants were shown two circles, one labeled "*Me*" and the other labeled "*Sharp Haven*." The circles were presented on a dynamic sliding scale; dragging

the scale closer to 0 = *Not connected* caused the circles to separate and dragging the scale closer to 100 = *Completely connected* caused the circles to overlap. Participants were instructed to use the sliding scale to depict the extent to which they felt connected to Sharp Haven Industries, with greater overlap between the circles representing a stronger feeling of connection.

Outcome Variables: DEI- and Organization-Relevant Consequences

Unfair Treatment Concerns. Race-based unfair treatment concerns were measured with the same three items from Dover et al. (2016) administered in Studies 1 and 2. The items were adapted to reference anticipated treatment within Sharp Haven Industries. Responses were given on a 7-point Likert scale ranging from 1 = *Strongly disagree* to 7 = *Strongly agree*, with higher scores indicating greater unfair treatment concerns (α = .74).

Support for the DEI Initiatives. Support for the company's DEI initiatives was assessed with an original 3-item measure, including, "*I would like my workplace to use something similar to these policies*." Responses were given on a 7-point Likert scale ranging from 1 = *Strongly disagree* to 7 = *Strongly agree*, with higher scores reflecting greater support for the company's DEI initiatives (α = .96).[7]

Anticipated Company DEI Hours. The average number of hours per week participants would devote to the company's DEI efforts if employed was measured with one item:

> *Imagine that you are an employee at Sharp Haven Industries who works a total of 40 hours per week on average. Within your regular 40-hour work week, approximately how many hours per week on average would you be willing to devote to Sharp Haven's diversity, equity, and inclusion efforts?*

Response options ranged from *None* to *40 hours*.

[7] The same items were also given in reference to the filler mission statement video (α = .91).

Negative vs. Positive Affect Toward Company. Like Study 2, participants' level of negative vs. positive affect toward the company was measured with a 1-item sliding scale ranging from 0 = *Extremely negative* to 100 = *Extremely positive*.

Desire to Work at Company. Similar to Study 1, desire to work at an organization like the company was measured with one item: "*I would like to work at a place like Sharp Haven Industries*." Responses were given on a 7-point Likert scale ranging from 1 = *Strongly disagree* to 7 = *Strongly agree*, with higher scores reflecting greater desire to work at the company.

Company Anti-White Bias. The company's perceived anti-White bias was measured with two items (Dover et al., 2016): "*Sharp Haven discriminates against White people*," and "*Sharp Haven unfairly favors racial minorities*." Responses were given on a 7-point Likert scale ranging from 1 = *Very unlikely* to 7 = *Very likely*, with higher scores indicating greater perceived anti-White bias (r_{kk} = .95).

Financial DEI Initiative Support. Participants completed a company funding distribution task as a quasi-behavioral measure of organizational DEI support. Participants were told that Sharp Haven Industries recently committed $50,000 of company funding to workplace improvement initiatives. They were shown six different categories of workplace initiatives the company might allocate funding toward, including "*Diversity, equity, and inclusion initiatives*." Participants indicated how much of the $50,000 funding pool should be allocated toward each initiative category. Participants could give as much or as little funding to each initiative category as they wished, but their total allocations were required to sum to $50,000. The amount of funding recommended for workplace DEI initiatives was used as a measure of DEI initiative financial support.

URM Employee Derogation. Derogation of URM employees was based on ratings of the two ostensible employee spotlights. One employee spotlight depicted a White Sharp Haven employee, while the other employee spotlight depicted a Black Sharp Haven employee. Each employee spotlight included a professional headshot of the employee[8] and a paragraph-long quote welcoming new hires to the company. To minimize perceived similarity to the URM target, the Black employee's gender was manipulated to differ from the participant's own gender (based on their Qualtrics Panel prescreening information) and the White employee's gender matched the participant's own gender.[9] Presentation order of the White and Black employee spotlights was randomly counter-balanced. See Appendix E for the employee spotlight materials.

Directly after reviewing each employee spotlight, participants rated the ostensible employee on likability, competence, and warmth. Difference scores were created to represent URM employee derogation on each metric by subtracting the URM employee ratings from the applicable White employee ratings, such that positive scores indicated URM employee derogation on likability, competence, and/or warmth.

Employee Likability. Employee likability was measured with one item: "*I would like to work with someone like [EMPLOYEE NAME]*." Responses were given on a 7-point Likert scale ranging from 1 = *Strongly disagree* to 7 = *Strongly agree*.

Employee Competence. Employee competence was assessed with four items, including, "*[EMPLOYEE NAME] seems capable*" (Eichenauer et al., 2022; Fiske et al., 2002). Responses

[8] Employee race and gender were manipulated using professional headshots created with Gencraft, an image generator powered by artificial intelligence. Two hundred employee headshots were pilot tested for similarity and realism through an online study of undergraduate students in the University of Arizona Sona Systems subject pool. The final four photos were selected to represent the White and Black employee targets based on their high realism ratings. All photos were matched for likability, competence, warmth, attractiveness, and age (see Appendix E for the employee headshots).

[9] Gender minority participants were randomly assigned to view the employee spotlights shown to self-identifying men or women participants.

were given on a 7-point Likert scale ranging from 1 = *Strongly disagree* to 7 = *Strongly agree* (White employee α = .92; Black employee α = .93).

Employee Warmth. Employee warmth was assessed with four items, such as, "*[EMPLOYEE NAME] seems kind*" (Eichenauer et al., 2022; Fiske et al., 2002). Responses were given on a 7-point Likert scale ranging from 1 = *Strongly disagree* to 7 = *Strongly agree* (White employee α = .93; Black employee α = .93).

Exploratory Moderator Variables

Racial identity centrality and salience were once again tested as potential moderators of the relationship between DEI initiative procedural justice and judgments of the organization's respect for White employees and personal racial identity pride.

Racial Identity Centrality. Racial identity strength was measured with the same identity centrality scale used in Study 2 (Luhtanen & Crocker, 1992). Responses were given on a 7-point Likert scale ranging from 1 = *Strongly disagree* to 7 = *Strongly agree*, with higher scores reflecting stronger racial identity centrality (α = .74).

Racial Identity Salience. Chronic and contextual racial identity salience were measured with the same dual-dimension identity salience questionnaire used in Study 2 (Hinton et al., 2022). Responses to both subscales were given on a 7-point Likert scale ranging from 1 = *Strongly disagree* to 7 = *Strongly agree*, with higher scores indicating greater chronic (α = .94) or contextual (α = .81) racial identity salience.

Results

Main Analyses: Testing the Procedural Justice and Social Identity Framework With Structural Equation Modeling

The process model depicted in Figure 5 was tested in Amos (v. 29.0.0; Arbuckle, 2022) using a series of multigroup SEMs with maximum likelihood estimation. The multigroup SEMs aimed to examine whether the more vs. less fair to Whites DEI initiatives conditions impacted individual-level outcomes with implications for DEI and general organizational functioning through the social identity mechanisms of interest. Parallel-serial indirect pathways situated organizational identification as a direct consequence of both perceived organizational respect for White employees and racial identity pride. Hypotheses 8a – 11a and 14a – 19a (shown as the dashed pathway in Figure 5) predicted that DEI initiatives condition would affect the examined outcomes by partially operating through an effect of perceived organizational respect for White employees on organizational identification. In parallel, Hypotheses 8b – 11b and 14b – 19b (shown as the dotted pathway in Figure 5) predicted that DEI initiatives condition would affect the outcomes partially through an effect of racial identity pride on organizational identification. All predictors were mean-centered prior to analysis.

However, despite the (minor) differences in perceived procedural justice between the DEI initiatives conditions, the path coefficients from procedural justice to perceived organizational respect for White employees and procedural justice to racial identity pride did not differ by condition (p = .306 and p = .077, respectively). This means that, against predictions, the indirect pathways through social identity generally functioned the same regardless of whether participants viewed the more fair or less fair DEI initiatives condition. Because the pathway coefficients did not differ between groups, I collapsed across DEI initiatives conditions and used the same SEM approach taken in Study 2. This means that a causal effect of procedural justice judgments cannot be inferred from the results presented here, and potential reasons for the lack of condition effects on the social identity variables are discussed under the General Discussion.

Perceived DEI initiative procedural justice for White organization members was represented with a latent variable indicated by participants' four-component procedural justice judgments of the company DEI initiatives (formal quality of decision making, formal quality of interpersonal treatment, informal quality of decision making, and informal quality of interpersonal treatment). As shown in Table 9, each indicator satisfactorily and similarly loaded onto the procedural justice latent variable in the measurement model (Hair et al., 2010). Aligning with Studies 1 and 2, participants viewed the DEI initiatives to be generally fair toward their racial group on the four components of procedural justice (M_{range} = 5.55 – 5.58, SD_{range} = 1.37 – 1.51).

Table 9

Procedural Justice Measurement Model With Standardized Indicator Loadings

Procedural Justice Latent Variable Indicator	Loading (*B*)	95% CI of Loading	*SE*	*p*	R^2 [a]
Formal Quality of Decision Making	.96	[.96, .97]	< .01	< .001	.93
Formal Quality of Interpersonal Treatment	.96	[.96, .97]	< .01	< .001	.93
Informal Quality of Decision Making	.96	[.95, .97]	.01	.001	.92
Informal Quality of Interpersonal Treatment	.96	[.95, .97]	< .01	.001	.93

[a] R^2 gives the proportion of variance in the procedural justice latent variable that is explained by the indicator.

Modification indices were once again examined to assess model misfit and guide respecification. For each tested structural model, the modification indices suggested that model fit could be improved by allowing the error terms of (1) formal and informal quality of decision making, and (2) informal quality of decision making and informal quality of interpersonal

treatment to covary (see Figures 13 – 22 for the specific error term covariances). As such, the SEM results reported below are based on the respecified models. Allowing the suggested error terms to covary dropped the models to $df = 13$; a sensitivity analysis conducted using the power4SEM Shiny app (Jak et al., 2021) indicated that a sample size of $n = 539$ achieved 73.3% power to correctly reject a hypothesis of not-close fit (H_0: RMSEA > .08) in favor of a hypothesis of close fit (H_1: RMSEA ≤ .05) with $df = 13$ and $\alpha = .05$. As such, the final models were slightly underpowered.

All models achieved acceptable fit (RMSEAs ≤ .06, CFIs ≥ .98, IFIs ≥ .98). When assessing model fit, the proposed Figure 5 process model was compared against nested alternative models with fewer (or no) indirect pathways from perceived DEI initiative procedural justice to the given outcome. The chi-square difference tests indicated that the fit of the full model was always preferred over the simplified alternative models. Thus, the full model results are presented below. See Tables F3 – F12 of Appendix F for the model comparison results by outcome variable.

The results presented in the sections that follow are based on 5,000 bias-corrected bootstrap samples. Standardized estimates are reported for ease of interpretation and to serve as measures of effect size; standardized path coefficients with absolute values ≤ .10 indicate small effects, absolute values around .30 indicate moderate effects, and absolute values ≥ .50 indicate large effects (Suhr, 2006).

Unfair Treatment Concerns

The model predicting unfair treatment concerns within the company demonstrated acceptable fit (RMSEA = .044; CFI = .998; IFI = .998) when error terms were allowed to covary.

The full model explained 68.7% of the variance (R^2 = .69) in unfair treatment concerns. Complete model estimates are presented in Table F13 of Appendix F.

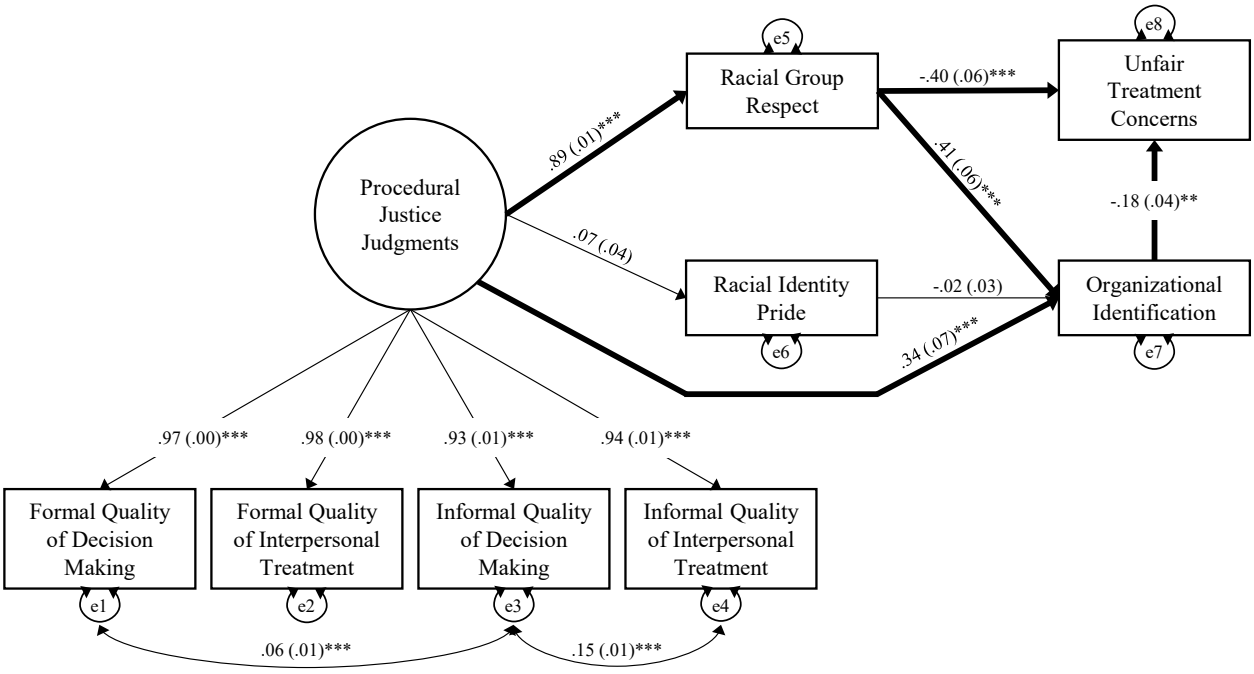
Supporting Hypothesis 8a, the serial indirect pathway through perceived organizational respect for White employees and organizational identification was statistically significant, B = -.07, 95% CI (-.11, -.04), SE = .02, p < .001. As shown in Figure 13, perceived DEI initiative fairness was associated with increased perceived organizational respect for White employees, which was subsequently related to increased organizational identification. In turn, organizational identification was associated with decreased unfair treatment concerns. The presence of this finding was not observed in Study 2. The single-mediator indirect effect of perceived organizational respect for Whites was also statistically significant, B = -.38, 95% CI (-.48, -.27), SE = .05, p < .001, in that perceived organizational respect was also directly related to decreased unfair treatment concerns. This replicates Study 2.

Contrary to Hypothesis 8b, the serial indirect pathway through racial identity pride and organizational identification was not statistically significant, B < .01, 95% CI (-.001, .002), SE < .01, p = .251. Similarly, the single-mediator indirect effect of racial identity pride was not statistically significant, B = -.01, 95% CI (-.02, .001), SE < .01, p = .067. These findings (or lack thereof) replicate Study 2.

Finally, the single-mediator indirect effect of organizational identification was statistically significant, B = -.06, 95% CI (-.11, -.03), SE = .02, p < .001, such that greater organizational identification was also directly associated with decreased unfair treatment concerns. This result was not found in Study 2.

Figure 13

Structural Equation Model Predicting Unfair Treatment Concerns



Note. For figure simplification, standardized path estimates with standard error (in parentheses) are presented only for the latent variable indicators, the hypothesized serial indirect pathways, and the statistically significant indirect single mediator pathways. All standardized path estimates with standard error are presented in Table F13 of Appendix F.

The statistically significant indirect effects are indicated with bold arrows. The serial indirect pathway through perceived organizational respect for White employees and organizational identification, as well as the single-mediator indirect pathways through perceived organizational respect and organizational identification, partially mediated the association between DEI initiative procedural justice judgments and unfair treatment concerns. This replicates Study 2. Total effect: B = -.83, 95% CI (-.89, -.78), SE = .03, p < .001. Direct effect: B = -.32, 95% CI (-.44, -.20), SE = .06, p < .001.

** indicates p < .01. *** indicates p < .001.

Support for the DEI Initiatives

The model predicting support for the DEI initiatives demonstrated acceptable fit (RMSEA = .052; CFI = .997; IFI = .997) when error terms were allowed to covary. The full model explained 72.4% of the variance (R^2 = .72) in support for the DEI initiatives. Complete model estimates are presented in Table F14 of Appendix F.

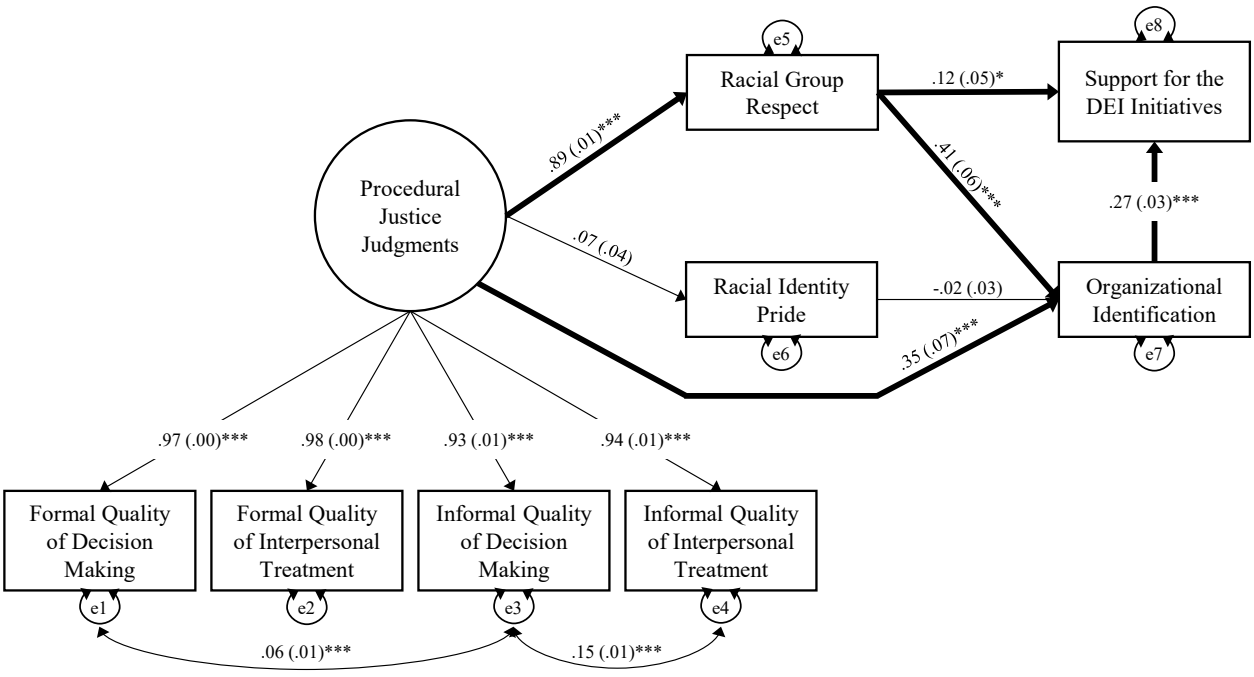
Supporting Hypothesis 9a and replicating Study 2, the serial indirect pathway through perceived organizational respect for White employees and organizational identification was statistically significant, $B = .12$, 95% CI (.07, .17), $SE = .03$, $p < .001$. As shown in Figure 14, perceived DEI initiative fairness was associated with increased perceived organizational respect for White employees, which was subsequently related to increased organizational identification. In turn, organizational identification was associated with increased support for the DEI initiatives. The single-mediator indirect effect of perceived organizational respect for Whites was also statistically significant, $B = .13$, 95% CI (.01, .24), $SE = .06$, $p = .033$, in that perceived organizational respect was also directly related to increased support for the DEI initiatives. This result was not found in Study 2.

Contrary to Hypothesis 9b, the serial indirect pathway through racial identity pride and organizational identification was not statistically significant, $B < -.01$, 95% CI (-.003, .001), $SE < .01$, $p = .272$. Likewise, the single-mediator indirect effect of racial identity pride was not statistically significant, $B = -.01$, 95% CI (-.02, .001), $SE < .01$, $p = .069$. These findings (or lack thereof) replicate Study 2.

The single-mediator indirect effect of organizational identification was statistically significant, $B = .11$, 95% CI (.07, .17), $SE = .03$, $p < .001$, such that greater organizational identification was also directly associated with increased support for the DEI initiatives. This result was not found in Study 2.

Figure 14

Structural Equation Model Predicting Support for the DEI Initiatives



Note. Standardized path estimates with standard error (in parentheses) are presented only for the latent variable indicators, the hypothesized serial indirect pathways, and the statistically significant indirect single mediator pathways. All standardized path estimates with standard error are presented in Table F14 of Appendix F.
The statistically significant indirect effects are indicated with bold arrows. The serial indirect pathway through perceived organizational respect for White employees and organizational identification, as well as the single-mediator indirect pathways through perceived organizational respect and organizational identification, partially mediated the association between DEI initiative procedural justice judgments and support for the DEI initiatives. This replicates Study 2. Total effect: B = 1.00, 95% CI (.94, 1.06), SE = .03, p < .001. Direct effect: B = .64, 95% CI (.51, .78), SE = .07, p < .001.
* indicates p < .05. *** indicates p < .001.

Anticipated Company DEI Hours

The model predicting the average number of hours per week one would devote to the company's DEI efforts showed acceptable fit (RMSEA = .040; CFI = .998; IFI = .998) when error terms were allowed to covary. The full model explained 16.4% of the variance (R^2 = .16) in anticipated hours devoted to DEI efforts. Complete model estimates are presented in Table F15 of Appendix F.

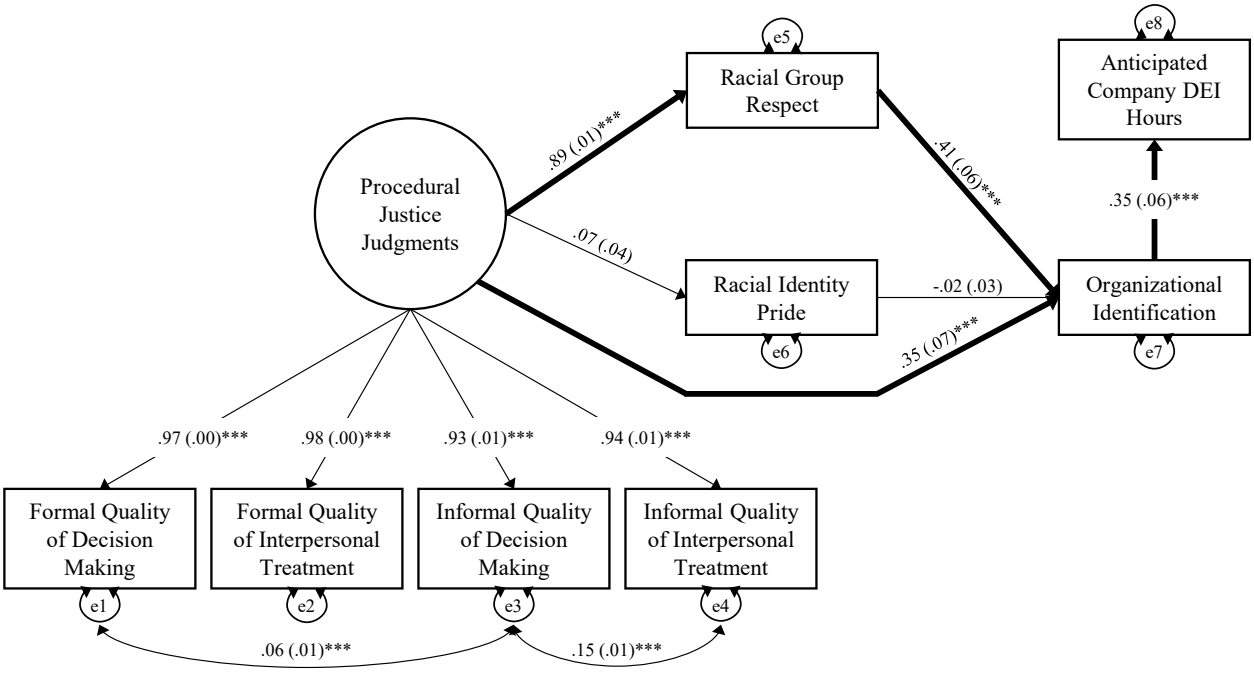
Supporting Hypothesis 10a, the serial indirect pathway through perceived organizational respect for White employees and organizational identification was statistically significant, B = 1.24, 95% CI (.75, 1.89), SE = .29, $p < .001$. As shown in Figure 15, perceived DEI initiative fairness was associated with increased perceived organizational respect for White employees, which was subsequently related to increased organizational identification. Organizational identification was then associated with willingness to devote more hours to the company's DEI efforts. This effect was not found in Study 2. Replicating Study 2, however, the single-mediator indirect effect of perceived organizational respect for Whites was not statistically significant, B = .21, 95% CI (-1.40, 1.78), SE = .80, p = .789.

Against Hypothesis 10b, the serial indirect pathway through racial identity pride and organizational identification was not statistically significant, B = -.01, 95% CI (-.04, .01), SE = .01, p = .267, nor was the single-mediator indirect effect of racial identity pride, B = -.09, 95% CI (-.25, .01), SE = .06, p = .072. These null findings replicate Study 2.

The single-mediator indirect effect of organizational identification was statistically significant, B = 1.18, 95% CI (.68, 1.87), SE = .30, $p < .001$, such that organizational identification was also directly associated with willingness to devote more hours to the company's DEI efforts. This effect was not found in Study 2.

Figure 15

Structural Equation Model Predicting Anticipated Company DEI Hours



Note. Standardized path estimates with standard error (in parentheses) are presented only for the latent variable indicators, the hypothesized serial indirect pathways, and the statistically significant indirect pathway through organizational identification as a single mediator. All standardized path estimates with standard error are presented in Table F15 of Appendix F.

The statistically significant indirect effects are indicated with bold arrows. The serial indirect pathway through perceived organizational respect for White employees and organizational identification, as well as the single-mediator indirect pathway through organizational identification, fully mediated the association between DEI initiative procedural justice judgments and the average number of hours one would devote to the company's DEI efforts. This effect was not found in Study 2. Total effect: $B = 2.87$, 95% CI (2.05, 3.70), $SE = .42$, $p < .001$. Direct effect: $B = .33$, 95% CI (-1.49, 2.15), $SE = .92$, $p = .726$.

*** indicates $p < .001$.

Negative vs. Positive Affect Toward Company

The model predicting affect toward the company showed acceptable fit (RMSEA = .040; CFI = .998; IFI = .998) when error terms were allowed to covary. The full model explained 76.8% of the variance ($R^2 = .77$) in organization-directed affect. Complete model estimates are presented in Table F16 of Appendix F.

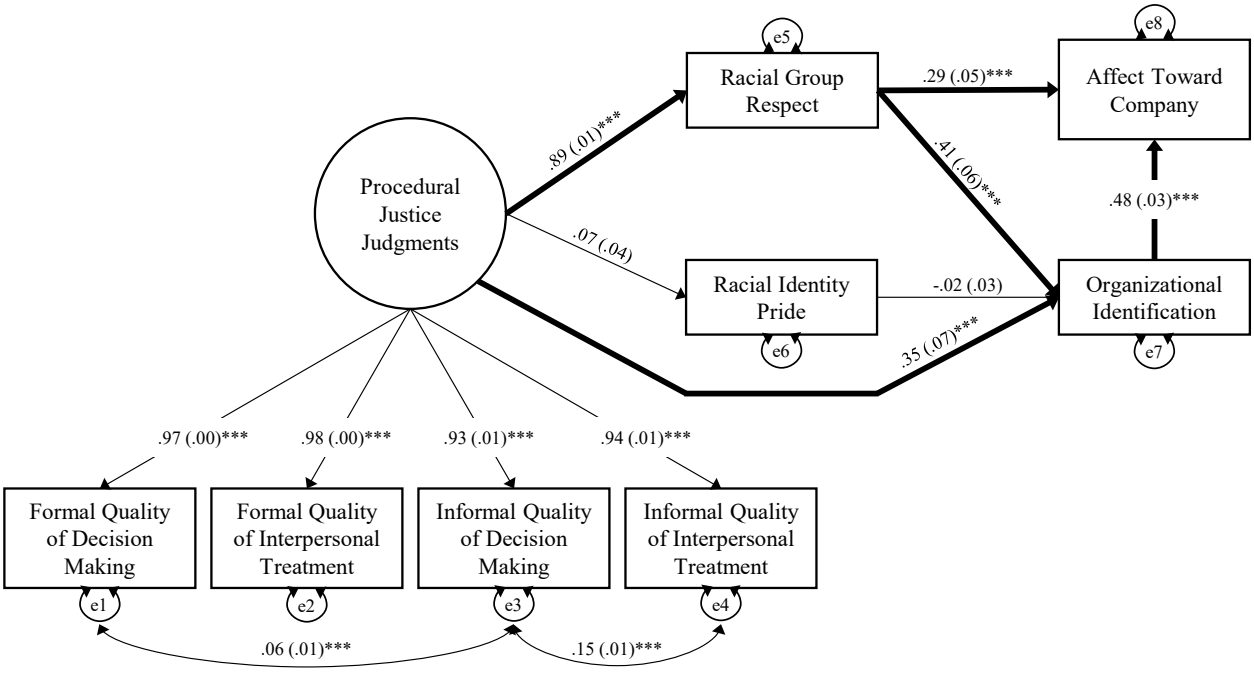
In support of Hypothesis 11a and replicating Study 2, the serial indirect pathway through perceived organizational respect for White employees and organizational identification was statistically significant, $B = 3.53$, 95% CI (2.38, 4.80), $SE = .61$, $p < .001$. As shown in Figure 16, perceived DEI initiative fairness was associated with increased perceived organizational respect for White employees, which was then related to increased organizational identification. Subsequently, organizational identification was associated with greater positive affect toward the company. Also like Study 2, the single-mediator indirect effect of perceived organizational respect for White employees was statistically significant, $B = 5.18$, 95% CI (3.44, 6.91), $SE = .88$, $p < .001$, such that perceived organizational respect for Whites was also directly associated with greater organization-directed positive affect.

Against Hypothesis 11b, the serial indirect pathway through racial identity pride and organizational identification was not statistically significant, $B = -.02$, 95% CI (-.10, .02), $SE = .03$, $p = .267$. Similarly, the single-mediator indirect effect of racial identity pride was not statistically significant, $B = -.06$, 95% CI (-.20, .01), $SE = .05$, $p = .075$. These null findings replicate Study 2.

Unlike Study 2, the single-mediator indirect effect of organizational identification was statistically significant, $B = 3.34$, 95% CI (2.08, 4.75), $SE = .67$, $p < .001$, such that organizational identification was also directly associated with greater organization-directed positive affect.

Figure 16

Structural Equation Model Predicting Negative vs. Positive Affect Toward Company



Note. Standardized path estimates with standard error (in parentheses) are presented only for the latent variable indicators, the hypothesized serial indirect pathways, and the statistically significant indirect single mediator pathways. All standardized path estimates with standard error are presented in Table F16 of Appendix F.
The statistically significant indirect effects are indicated with bold arrows. The serial indirect pathway through perceived organizational respect for White employees and organizational identification, as well as the single-mediator indirect pathways through perceived organizational respect and organizational identification, partially mediated the association between DEI initiative procedural justice judgments and affect toward the company. A full mediation was found in Study 2. Total effect: B = 15.92, 95% CI (14.74, 17.04), SE = .58, p < .001. Direct effect: B = 3.92, 95% CI (1.94, 5.91), SE = 1.00, p < .001.
*** indicates p < .001.

Desire to Work at Company

The model predicting desire to work at the company showed acceptable fit (RMSEA = .039; CFI = .998; IFI = .998) when error terms were allowed to covary. The full model explained 77.7% of the variance (R^2 = .78) in desire to work at the company. Complete model estimates are presented in Table F17 of Appendix F.

Supporting Hypothesis 14a, the serial indirect pathway through perceived organizational respect for White employees and organizational identification was statistically significant, B =

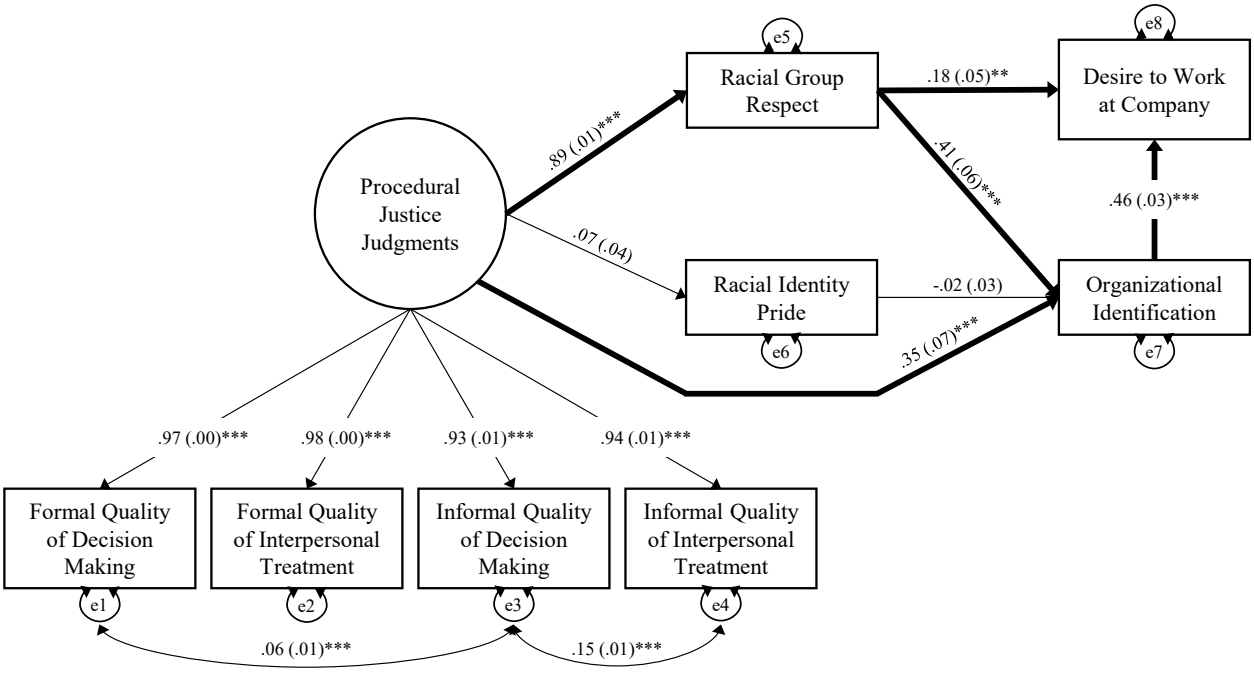
.22, 95% CI (.15, .29), SE = .04, p < .001. As shown in Figure 17, perceived DEI initiative fairness was associated with increased perceived organizational respect for White employees, which was in turn related to increased organizational identification. Organizational identification was subsequently associated with increased desire to work at the company. The single-mediator indirect effect of perceived organizational respect for Whites was also statistically significant, B = .21, 95% CI (.10, .31), SE = .05, p = .001, in that perceived organizational respect was likewise directly associated with increased desire to work at the company.

Against Hypothesis 14b, the serial indirect pathway through racial identity pride and organizational identification was not statistically significant, B < -.01, 95% CI (-.01, .001), SE < .01, p = .270, nor was the single-mediator indirect effect of racial identity pride, B = -.01, 95% CI (-.01, .001), SE < .01, p = .067.

The single-mediator indirect effect of organizational identification was statistically significant, B = .20, 95% CI (.13, .29), SE = .04, p < .001, such that organizational identification was also directly associated with increased desire to work at the company.

Figure 17

Structural Equation Model Predicting Desire to Work at Company



Note. Standardized path estimates with standard error (in parentheses) are presented only for the latent variable indicators, the hypothesized serial indirect pathways, and the statistically significant indirect single mediator pathways. All standardized path estimates with standard error are presented in Table F17 of Appendix F.
The statistically significant indirect effects are indicated with bold arrows. The serial indirect pathway through perceived organizational respect for White employees and organizational identification, as well as the single-mediator indirect pathways through perceived organizational respect and organizational identification, partially mediated the association between DEI initiative procedural justice judgments and desire to work at the company. Total effect: B = 1.03, 95% CI (.96, 1.10), SE = .04, p < .001. Direct effect: B = .41, 95% CI (.29, .54), SE = .06, p < .001.
** indicates p < .01. *** indicates p < .001.

Company Anti-White Bias

The model predicting the company's perceived anti-White bias demonstrated acceptable fit (RMSEA = .051; CFI = .996; IFI = .996) when error terms were allowed to covary. The full model explained 26.4% of the variance (R^2 = .26) in perceived company anti-White bias. Complete model estimates are presented in Table F18 of Appendix F.

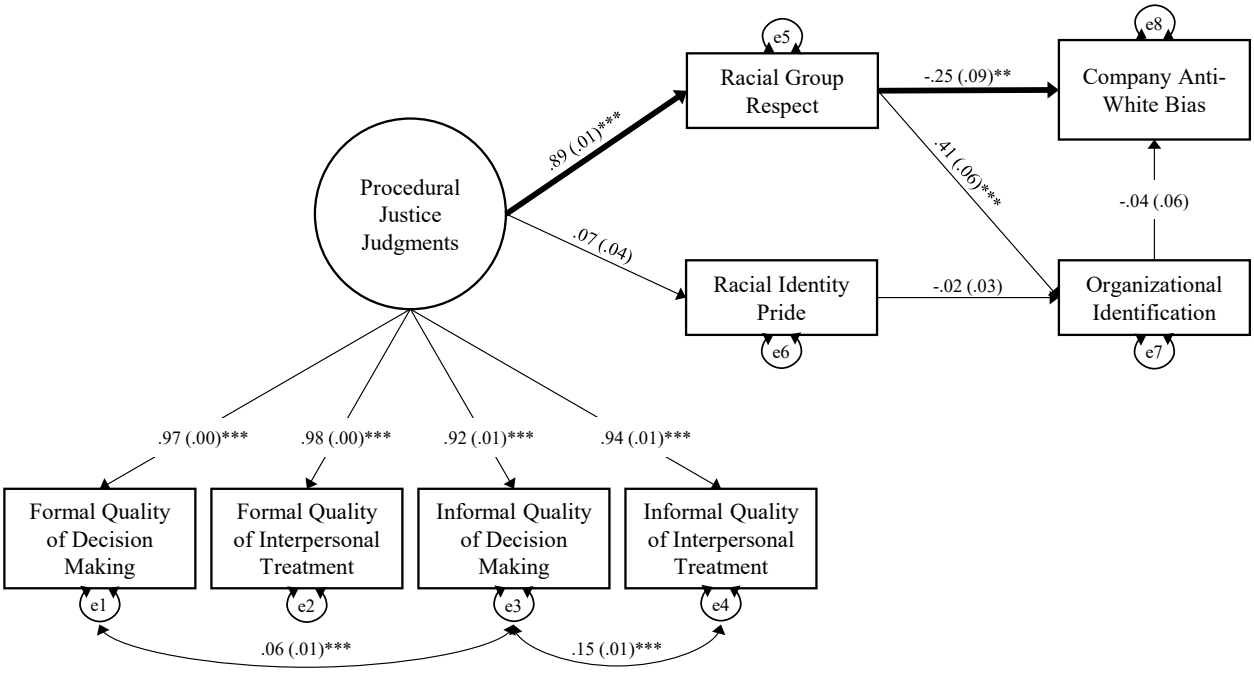
Against Hypothesis 15a, the serial indirect pathway through perceived organizational respect for White employees and organizational identification was not statistically significant, B

= -.02, 95% CI (-.07, .04), *SE* = .03, *p* = .526. However, there was a statistically significant indirect effect of perceived organizational respect for White employees as a single mediator, *B* = -.30, 95% CI (-.51, -.10), *SE* = .11, *p* = .003. As shown in Figure 18, perceived DEI initiative fairness was associated with increased perceived organizational respect for Whites, which was in turn related to decreased company anti-White bias (partially supporting Hypothesis 15a).

Contrary to Hypothesis 15b, the serial indirect pathway through racial identity pride and organizational identification was not statistically significant, *B* < .01, 95% CI (-.001, .002), *SE* < .01, *p* = .271. Similarly, the single-mediator indirect effect of racial identity pride was not statistically significant, *B* = -.02, 95% CI (-.05, .004), *SE* = .01, *p* = .092. Finally, the single-mediator indirect effect of organizational identification was not statistically significant, *B* = -.02, 95% CI (-.07, .04), *SE* = .03, *p* = .508.

Figure 18

Structural Equation Model Predicting Company Anti-White Bias



Note. Standardized path estimates with standard error (in parentheses) are presented only for the latent variable indicators, the hypothesized serial indirect pathways, and the statistically significant indirect pathway through perceived racial group respect as a single mediator. All standardized path estimates with standard error are presented in Table F18 of Appendix F.

The statistically significant indirect effect is indicated with bold arrows. The indirect pathway through perceived organizational respect for White employees partially mediated the association between DEI initiative procedural justice judgments and company anti-White bias. Total effect: B = -.62, 95% CI (-.72, -.52), SE = .05, p < .001. Direct effect: B = -.26, 95% CI (-.50, -.02), SE = .12, p = .033.

** indicates p < .01. *** indicates p < .001.

Financial DEI Initiative Support

The model predicting the amount of company funding allocated toward the organization's DEI initiatives showed acceptable fit (RMSEA = .044; CFI = .997; IFI = .997) when error terms were allowed to covary. The full model explained 12.1% of the variance (R^2 = .12) in financial DEI initiative support. Complete model estimates are presented in Table F19 of Appendix F.

Supporting Hypothesis 16a, the serial indirect pathway through perceived organizational respect for White employees and organizational identification was statistically significant, B = 419.83, 95% CI (220.67, 693.00), SE = 119.47, p < .001. As shown in Figure 19, perceived DEI initiative fairness was associated with increased perceived organizational respect for White employees, which was subsequently related to increased organizational identification. In turn, organizational identification was associated with increased funding allocated toward the company's DEI initiatives. The single-mediator indirect effect of perceived organizational respect for Whites was not statistically significant, B = 12.94, 95% CI (-739.27, 748.89), SE = 372.90, p = .988.

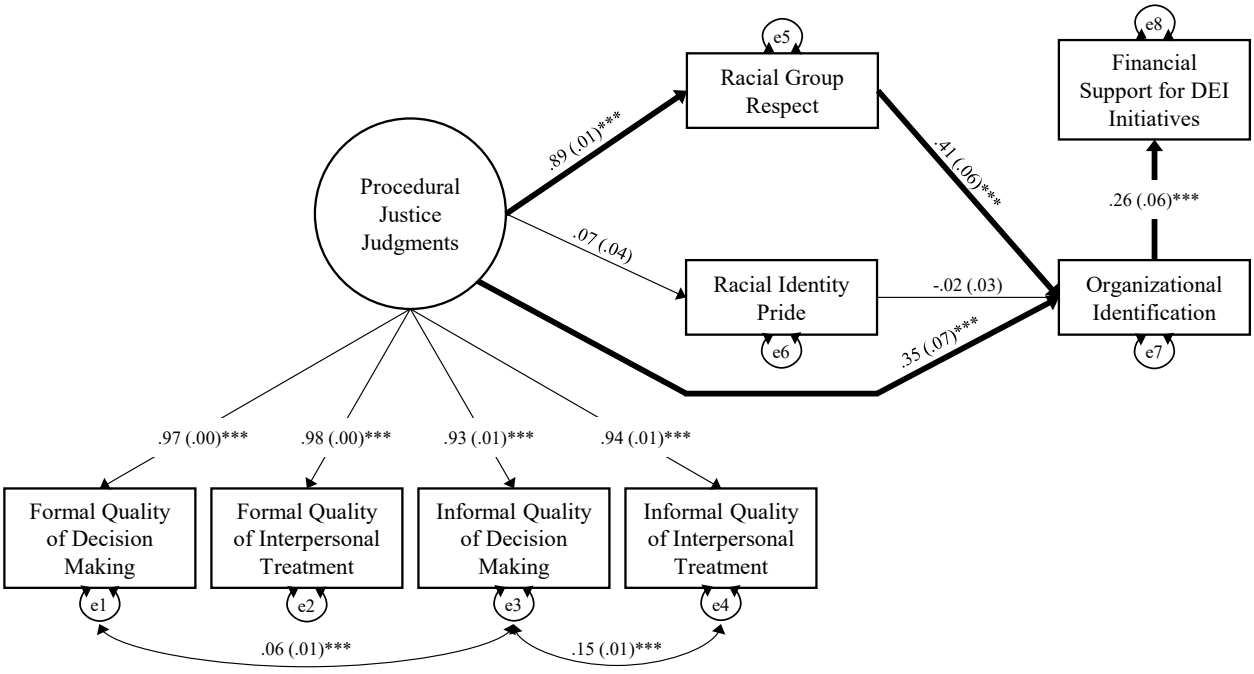
Against Hypothesis 16b, the serial indirect pathway through racial identity pride and organizational identification was not statistically significant, B = -1.85, 95% CI (-12.86, 1.67),

SE = 3.08, *p* = .254, nor was the single-mediator indirect effect of racial identity pride, *B* = -8.14, 95% CI (-56.56, 12.42), *SE* = 15.51, *p* = .331.

The single-mediator indirect effect of organizational identification was statistically significant, *B* = 396.60, 95% CI (203.52, 691.29), *SE* = 120.94, *p* < .001, such that organizational identification was also directly associated with increased funding allocated toward the company's DEI initiatives.

Figure 19

Structural Equation Model Predicting Financial DEI Initiative Support



Note. Standardized path estimates with standard error (in parentheses) are presented only for the latent variable indicators, the hypothesized serial indirect pathways, and the statistically significant indirect pathway through organizational identification as a single mediator. All standardized path estimates with standard error are presented in Table F19 of Appendix F.

The statistically significant indirect effects are indicated with bold arrows. The serial indirect pathway through perceived organizational respect for White employees and organizational identification, as well as the single-mediator indirect pathway through organizational identification, fully mediated the association between DEI initiative procedural justice judgments and financial DEI initiative support. Total effect: *B* = 1323.26, 95% CI

(954.85, 1698.17), *SE* = 188.87, $p < .001$. Direct effect: *B* = 501.12, 95% CI (-348.80, 1353.65), *SE* = 427.39, $p = .236$.

*** indicates $p < .001$.

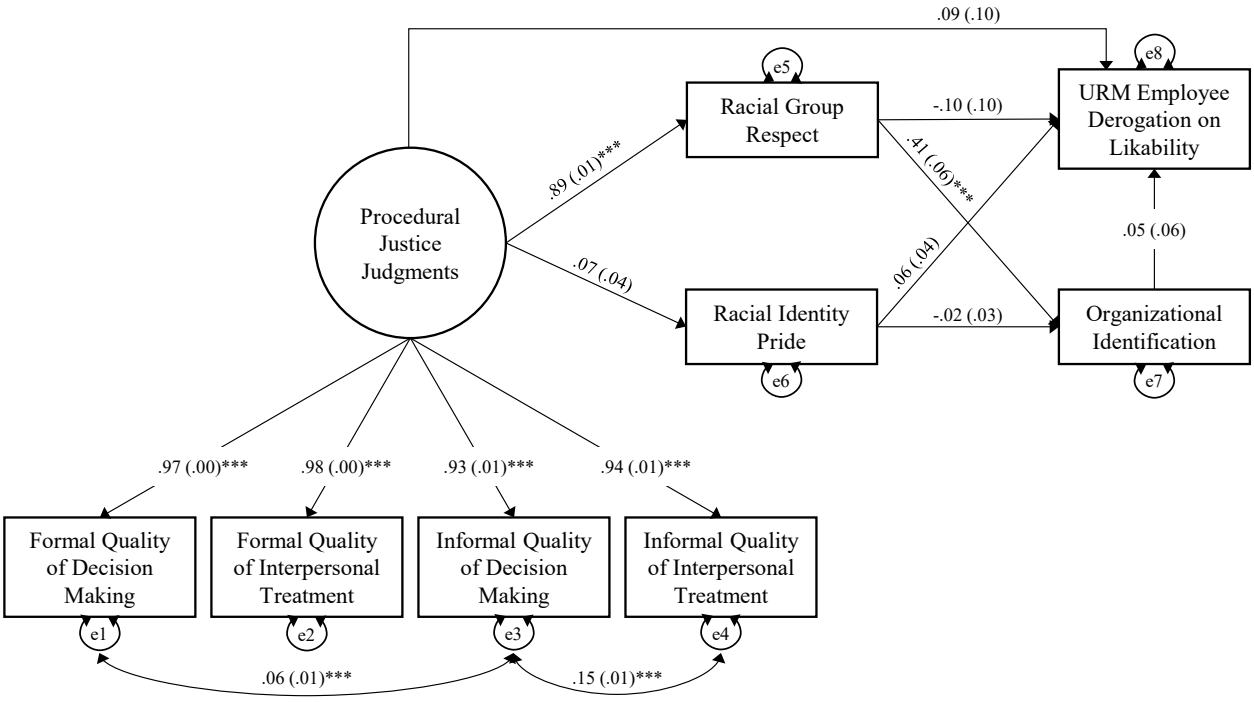
Employee Likability

The model predicting URM employee derogation on likability demonstrated acceptable fit (RMSEA = .042; CFI = .997; IFI = .997) when error terms were allowed to covary. However, the full model explained only .8% of the variance ($R^2 = .01$) in URM employee derogation on likability. Complete model estimates are presented in Table F20 of Appendix F.

Hypotheses 17a and 17b were not supported. The serial indirect pathways to URM employee derogation on likability were not statistically significant, nor were the single-mediator indirect pathways (see Table F21 of Appendix F). Moreover, as shown in Figure 20, employee likability was not associated with any of the examined predictor variables.

Figure 20

Structural Equation Model Predicting URM Employee Derogation on Likability



Note. Standardized path estimates with standard error (in parentheses) are presented only for the latent variable indicators, the hypothesized serial indirect pathways, and the tested direct effects on employee likability. All standardized path estimates with standard error are presented in Table F20 of Appendix F. None of the indirect pathways achieved statistical significance (see Table F21 of Appendix F).
*** indicates $p < .001$.

Employee Competence

The model predicting URM employee derogation on competence showed acceptable fit (RMSEA = .048; CFI = .997; IFI = .997) when error terms were allowed to covary. However, the full model explained only 1.7% of the variance ($R^2 = .02$) in URM employee derogation on competence. Complete model estimates are presented in Table F22 of Appendix F.

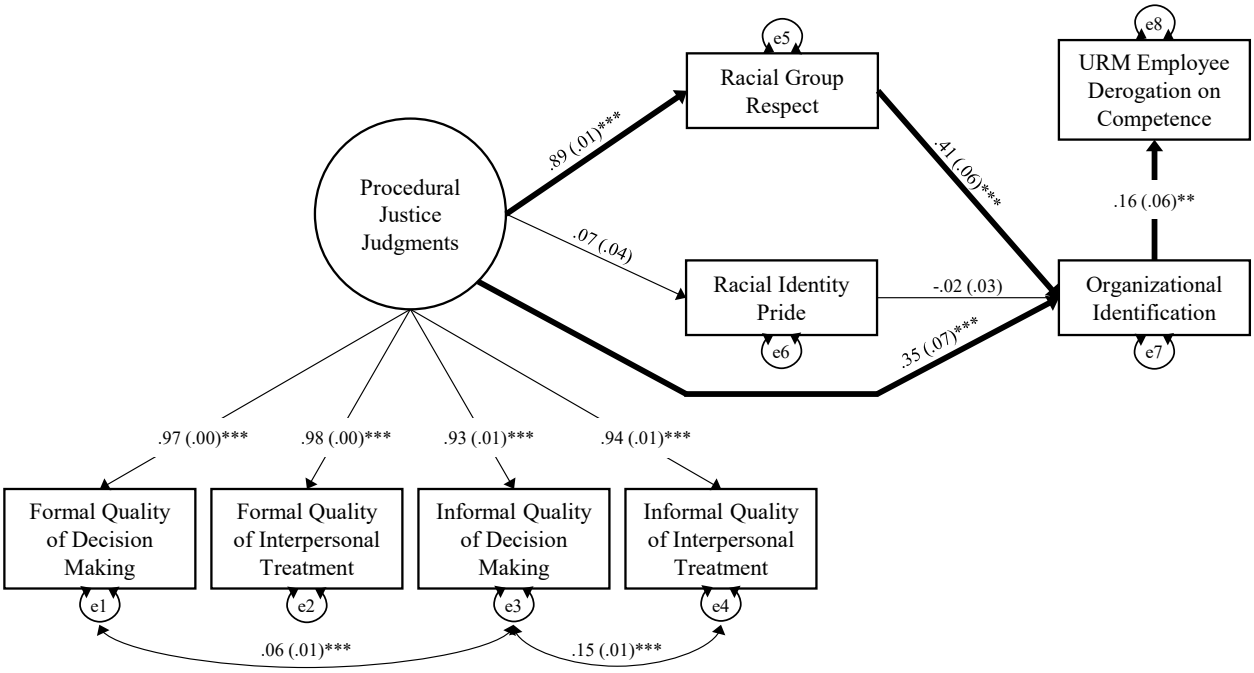
The serial indirect pathway through perceived organizational respect for White employees and organizational identification was statistically significant, $B = .02$, 95% CI (.01, .04), $SE = .01$, $p = .004$. However, the direction of the effect went against Hypothesis 18a: DEI initiative fairness was associated with increased perceived organizational respect for Whites,

which was subsequently related to increased organizational identification. Then, identification was unexpectedly associated with increased URM employee derogation on competence (see Figure 21). The single-mediator indirect effect of organizational identification was statistically significant, B = .02, 95% CI (.01, .04), SE = .01, p = .003, such that organizational identification was also directly associated with increased URM employee derogation on competence. The single-mediator indirect effect of perceived organizational respect for Whites was not statistically significant, B = -.02, 95% CI (-.07, .04), SE = .03, p = .604.

Contrary to Hypothesis 18b, the serial indirect pathway through racial identity pride and organizational identification was not statistically significant, B < .01, 95% CI (-.001, .001), SE < .01, p = .210, nor was the single-mediator indirect effect of racial identity pride, B < .01, 95% CI (-.001, .004), SE < .01, p = .346.

Figure 21

Structural Equation Model Predicting URM Employee Derogation on Competence



Note. Standardized path estimates with standard error (in parentheses) are presented only for the latent variable indicators, the hypothesized serial indirect pathways, and the statistically significant indirect pathway through organizational identification as a single mediator. All standardized path estimates with standard error are presented in Table F22 of Appendix F.

The statistically significant indirect effects are indicated with bold arrows. DEI initiative procedural justice judgments and employee competence demonstrated an indirect-only association. Total effect: B = -.02, 95% CI (-.05, .01), SE = .02, p = .147. Direct effect: B = -.05, 95% CI (-.11, .02), SE = .03, p = .189.

** indicates $p < .01$. *** indicates $p < .001$.

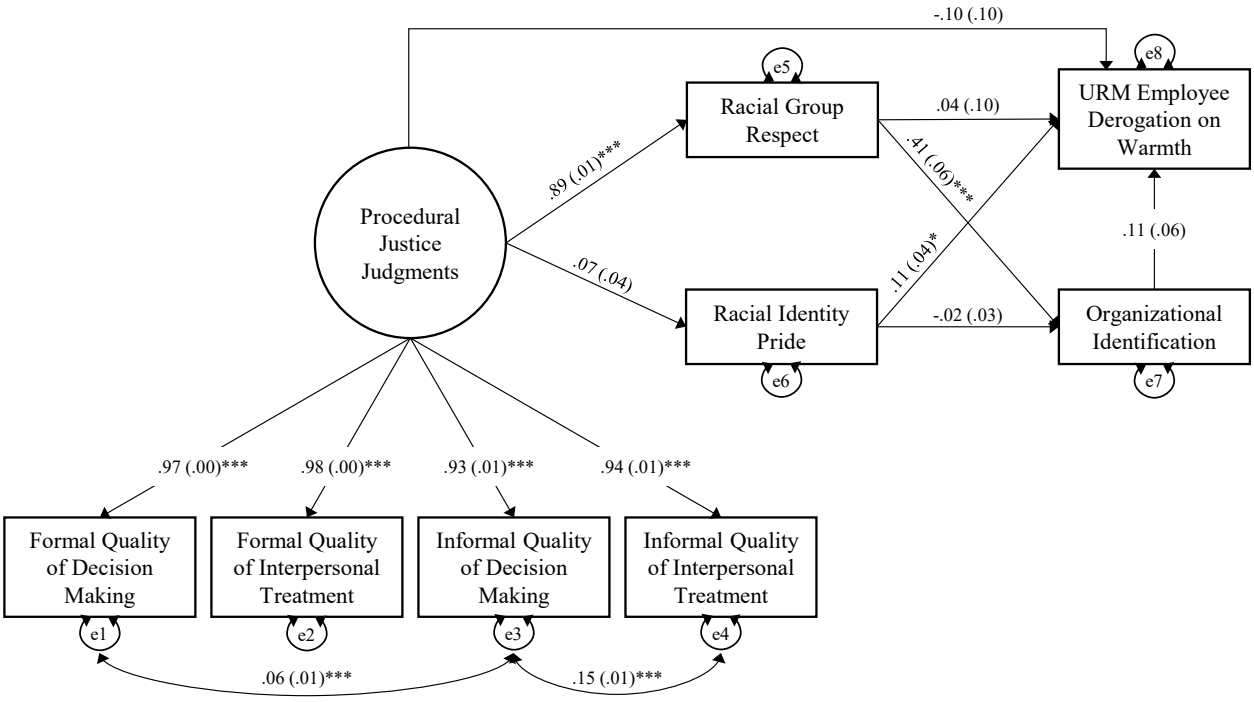
Employee Warmth

The model predicting URM employee derogation on warmth demonstrated acceptable fit (RMSEA = .056; CFI = .995; IFI = .995) when error terms were allowed to covary. However, the full model explained only 1.3% of the variance (R^2 = .01) in URM employee derogation on warmth. Complete model estimates are presented in Table F23 of Appendix F.

Hypotheses 19a and 19b were not supported. The serial indirect pathways to URM employee derogation on warmth were not statistically significant, nor were the single-mediator indirect pathways (see Table F24 of Appendix F). Employee warmth was only predicted by pride in racial identity, such that increased racial identity pride was associated with greater derogation of the URM employee on perceived warmth (see Figure 22).

Figure 22

Structural Equation Model Predicting URM Employee Derogation on Warmth



Note. Standardized path estimates with standard error (in parentheses) are presented only for the latent variable indicators, the hypothesized serial indirect pathways, and the tested direct effects on employee warmth. All standardized path estimates with standard error are presented in Table F23 of Appendix F. None of the indirect pathways achieved statistical significance (see Table F24 of Appendix F).
* indicates $p < .05$. *** indicates $p < .001$.

Exploratory Analyses: Racial Identity Centrality and Salience Moderations

Study 3 attempted to conceptually replicate Study 2's moderated regression findings by testing racial identity centrality, chronic racial identity salience, and contextual racial identity salience as separate moderators of the relationships between overall DEI initiative procedural justice and judgments of the company's respect for White employees and personal racial identity pride.[10] In light of the relatively minor differences in perceived fairness between the DEI initiatives conditions and to more directly replicate the analyses implemented in Study 2, participants' four-component procedural justice judgments were collapsed into a mean-scored

[10] Sensitivity analyses (G*Power; Faul et al., 2007) indicated sufficient power to detect effects of at least $\eta_p^2 = .02$ using a simple moderation analysis with $n = 539$, $\alpha = .05$, and $1 - \beta = .80$.

overall procedural justice variable (α = .98) which served as the main predictor in the exploratory moderations. All predictors were mean-centered prior to analysis (Enders & Tofighi, 2007). Statistically significant interactions ($p < .05$) were probed using Johnson-Neyman regions of significance.

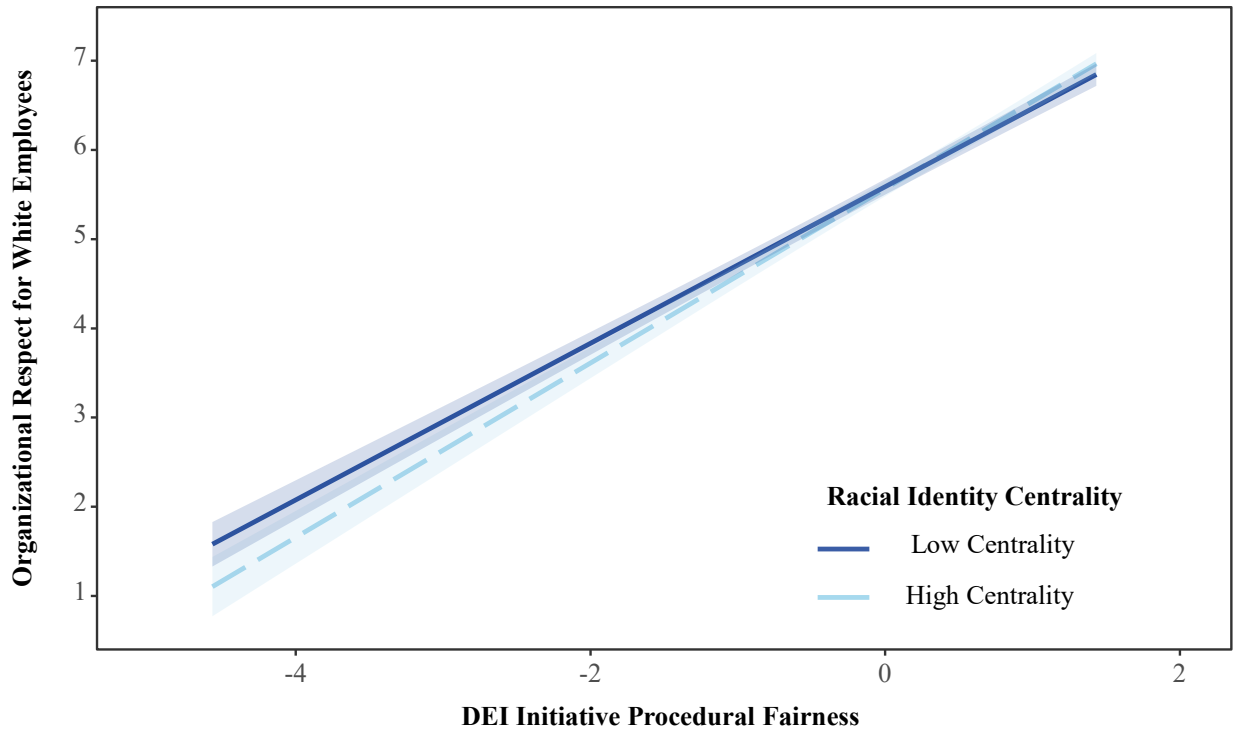
Replicating Study 2, the relationship between perceived DEI initiative procedural justice and perceived organizational respect for White employees was not moderated by individual differences in chronic racial identity salience. However, contextual racial identity salience moderated the association between DEI initiative procedural justice and perceived organizational respect, demonstrating the same trends found in Study 2. The complete moderation results are reported under the Supplementary Analyses.

Racial identity centrality also moderated the association between perceived DEI initiative procedural justice and perceived organizational respect for White employees — a finding not observed in Study 2. A main effect of DEI initiative procedural justice, b = .93, 95% CI (.88, .97), SE = .02, $p < .001$, η_p^2 = .76, was qualified by a statistically significant interaction with racial identity centrality: b = .04, 95% CI (.01, .07), SE = .02, p = .018, η_p^2 = .01. Probing the interaction via simple slopes analyses revealed that the effect of DEI initiative procedural justice on perceived organizational respect for White employees was statistically significant at low (-1 *SD*), average (*M*), and high (+1 *SD*) levels of racial identity centrality. Each slope trended in the same positive direction, but to varying degrees depending on the level of racial identity centrality (see Figure 23): The effect of procedural justice was most pronounced at high levels of centrality, b = .98, 95% CI (.91, 1.04), SE = .03, $p < .001$, η_p^2 = .01, followed by the effect of procedural justice at average levels of centrality, b = .93, 95% CI (.88, .97), SE = .02, $p < .001$, η_p^2 = .01. The effect of procedural justice was least pronounced at low levels of centrality, b = .88, 95% CI

(.82, .93), SE = .03, p < .001, η_p^2 = .01. However, slope contrasts with corrections indicated that the slopes did not statistically significantly differ from one another (see Figure 23). These findings underscore that greater perceived DEI initiative fairness is generally associated with increased perceived organizational respect for White employees across levels of White racial identity centrality.

Figure 23

Simple Slopes With Corrections for DEI Initiative Procedural Fairness × Racial Identity Centrality Moderation on Perceived Organizational Respect for White Employees



Note. Observed values of mean-centered procedural fairness ranged from -4.57 to 1.43. Conditional intercept of procedural fairness slope at low levels of racial identity centrality: b = 5.58, SE = .04. Conditional intercept of procedural fairness slope at high levels of racial identity centrality: b = 5.56, SE = .04.
Low (-1 SD) vs. high (+1 SD) racial identity centrality slope contrast: b = -.10, 95% CI (-.20, .001), SE = .04, adjusted p = .054, d = .14.

In line with Study 2, the relationship between perceived DEI initiative procedural justice and racial identity pride was not moderated by racial identity centrality or salience. The complete moderation results are reported under the Supplementary Analyses.

Discussion

Study 3 further supported the integrated procedural justice and social identity process model's utility in understanding responses to organizational DEI initiatives among White people. Although the social identity mechanisms did not differ between experimental groups, using lab-developed DEI initiatives allowed for a controlled investigation of how perceptions of DEI initiative (un)fairness to White individuals contribute to DEI and organizational outcomes through an identity-centric process. Generally replicating Study 2, the Study 3 findings demonstrated that White individuals' DEI- and organization-directed outcomes can be partially explained through the serial effect of DEI initiative procedural fairness on perceived organizational respect for White members and identification with the organization. This process was extended to additional outcomes in Study 3. Specifically, the procedural justice of the company DEI initiatives was associated with increases in the company's perceived respect for White organization members, which was then related to greater identification with the company. In turn, these social identity responses were related to increased desire to work at the company, decreased company anti-White bias (though mediated only through perceived respect), and increased financial support for organizational DEI initiatives.

More insidiously, however, Study 3 found evidence that favorable DEI initiative procedural justice and social identity perceptions may contribute to greater derogation of URM employee competence. Future research should investigate whether this finding replicates given both the methodological constraints of the study and that this pattern did not apply to URM

derogation on likability or warmth, as this effect (if consistent) would considerably undermine the purported benefits of approaching organizational DEI efforts through the integrated procedural justice and social identity process model.

Finally, Study 3 reinforced the lack of indirect effects through racial identity pride, suggesting that perceived organizational respect toward one's racial group and organizational identification are the primary social identity mechanisms through which procedural justice operates in the context of White individuals and DEI initiatives. The Studies 2 and 3 hypothesis testing results are presented in Table 10.

Table 10

Summary of Studies 2 & 3 Hypothesis Testing Results

Tested Under	Hypothesis	Results Conclusion	
Studies 2 & 3	DEI initiative procedural fairness to Whites will be associated with increases in perceived organizational respect for Whites (**Hyp. 8a**) and increases in personal racial identity pride (**Hyp. 8b**), both of which will be associated with greater organizational identification. Organizational identification will relate to ***lower unfair treatment concerns***.	**8a.**	Partially supported in Study 2; Supported in Study 3
		8b.	Not supported
Studies 2 & 3	DEI initiative procedural fairness to Whites will be associated with increases in perceived organizational respect for Whites (**Hyp. 9a**) and increases in personal racial identity pride (**Hyp. 9b**), both of which will be associated with greater organizational identification. Organizational identification will relate to ***increased support for the DEI initiatives***.	**9a.**	Supported
		9b.	Not supported
Studies 2 & 3	DEI initiative procedural fairness to Whites will be associated with increases in perceived organizational respect for Whites (**Hyp. 10a**) and increases in personal racial identity pride (**Hyp. 10b**), both of which will be associated with greater organizational identification. Organizational identification will contribute to ***more*** (real or anticipated) ***time devoted to DEI efforts within the organization***.	**10a.**	Not supported in Study 2; Supported in Study 3
		10b.	Not supported

Studies 2 & 3	DEI initiative procedural fairness to Whites will be associated with increases in perceived organizational respect for Whites (**Hyp. 11a**) and increases in personal racial identity pride (**Hyp. 11b**), both of which will be associated with greater organizational identification. Organizational identification will relate to ***increased positive affect toward the organization***.	**11a.**	Supported
		11b.	Not supported
Study 2	DEI initiative procedural fairness to Whites will be associated with increases in perceived organizational respect for Whites (**Hyp. 12a**) and increases in personal racial identity pride (**Hyp. 12b**), both of which will be associated with greater organizational identification. Organizational identification will relate to ***increased organization-directed citizenship behavior***.	**12a.**	Supported
		12b.	Not supported
Study 2	DEI initiative procedural fairness to Whites will be associated with increases in perceived organizational respect for Whites (**Hyp. 13a**) and increases in personal racial identity pride (**Hyp. 13b**), both of which will be associated with greater organizational identification. Organizational identification will relate to ***decreased turnover intentions***.	**13a.**	Supported
		13b.	Not supported
Study 3	DEI initiative procedural fairness to Whites will be associated with increases in perceived organizational respect for Whites (**Hyp. 14a**) and increases in personal racial identity pride (**Hyp. 14b**), both of which will lead to greater organizational identification. Organizational identification will relate to ***increased desire to work at the company***.	**14a.**	Supported
		14b.	Not supported
Study 3	DEI initiative procedural fairness to Whites will be associated with increases in perceived organizational respect for Whites (**Hyp. 15a**) and increases in personal racial identity pride (**Hyp. 15b**), both of which will lead to greater organizational identification. Organizational identification will relate to ***decreased company anti-White bias***.	**15a.**	Partially supported
		15b.	Not supported
Study 3	DEI initiative procedural fairness to Whites will be associated with increases in perceived organizational respect for Whites (**Hyp. 16a**) and increases in personal racial identity pride (**Hyp. 16b**), both of which will increase organizational identification. Organizational identification will relate to ***increased funding recommended for the company's DEI initiatives***.	**16a.**	Supported
		16b.	Not supported
Study 3	DEI initiative procedural unfairness to Whites will be associated with decreases in perceived organizational respect for Whites (**Hyp. 17a**) and decreases in personal racial identity pride (**Hyp. 17b**), both of which will lead to decreased organizational identification. Decreased organizational identification will relate to ***greater derogation of the URM employee target on likability*** relative to the White employee target.	**17a.**	Not supported
		17b.	Not supported

Study 3	DEI initiative procedural unfairness to Whites will be associated with decreases in perceived organizational respect for Whites (**Hyp. 18a**) and decreases in personal racial identity pride (**Hyp. 18b**), both of which will lead to decreased organizational identification. Decreased organizational identification will relate to ***greater derogation of the URM employee target on competence*** relative to the White employee target.	**18a.**	Not supported
		18b.	Not supported
Study 3	DEI initiative procedural unfairness to Whites will be associated with decreases in perceived organizational respect for Whites (**Hyp. 19a**) and decreases in personal racial identity pride (**Hyp. 19b**), both of which will lead to decreased organizational identification. Decreased organizational identification will relate to ***greater derogation of the URM employee target on warmth*** relative to the White employee target.	**19a.**	Not supported
		19b.	Not supported

General Discussion

White individuals' adverse responses to organizational DEI initiatives can impede the success and longevity of such policies and practices (James et al., 2001). To address DEI initiative resistance effectively, social scientists and organization leaders must understand the factors that drive this resistance. Doing so has become increasingly important amid a growing anti-DEI movement and the rollbacking of workplace DEI efforts due to fear of backlash. Across three studies of White United States workforce members, my dissertation research examined whether perceptions of procedural (un)fairness contribute to White individuals' negative or positive reactions to organizational DEI initiatives through an identity-centric process.

Leveraging an integrated process model informed by contemporary Procedural Justice and Social Identity Theory frameworks, perceptions of DEI initiative procedural (un)fairness were found to influence social identity judgments and outcomes with implications for DEI efforts and organizational functioning. Study 1 functioned as a proof of concept by examining the social identity, DEI, and organizational outcomes associated with the procedural justice of 400 real-world DEI initiatives, finding that DEI initiatives viewed as less fair to White people

were related to decreased perceptions that the organization respects its White members, weaker identification with the organization, and more adverse DEI and organizational outcomes. Building on this foundation, Study 2 investigated the utility of the integrated process model by testing social identity judgments as mechanisms through which procedural justice affects White individuals' responses to the DEI initiatives used within their workplaces. The findings supported an identity-centric process wherein favorable evaluations of the workplace DEI initiatives' procedural fairness for White people were associated with positive perceptions of the workplace's respect for White members, and these judgments of organizational respect were then related to positive DEI- and organization-relevant outcomes either directly or via enhanced organizational identification. Study 3 attempted to establish a causal effect of procedural justice judgments within the integrated process model, however the DEI initiative procedural justice conditions did not differentially impact perceived organizational respect for White people and pride in racial identity. Although Study 3 did not find evidence supporting a causal effect of procedural justice on the social identity mechanisms, the results nevertheless provided further support for the integrated process model's utility and expanded its scope to additional outcomes with implications for DEI and organizational functioning.

Collectively, this research suggests that organizations can foster greater support for DEI efforts and organizational investment among White individuals by developing and implementing DEI initiatives that are procedurally just for White organization members. When DEI initiatives are perceived as fair to White people, organizations cultivate a sense of respect toward White members, lending to stronger organizational identification. In turn, these positive social identity judgments enhance organizational DEI efforts among White people, reflected in increased support for the DEI initiatives, more anticipated involvement in DEI efforts within the

organization, and greater financial backing for organizational DEI efforts. Moreover, DEI initiative procedural justice and the related social identity judgments of perceived respect and organizational identification were associated with lower unfair treatment concerns and decreased perceptions of anti-White bias from the organization. Concerns of prejudiced treatment, however unfounded, have the potential to spur reactions of threat and hostility within White individuals that may be directed toward URMs (Dover et al., 2014, 2020; Kaiser et al., 2013; Kirby et al., 2015; Morrison et al., 2010; Plaut et al., 2011). As such, cultivating favorable procedural justice and social identity judgments could mitigate issues of interpersonal prejudice and hostility by decreasing concerns of unfair treatment and anti-White bias within the organization.

In addition to promoting positive DEI outcomes among White individuals, procedurally just DEI initiatives offer broader organizational benefits: Perceived fairness was similarly associated with positive outcomes for general organizational vitality through the roles of perceived organizational respect for White people and organizational identification, including greater positive organization-directed affect, increased self-reported citizenship behavior within the organization, fewer turnover intentions, and greater interest in working at the organization. Accordingly, these findings underscore the dual benefits of focusing on procedural justice and social identity judgments in the context of DEI initiatives, as these judgments can yield favorable outcomes for both DEI efforts and broader organizational success among White members.

Opponents of DEI initiatives will claim that they are “divisive concepts” meant to threaten the status and minimize the opportunities of White individuals in organizations while intentionally instilling White guilt (e.g., Telford, 2023). Not only is this structurally untrue, but this claim is directly contradicted by the present research. DEI initiatives, insofar as they are perceived as procedurally fair, do not psychologically harm White people. Instead, procedurally

fair DEI initiatives are linked to positive psychological outcomes that many organization members value, including organizational belongingness and assurance that they will receive fair treatment within their workplace.

Crucially, increasing DEI initiatives' perceived fairness for White people does not necessitate decreasing their perceptions of fairness for URMs. Study 1 found that increased perceptions of a DEI initiative's procedural justice for Whites were positively correlated with perceptions of the DEI initiative organization's overall fairness for URMs (quality of decision-making component $r = .35$; quality of interpersonal treatment component $r = .23$). In the eyes of White perceivers, DEI initiatives can be viewed as fair to White and URM organization members simultaneously, contrary to what adjacent research might suggest (Norton & Sommers, 2011).

Racial identity pride played no role in the integrated process model, which may be unsurprising given the challenges of measuring White identity. Pride in White identity was included in the model to reflect the Social Identity Theory literature suggesting that DEI initiatives signal cues regarding the esteem attached to White individuals' racial identity within the organization, and to the extent these cues are interpreted negatively, White people may psychologically or literally disengage from the organization in efforts to preserve the feelings of value attached to their racial identity (Ashforth & Mael, 1989; Blader & Tyler, 2009; Cornelissen et al., 2007; Haslam & Ellemers, 2005; Scheepers & Ellemers, 2019; Tajfel, 1982; Tajfel & Turner, 2004; Turner & Reynolds, 2010; Tyler & Blader, 2003). As such, the measure items used to assess racial identity pride among White individuals (Luhtanen & Crocker, 1992) were positive in nature — referring to the extent one finds their racial identity to be important and a positive source of self-esteem. This conceptualization of White identity pride, however, may be idealistic at best (Helms, 2014). In the United States, Whiteness is judged as a "normative"

identity that other racial/ethnic groups are evaluated against, resulting in the perception that White people are nonracial (Roberts & Mortenson, 2023; Sue, 2004). By consequence, many White people lack inward awareness of what it means to be White or how their own perspectives and experiences have been racialized — all because they have not been challenged to think about White identity against the broader cultural, historical, and societal contexts (Naughton & Tudor, 2006). This lack of awareness extends to epistemological approaches in the social sciences, such that measures of identity (including those examined in present research) are rarely validated in reference to a positive conceptualization of what it means to identify as White.

Efforts must be made to establish what it means to hold a positive White identity, along with how positive White identities can be cultivated and secured (Helms, 2014). Currently, the very notion of promoting pride in one's White identity can raise ethical concerns, as bolstering White identity could fuel division and perpetuate systems of inequity when framed within White supremacist ideologies or reactionary guilt (Efird et al., 2024; King, 2017). Instead of simply aiming to increase White racial identity pride across the board, careful efforts to acknowledge and understand the historical bases of Whiteness, recognize White privilege, and work toward dismantling systems of oppression could facilitate the formation of positive racial group identification among White people (Helms, 2014; Sue, 2004; Torkelson & Hartmann, 2021). Thus, it is crucial to lay a groundwork for cultivating positive, secure White identity before White racial identity pride can be productively examined within the integrated process model and in the context of organizational DEI efforts.

In summary, White individuals' evaluations of DEI initiative procedural fairness for members of their racial group influence judgments of the organization's respect for its White members, which hold downstream consequences for organizational identification, DEI efforts,

and broader organizational functioning. This identity-centric process rooted in procedural justice offers a theory-informed, data-driven, and practical method of creating DEI initiatives that are more positively received by White people, which should subsequently increase the initiatives' efficacy in accomplishing organizational DEI goals (Plaut et al., 2011). Social psychologists have predominately approached White people's negative views of diversity and multiculturalism by establishing how individual-level factors such as prejudice relate to decreased support for racial egalitarianism (e.g., Berg, 2012; Cunningham & Sartore, 2010; Harell et al., 2016; Renfro et al., 2006). Approaches that focus on the relationship between prejudice and support for egalitarian initiatives may fail to result in fruitful real-world applications given the relative inefficacy of most prejudice-reduction strategies (Paluck & Green, 2009). In contrast, the procedural bases of perceived fairness can be addressed directly because they stem from external cues (e.g., the structural qualities of a procedure, treatment from authorities when implementing procedures) that are within organizations' control (Bottoms & Tankebe, 2012; Leventhal, 1980; Radburn & Stott, 2019). As an illustration, Study 3 demonstrated that the perceived fairness of DEI initiatives can be experimentally manipulated (albeit weakly) by changing their structural and interpersonal features.

However, the integrated process model must be applied with ethical considerations at the forefront. As evidenced throughout Studies 1 – 3, procedural justice is a consistent predictor of positive DEI and organizational outcomes. Lind and Tyler (1988) caution that, while procedural justice holds significant potential for organizational improvement, policies and practices that are objectively unjust could be intentionally manipulated to appear fair by leaders with questionable intentions. This potential for misuse underscores the need for organizational leadership to genuinely commit to enhancing the procedural fairness of their initiatives, ensuring that

organizational improvement is obtained ethically. More specifically, organization leaders must make concerted efforts to ensure that their DEI initiatives are truly fair, consistently implemented, and effective.

Does Procedural Justice Cause the Social Identity Processes?

Causality between procedural justice and social identity judgments could not be definitively established, as Study 3 did not find evidence supporting a causal effect of experimentally-manipulated DEI initiative procedural justice on perceived racial identity respect (or racial identity pride). However, the absence of support does not negate the possibility of causality within the model altogether. Procedural justice perceptions may indeed influence social identity judgments — the effects of which were not demonstrated in Study 3 due to limitations with the experimental design. Specifically, the minor differences in perceived fairness between experimental DEI initiative conditions may have obscured the impact of procedural justice on the social identity mechanisms. The condition intended to reflect high procedural unfairness was still seen as being slightly fair to White individuals, which meant that the experimental manipulation essentially entailed showing DEI initiatives that were either "slightly fair" or simply "fair" to White people. With this in mind, the subtle differences in procedural justice perceptions may not have been strong enough to elicit discernible changes in the social identity processes. To establish causality within the integrated process model, future research should leverage stronger unfair DEI initiative manipulations. Until then, inferred directionality among the model relationships should be handled with care.

Why Were the DEI Initiatives Viewed Favorably by White Participants?

A surprising throughline of the present research was that White participants' ratings of the organizational DEI initiatives skewed toward higher (vs. lower) perceived fairness for

members of their racial group. Whether the evaluated DEI initiatives came from Fortune 500 companies, participants' own workplaces, or the lab, White people tended to view the DEI initiatives as slightly fair to their racial group on average. As such, White individuals' reactance to DEI initiatives was less severe than previously observed.

This departure from prior research could be partly attributed to the variety of identities and backgrounds targeted by the evaluated DEI initiatives. Prior studies have predominantly examined White individuals' perceptions of DEI initiatives in response to controlled experimental stimuli that focused on procedural remedies for specific identity groups, such as race or gender initiatives. In contrast, the Study 1 database tested naturalistic DEI initiatives that addressed a range of identities (e.g., gender, veteran status), did not directly define diversity, or explicitly included White individuals (e.g., noting White colleagues as allies). This might have allowed White perceivers to consider themselves as part of the group(s) targeted by the DEI initiative at hand, resulting in more favorable perceptions of procedural fairness (Plaut et al., 2011; Stevens et al., 2008). What is less clear, however, is why White participants held generally favorable views of the DEI initiatives used in their workplaces (Study 2) and the experimental DEI initiatives intended to be highly unfair to their racial group (Study 3).

It is possible that the positive DEI initiative procedural justice evaluations reflect a form of social desirability bias related to the contemporary anti-DEI movement. The anti-DEI movement is relatively new to mainstream consciousness, having gained national attention leading up to the Supreme Court ruling that race-conscious admissions practices are unconstitutional (*Students for Fair Admissions v. Harvard*, 2023). Largely associated with White right-wing extremists, the anti-DEI movement symbolizes a desire to uphold systems of White

supremacy from which many White liberals seek to distance themselves. As Bennett (1964) notes more broadly:

> The fundamental trait of the White liberal is their desire to differentiate themselves psychologically from White Americans on the issue of race. The White liberal wants to think and wants others, namely people of color, to embrace brotherhood. White liberals have two basic aims: to prevent polarization and to prevent racial conflict.

In response to organizational DEI initiatives, then, White liberal participants may have overextended positive procedural justice ratings in efforts to show that they are the "good" White people — not the White people fighting against racial egalitarianism (Hayes, 2023; Hayes & Juárez, 2009).

The cited research documenting White reactance to DEI initiatives was notably conducted prior to the anti-DEI movement's rise, when White individuals may have felt less restrained in giving their honest responses to organizational DEI initiatives. In contrast, I collected my dissertation data against a backdrop of heightened tension surrounding DEI (predominately spurred by White conservatives), which potentially amplified social desirability among more liberal Whites. This could be evidenced by participants' favorable ratings of the Study 3 condition intended to convey procedural unfairness toward White organization members. In this condition, company leaders were depicted as neglecting organization member feedback on DEI initiatives and making procedural DEI-relevant decisions within closed leadership circles. Moreover, leaders in the unfair condition were said to have discretion in implementing the company's DEI initiatives (vs. being held to company-wide standards). Procedural justice literature suggests that organization members across identity groups would deem these characteristics unequivocally unfair (Blader & Tyler, 2003a, 2003b; Thibaut & Walker, 1975,

1978; Tyler, 2006), yet White participants still viewed the "unfair" condition as slightly fair to their racial group. To disentangle this potential social desirability bias, future research could explore physiological responses to (un)fair organizational DEI initiatives among White people of different political orientations.

Even so, it remains that much DEI initiative resistance from White people can be found in public discourse. In a time when new anti-DEI legislation seems to be introduced every other week and well-known figures such as Elon Musk voice sentiments like "DEI must DIE" (Musk, 2023), DEI initiative reactance feels pervasive. Given this sociopolitical context, one would expect White perceptions of DEI initiatives to be more negative than observed in the present studies. Indeed, participants' views spanned the full range of procedural justice scale responses, with some finding the referenced DEI initiatives to be highly unfair, but averaged responses generally reflected slight perceived procedural fairness toward White individuals. The discrepancy between highly-visible public discourse and the observed responses may reflect the influence of a vocal minority that actively denounces DEI initiatives. While most DEI initiatives may garner positive evaluations from White people, such perspectives are often overshadowed by louder opponents who aim to fearmonger and exaggerate instances of "reverse racism." Should this be the case, an unintended contribution of the present research is that White sentiments toward organizational DEI initiatives might be more positive than assumed.

Relatedly, the discrepancy between public discourse and the positive responses observed here may indicate a lack of real-world understanding about organizational DEI initiatives. DEI opponents will claim that DEI initiatives favor URMs simply because they check a box, systematically disadvantaging "more deserving" White people. However, as demonstrated by the range of initiatives in Study 1, DEI initiatives encompass a wide array of policies and practices

that can benefit organization members of many identities and backgrounds. It is plausible that Studies 1 – 3 provided participants with their first opportunity to observe and reflect on how DEI initiatives truly operate in practice. Richmond et al. (2024) found that people who opposed Critical Race Theory — another topic weaponized by White conservatives — also held greater misconceptions about its actual meaning. Given the conceptual parallels between Critical Race Theory and DEI topics, it could be argued that White people who are ignorant of the specific forms and functions of DEI initiatives may harbor similar opposition based on their misconceptions. Therefore, exposing participants to real examples of organizational DEI initiatives could serve as an intervention to decrease reactance.

Limitations

While these findings contribute to our understanding of the routes through which White individuals interpret organizational DEI initiatives and their implications, some limitations should be acknowledged. For one, this research is limited by a narrow conceptualization of identity. The integrated process model assumes that White people evaluate the procedural justice of DEI initiatives through the sole lens of their racial identity, with these evaluations then branching to perceptions of the respect and pride attached to their racial identity within the organization. Yet, the self consists of multiple complex, intersecting identities that influence how individuals interpret and experience social stimuli (Ashforth & Mael, 1989; Cole, 2009; Haslam & Ellemers, 2005; Rosenthal, 2016). White people are not a monolith: White individuals hold a privileged racial identity, yet they may also belong to marginalized identity groups (e.g., White women, LGBTQ+ White people). Because DEI initiatives are often aimed toward a variety of underrepresented and/or marginalized identity groups, White organization members could find that they benefit from a DEI initiative due to a non-racial identity. Holding both privileged and

marginalized identities likely affects perceptions and support of organizational DEI initiatives, and a more accurate model would incorporate such an intersectional perspective. For example, White women may espouse more positive views of DEI initiatives compared to White men given that they have been the primary beneficiaries of affirmative action policies (Leonard, 1989; Massie, 2016). Yet, many White conservative women oppose the use of affirmative action policies (Massie, 2016) — highlighting the likely role of political affiliation in the model. Anti-DEI initiative sentiments are predominantly expressed by White conservatives, whereas White liberals tend to be more supportive of efforts to enhance DEI in the workplace (Minkin, 2023). This divide may stem, in part, from differing conceptualizations of diversity between the two parties. White conservatives prioritize diversity of viewpoint, whereas White liberals regard demographic diversity more favorably (Howard et al., 2022). Organizational DEI initiatives often prioritize demographic representation over ideological diversity, which could heighten perceptions of procedural unfairness among White conservatives — a finding that would be captured by an intersectional model.

Future research should also examine whether the validity of the integrated process model extends to URMs and their perceptions of organizational DEI initiatives. I contend that the main tenets of the model apply to URMs (and other identity groups), though what is perceived as fair to White people may not be seen as fair to URMs. Thus, the procedural justice foundations of the model could differ across groups. Formative work has addressed the procedural justice and social identity implications of DEI initiatives among URMs and other underrepresented groups (e.g., Brady et al., 2015; Buttner et al., 2010; Dover et al., 2014; Richard & Kirby, 1997, 1998); however, such research would benefit from integrating the two frameworks. Regardless, such investigations highlight both positive and negative potential for marginalized group members'

perceived procedural fairness of DEI initiatives. Buttner et al. (2010) found that procedural justice judgments mediated the relationship between diversity climate (the belief that one's organization supports diversity interpersonally and procedurally) and organizational commitment among business school faculty of color, such that diversity climate perceptions positively predicted procedural justice, which in turn led to greater organizational commitment. Other research calls attention to a harmful consequence of procedural justice perceptions among marginalized groups, however: Dover et al. (2014) and Brady et al. (2015) found that the mere presence of a DEI initiative led to greater perceptions of organizational fairness among marginalized groups, which hindered their ability to detect discriminatory practices within the organization. Importantly, this process persisted even when participants were presented with concrete evidence of organizational discrimination against a target belonging to their same racial (Dover et al., 2014) or gender (Brady et al., 2015) identity group. Thus, in addition to increasing URMs' organizational commitment, the favorable perceptions of procedural fairness that accompany the mere presence of DEI initiatives may obscure discriminatory practices within organizations, making prejudiced behavior harder to detect and remediate.

The findings mentioned above point to another significant limitation of the present work: Addressing the true effectiveness of organizational DEI initiatives was beyond the scope of my dissertation research. While nurturing favorable procedural justice and social identity judgments in reference to DEI initiatives can increase their success by encouraging greater engagement from the White majority, more direct tests of DEI initiative effectiveness are needed. All DEI initiatives aim to foster equal opportunities and fair treatment for marginalized members (Society for Human Resource Management, 2010), yet evidence of their success remains sparse (Kraus et al., 2022; Portocarrero & Carter, 2022). Both privileged and marginalized group members have

been shown to judge an organization's fairness toward marginalized groups based on the mere presence of organizational DEI initiatives, rather than the initiatives' actual impact. This tendency can paradoxically exacerbate harmful organizational dynamics, as ineffective DEI initiatives may create a false sense of procedural justice toward marginalized groups that obscures the underlying issues DEI initiatives claim to remediate (Brady et al., 2015; Dover et al., 2014; Kaiser et al., 2013). Therefore, the effectiveness of DEI policies and practices must receive further empirical investigation before the full potential of procedural justice perceptions and the accompanying social identity processes can be realized in this context.

Conclusion

Three studies demonstrate that White individuals' responses to organizational DEI initiatives can be partly understood through an identity-centric integrated process. White individuals' perceptions of organizational DEI initiative fairness to their racial group can promote favorable outcomes for DEI and organizational functioning — including increased psychological and financial support for DEI initiatives and greater organizational citizenship behavior — by communicating that the organization respects its White members. This increase in perceived organizational respect for Whites can cultivate the favorable DEI- and organization-relevant outcomes directly and through strengthening organizational identification. Organizations can thus develop more effective strategies for implementing DEI initiatives by understanding the roles of procedural justice and social identity in shaping White individuals' responses to these policies and practices, thereby facilitating more diverse, equitable, and inclusive environments.

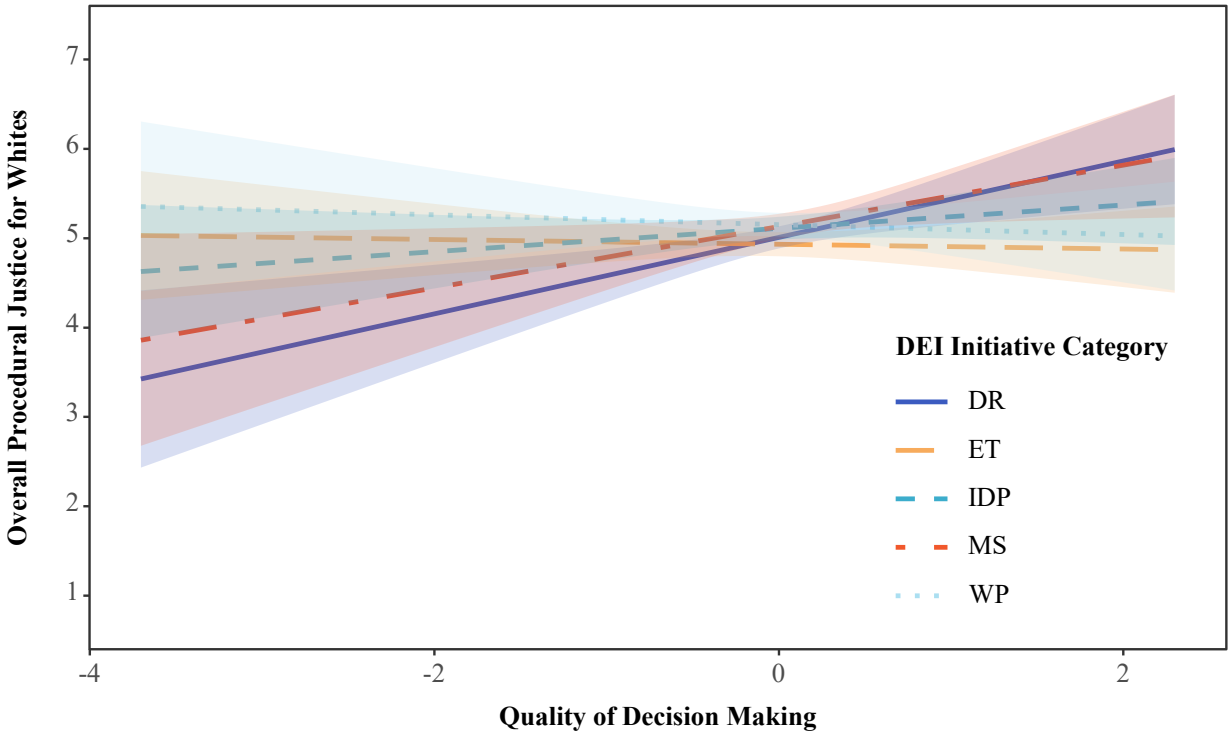
Supplementary Analyses

Study 1: Two-Way Interactions With DEI Initiative Category on Overall Procedural Justice Perceptions for Whites

The main effect of quality of decision making (p = .002) was qualified by a statistically significant quality of decision making × DEI initiative category interaction: $F(4, 384) = 2.82$, p = .025, η_p^2 = .03. Probing the interaction via simple slopes analyses revealed that the effect of quality of decision making on overall procedural justice for White employees was statistically significant only at the DEI initiative categories of diversity recruiting and mentoring and sponsorship (both ps < .05; see Figure S1). Each statistically significant slope trended in the hypothesized positive direction. Slope contrasts with corrections (collapsed across quality of interpersonal treatment) indicated that none of the slopes statistically significantly differed from one another (see Table S1). In sum, decreases in perceived quality of decision making were associated with decreased overall procedural justice for White employees, though only in reference to DEI initiatives that fell under the diversity recruiting or mentoring and sponsorship categories.

Figure S1

Simple Slopes With Corrections for Quality of Decision Making × DEI Initiative Category on Overall Procedural Justice for White Employees



Note. Observed values of mean-centered quality of decision making ranged from -3.70 to 2.30.

Slope of quality of decision making at diversity recruiting (DR): b = .43, 95% CI (.16, .69), SE = .13, p = .002, η_p^2 = .01; conditional intercept b = 5.01, SE = .06.

Slope of quality of decision making at education and training (ET): b = -.03, 95% CI (-.22, .17), SE = .10, p = .790, η_p^2 = .01; conditional intercept b = 4.93, SE = .07.

Slope of quality of decision making at internal diversity partners (IDP): b = .13, 95% CI (-.07, .33), SE = .10, p = .201, η_p^2 < .01; conditional intercept b = 5.11, SE = .07.

Slope of quality of decision making at mentoring and sponsorship (MS): b = .34, 95% CI (.04, .65), SE = .16, p = .029, η_p^2 = .01; conditional intercept b = 5.13, SE = .07.

Slope of quality of decision making at workplace policies (WP): b = -.06, 95% CI (-.31, .20), SE = .13, p = .671, η_p^2 = .01; conditional intercept b = 5.15, SE = .08.

Table S1

Simple Slope Contrasts With Corrections for Quality of Decision Making × DEI Initiative Category on Overall Procedural Justice for White Employees

Simple Slope Contrasts		Slope *b*	Slope *SE*	Results With Corrections
Diversity Recruiting		.43	.13	
	– Education and Training	-.03	.10	Contrast b = .45, 95% CI (-.02, .93), SE = .17, adjusted p = .068, d = .07
	– Internal Diversity Partners	.13	.10	Contrast b = .30, 95% CI (-.18, .77), SE = .17, adjusted p = .788, d = .05
	– Mentoring and Sponsorship	.34	.16	Contrast b = .08, 95% CI (-.50, .67), SE = .21, adjusted p = 1.000, d = .01
	– Workplace Policies	-.06	.13	Contrast b = .48, 95% CI (-.04, 1.01), SE = .19, adjusted p = .101, d = .08
Education and Training		-.03	.10	
	– Internal Diversity Partners	.13	.10	Contrast b = -.16, 95% CI (-.56, .24), SE = .14, adjusted p = 1.000, d = .03
	– Mentoring and Sponsorship	.34	.16	Contrast b = -.37, 95% CI (-.89, .16), SE = .19, adjusted p = .474, d = .06
	– Workplace Policies	-.06	.13	Contrast b = .03, 95% CI (-.43, .49), SE = .16, adjusted p = 1.000, d < .01
Internal Diversity		.13	.10	

Partners				
	– Mentoring and Sponsorship	.34	.16	Contrast b = -.21, 95% CI (-.74, .32), SE = .19, adjusted p = 1.000, d = .03
	– Workplace Policies	-.06	.13	Contrast b = .19, 95% CI (-.28, .65), SE = .17, adjusted p = 1.000, d = .03
Mentoring and Sponsorship		.34	.16	
	– Workplace Policies	-.06	.13	Contrast b = .40, 95% CI (-.18, .97), SE = .20, adjusted p = .513, d = .06

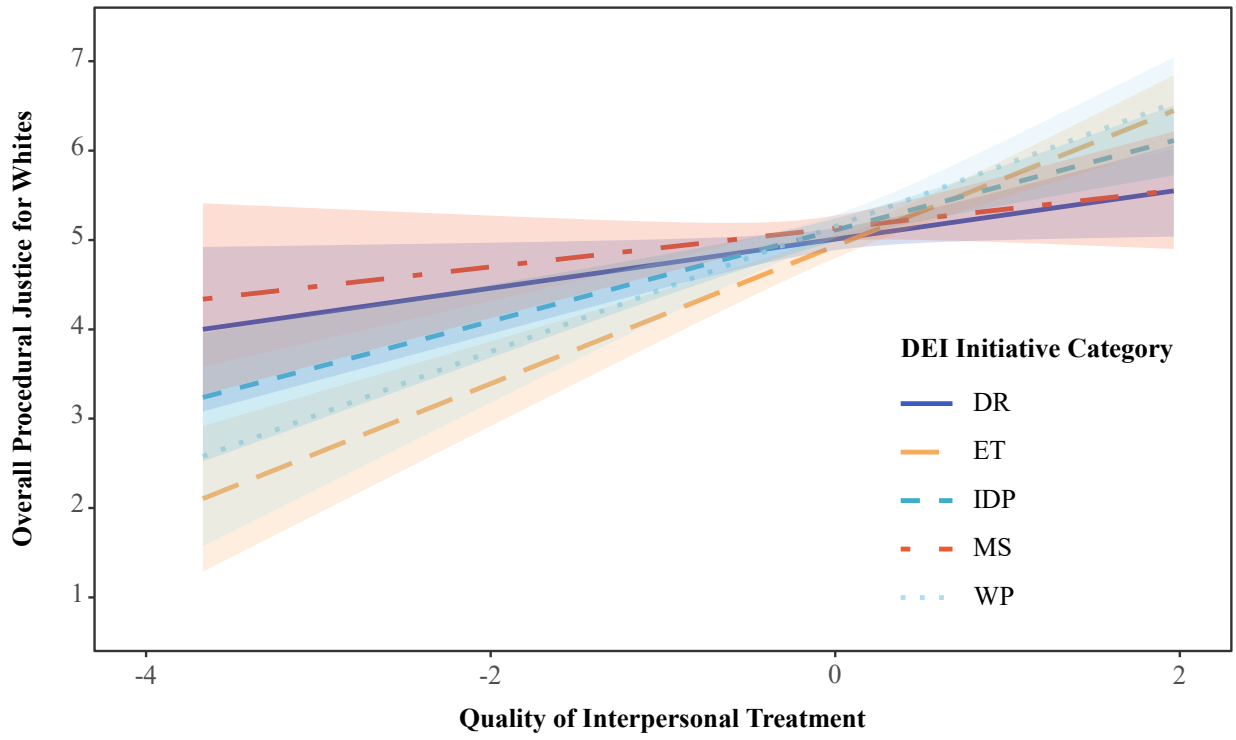
Note. Values in square brackets indicate the 95% confidence interval for the simple slope contrast's b.

Lastly, the main effect of quality of interpersonal treatment (p = .031) was qualified by a statistically significant quality of interpersonal treatment × DEI initiative category interaction: $F(4, 384) = 3.75$, p = .005, η_p^2 = .04. Probing the interaction via simple slopes analyses indicated that the effect of quality of interpersonal treatment on overall procedural justice for Whites was statistically significant at the DEI initiative categories of diversity recruiting initiatives, education and training, internal diversity partners, and workplace policies (all ps < .05; see Figure S2). Each statistically significant slope trended in the hypothesized positive direction. Slope contrasts with corrections (collapsed across quality of decision making) showed that only the slopes of diversity recruiting initiatives (b = .27, SE = .13) vs. education and training (b = .77, SE = .11) were statistically significantly different, contrast b = -.50, 95% CI (-.96, -.03), SE = .17, adjusted p = .030, d = .08. In addition, the slopes of education and training (b = .77, SE = .11) vs. mentoring and sponsorship (b = .22, SE = .15) were statistically significantly different from each other, contrast b = .55, 95% CI (.03, 1.08), SE = .19, adjusted p = .030, d = .09. The remaining slope contrasts were not statistically significant (see Table S2). On the whole,

decreases in perceived quality of interpersonal treatment were related to decreases in overall procedural justice for White employees when in reference to DEI initiatives under the diversity recruiting initiatives, education and training, internal diversity partners, or workplace policies categories.

Figure S2

Simple Slopes With Corrections for Quality of Interpersonal Treatment × DEI Initiative Category on Overall Procedural Justice for White Employees



Note. Observed values of mean-centered quality of interpersonal treatment ranged from -3.67 to 2.33.

Slope of quality of interpersonal treatment at diversity recruiting (DR): $b = .27$, 95% CI (.02, .52), $SE = .13$, $p = .031$, $\eta_p^2 = .01$; conditional intercept $b = 5.01$, $SE = .06$.

Slope of quality of interpersonal treatment at education and training (ET): $b = .77$, 95% CI (.56, .98), $SE = .11$, $p < .001$, $\eta_p^2 = .02$; conditional intercept $b = 4.93$, $SE = .07$.

Slope of quality of interpersonal treatment at internal diversity partners (IDP): $b = .51$, 95% CI (.32, .70), $SE = .10$, $p < .001$, $\eta_p^2 < .01$; conditional intercept $b = 5.11$, $SE = .07$.

Slope of quality of interpersonal treatment at mentoring and sponsorship (MS): $b = .22$, 95% CI (-.09, .52), $SE = .15$,

p = .162, η_p^2 = .01; conditional intercept b = 5.13, SE = .07.

Slope of quality of interpersonal treatment at workplace policies (WP): b = .70, 95% CI (.44, .97), SE = .13, p < .001, η_p^2 = .01; conditional intercept b = 5.15, SE = .07.

Table S2

Simple Slope Contrasts With Corrections for Quality of Interpersonal Treatment × DEI Initiative Category on Overall Procedural Justice for White Employees

Simple Slope Contrasts		Slope *b*	Slope *SE*	Results With Corrections
Diversity Recruiting		.27	.13	
	– Education and Training*	.77	.11	Contrast b = -.50, 95% CI (-.96, -.03), SE = .17, adjusted p = .030, d = .08
	– Internal Diversity Partners	.51	.10	Contrast b = -.24, 95% CI (-.69, .21), SE = .16, adjusted p = 1.000, d = .04
	– Mentoring and Sponsorship	.22	.15	Contrast b = .06, 95% CI (-.50, .62), SE = .20, adjusted p = 1.000, d = .01
	– Workplace Policies	.70	.13	Contrast b = -.43, 95% CI (-.95, .10), SE = .19, adjusted p = .220, d = .07
Education and Training		.77	.11	
	– Internal Diversity Partners	.51	.10	Contrast b = .26, 95% CI (-.15, .67), SE = .14, adjusted p = .710, d = .04
	– Mentoring and Sponsorship*	.22	.15	Contrast b = .55, 95% CI (.03, 1.08), SE = .19, adjusted p = .030, d = .09
	– Workplace Policies	.70	.13	Contrast b = .07, 95% CI (-

				.42, .55), *SE* = .17, adjusted *p* = 1.000, *d* = .01
Internal Diversity Partners		.51	.10	
	– Mentoring and Sponsorship	.22	.15	Contrast *b* = .29, 95% CI (-.22, .81), *SE* = .18, adjusted *p* = 1.000, *d* = .05
	– Workplace Policies	.70	.13	Contrast *b* = -.19, 95% CI (-.66, .28), *SE* = .17, adjusted *p* = 1.000, *d* = .03
Mentoring and Sponsorship		.22	.15	
	– Workplace Policies	.70	.13	Contrast *b* = -.49, 95% CI (-1.06, .09), *SE* = .21, adjusted *p* = .180, *d* = .08

Note. Values in square brackets indicate the 95% confidence interval for the simple slope contrast's *b*.

***** indicates a slope contrast of $p < .05$.

Study 3: Racial Identity Centrality and Salience Moderations

Replicating Study 2, the relationship between perceived DEI initiative procedural justice and perceived organizational respect for White employees was not moderated by individual differences in chronic racial identity salience. Moreover, the main effect of chronic racial identity salience was not statistically significant (see Table S3).

Table S3

Non-Significant Procedural Justice × Chronic Racial Identity Salience Moderation on Perceived Organizational Respect for White Employees

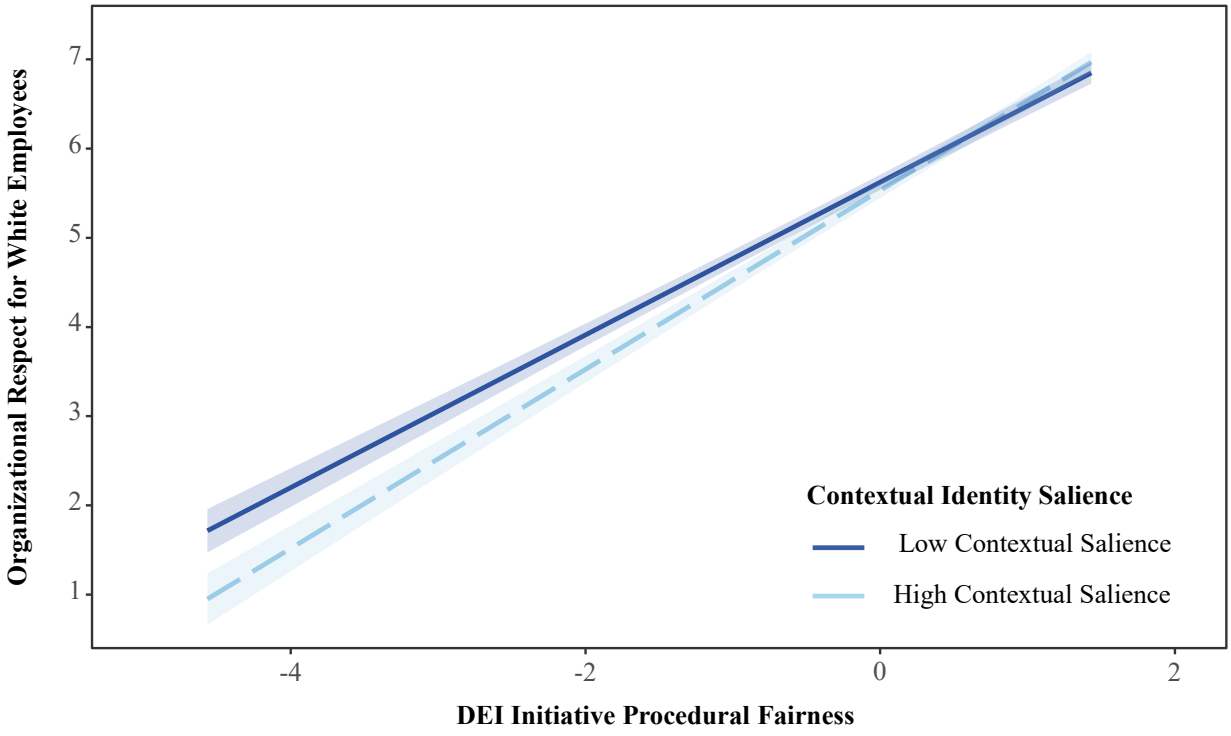
	b	**95% CI of *b***	***SE***	***p***	η_p^2

Chronic Racial Identity Salience Moderation Model					
Procedural Justice	.93	[.88, .98]	.03	< .001	.75
Chronic Racial Identity Salience	.03	[-.01, .06]	.02	.182	.01
Procedural Justice × Chronic Racial Identity Salience	.03	[-.004, .06]	.02	.082	.01

Also replicating Study 2, contextual racial identity salience moderated the association between perceived DEI initiative procedural justice and perceived organizational respect for White employees: b = .05, 95% CI (.03, .08), SE = .01, p < .001, η_p^2 = .03. Probing the interaction via simple slopes analyses revealed that the effect of DEI initiative procedural justice on perceived organizational respect for White employees was statistically significant at low (-1 *SD*), average (*M*), and high (+1 *SD*) levels of contextual racial identity salience. Each slope trended in the same positive direction, but to varying degrees depending on the level of contextual racial identity salience (see Figure S3): The effect of procedural justice was most pronounced at high levels of contextual racial identity salience, b = 1.00, 95% CI (.94, 1.06), SE = .03, p < .001, η_p^2 = .03, followed by the effect of procedural justice at average levels of contextual racial identity salience, b = .93, 95% CI (.89, .97), SE = .02, p < .001, η_p^2 = .03. The effect of procedural justice was least pronounced at low levels of contextual racial identity salience, b = .86, 95% CI (.80, .91), SE = .03, p < .001, η_p^2 = .03.

Figure S3

Simple Slopes With Corrections for DEI Initiative Procedural Fairness × Contextual Racial Identity Salience Moderation on Perceived Organizational Respect for White Employees



Note. Observed values of mean-centered procedural fairness ranged from -4.57 to 1.43. Conditional intercept of procedural fairness slope at low levels of contextual racial identity salience: $b = 5.62$, $SE = .04$. Conditional intercept of procedural fairness slope at high levels of contextual racial identity salience: $b = 5.53$, $SE = .04$.
Low (-1 *SD*) vs. high (+1 *SD*) contextual racial identity salience slope contrast: $b = -.15$, 95% CI (-.24, -.06), $SE = .04$, adjusted $p < .001$, $d = .21$.

The relationship between perceived DEI initiative procedural justice and racial identity pride was not moderated by individual differences in racial identity centrality or salience (see Table S4). Replicating Study 2, racial identity centrality and chronic racial identity salience exhibited main effects on racial identity pride. Specifically, greater racial identity centrality was associated with increased pride in one's (White) racial identity, whereas chronic racial identity salience was related to decreased racial identity pride.

Table S4

Procedural Justice × Racial Identity Individual Difference Moderations on Racial Identity Pride

	b	95% CI of *b*	*SE*	*p*	η_p^2
Racial Identity Centrality Moderation Model					
Procedural Justice	.05	[-.02, .12]	.04	.184	< .01
Racial Identity Centrality	.10	[.03, .18]	.04	.008	.01
Procedural Justice × Racial Identity Centrality	.01	[-.04, .06]	.03	.764	< .01
Chronic Racial Identity Salience Moderation Model					
Procedural Justice	.12	[.05, .20]	.04	.001	.03
Chronic Racial Identity Salience	-.29	[-.34, -.23]	.03	< .001	.19
Procedural Justice × Chronic Racial Identity Salience	-.01	[-.06, .04]	.02	.724	< .01
Contextual Racial Identity Salience Moderation Model					
Procedural Justice	.06	[-.01, .13]	.04	.107	.01
Contextual Racial Identity Salience	.02	[-.05, .09]	.04	.550	< .01
Procedural Justice × Contextual Racial Identity Salience	-.01	[-.05, .03]	.02	.656	< .01

Appendix A: Study 1 Measures

Prescreening

1. Are you currently employed?
   [Yes, No] / *Eligible if Yes*
2. On average, approximately how many **hours per week** do you work?
   [Dropdown ranging from 1 hour to 41+ hours] / *Eligible if 20 hours or more*
3. In which country is your **job primarily based**?
   [Dropdown of all countries recognized by the United Nations] / *Eligible if United States*
4. In which country do you **currently reside**?
   [Dropdown of all countries recognized by the United Nations] / *Eligible if United States*

Overall Procedural Justice Qualitative Question

1. What qualities of this company policy seem **fair** and/or **unfair** to you? We are particularly interested in qualities of the company policy that you believe seem **fair and/or unfair to people with your racial identity**. Please provide your answer in 2-4 sentences.
   [Open-ended response]

Informal Components of Procedural Justice Qualitative Question

1. If you were a leader at this company, how could you apply this policy in a manner that would be **fair** and/or **unfair** to **people with your racial identity**? Please provide your answer in 2-4 sentences.
   [Open-ended response]

Perceived Specificity

1. To what extent is this company policy **vague** vs. **specific**?
   [1 = More vague, 7 = More specific]

Perceived Personal Exclusion

1. To what extent do you feel **personally excluded** by this company policy?
   [1 = To no extent, 7 = To a great extent]

Formal Components of Procedural Justice Scale (adapted from Blader & Tyler, 2003a)

[REDACTED FOR PUBLICATION]

Informal Components of Procedural Justice Scale (adapted from Blader & Tyler, 2003a)

[REDACTED FOR PUBLICATION]

Overall Procedural Justice Scale (adapted from Kaiser et al., 2013)

[REDACTED FOR PUBLICATION]

Perceived Racial Group Respect From the Organization Scale (adapted from Blader & Tyler, 2009; Boezeman & Ellemers, 2007)

[REDACTED FOR PUBLICATION]

Inclusion of Other in the Self (Aron et al., 1992)

[REDACTED FOR PUBLICATION]

Unfair Treatment Concerns Scale (Dover et al., 2016)

[REDACTED FOR PUBLICATION]

Support for the DEI Initiative

1. To what extent do you **support** the company's use of this policy?
   [1 = To no extent, 7 = To a great extent]

Desire to Work for the Organization

1. To what extent would you like to **work for** the company that uses this policy?
   [1 = To no extent, 7 = To a great extent]

Demographics

Approximately how long have you worked in your current job? Please indicate your answer using only the **active** months and/or years spent in this job — do not include time spent on leave.	**[Month dropdown ranging from 0 to 11 months]**	**[Year dropdown ranging from 0 to 20+ years]**

What sector best describes your area of work?	**[Dropdown list of options]**
What is your job title? Please enter "N/A" if you prefer not to answer.	**[Open-text response]**
Do you currently work at a Fortune 500 company?	○ **Yes** ○ **No** ○ **Unsure** ○ **I prefer not to answer**
Approximately how many people does your workplace employ?	○ **1 to 9** ○ **10 to 49** ○ **50 to 249** ○ **250 to 999** ○ **1,000+** ○ **Unsure** ○ **I prefer not to answer**
Do you have a supervisor at your current job?	○ **Yes** ○ **No** ○ **Unsure** ○ **I prefer not to answer**
In which of the following modes do you primarily work?	○ **I always work from a central place of work** ○ **I sometimes work from a central place of work and sometimes remotely** ○ **I always work remotely** ○ **My place of work changes regularly** ○ **Other (please specify): _____** ○ **I prefer not to answer**
Do you currently work more than one job?	○ **Yes** ○ **No** ○ **I prefer not to answer**
What is your individual annual income (in	**[Dropdown ranging from less than $25,000**

U.S. dollars) before taxes?	**to $150,000 or more]**
Please select your age (in years) from the dropdown list below.	**[Dropdown ranging from younger than 18 to 100]**
What best describes your gender identity? Please select all options that apply.	☐ **Man** ☐ **Woman** ☐ **Nonbinary or Genderqueer** ☐ **Genderfluid** ☐ **I prefer to self-identify (please specify): _____** ☐ **I prefer not to answer**
Do you identify as transgender?	☐ **Yes** ☐ **No** ☐ **Unsure** ☐ **I prefer not to answer**
What best describes your sexual orientation? Please select all options that apply.	☐ **Asexual** ☐ **Gay** ☐ **Lesbian** ☐ **Straight or Heterosexual** ☐ **Bisexual** ☐ **Pansexual** ☐ **Polysexual** ☐ **I prefer to self-identify (please specify): _____** ☐ **I prefer not to answer**
What best describes your racial/ethnic identity? Please select all options that apply.	☐ **American Indian or Alaska Native** ☐ **Asian** ☐ **Black or African American** ☐ **Hispanic or Latino/a/x** ☐ **Native Hawaiian or Other Pacific Islander** ☐ **White** ☐ **I prefer to self-identify (please**

	specify): _____ ☐ **I prefer not to answer**
Have you ever been diagnosed with any of the following conditions? Please select all options that apply.	☐ **A sensory impairment (vision or hearing)** ☐ **A mobility impairment (e.g., cerebral palsy, arthritis)** ☐ **A learning disability (e.g., ADHD, dyslexia)** ☐ **A mental health condition (e.g., depression, PTSD)** ☐ **A disability or condition not listed (please specify): _____** ☐ **None of the above** ☐ **I prefer not to answer**
What is the highest level of schooling you have completed/the highest degree you have obtained?	○ **Less than high school degree** ○ **High school graduate (high school diploma or equivalent, including GED)** ○ **Some college but no degree** ○ **Associate's degree** ○ **Bachelor's degree** ○ **Master's degree** ○ **Doctoral degree (PhD)** ○ **Professional degree (JD, MD)** ○ **Not listed (please specify): _____** ○ **I prefer not to answer**
Which of the following options best represents your political affiliation?	**[1 = Very liberal, 7 = Very conservative]**
In which country were you **born**?	**[Dropdown of all countries recognized by the United Nations]**
In which **state** do you currently **reside**?	**[Dropdown list of United States and Unincorporated Territories]**
Is there anything else you would like the research team to know about your responses	**[Open-text response]**

to this survey?	
When people participate in research studies, they sometimes think that there is more going on behind the scenes or that the researchers are not telling the complete truth about the study. While you were going through our survey today, did anything like that come to mind? **If yes, please describe your suspicions in the textbox below.**	**[Open-text response]**

Appendix B: Study 1 Supplementary Tables and Figures

Tables

Table B1

Additional Study 1 Sample Demographics (Total n = *376)*

Demographic	*n*	%
Sexual Orientation		
Asexual	5	1.3
Gay	10	2.7
Lesbian	3	0.8
Straight or Heterosexual	302	80.3
Bisexual	38	10.1
Pansexual	3	0.8
Prefer to self-identify	11	2.9
Prefer not to answer	4	1.1
Level of Education		
Less than high school degree	3	0.8
High school graduate (high school diploma or equivalent)	52	13.8
Some college but no degree	59	15.7
Associate's degree	44	11.7
Bachelor's degree	152	40.4
Master's degree	56	14.9
Doctoral degree (Ph.D.)	4	1.1
Professional degree (J.D., M.D.)	6	1.6
(Dis)Ability		
A sensory impairment (vision or hearing)	12	3.2
A mobility impairment (e.g., cerebral palsy, arthritis)	12	3.2
A learning disability (e.g., ADHD, dyslexia)	13	3.5
A mental health condition (e.g., depression, PTSD)	71	18.9
A disability or condition not listed	5	1.3
Multiple disabilities, conditions, and/or impairments	36	9.6

None of the above	218	58.0
Prefer not to answer	9	2.4
Native Country		
United States	368	97.9
Canada	2	0.5
Germany	3	0.8
Ireland	1	0.3
Latvia	1	0.3
New Zealand	1	0.3
Works at a Fortune 500 Company		
Yes	52	13.8
No	305	81.1
Unsure	15	4.0
Prefer not to answer	4	1.1
Number of Employees at Workplace		
1 to 9	56	14.9
10 to 49	60	16.0
50 to 249	68	18.1
250 to 999	55	14.6
1,000 or more	126	33.5
Unsure	6	1.6
Prefer not to answer	5	1.3
Has a Work Supervisor		
Yes	314	83.5
No	57	15.2
Prefer not to answer	5	1.3
Work Modality		
Always works from a central place of work	170	45.2
Always works remotely	93	24.7
Sometimes works from a central place of work and sometimes remotely	100	26.6
Place of work changes regularly	12	3.2
Other	1	0.3
Tenure at Current Job		
Less than 1 year	38	10.1

1 to 2 years	53	14.1
3 to 4 years	61	16.2
5 to 6 years	62	16.5
7 to 8 years	42	11.2
9 to 10 years	33	8.8
11 to 15 years	39	10.4
16 to 19 years	21	5.6
20 years or more	27	7.2
Works Multiple Jobs		
Yes	73	19.4
No	297	79.0
Prefer not to answer	6	1.6

Table B2

Descriptions and Excerpts of Initiatives Used in Study 1 by DEI Initiative Category

	Description	Initiative Excerpt
Diversity Recruiting Initiatives	Initiatives that aim to increase numeric representation among underrepresented groups within the organization. For example: • Recruitment events for underrepresented group members • Strategic partnerships with minority-serving institutions • Inclusive hiring training for recruiters and interviewers • Tracking DEI metrics in candidate pools	"…*Our work to attract, develop and retain top global talent is a key driver of our Company's business success. Last year, we increased the Company's workforce diversity by strategically expanding our talent pipeline. Our efforts included growing and diversifying our internship programs and developing strategic partnerships with diverse colleges, universities and professional organizations*."
Education and Training	Initiatives that aim to enhance competencies, awareness, and skills concerning DEI topics, typically targeting privileged group members. For example: • Workshops targeting prejudiced cognitions and behaviors • Workshops promoting egalitarian cognitions and behaviors • DEI speaker series, heritage months, and celebrations • Curated DEI content for customized learning experiences	"…*Last year our organization introduced a new program called 'Let's Talk About Race.' This initiative is designed to help managers understand the different experiences people of color face in daily life to help provide a more empathetic perspective to everyone. The program does not stop at building empathy but also provides insight into how to create an inclusive environment by productively discussing issues involving race while remaining sensitive to people's experiences*."
Internal Diversity Partners	Initiatives that aim to engage organization members and stakeholders in DEI efforts. For example: • Employee resource groups and affinity networks focused on diversity and inclusion • DEI advisory councils and committees • Task forces related to DEI topics	"…*Our Employee Resource Groups (ERGs) are employee-led groups focused on a particular diversity dimension. They are intended to foster a culture of inclusion and belonging by providing opportunities for connection, communication, inspiration and education. Each ERG is led by a committee of volunteers and sponsored by a member of the Senior Management Team. All ERGs are inclusive and open to participation by all employees*."
Mentoring and	Initiatives that aim to provide	"…*To address the systemic barriers that exist to*

Sponsorship	current and prospective organization members from underrepresented groups with targeted growth opportunities. For example: • Leadership development programs for underrepresented organization members • Internship programs for individuals from underrepresented groups • Funding professional networks for underrepresented groups in the organization's industry • Scholarships for college students from underrepresented groups in the organization's industry	*diverse representation in leadership and the importance of sponsorship in career development, we have increased our investment in the development of Black/African American leaders. For example, we expanded our Catalyst development program last year to include an additional cohort focused on Black/African American employees in the United States*."
Workplace Policies	Initiatives that aim to ensure fair treatment and equitable participation through organizational procedures, some of which are required by law. For example: • Equal employment opportunity, anti-discrimination and anti-retaliation policies • Tying promotions and benefits to performance on DEI metrics • Diverse supplier programs • Annual organization-wide surveys on DEI topics	"…*The Company provides equal employment and promotional opportunities for all Associates as well as any individual applying for employment without regard to race, religion, sex, sexual orientation, gender identity or expression, national origin, age, disability or any other protected characteristic as defined by applicable federal, state or local law.*"

Table B3

Means, Standard Deviations, and Correlations Between Study 1 DEI Initiative Ratings

Variable	*M*	*SD*	1	2	3	4	5	6	7	8	9	10
1. Quality of Decision Making	4.70	1.22										
2. Quality of Interpersonal Treatment	4.67	1.25	.91** [.89, .92]									
3. Overall Procedural Justice for Whites	5.03	.98	.77** [.73, .81]	.82** [.79, .85]								
4. Overall Procedural Justice for URMs	5.52	.70	.35** [.26, .43]	.23** [.13, .32]	.28** [.18, .37]							
5. Racial Group Respect From the Organization	5.03	1.09	.84** [.81, .87]	.88** [.85, .90]	.90** [.87, .91]	.30** [.21, .38]						
6. Identification With the Organization	43.87	19.54	.75** [.71, .79]	.70** [.65, .75]	.63** [.57, .69]	.37** [.29, .46]	.70** [.65, .75]					
7. Unfair Treatment Concerns	3.12	1.11	-.87** [-.90, -.85]	-.85** [-.87, -.82]	-.81** [-.84, -.77]	-.29** [-.37, -.19]	-.86** [-.88, -.83]	-.71** [-.76, -.66]				
8. Support for the DEI Initiative	4.96	1.27	.84** [.81, .87]	.76** [.71, .80]	.71** [.66, .75]	.38** [.29, .46]	.76** [.72, .80]	.76** [.71, .80]	-.84** [-.87, -.81]			
9. Desire to Work for the Organization	4.81	1.24	.86** [.83, .88]	.79** [.75, .82]	.73** [.68, .77]	.35** [.27, .44]	.79** [.75, .82]	.79** [.75, .82]	-.86** [-.88, -.83]	.92** [.91, .94]		
10. Specificity	4.52	1.23	.23** [.13, .32]	.13** [.04, .23]	.07 [-.02,	.35** [.26, .43]	.15** [.05, .24]	.33** [.24, .42]	-.15** [-.25, -	.31** [.21, .39]	.28** [.19, .37]	

					.17]				.06]			
11. Personal Exclusion	2.98	1.44	-.70** [-.75, -.65]	-.73** [-.78, -.69]	-.68** [-.73, -.63]	-.11* [-.21, -.02]	-.72** [-.76, -.67]	-.54** [-.61, -.47]	.71** [.66, .76]	-.62** [-.68, -.56]	-.60** [-.66, -.54]	-.04 [-.14, .06]

Note. M and *SD* represent the mean and standard deviation, respectively. Values in square brackets indicate the 95% confidence interval for each correlation.
* indicates $p < .05$. ** indicates $p < .01$.

Table B4

Study 1 Hierarchical Linear Model Variance Inflation Factors (VIFs) by Model Outcome Variable

Model Outcome Variable	VIFs	
Overall Procedural Justice Perceptions for Whites	Formal Quality of Decision Making	13.71
	Formal Quality of Interpersonal Treatment	11.15
	Informal Quality of Decision Making	27.59
	Informal Quality of Interpersonal Treatment	18.33
Overall Procedural Justice Perceptions for URMs	Formal Quality of Decision Making	18.13
	Formal Quality of Interpersonal Treatment	7.07
	Informal Quality of Decision Making	10.50
	Informal Quality of Interpersonal Treatment	3.88
Perceived Racial Group Respect From the Organization	Formal Quality of Decision Making	26.94
	Formal Quality of Interpersonal Treatment	21.22
	Informal Quality of Decision Making	17.82
	Informal Quality of Interpersonal Treatment	15.88
Identification With the Organization	Formal Quality of Decision Making	10.42
	Formal Quality of Interpersonal Treatment	7.90
	Informal Quality of Decision Making	8.70
	Informal Quality of Interpersonal Treatment	6.48
Unfair Treatment Concerns	Formal Quality of Decision Making	13.53
	Formal Quality of Interpersonal Treatment	7.28
	Informal Quality of Decision Making	15.81
	Informal Quality of Interpersonal Treatment	10.50
Support for the DEI Initiative	Formal Quality of Decision Making	5.86
	Formal Quality of Interpersonal Treatment	7.05
	Informal Quality of Decision Making	5.88
	Informal Quality of Interpersonal Treatment	5.64
Desire to Work for the Organization	Formal Quality of Decision Making	8.49
	Formal Quality of Interpersonal Treatment	12.70
	Informal Quality of Decision Making	8.88
	Informal Quality of Interpersonal Treatment	8.16

Note. VIFs measure the amount of variance that is inflated in the presence of other predictor variables due to multicollinearity. VIFs above 10 indicate multicollinearity, while VIFs above 20 indicate strong multicollinearity. The VIFs reported above are based on intercepts-and-slopes-as-outcomes models where the four components of procedural justice were entered as level-1 predictors and DEI initiative category was entered as a level-2 predictor.

Table B5

Study 1 Four-Component Procedural Justice Scale Exploratory Factor Analysis Results

Item	Factor 1 Loading	Factor 2 Loading	Uniqueness
Formal Quality of Decision Making 1[a]	.44	.49	.20
Formal Quality of Decision Making 2[b]	.79	.15	.14
Formal Quality of Decision Making 3[b]	.80	.11	.20
Formal Quality of Interpersonal Treatment 1[c]	.42	.55	.13
Formal Quality of Interpersonal Treatment 2[c]	.18	.77	.14
Formal Quality of Interpersonal Treatment 3[c]	.29	.67	.13
Informal Quality of Decision Making 1[b]	.81	.18	.07
Informal Quality of Decision Making 2[b]	.87		.16
Informal Quality of Decision Making 3[b]	.85	.12	.09
Informal Quality of Interpersonal Treatment 1[a]	.48	.51	.10
Informal Quality of Interpersonal Treatment 2[c]		.92	.07
Informal Quality of Interpersonal Treatment 3[c]	.13	.86	.07
	Factor 1	**Factor 2**	
SS Loadings	3.61	3.04	
Proportional Variance	.36	.30	
Cumulative Variance	.36	.66	

Note. [a] Item was removed due to crossloading (i.e., the item's loadings on Factor 1 and Factor 2 were at least .40 and had a difference of .10 or less; Çokluk et al., 2010). [b] Item was included under quality of decision making. [c] Item was included under quality of interpersonal treatment.

Table B6

Two- vs. Four-Factor Measurement Model Comparison Results

	df	AIC	BIC	χ^2	χ^2 Diff.	*df* Diff.	*p*
Two-Factor Model	34	7160	7243	343			
Four-Factor Model	48	8353	8473	452	109	14	< .001

Table B7

Final Study 1 Multiple Linear Regression Model Variance Inflation Factors (VIFs)

		VIFs
Three-Way Interaction Model	Quality of Decision Making	6.03
	Quality of Interpersonal Treatment	5.92
	DEI Initiative Category	1.28
	Quality of Decision Making × Quality of Interpersonal Treatment	3.28
	Quality of Decision Making × DEI Initiative Category	3.12
	Quality of Interpersonal Treatment × DEI Initiative Category	3.14
	Quality of Decision Making × Quality of Interpersonal Treatment × DEI Initiative Category	1.74
Two-Way Interaction Model	Quality of Decision Making	6.03
	Quality of Interpersonal Treatment	5.85
	DEI Initiative Category	1.06
	Quality of Decision Making × Quality of Interpersonal Treatment	1.18
	Quality of Decision Making × DEI Initiative Category	3.10
	Quality of Interpersonal Treatment × DEI Initiative Category	3.11
Main Effects Model	Quality of Decision Making	2.38
	Quality of Interpersonal Treatment	2.42
	DEI Initiative Category	1.01

Note. VIFs measure the amount of variance that is inflated in the presence of other predictor variables due to multicollinearity. VIFs above 10 indicate multicollinearity, while VIFs above 20 indicate strong multicollinearity.

Table B8

Study 1 Hierarchical Linear Model Intraclass Correlation Coefficients (ICCs) by Model Outcome Variable

Model Outcome Variable	ICC
Overall Procedural Justice Perceptions for Whites	.05
Overall Procedural Justice Perceptions for URMs	.00
Perceived Racial Group Respect From the Organization	.07
Identification With the Organization	.06
Unfair Treatment Concerns	.05
Support for the DEI Initiative	.03
Desire to Work for the Organization	.03

Note. ICCs measure the proportion of variance in the outcome variable that is explained by differences between DEI initiative categories. The ICCs reported above are based on models that included only the DEI initiative category intercepts.

Table B9

Study 1 Tukey's Honestly Significant Difference (HSD) Multiple Comparison Group Contrasts on Identification With the Organization

Group Contrasts		Group *M*	Group *SD*	Tukey's HSD
Diversity Recruiting		45.60	17.67	
	– Education and Training	47.22	20.71	*M* difference = -1.62, 95% CI (-9.89, 6.66), *SE* = 3.02, adjusted *p* = .984, *d* = .09
	– Internal Diversity Partners	38.24	20.57	*M* difference = 7.36, 95% CI (-.91, 15.64), *SE* = 3.02, adjusted *p* = .107, *d* = .39
	– Mentoring and Sponsorship	38.81	18.40	*M* difference = 6.79, 95% CI (-1.48, 15.07), *SE* = 3.02, adjusted *p* = .164, *d* = .36
	– Workplace Policies	49.46	17.93	*M* difference = -3.85, 95% CI (-12.13, 4.43), *SE* = 3.02, adjusted *p* = .707, *d* = .20
Education and Training		47.22	20.71	
	– Internal Diversity Partners*	38.24	20.57	*M* difference = 8.98, 95% CI (.70, 17.26), *SE* = 3.02, adjusted *p* = .026, *d* = .47
	– Mentoring and Sponsorship*	38.81	18.40	*M* difference = 8.41, 95% CI (.13, 16.68), *SE* = 3.02, adjusted *p* = .044, *d* = .44
	– Workplace Policies	49.46	17.93	*M* difference = -2.23, 95% CI (-10.51, 6.04), *SE* = 3.02, adjusted *p* = .947, *d* = .12
Internal Diversity		38.24	20.57	

Partners				
	– Mentoring and Sponsorship	38.81	18.40	*M* difference = -.57, 95% CI (-8.85, 7.70), *SE* = 3.02, adjusted *p* = 1.000, *d* = .03
	– Workplace Policies**	49.46	17.93	*M* difference = -11.21, 95% CI (-19.49, -2.94), *SE* = 3.02, adjusted *p* = .002, *d* = .59
Mentoring and Sponsorship		38.81	18.40	
	– Workplace Policies**	49.46	17.93	*M* difference = -10.64, 95% CI (-18.92, -2.37), *SE* = 3.02, adjusted *p* = .004, *d* = .56

Note. *M* and *SD* represent the given DEI initiative category's mean and standard deviation, respectively. Values in square brackets indicate the 95% confidence interval for the group contrast's mean difference.
* indicates a group contrast of $p < .05$. ** indicates a group contrast of $p < .01$.

Table B10

Study 1 Tukey's Honestly Significant Difference (HSD) Multiple Comparison Group Contrasts on Unfair Treatment Concerns

Group Contrasts		Group *M*	Group *SD*	Tukey's HSD
Diversity Recruiting		3.23	.97	
	– Education and Training	2.82	1.06	*M* difference = .41, 95% CI (-.06, .88), *SE* = .17, adjusted *p* = .113, *d* = .38
	– Internal Diversity Partners	3.29	1.21	*M* difference = -.06, 95% CI (-.53, .41), *SE* = .17, adjusted *p* = .996, *d* = .06
	– Mentoring and Sponsorship	3.43	1.12	*M* difference = -.20, 95% CI (-.67, .27), *SE* = .17, adjusted *p* = .771, *d* = .19
	– Workplace Policies	2.82	1.06	*M* difference = .41, 95% CI (-.06, .88), *SE* = .17, adjusted *p* = .115, *d* = .38
Education and Training		2.82	1.06	
	– Internal Diversity Partners*	3.29	1.21	*M* difference = -.48, 95% CI (-.95, -.01), *SE* = .17, adjusted *p* = .045, *d* = .44
	– Mentoring and Sponsorship**	3.43	1.12	*M* difference = -.61, 95% CI (-1.08, -.14), *SE* = .17, adjusted *p* = .004, *d* = .57
	– Workplace Policies	2.82	1.06	*M* difference = -.001, 95% CI (-.47, .47), *SE* = .17, adjusted *p* = 1.000, *d* < .01
Internal Diversity Partners		3.29	1.21	
	– Mentoring and	3.43	1.12	*M* difference = -.14, 95% CI

	Sponsorship			(-.61, .33), *SE* = .17, adjusted *p* = .929, *d* = .13
	– Workplace Policies*	2.82	1.06	*M* difference = .47, 95% CI (.01, .94), *SE* = .17, adjusted *p* = .046, *d* = .44
Mentoring and Sponsorship		3.43	1.12	
	– Workplace Policies**	2.82	1.06	*M* difference = .61, 95% CI (.14, 1.08), *SE* = .17, adjusted *p* = .004, *d* = .57

Note. *M* and *SD* represent the given DEI initiative category's mean and standard deviation, respectively. Values in square brackets indicate the 95% confidence interval for the group contrast's mean difference.
* indicates a group contrast of $p < .05$. ** indicates a group contrast of $p < .01$.

Table B11

Study 1 Tukey's Honestly Significant Difference (HSD) Multiple Comparison Group Contrasts on Support for the DEI Initiative

Group Contrasts		Group *M*	Group *SD*	Tukey's HSD
Diversity Recruiting		4.94	1.05	
	– Education and Training	5.10	1.30	*M* difference = -.16, 95% CI (-.70, .39), *SE* = .20, adjusted *p* = .933, *d* = .13
	– Internal Diversity Partners	4.60	1.42	*M* difference = .34, 95% CI (-.20, .89), *SE* = .20, adjusted *p* = .414, *d* = .28
	– Mentoring and Sponsorship	4.83	1.27	*M* difference = .11, 95% CI (-.43, .65), *SE* = .20, adjusted *p* = .981, *d* = .09
	– Workplace Policies	5.31	1.20	*M* difference = -.37, 95% CI (-.92, .17), *SE* = .20, adjusted *p* = .334, *d* = .30
Education and Training		5.10	1.30	
	– Internal Diversity Partners	4.60	1.42	*M* difference = .50, 95% CI (-.04, 1.05), *SE* = .20, adjusted *p* = .087, *d* = .40
	– Mentoring and Sponsorship	4.83	1.27	*M* difference = .27, 95% CI (-.28, .81), *SE* = .20, adjusted *p* = .660, *d* = .21
	– Workplace Policies	5.31	1.20	*M* difference = -.21, 95% CI (-.76, .33), *SE* = .20, adjusted *p* = .817, *d* = .17
Internal Diversity Partners		4.60	1.42	
	– Mentoring and	4.83	1.27	*M* difference = -.23, 95% CI

	Sponsorship			(-.78, .31), *SE* = .20, adjusted *p* = .764, *d* = .19
	– Workplace Policies**	5.31	1.20	*M* difference = -.72, 95% CI (-1.26, -.17), *SE* = .20, adjusted *p* = .003, *d* = .57
Mentoring and Sponsorship		4.83	1.27	
	– Workplace Policies	5.31	1.20	*M* difference = -.48, 95% CI (-1.03, .06), *SE* = .20, adjusted *p* = .110, *d* = .39

Note. *M* and *SD* represent the given DEI initiative category's mean and standard deviation, respectively. Values in square brackets indicate the 95% confidence interval for the group contrast's mean difference.
** indicates a group contrast of $p < .01$.

Table B12

Study 1 Simple Slope Contrasts With Corrections for Quality of Decision Making × DEI Initiative Category on Desire to Work for the Organization

Simple Slope Contrasts		Slope *b*	Slope *SE*	Results With Corrections
Diversity Recruiting		1.08	.15	
	– Education and Training	.56	.11	Contrast b = .52, 95% CI (-.01, 1.05), SE = .19, adjusted p = .063, d = .44
	– Internal Diversity Partners	.91	.12	Contrast b = .17, 95% CI (-.37, .71), SE = .19, adjusted p = 1.000, d = .14
	– Mentoring and Sponsorship	.43	.18	Contrast b = .65, 95% CI (-.01, 1.31), SE = .23, adjusted p = .054, d = .44
	– Workplace Policies	1.01	.15	Contrast b = .06, 95% CI (-.53, .66), SE = .21, adjusted p = 1.000, d = .05
Education and Training		.56	.11	
	– Internal Diversity Partners	.91	.12	Contrast b = -.35, 95% CI (-.80, .11), SE = .16, adjusted p = .314, d = .34
	– Mentoring and Sponsorship	.43	.18	Contrast b = .13, 95% CI (-.46, .73), SE = .21, adjusted p = 1.000, d = .10
	– Workplace Policies	1.01	.15	Contrast b = -.45, 95% CI (-.97, .07), SE = .18, adjusted p = .144, d = .39
Internal Diversity Partners		.91	.12	
	– Mentoring and	.43	.18	Contrast b = .48, 95% CI (-

	Sponsorship			.12, 1.08), *SE* = .21, adjusted *p* = .233, *d* = .36
	– Workplace Policies	1.01	.15	Contrast *b* = -.11, 95% CI (-.63, .42), *SE* = .19, adjusted *p* = 1.000, *d* = .09
Mentoring and Sponsorship		.43	.18	
	– Workplace Policies	1.01	.15	Contrast *b* = -.59, 95% CI (-1.24, .06), *SE* = .23, adjusted *p* = .111, *d* = .41

Note. Values in square brackets indicate the 95% confidence interval for the simple slope contrast's *b*.

Table B13

Study 1 Simple Slope Contrasts With Corrections for Quality of Interpersonal Treatment × DEI Initiative Category on Desire to Work for the Organization

Simple Slope Contrasts		Slope *b*	Slope *SE*	Results With Corrections
Diversity Recruiting		-.16	.14	
	– Education and Training*	.39	.12	Contrast b = -.55, 95% CI (-1.08, -.02), SE = .19, adjusted p = .035, d = .47
	– Internal Diversity Partners	.05	.11	Contrast b = -.21, 95% CI (-.72, .30), SE = .18, adjusted p = 1.000, d = .19
	– Mentoring and Sponsorship	.37	.17	Contrast b = -.53, 95% CI (-1.17, .10), SE = .23, adjusted p = .189, d = .38
	– Workplace Policies	-.09	.15	Contrast b = -.07, 95% CI (-.66, .52), SE = .21, adjusted p = 1.000, d = .05
Education and Training		.39	.12	
	– Internal Diversity Partners	.05	.11	Contrast b = .34, 95% CI (-.12, .80), SE = .16, adjusted p = .380, d = .33
	– Mentoring and Sponsorship	.37	.17	Contrast b = .02, 95% CI (-.58, .61), SE = .21, adjusted p = 1.000, d = .01
	– Workplace Policies	-.09	.15	Contrast b = .48, 95% CI (-.07, 1.03), SE = .19, adjusted p = .135, d = .39
Internal Diversity Partners		.05	.11	
	– Mentoring and	.37	.17	Contrast b = -.32, 95% CI (-

	Sponsorship			.90, .26), *SE* = .21, adjusted *p* = 1.000, *d* = .25
	– Workplace Policies	-.09	.15	Contrast *b* = .14, 95% CI (-.39, .67), *SE* = .19, adjusted *p* = 1.000, *d* = .12
Mentoring and Sponsorship		.37	.17	
	– Workplace Policies	-.09	.15	Contrast *b* = .46, 95% CI (-.19, 1.11), *SE* = .23, adjusted *p* = .459, *d* = .32

Note. Values in square brackets indicate the 95% confidence interval for the simple slope contrast's *b*.
* indicates a slope contrast of $p < .05$.

Figures

Figure B1

Study 1 Sample State Representation (Total n *= 376)*

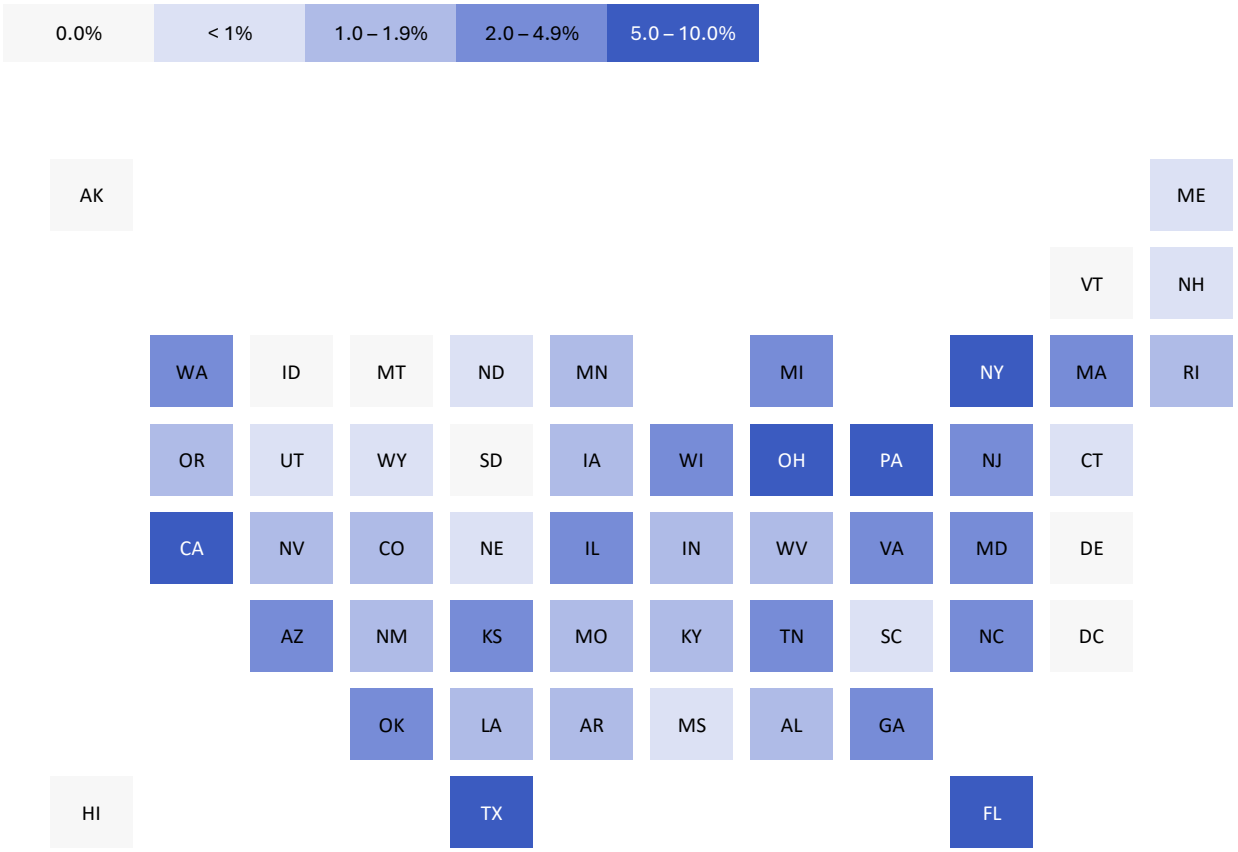


Figure B2

Study 1 Sample Job Sector Representation (Total n = *376)*

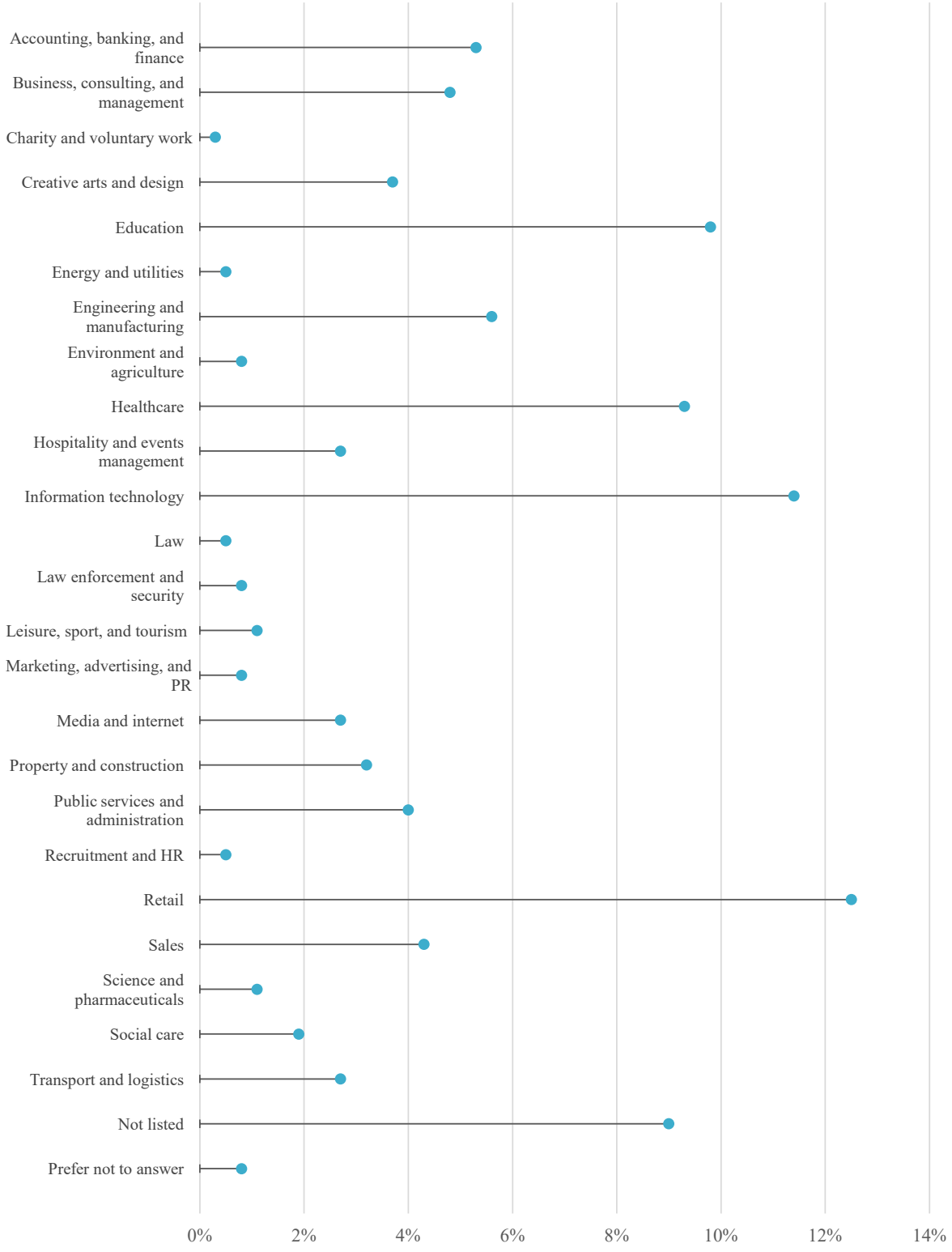


Figure B3

Scree Plot Examining the Study 1 Four-Component Procedural Justice Scale Exploratory Factor Analysis

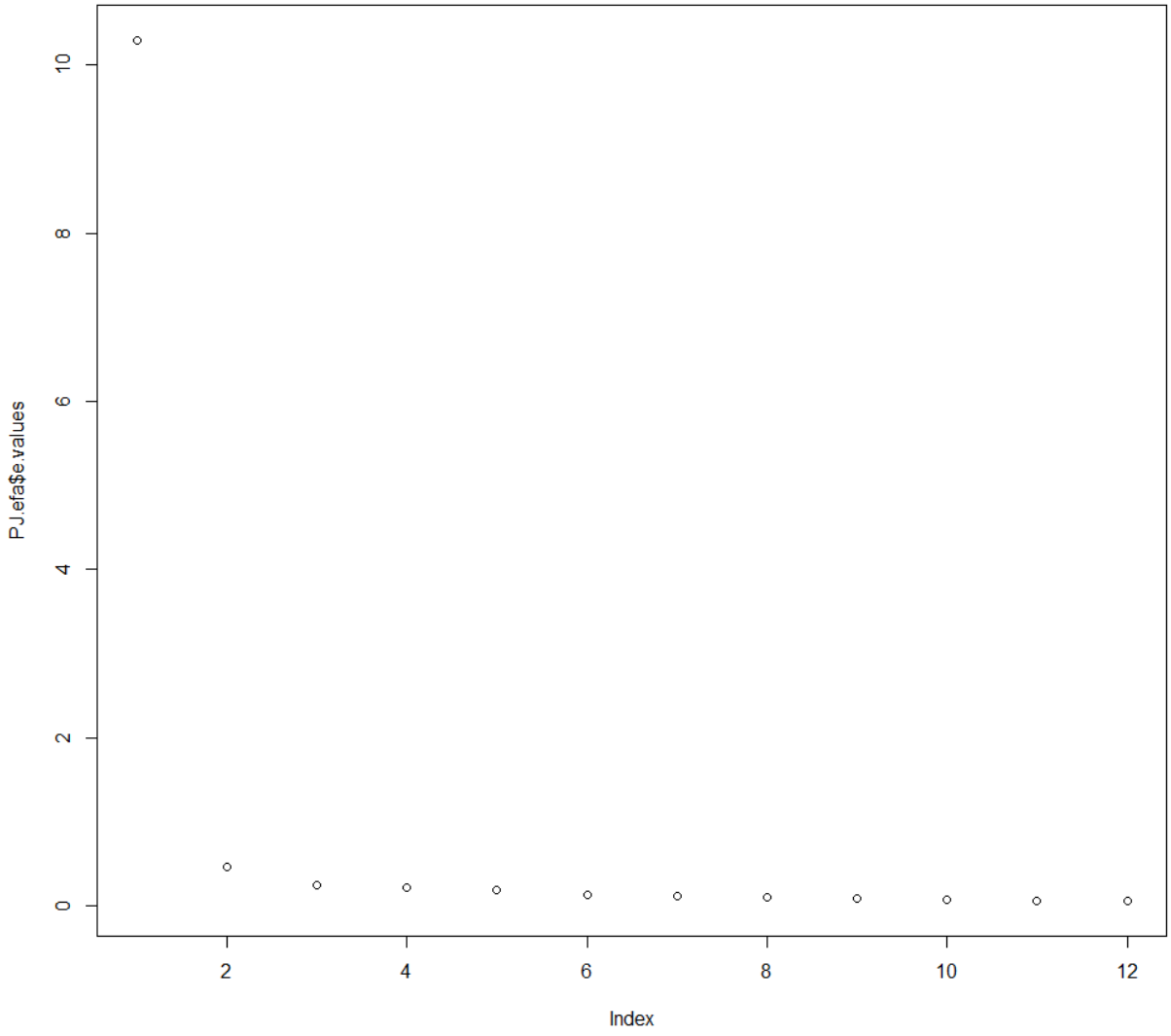
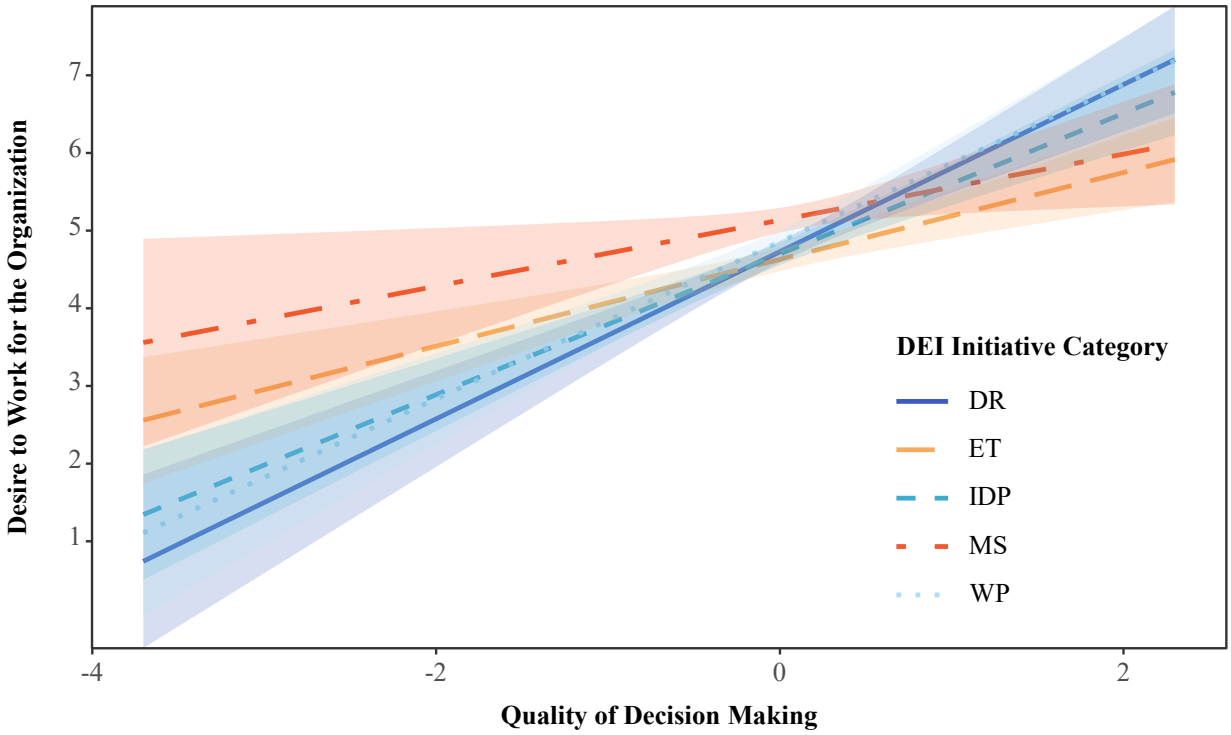


Figure B4

Simple Slopes With Corrections for Quality of Decision Making × DEI Initiative Category on Desire to Work for the Organization



Note. Observed values of mean-centered quality of decision making ranged from -3.70 to 2.30.

Slope of quality of decision making at diversity recruiting (DR): $b = 1.08$, 95% CI (.78, 1.37), $SE = .15$, $p < .001$, $\eta_p^2 = .01$; conditional intercept $b = 4.73$, $SE = .07$.

Slope of quality of decision making at education and training (ET): $b = .56$, 95% CI (.34, .78), $SE = .11$, $p < .001$, $\eta_p^2 = .02$; conditional intercept $b = 4.63$, $SE = .08$.

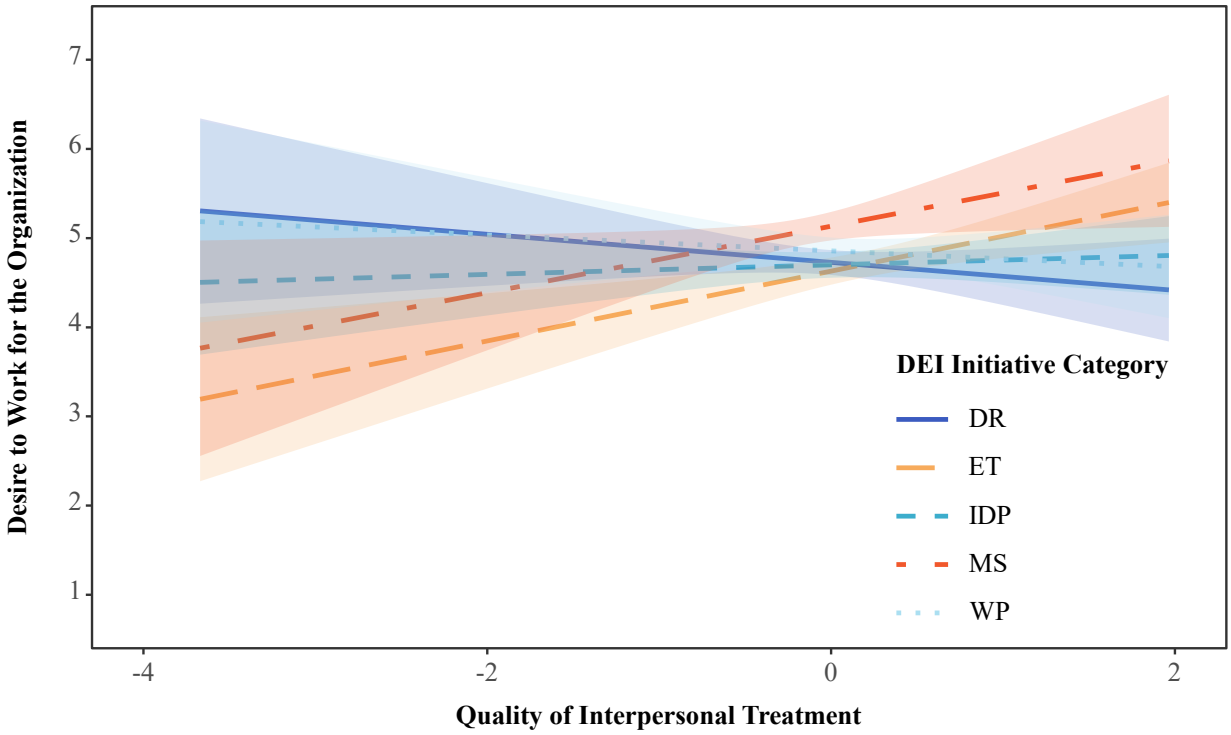
Slope of quality of decision making at internal diversity partners (IDP): $b = .91$, 95% CI (.68, 1.13), $SE = .12$, $p < .001$, $\eta_p^2 < .01$; conditional intercept $b = 4.70$, $SE = .07$.

Slope of quality of decision making at mentoring and sponsorship (MS): $b = .43$, 95% CI (.08, .77), $SE = .18$, $p = .017$, $\eta_p^2 = .01$; conditional intercept $b = 5.13$, $SE = .08$.

Slope of quality of decision making at workplace policies (WP): $b = 1.01$, 95% CI (.72, 1.30), $SE = .15$, $p < .001$, $\eta_p^2 < .01$; conditional intercept $b = 4.86$, $SE = .08$.

Figure B5

Simple Slopes With Corrections for Quality of Interpersonal Treatment × DEI Initiative Category on Desire to Work for the Organization



Note. Observed values of mean-centered quality of interpersonal treatment ranged from -3.67 to 2.33.

Slope of quality of interpersonal treatment at diversity recruiting (DR): b = -.16, 95% CI (-.44, .12), SE = .14, p = .274, η_p^2 = .01; conditional intercept b = 4.73, SE = .07.

Slope of quality of interpersonal treatment at education and training (ET): b = .39, 95% CI (.16, .63), SE = .12, p = .001, η_p^2 = .02; conditional intercept b = 4.63, SE = .08.

Slope of quality of interpersonal treatment at internal diversity partners (IDP): b = .05, 95% CI (-.16, .27), SE = .11, p = .625, η_p^2 < .01; conditional intercept b = 4.70, SE = .07.

Slope of quality of interpersonal treatment at mentoring and sponsorship (MS): b = .37, 95% CI (.03, .71), SE = .17, p = .032, η_p^2 = .01; conditional intercept b = 5.13, SE = .08.

Slope of quality of interpersonal treatment at workplace policies (WP): b = -.09, 95% CI (-.39, .21), SE = .15, p = .558, η_p^2 < .01; conditional intercept b = 4.86, SE = .08.

Appendix C: Study 2 Measures

Prescreening

1. Are you currently employed?
   [Yes, No] / *Eligible if Yes*
2. Do you currently work more than one job?
   [Yes, No] / *If Yes, participant was instructed to answer the survey in reference to the job where they work the most hours per week*
3. Do you have a supervisor at your current job?
   [Yes, No, Unsure] / *Eligible if Yes*
4. Approximately how long have you worked in your current job? Please indicate your answer using only the **active** months and/or years spent in this job — do not include time spent on leave.
   [Dropdown ranging from 0 months to 20+ years] / *Eligible if at least 3 months*
5. On average, approximately how many **hours per week** do you work in this job?
   [Dropdown ranging from 1 hour to 41+ hours] / *Eligible if 20 hours or more*
6. In which country do you **currently reside**?
   [Dropdown of all countries recognized by the United Nations] / *Eligible if United States*
7. This study examines the relationship between workplace policies and behavioral health. We are specifically interested in the **diversity, equity, and inclusion (DEI) policies at your workplace.**

   DEI policies are **programs or efforts taken by an organization** (e.g., your workplace) **to promote fairness, respect, and equal opportunities for all employees regardless of their differences.** Examples of DEI policies can include, but are not limited to:
   - Offering mentorship programs or employee resource groups to support employees from certain backgrounds;
   - Developing recruitment and hiring practices that prioritize DEI;
   - Creating a DEI committee to identify areas where the organization can improve; and
   - Providing DEI training for employees.

   Does your current workplace use any DEI policies? (The DEI policies at your workplace may differ from those listed above but may nevertheless be considered DEI policies.)
   [Yes, No, Unsure] / *Eligible if Yes*

Negative vs. Positive Affect Toward Workplace

1. Using the sliding scale below, please indicate how **negatively vs. positively** you generally feel toward your workplace.
   [0 = Extremely negative, 100 = Extremely positive]

Organization-Directed Citizenship Behavior Scale (K. Lee & Allen, 2002)

[REDACTED FOR PUBLICATION]

Turnover Intentions Scale (Tyler & Blader, 2001)

[REDACTED FOR PUBLICATION]

Workplace DEI Initiative Qualitative Question

1. Please briefly describe the DEI policy (or policies) used at your workplace in the textbox below.
   [Open-ended response]

Formal Components of Procedural Justice Scale (adapted from Blader & Tyler, 2003a)

[REDACTED FOR PUBLICATION]

Informal Components of Procedural Justice Scale (adapted from Blader & Tyler, 2003a)

[REDACTED FOR PUBLICATION]

Private Collective Racial Identity Self-Esteem Scale (Luhtanen & Crocker, 1992)

[REDACTED FOR PUBLICATION]

Perceived Racial Group Respect From Workplace Scale (adapted from Blader & Tyler, 2009; Boezeman & Ellemers, 2007)

[REDACTED FOR PUBLICATION]

Workplace Identity Centrality Scale (Luhtanen & Crocker, 1992)

[REDACTED FOR PUBLICATION]

Racial Identity Centrality Scale (Luhtanen & Crocker, 1992)

[REDACTED FOR PUBLICATION]

Racial Identity Salience Scale (Hinton et al., preprint)

[REDACTED FOR PUBLICATION]

Unfair Treatment Concerns Scale (adapted from Dover et al., 2016)

[REDACTED FOR PUBLICATION]

Devoted Workplace DEI Hours

1. On average, approximately how many **hours per week** do you devote to **your workplace's DEI efforts?**
   [Dropdown ranging from None to 41 hours or more]

Support for Workplace DEI Initiatives Scale

Please indicate your response to the following statements **in the context of your current workplace** using the response options below.		**To no extent**		**To a great extent**
1.	To what extent do you support the DEI policies used at your workplace?	**1**	. . . . .	**7**
2.	To what extent do you advocate for the DEI policies used at your workplace?	**1**	. . . . .	**7**
3.	To what extent do you believe that your workplace should continue to use DEI policies?	**1**	. . . . .	**7**
Note. Higher scores indicate greater support for the workplace DEI initiatives.				

Demographics

Do you currently work in the gig economy (i.e., on a project-by-project basis, usually for short periods of time or as an independent contractor)?	○ **Yes** ○ **No** ○ **Unsure**
What sector best describes your area of work?	**[Dropdown list of options]**
What is your job title? Please enter "N/A" if you prefer not to answer.	**[Open-text response]**
What is your individual annual income (in U.S. dollars) before taxes?	**[Dropdown ranging from less than $25,000 to $150,000 or more]**
Please select your age (in years) from the	**[Dropdown ranging from younger than 18**

dropdown list below.	**to 100]**
What best describes your gender identity? Please select all options that apply.	☐ **Man** ☐ **Woman** ☐ **Nonbinary or Genderqueer** ☐ **Genderfluid** ☐ **I prefer to self-identify (please specify): _____** ☐ **I prefer not to answer**
Do you identify as transgender?	☐ **Yes** ☐ **No** ☐ **Unsure** ☐ **I prefer not to answer**
What best describes your sexual orientation? Please select all options that apply.	☐ **Asexual** ☐ **Gay** ☐ **Lesbian** ☐ **Straight or Heterosexual** ☐ **Bisexual** ☐ **Pansexual** ☐ **Polysexual** ☐ **I prefer to self-identify (please specify): _____** ☐ **I prefer not to answer**
What best describes your racial/ethnic identity? Please select all options that apply.	☐ **American Indian or Alaska Native** ☐ **Asian** ☐ **Black or African American** ☐ **Hispanic or Latino/a/x** ☐ **Native Hawaiian or Other Pacific Islander** ☐ **White** ☐ **I prefer to self-identify (please specify): _____** ☐ **I prefer not to answer**

Have you ever been diagnosed with any of the following conditions? Please select all options that apply.	☐ **A sensory impairment (vision or hearing)** ☐ **A mobility impairment (e.g., cerebral palsy, arthritis)** ☐ **A learning disability (e.g., ADHD, dyslexia)** ☐ **A mental health condition (e.g., depression, PTSD)** ☐ **A disability or condition not listed (please specify): _____** ☐ **None of the above** ☐ **I prefer not to answer**
What is the highest level of schooling you have completed/the highest degree you have obtained?	○ **Less than high school degree** ○ **High school graduate (high school diploma or equivalent, including GED)** ○ **Some college but no degree** ○ **Associate's degree** ○ **Bachelor's degree** ○ **Master's degree** ○ **Doctoral degree (PhD)** ○ **Professional degree (JD, MD)** ○ **Not listed (please specify): _____** ○ **I prefer not to answer**
Which of the following options best represents your political affiliation?	**[1 = Very liberal, 7 = Very conservative]**
In which country were you **born**?	**[Dropdown of all countries recognized by the United Nations]**
In which **state** do you currently **reside**?	**[Dropdown list of United States and Unincorporated Territories]**
Is there anything else you would like the research team to know about your responses to this survey?	**[Open-text response]**
When people participate in research studies,	**[Open-text response]**

they sometimes think that there is more going on behind the scenes or that the researchers are not telling the complete truth about the study. While you were going through our survey today, did anything like that come to mind? **If yes, please describe your suspicions in the textbox below.**	

Appendix D: Study 2 Supplementary Tables and Figures

Tables

Table D1

Additional Study 2 Sample Demographics (Total n = *695)*

Demographic	*n*	%
Sexual Orientation		
Asexual	10	1.4
Gay	16	2.3
Lesbian	23	3.3
Straight or Heterosexual	523	75.3
Bisexual	73	10.5
Pansexual	12	1.7
Prefer to self-identify	33	4.7
Prefer not to answer	5	0.7
Level of Education		
High school graduate (high school diploma or equivalent)	8	1.2
Some college but no degree	44	6.3
Associate's degree	46	6.6
Bachelor's degree	245	35.3
Master's degree	259	37.3
Doctoral degree (Ph.D.)	63	9.1
Professional degree (J.D., M.D.)	23	3.3
Not listed	7	1.0
(Dis)Ability		
A sensory impairment (vision or hearing)	16	2.3
A mobility impairment (e.g., cerebral palsy, arthritis)	13	1.9
A learning disability (e.g., ADHD, dyslexia)	17	2.4
A mental health condition (e.g., depression, PTSD)	195	28.1
A disability or condition not listed	14	2.0
Multiple disabilities, conditions, and/or impairments	176	25.3

None of the above	250	36.0
Prefer not to answer	14	2.0
Native Country		
United States	669	96.3
Other	26	3.7
Works Multiple Jobs[11]		
Yes	72	10.4
No	623	89.6
Works in the Gig Economy		
Yes	11	1.6
No	679	97.7
Unsure	5	0.7

[11] If a participant indicated that they work more than one job, they were instructed to complete the survey in reference to the job where they work the most hours per week.

Table D2

Means, Standard Deviations, and Correlations Between Study 2 Variables

Variable	*M*	*SD*	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
1. Formal Decision Making	5.42	1.36															
2. Formal Interpersonal Treatment	5.72	1.18	.81** [.79, .84]														
3. Informal Decision Making	5.37	1.43	.90** [.89, .92]	.75** [.72, .78]													
4. Informal Interpersonal Treatment	5.71	1.20	.79** [.76, .82]	.92** [.90, .93]	.80** [.78, .83]												
5. Racial Identity Pride	5.20	1.24	.10* [.02, .17]	.03 [-.05, .10]	.10** [.02, .17]	.02 [-.05, .10]											
6. Racial Group Respect From Workplace	5.74	1.21	.59** [.54, .64]	.59** [.69, .76]	.58** [.53, .63]	.71** [.67, .74]	.03 [-.04, .11]										
7. Organizational Identification	4.61	1.42	.09* [.02, .16]	.11** [.04, .19]	.09* [.02, .17]	.10* [.02, .17]	.08* [.00, .15]	.15** [.07, .22]									
8. Unfair Treatment Concerns	2.14	1.18	-.57** [-.62, -.51]	-.62** [-.67, -.57]	-.56** [-.61, -.51]	-.62** [-.67, -.57]	-.04 [-.12, .03]	-.56** [-.61, -.51]	-.07 [-.14, .01]								
9. Support for Workplace DEI Initiatives	5.15	1.45	.41** [.34, .47]	.46** [.40, .52]	.37** [.31, .44]	.45** [.38, .50]	-.15** [-.22, -.07]	.37** [.31, .44]	.16** [.08, .23]	-.41** [-.47, -.35]							
10. Workplace DEI Hours	3.10	5.65	-.05 [-.12, .02]	-.02 [-.10, .05]	-.06 [-.14, .01]	-.02 [-.09, .06]	-.05 [-.12, .03]	-.02 [-.09, .06]	.04 [-.03, .12]	.05 [-.02, .13]	.25** [.18, .32]						

11. Affect Toward Workplace	71.83	21.30	.39** [.32, .45]	.32** [.25, .38]	.37** [.30, .43]	.28** [.22, .35]	.16** [.09, .23]	.41** [.35, .47]	.17** [.10, .24]	-.22** [-.29, -.15]	.16** [.08, .23]	.03 [-.04, .11]					
12. Citizenship Behavior	5.40	.94	.22** [.15, .29]	.17** [.10, .25]	.22** [.15, .29]	.15** [.07, .22]	.24** [.17, .31]	.22** [.15, .29]	.35** [.28, .41]	-.08* [-.15, -.01]	.22** [.15, .29]	.19** [.11, .26]	.50** [.44, .55]				
13. Turnover Intentions	3.58	1.75	-.31** [-.37, -.24]	-.24** [-.30, -.16]	-.31** [-.38, -.24]	-.23** [-.30, -.16]	-.14** [-.21, -.06]	-.30** [-.36, -.23]	-.15** [-.23, -.08]	.26** [.19, .33]	-.13** [-.21, -.06]	-.05 [-.12, .03]	-.67** [-.71, -.63]	-.38** [-.44, -.31]			
14. Racial Identity Strength	3.44	1.36	.03 [-.04, .10]	.07* [.00, .15]	.01 [-.07, .08]	.05 [-.02, .13]	.22** [.15, .29]	.05 [-.03, .12]	.25** [.18, .32]	-.01 [-.08, .07]	-.01 [-.09, .06]	.06 [-.01, .13]	.06 [-.01, .13]	.17** [.09, .24]	-.04 [-.11, .04]		
15. Chronic Racial Identity Salience	1.96	1.01	-.07 [-.14, .01]	.03 [-.04, .11]	-.12** [-.19, -.05]	.03 [-.05, .10]	-.27** [-.34, -.20]	.02 [-.05, .10]	.03 [-.04, .10]	.07 [-.00, .15]	.16** [.09, .23]	.16** [.09, .23]	-.05 [-.13, .02]	-.02 [-.10, .05]	.08* [.01, .15]	.25** [.17, .31]	
16. Contextual Racial Identity Salience	4.74	1.46	.08* [.01, .15]	-.05 [-.12, .03]	.10** [.03, .17]	-.04 [-.12, .03]	.31** [-.12, .03]	-.04 [-.11, .04]	-.06 [-.13, .02]	.01 [-.07, .08]	-.16** [-.23, -.09]	-.12** [-.19, -.04]	.08* [.01, .16]	.04 [-.03, .12]	-.12** [-.19, -.04]	-.21** [-.28, -.14]	-.56** [-.61, -.51]

Note. M and *SD* represent the mean and standard deviation, respectively. Values in square brackets indicate the 95% confidence interval for each correlation.
* indicates $p < .05$. ** indicates $p < .01$.

Table D3

Study 2 Structural Equation Model Comparisons on Unfair Treatment Concerns, Assuming Full Model to Be Correct

Alternative Models by Included Pathways		*df*	CMIN	*p*	NFI Delta-1	IFI Delta-2	RFI rho-1	TLI rho-2
Alt. Model 1	Path 1: Procedural Justice → Racial Group Respect → Unfair Treatment Concerns Path 2: Procedural Justice → Unfair Treatment Concerns	6	20.61	.002	.01	.01	< .01	< .01
Alt. Model 2	Path 1: Procedural Justice → Racial Identity Pride → Unfair Treatment Concerns Path 2: Procedural Justice → Unfair Treatment Concerns	6	569.55	< .001	.13	.13	.19	.19
Alt. Model 3	Path 1: Procedural Justice → Organizational Identification → Unfair Treatment Concerns Path 2: Procedural Justice → Unfair Treatment Concerns	6	562.39	< .001	.13	.13	.19	.19
Alt. Model 4	Path 1: Procedural Justice → Unfair Treatment Concerns	8	571.06	< .001	.13	.13	.17	.17

Table D4

Study 2 Structural Equation Model Comparisons on Support for Workplace DEI Initiatives, Assuming Full Model to Be Correct

Alternative Models by Included Pathways		*df*	CMIN	*p*	NFI Delta-1	IFI Delta-2	RFI rho-1	TLI rho-2
Alt. Model 1	Path 1: Procedural Justice → Racial Group Respect → Support for Workplace DEI Initiatives Path 2: Procedural Justice → Support for Workplace DEI Initiatives	6	55.00	< .001	.01	.01	.02	.02
Alt. Model 2	Path 1: Procedural Justice → Racial Identity Pride → Support for Workplace DEI Initiatives Path 2: Procedural Justice → Support for Workplace DEI Initiatives	6	559.87	< .001	.14	.14	.20	.20
Alt. Model 3	Path 1: Procedural Justice → Organizational Identification → Support for Workplace DEI Initiatives Path 2: Procedural Justice → Support for Workplace DEI Initiatives	6	566.03	< .001	.14	.14	.20	.20
Alt. Model 4	Path 1: Procedural Justice → Support for Workplace DEI Initiatives	8	584.12	< .001	.14	.14	.18	.18

Table D5

Study 2 Structural Equation Model Comparisons on Devoted Workplace DEI Hours, Assuming Full Model to Be Correct

Alternative Models by Included Pathways		*df*	CMIN	*p*	NFI Delta-1	IFI Delta-2	RFI rho-1	TLI rho-2
Alt. Model 1	Path 1: Procedural Justice → Racial Group Respect → Workplace DEI Hours Path 2: Procedural Justice → Workplace DEI Hours	6	22.60	.001	.01	.01	< .01	< .01
Alt. Model 2	Path 1: Procedural Justice → Racial Identity Pride → Workplace DEI Hours Path 2: Procedural Justice → Workplace DEI Hours	6	547.73	< .001	.14	.14	.20	.20
Alt. Model 3	Path 1: Procedural Justice → Organizational Identification → Workplace DEI Hours Path 2: Procedural Justice → Workplace DEI Hours	6	540.05	< .001	.14	.14	.20	.20
Alt. Model 4	Path 1: Procedural Justice → Workplace DEI Hours	8	549.80	< .001	.14	.14	.18	.18

Table D6

Study 2 Structural Equation Model Comparisons on Negative vs. Positive Affect Toward Workplace, Assuming Full Model to Be Correct

Alternative Models by Included Pathways		*df*	CMIN	*p*	NFI Delta-1	IFI Delta-2	RFI rho-1	TLI rho-2
Alt. Model 1	Path 1: Procedural Justice → Racial Group Respect → Affect Toward Workplace Path 2: Procedural Justice → Affect Toward Workplace	6	46.04	< .001	.01	.01	< .01	< .01
Alt. Model 2	Path 1: Procedural Justice → Racial Identity Pride → Affect Toward Workplace Path 2: Procedural Justice → Affect Toward Workplace	6	610.05	< .001	.15	.15	.21	.21
Alt. Model 3	Path 1: Procedural Justice → Organizational Identification → Affect Toward Workplace Path 2: Procedural Justice → Affect Toward Workplace	6	605.28	< .001	.15	.15	.21	.21
Alt. Model 4	Path 1: Procedural Justice → Affect Toward Workplace	8	628.15	< .001	.15	.15	.19	.19

Table D7

Study 2 Structural Equation Model Comparisons on Organization-Directed Citizenship Behavior, Assuming Full Model to Be Correct

Alternative Models by Included Pathways		*df*	CMIN	*p*	NFI Delta-1	IFI Delta-2	RFI rho-1	TLI rho-2
Alt. Model 1	Path 1: Procedural Justice → Racial Group Respect → Citizenship Behavior Path 2: Procedural Justice → Citizenship Behavior	6	135.37	< .001	.03	.03	.04	.04
Alt. Model 2	Path 1: Procedural Justice → Racial Identity Pride → Citizenship Behavior Path 2: Procedural Justice → Citizenship Behavior	6	635.92	< .001	.16	.16	.22	.23
Alt. Model 3	Path 1: Procedural Justice → Organizational Identification → Citizenship Behavior Path 2: Procedural Justice → Citizenship Behavior	6	583.37	< .001	.14	.14	.21	.21
Alt. Model 4	Path 1: Procedural Justice → Citizenship Behavior	8	676.23	< .001	.17	.17	.21	.21

Table D8

Study 2 Structural Equation Model Comparisons on Turnover Intentions, Assuming Full Model to Be Correct

Alternative Models by Included Pathways		*df*	CMIN	*p*	NFI Delta-1	IFI Delta-2	RFI rho-1	TLI rho-2
Alt. Model 1	Path 1: Procedural Justice → Racial Group Respect → Turnover Intentions Path 2: Procedural Justice → Turnover Intentions	6	40.21	< .001	.01	.01	.01	.01
Alt. Model 2	Path 1: Procedural Justice → Racial Identity Pride → Turnover Intentions Path 2: Procedural Justice → Turnover Intentions	6	575.81	< .001	.14	.14	.20	.20
Alt. Model 3	Path 1: Procedural Justice → Organizational Identification → Turnover Intentions Path 2: Procedural Justice → Turnover Intentions	6	568.88	< .001	.14	.14	.20	.20
Alt. Model 4	Path 1: Procedural Justice → Turnover Intentions	8	589.27	< .001	.15	.15	.18	.19

Table D9

All Standardized Path Estimates in Study 2 Structural Equation Model Predicting Unfair Treatment Concerns

Predictor		Outcome	*B*	95% CI of *B*	*SE*	*p*
Procedural Justice Latent Variable	→	Formal Decision-Making Component	.84	[.81, .86]	.01	< .001
	→	Formal Interpersonal Treatment	.97	[.96, .98]	.01	< .001
	→	Informal Decision-Making Component	.84	[.81, .86]	.01	< .001
	→	Informal Interpersonal Treatment	.95	[.94, .96]	.01	.001
	→	Racial Group Respect	.74	[.70, .77]	.02	< .001
	→	Racial Identity Pride	.04	[-.04, .12]	.04	.287
	→	Organizational Identification	.01	[-.10, .12]	.06	.875
	→	Unfair Treatment Concerns	-.51	[-.59, -.43]	.04	< .001
Racial Group Respect	→	Organizational Identification	.14	[.03, .25]	.06	.020
	→	Unfair Treatment Concerns	-.19	[-.27, -.10]	.04	< .001
Racial Identity Pride	→	Organizational Identification	.07	[-.01, .14]	.04	.073
	→	Unfair Treatment Concerns	-.02	[-.08, .04]	.03	.514
Organizational Identification	→	Unfair Treatment Concerns	.02	[-.04, .08]	.03	.496

Note. Results are based on 5,000 bias-corrected bootstrap samples.

Table D10

All Standardized Path Estimates in Study 2 Structural Equation Model Predicting Support for Workplace DEI Initiatives

Predictor		Outcome	*B*	95% CI of *B*	*SE*	*p*
Procedural Justice Latent Variable	→	Formal Decision-Making Component	.84	[.81, .86]	.01	< .001
	→	Formal Interpersonal Treatment	.97	[.96, .98]	.01	< .001
	→	Informal Decision-Making Component	.78	[.74, .80]	.01	< .001
	→	Informal Interpersonal Treatment	.94	[.93, .95]	.01	.001
	→	Racial Group Respect	.74	[.71, .77]	.02	< .001
	→	Racial Identity Pride	.03	[-.05, .11]	.04	.384
	→	Organizational Identification	< .01	[-.11, .12]	.06	.916
	→	Support for Workplace DEI Initiatives	.44	[.34, .53]	.05	< .001
Racial Group Respect	→	Organizational Identification	.14	[.03, .25]	.06	.020
	→	Support for Workplace DEI Initiatives	.04	[-.06, .14]	.05	.477
Racial Identity Pride	→	Organizational Identification	.07	[-.004, .14]	.04	.072
	→	Support for Workplace DEI Initiatives	-.17	[-.24, -.11]	.03	< .001
Organizational Identification	→	Support for Workplace DEI Initiatives	.11	[.05, .18]	.03	< .001

Note. Results are based on 5,000 bias-corrected bootstrap samples.

Table D11

All Standardized Path Estimates in Study 2 Structural Equation Model Predicting Devoted Workplace DEI Hours

Predictor		Outcome	*B*	95% CI of *B*	*SE*	*p*
Procedural Justice Latent Variable	→	Formal Decision-Making Component	.83	[.81, .86]	.01	< .001
	→	Formal Interpersonal Treatment	.97	[.96, .98]	.01	< .001
	→	Informal Decision-Making Component	.78	[.74, .80]	.02	< .001
	→	Informal Interpersonal Treatment	.94	[.93, .95]	.01	< .001
	→	Racial Group Respect	.74	[.71, .78]	.02	< .001
	→	Racial Identity Pride	.03	[-.05, .11]	.04	.384
	→	Organizational Identification	< .01	[-.11, .12]	.06	.900
	→	Devoted Workplace DEI Hours	-.02	[-.14, .10]	.06	.729
Racial Group Respect	→	Organizational Identification	.14	[.03, .25]	.06	.020
	→	Devoted Workplace DEI Hours	-.01	[-.12, .11]	.06	.877
Racial Identity Pride	→	Organizational Identification	.07	[-.004, .14]	.04	.071
	→	Devoted Workplace DEI Hours	-.05	[-.13, .03]	.04	.198
Organizational Identification	→	Devoted Workplace DEI Hours	.05	[-.02, .13]	.04	.162

Note. Results are based on 5,000 bias-corrected bootstrap samples.

Table D12

Indirect Pathway Estimates in Structural Equation Model Predicting Devoted Workplace DEI Hours

Indirect Pathway	***B***	**95% CI of *B***	***SE***	***p***
Procedural Justice → Racial Group Respect → Organizational Identification → Workplace DEI Hours[a]	.03	[-.01, .09]	.02	.107
Procedural Justice → Racial Identity Pride → Organizational Identification → Workplace DEI Hours[b]	< .01	[-.001, .01]	< .01	.171
Procedural Justice → Racial Group Respect → Workplace DEI Hours	-.04	[-.44, .40]	.21	.876
Procedural Justice → Racial Identity Pride → Workplace DEI Hours	-.01	[-.05, .01]	.01	.253
Procedural Justice → Organizational Identification → Workplace DEI Hours	< .01	[-.03, .05]	.02	.775

[a] Hypothesis 10a. [b] Hypothesis 10b.

Table D13

All Standardized Path Estimates in Study 2 Structural Equation Model Predicting Negative vs. Positive Affect Toward Workplace

Predictor		Outcome	*B*	95% CI of *B*	*SE*	*p*
Procedural Justice Latent Variable	→	Formal Decision-Making Component	.84	[.81, .86]	.01	< .001
	→	Formal Interpersonal Treatment	.97	[.96, .98]	.01	< .001
	→	Informal Decision-Making Component	.78	[.74, .80]	.02	< .001
	→	Informal Interpersonal Treatment	.94	[.93, .95]	.01	< .001
	→	Racial Group Respect	.74	[.71, .77]	.02	< .001
	→	Racial Identity Pride	.03	[-.05, .11]	.04	.382
	→	Organizational Identification	< .01	[-.11, .12]	.06	.911
	→	Affect Toward Workplace	.04	[-.06, .15]	.05	.417
Racial Group Respect	→	Organizational Identification	.14	[.03, .25]	.06	.020
	→	Affect Toward Workplace	.36	[.26, .46]	.05	< .001
Racial Identity Pride	→	Organizational Identification	.07	[-.004, .14]	.04	.071
	→	Affect Toward Workplace	.14	[.07, .20]	.03	< .001
Organizational Identification	→	Affect Toward Workplace	.10	[.04, .17]	.03	.002

Note. Results are based on 5,000 bias-corrected bootstrap samples.

Table D14

All Standardized Path Estimates in Study 2 Structural Equation Model Predicting Organization-Directed Citizenship Behavior

Predictor		Outcome	*B*	95% CI of *B*	*SE*	*p*
Procedural Justice Latent Variable	→	Formal Decision-Making Component	.83	[.81, .86]	.01	< .001
	→	Formal Interpersonal Treatment	.97	[.96, .98]	.01	< .001
	→	Informal Decision-Making Component	.78	[.74, .80]	.02	< .001
	→	Informal Interpersonal Treatment	.94	[.93, .95]	.01	< .001
	→	Racial Group Respect	.74	[.71, .77]	.02	< .001
	→	Racial Identity Pride	.03	[-.05, .11]	.04	.385
	→	Organizational Identification	< .01	[-.11, .12]	.06	.907
	→	Citizenship Behavior	.03	[-.08, .13]	.05	.619
Racial Group Respect	→	Organizational Identification	.14	[.03, .25]	.06	.020
	→	Citizenship Behavior	.15	[.05, .26]	.05	.004
Racial Identity Pride	→	Organizational Identification	.07	[-.004, .14]	.04	.072
	→	Citizenship Behavior	.21	[.14, .27]	.03	< .001
Organizational Identification	→	Citizenship Behavior	.31	[.25, .37]	.03	< .001

Note. Results are based on 5,000 bias-corrected bootstrap samples.

Table D15

All Standardized Path Estimates in Study 2 Structural Equation Model Predicting Turnover Intentions

Predictor		Outcome	*B*	95% CI of *B*	*SE*	*p*
Procedural Justice Latent Variable	→	Formal Decision-Making Component	.84	[.81, .86]	.01	< .001
	→	Formal Interpersonal Treatment	.97	[.96, .98]	.01	< .001
	→	Informal Decision-Making Component	.78	[.74, .80]	.02	< .001
	→	Informal Interpersonal Treatment	.94	[.93, .95]	.01	< .001
	→	Racial Group Respect	.74	[.71, .77]	.02	< .001
	→	Racial Identity Pride	.03	[-.05, .11]	.04	.382
	→	Organizational Identification	< .01	[-.11, .12]	.06	.899
	→	Turnover Intentions	-.06	[-.17, .05]	.06	.256
Racial Group Respect	→	Organizational Identification	.14	[.03, .25]	.06	.021
	→	Turnover Intentions	-.23	[-.33, -.12]	.05	< .001
Racial Identity Pride	→	Organizational Identification	.07	[-.004, .14]	.04	.071
	→	Turnover Intentions	-.12	[-.19, -.05]	.04	.002
Organizational Identification	→	Turnover Intentions	-.10	[-.17, -.03]	.04	.006

Note. Results are based on 5,000 bias-corrected bootstrap samples.

Figures

Figure D1

Study 2 Sample State Representation (Total n *= 695)*

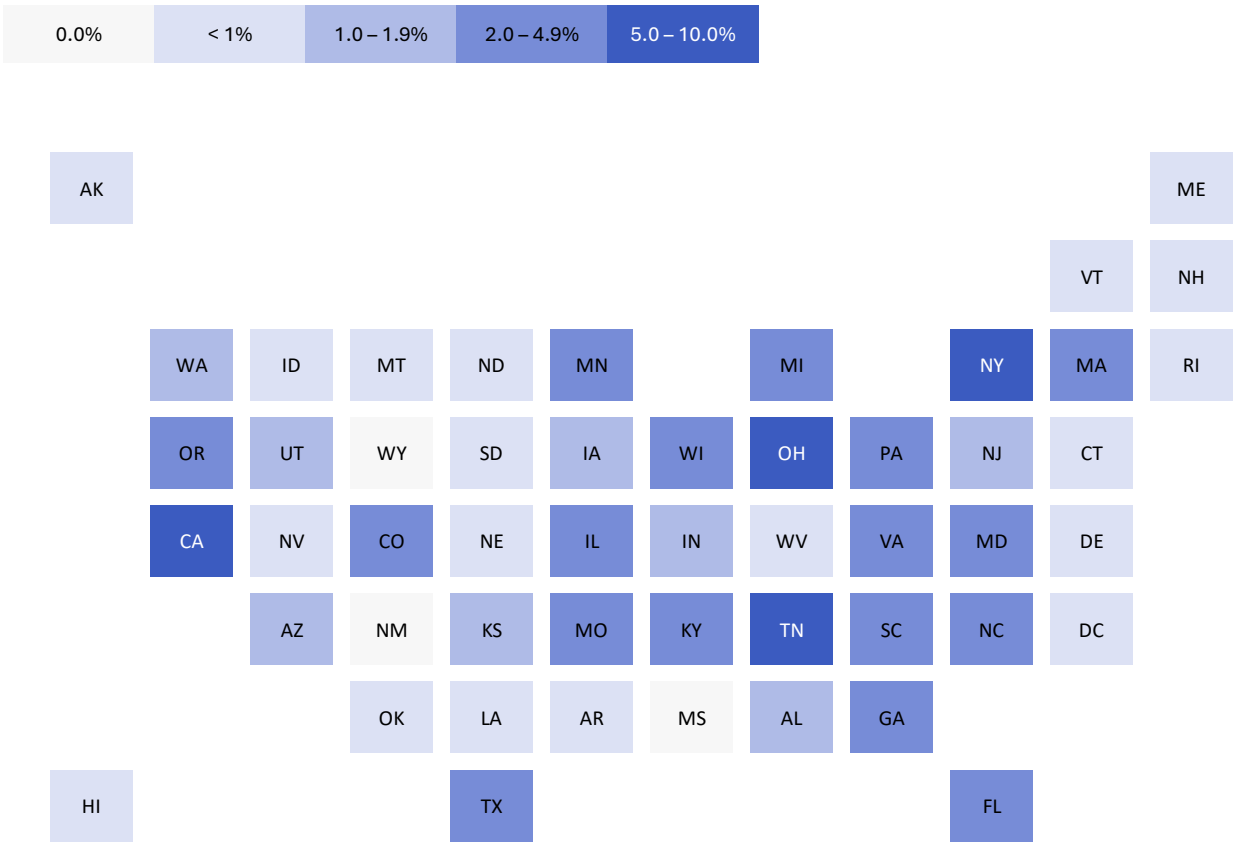
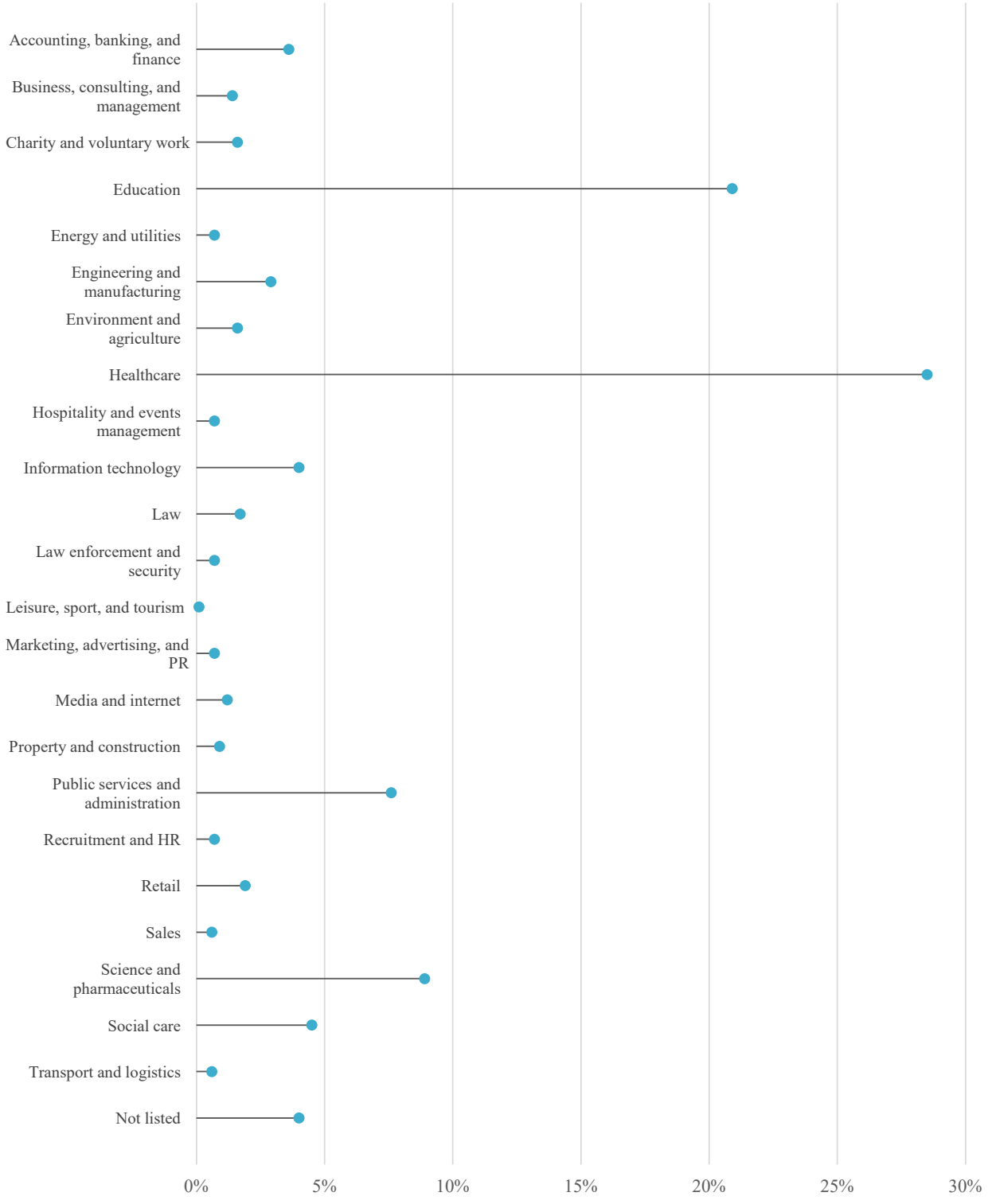


Figure D2

Study 2 Sample Job Sector Representation (Total n = *695)*



Appendix E: Study 3 Materials and Measures

Prescreening

1. Are you currently employed?
   [Yes, No] / *Eligible if Yes*
2. On average, approximately how many **hours per week** do you work?
   [Dropdown ranging from 1 hour to 41+ hours] / *Eligible if 20 hours or more*
3. In which country is your **job primarily based**?
   [Dropdown of all countries recognized by the United Nations] / *Eligible if United States*
4. In which country do you **currently reside**?
   [Dropdown of all countries recognized by the United Nations] / *Eligible if United States*
5. Should you choose to participate in this survey, you will be asked to watch a video with audio. Are you willing to watch this video at an audible volume level?
   [Yes, No] / *Eligible if Yes*

Cover Story

This survey is conducted by researchers at the University of Arizona in collaboration with **Sharp Haven Industries ("Sharp Haven")**, a rapidly-growing business known for its excellence across technology, manufacturing, and service domains.

Sharp Haven has asked the research team to test opinions of their redesigned new hire/employee orientation materials before they are officially implemented. The goal is to improve how these orientation materials communicate Sharp Haven's workplace culture, as they will be shown to new hires during their first day at Sharp Haven.

You will watch Sharp Haven's new hire orientation video, split into two clips. The first video clip discusses Sharp Haven's mission statement. The second video clip discusses some of Sharp Haven's employee policies. Each video clip will be shown on its own survey page. **After carefully watching the video clip, you will proceed to the next page to share your opinions.**

You will not be able to go back in the survey once you have advanced a page. The video clips will be followed by brief attention checks to assure your honest participation.

Mission Statement Cover Story Video

New Hire Orientation Video Clip 1: Mission Statement

Press the play button on the video below when you are ready to watch the video clip that describes Sharp Haven Industries' mission statement. Once you start the video, it cannot be paused or replayed. **You must carefully watch the entire video clip before you can move forward in the survey.**

[Video link: https://youtu.be/XqXlqK0_03w]

[Video transcript]

Welcome to Sharp Haven Industries, where innovation meets passion. We're thrilled to have you on our team.

In this brief presentation, we'll be sharing some of the many qualities that make Sharp Haven an incredible place to work.

At Sharp Haven, we go beyond the ordinary. Our mission is to lead with innovation, inspire positive change, and leave an indelible mark on the world. We are driven by a collective vision to make a meaningful difference in our industry.

We are committed to creating an environment where innovation thrives, passion flourishes, and customer satisfaction reigns supreme. These are our core values, and they are the guiding principles that define our culture. So, let's talk about each of these values in more detail.

We believe in pushing the boundaries of what's possible through innovation. At Sharp Haven, we aspire to revolutionize industries, spark change, and deliver solutions that exceed expectations. From forward-thinking strategies to cutting-edge technologies, we're committed to staying ahead of the curve and leading by example.

Passion is the driving force of our innovation, inspiring us to do our work and tackle challenges with enthusiasm. We're here because we love what we do, and we're driven by a shared sense of purpose.

And throughout every step of the way, customer satisfaction remains our top priority. We're not satisfied until our customers are delighted, and we go above and beyond to ensure their needs are met with speed, efficiency, and care.

As a new member of the Sharp Haven team, you're joining a community that thrives on these values. Together, we'll continue to innovate, ignite our passions, and exceed customer expectations.

Mission Statement Video Attention Check

1. **This is an attention check.** Please answer the following question based on Sharp Haven Industries' mission statement.

   What are the core values of Sharp Haven?

   - Mediocrity, indifference, and stagnation
   - Creativity, dedication, and adaptability
   - Innovation, passion, and customer satisfaction **[CORRECT]**
   - Apathy, disinterest, and negligence

Support for the Mission Statement Scale

Please indicate your response to the following statements **in the context of Sharp Haven Industries' mission statement** using the response options below.		**Strongly disagree**		**Strongly agree**
1.	I support Sharp Haven's use of this mission statement.	**1**	. . . . .	**7**
2.	I would like my workplace to use something similar to this mission statement.	**1**	. . . . .	**7**
3.	Sharp Haven should continue to use this mission statement.	**1**	. . . . .	**7**

Note. This was a filler scale used to bolster the study's cover story and was not analyzed beyond checking that the mission statement ratings did not differ between DEI initiative conditions.

DEI Initiatives Video Conditions

New Hire Orientation Video Clip 2: Employee Policies

Press the play button on the video below when you are ready to watch the video clip that describes some of Sharp Haven Industries' employee policies. Once you start the video, it cannot be paused or replayed. **You must carefully watch the entire video clip before you can move forward in the survey.**

[FAIR CONDITION]	**[UNFAIR CONDITION]**
[Video link: https://youtu.be/3VnHRyKtr1w]	**[Video link: https://youtu.be/9Ker1bcbe4M]**

[Video transcript]	**[Video transcript]**
At Sharp Haven, we recognize that our success is intricately tied to the well-being of our employees and industry. We're committed to fostering a passionate and dedicated workforce that propels us toward our goals. To support this commitment, we observe a variety of employee policies designed to promote personal and professional development among our team members. In this section of your orientation, we'll be introducing you to some of the key policies that will shape your experience at Sharp Haven.	At Sharp Haven, we recognize that our success is intricately tied to the well-being of our employees and industry. We're committed to fostering a passionate and dedicated workforce that propels us toward our goals. To support this commitment, we observe a variety of employee policies designed to promote personal and professional development among our team members. In this section of your orientation, we'll be introducing you to some of the key policies that will shape your experience at Sharp Haven.
At Sharp Haven, our people drive our success. We are focused on attracting, developing, and retaining the best talent for all roles across Sharp Haven. Our goal is to maintain a diverse and inclusive workforce reflective of the communities we serve, and we encourage the hiring of talent with a wide range of characteristics — including diversity related to race and ethnicity, gender, military service, LGBT+ status, and disabilities, as well as diverse perspectives and skillsets.	At Sharp Haven, our people drive our success. We are focused on attracting, developing, and retaining the most diverse talent for all roles across Sharp Haven. Our goal is to maintain a diverse and inclusive workforce reflective of the communities we serve, and we encourage the hiring of talent with diversity related to race and ethnicity.
We've established Employee Resource Groups to actively involve our team members in promoting diversity, equity, and inclusion – or DEI. Open to everyone, Employee Resource Groups play a leading role in engaging Sharp Haven team members in our DEI goals and efforts. Our Employee Resource Groups bring together team members who share common identities or affinities and their allies to support our growing diverse population, create an inclusive culture, and, ultimately, make new connections to help drive positive career and business outcomes. By joining an Employee Resource Group, team members can form connections across Sharp Haven while gaining exposure to different ideas and people, benefitting from educational resources and personal development opportunities, and developing supportive relationships with people who have similar experiences or passions. Just as important, the work done by Employee Resource Groups helps make a positive impact on Sharp Haven.	We've established Employee Resource Groups to actively involve our team members in promoting diversity, equity, and inclusion – or DEI. Employee Resource Groups play a leading role in engaging Sharp Haven team members with underrepresented racial identities in our DEI goals and efforts. Our Employee Resource Groups bring together racial minority team members who share common identities or affinities to support our growing diverse population, create an inclusive culture, and, ultimately, make new connections to help drive positive career and business outcomes. By joining an Employee Resource Group, racial minority team members can form connections across Sharp Haven while gaining exposure to different ideas and people, benefitting from educational resources and personal development opportunities, and developing supportive relationships with people who have similar experiences or passions. Just as important, the work done by Employee Resource Groups helps make a positive impact on Sharp Haven.
At Sharp Haven, we are committed to fostering an inclusive environment through ongoing education and training initiatives. We're proud of our	At Sharp Haven, we are committed to fostering an unbiased environment through ongoing education and training initiatives. We're proud of our unconscious bias training program, which provides team members with the knowledge, behaviors,

inclusion training program, which provides team members with the knowledge, behaviors, skills, and resources needed to foster an inclusive work environment. Our inclusion training gives team members the opportunity to gain a better understanding of how to promote an environment where everyone at Sharp Haven feels valued and respected. To ensure that our commitment to DEI is sustained, we believe in cultivating a culture of listening and continuous feedback. Leaders at Sharp Haven regularly collect feedback from team members at all levels of the company in order to identify key gaps and areas of opportunity with respect to our DEI practices, programs, and priorities. For example, we regularly carry out comprehensive employee listening tours, where senior Sharp Haven leaders meet with team members in small groups to discuss matters related to DEI. These tours are designed to foster an environment of mutual trust where leaders are transparent and team members can share aspirations and challenges geared toward improving DEI. These tours also give our leaders an opportunity to provide timely and ongoing DEI strategy updates to all team members. We take the feedback voiced by team members to heart, and we use the shared insights to inform Sharp Haven's DEI strategies. We understand that achieving DEI requires a coordinated effort across all levels and divisions of Sharp Haven. Therefore, we hold leaders accountable for implementing our DEI policies consistently. Every leader at Sharp Haven is expected to uphold the same set of DEI practices, ensuring that Sharp Haven team members are given the same DEI-oriented opportunities and are held to the same DEI standards regardless of their company division. By standardizing our DEI efforts across every aspect of our operations, we can create a workplace where diversity is celebrated, equity is upheld, and inclusion is the norm.	skills, and resources needed to foster an unbiased work environment. Our unconscious bias training gives team members the opportunity to gain a better understanding of how to promote an environment where no one at Sharp Haven expresses prejudice or discrimination. To ensure that our commitment to DEI is sustained, we believe in cultivating a culture of directive leadership. Leaders at Sharp Haven regularly engage in internal discussions with fellow leaders at their same level of the company in order to identify key gaps and areas of opportunity with respect to our DEI practices, programs, and priorities. For example, we regularly hold focused dialogues within closed leadership circles, where senior Sharp Haven leaders meet with each other to discuss matters related to DEI. These closed dialogues are designed to foster an environment of unilateral decision making where leaders are responsible for driving change and team members are not involved in the decision-making process geared toward improving DEI. These dialogues also give our leaders an opportunity to provide timely and ongoing DEI strategy updates to their peers. We do not solicit feedback from team members, as we use the strategic insights generated by closed leadership discussions and executive decision making to inform Sharp Haven's DEI strategies. We understand that achieving DEI requires a tailored approach within each division of Sharp Haven. Therefore, we give leaders discretion for implementing our DEI policies as they see fit. Every leader at Sharp Haven has autonomy to create and apply their own DEI practices within their division, ensuring that Sharp Haven team members are given distinct DEI-oriented opportunities and are held to different DEI standards based on their specific company division. By varying our DEI efforts across each division of our operations, we can create a workplace where diversity is celebrated, equity is upheld, and inclusion is the norm.

DEI Initiatives Video Attention Check

1. **This is an attention check.** Please answer the following question based on Sharp Haven Industries' employee policies.

What kind of education and training program does Sharp Haven provide to team members?

- Inclusion training **[CORRECT IN FAIR CONDITION]**
- Unconscious bias training **[CORRECT IN UNFAIR CONDITION]**
- Conflict resolution training
- Health and wellness training

Support for the DEI Initiatives Scale

Please indicate your response to the following statements **in the context of Sharp Haven Industries' employee policies** using the response options below.		**Strongly disagree**		**Strongly agree**
1.	I support Sharp Haven's use of these policies.	**1**	. . . . .	**7**
2.	I would like my workplace to use something similar to these policies.	**1**	. . . . .	**7**
3.	Sharp Haven should continue to use these policies.	**1**	. . . . .	**7**
Note. Higher scores indicate greater support for the company's DEI initiatives.				

Formal Components of Procedural Justice Scale (adapted from Blader & Tyler, 2003a)

[REDACTED FOR PUBLICATION]

Informal Components of Procedural Justice Scale (adapted from Blader & Tyler, 2003a)

[REDACTED FOR PUBLICATION]

Perceived Racial Group Respect From Company Scale (adapted from Blader & Tyler, 2009; Boezeman & Ellemers, 2007)

[REDACTED FOR PUBLICATION]

Inclusion of Other in the Self (Aron et al., 1992)

[REDACTED FOR PUBLICATION]

Negative vs. Positive Affect Toward Company

1. Using the sliding scale below, please indicate how **negatively** vs. **positively** you feel toward Sharp Haven Industries.
   [0 = Extremely negative, 100 = Extremely positive]

Desire to Work at Company

1. I would like to work at a place like Sharp Haven Industries.
   [1 = Strongly disagree, 7 = Strongly agree]

Unfair Treatment Concerns Scale (adapted from Dover et al., 2016)

[REDACTED FOR PUBLICATION]

Company Anti-White Bias (Dover et al., 2016)

[REDACTED FOR PUBLICATION]

Company Initiative Funding Distribution Task

Starting this year, Sharp Haven Industries has pledged to allocate $50,000 of company funding toward workplace improvement initiatives each year. **Of the available $50,000, how much funding do you recommend Sharp Haven allocate toward each of the following workplace initiative categories?** You may give as much or as little funding to each initiative category as you wish, but **the total allocation must sum to $50,000.**		
1.	Health and wellness initiatives:	**[Numeric entry]**
2.	Professional development initiatives:	**[Numeric entry]**
3.	Diversity, equity, and inclusion initiatives:	**[Numeric entry]**
4.	Workplace safety initiatives:	**[Numeric entry]**
5.	Sustainability initiatives:	**[Numeric entry]**
6.	Financial wellness initiatives:	**[Numeric entry]**
	Total:	**[Sum of numeric entries]**

Note. Participants were only able to advance the survey if the sum of the numeric entries totaled to $50,000.

Employee Spotlights

Sharp Haven Industries is evaluating a new segment of their new hire orientation materials that features **employee spotlights,** where current Sharp Haven employees extend welcomes and provide brief descriptions of their experiences with the company. We're interested in learning how these employee spotlights are perceived.

On the next two survey pages, **you will be presented with employee spotlights featuring two members of the Sharp Haven team.** Please take a moment to read each employee spotlight carefully, then share your opinion of the given employee using the provided questionnaires.

Black Woman Employee Target	**Black Man Employee Target**	**White Woman Employee Target**	**White Man Employee Target**
			
Name: Brianna J. **Shown to:** White men; random subset of gender minorities	**Name:** Alexander D. **Shown to:** White women; random subset of gender minorities	**Name:** Brianna J. **Shown to:** White women; random subset of gender minorities	**Name:** Alexander D. **Shown to:** White men; random subset of gender minorities

Employee Quote #1	*"Welcome to Sharp Haven! As a current team member, I've discovered a sense of professional satisfaction here that comes from the stable, purposeful nature of our work. The projects we undertake are challenging yet rewarding, fostering a sense of accomplishment. I've found my stride here, and I trust you'll find your own rhythm.* *Best wishes for a meaningful and successful future with Sharp Haven!"* — [EMPLOYEE NAME]
Employee Quote #2	*"Congratulations on joining Sharp Haven! During my time here, I've found a sense of accomplishment through our projects and opportunities to tackle challenges. Our work environment is conducive to productivity, with a focus on achieving results with diligence. Embrace the challenges and opportunities that come your way, and I'm confident you'll find your role here rewarding.*

	Here's to your exciting journey with Sharp Haven!" — [EMPLOYEE NAME]

Note. Participants were shown one Black employee target and one White employee target. Each employee picture was coupled with one of the two quotes presented above. The employee pictures were assigned to the quotes at random, and the order of Black vs. White employee spotlight presentation was randomly counter-balanced. Participants completed the employee likability, competence, and warmth measures directly after reviewing the spotlight of each presented employee.

URM Employee Derogation: Likability

1. I would like to work with someone like [EMPLOYEE NAME].
   [1 = Strongly disagree, 7 = Strongly agree]

URM Employee Derogation: Competence and Warmth (Eichenauer et al., 2022; Fiske et al., 2002)

[REDACTED FOR PUBLICATION]

Anticipated Company DEI Hours

1. Imagine that you are an employee at Sharp Haven Industries who works a total of 40 hours per week on average. Within your regular 40-hour work week, approximately how many **hours per week on average** would you be willing to devote to **Sharp Haven's diversity, equity, and inclusion efforts?**
   [Dropdown ranging from None to 40 hours]

Private Collective Racial Identity Self-Esteem Scale (Luhtanen & Crocker, 1992)

[REDACTED FOR PUBLICATION]

Racial Identity Centrality Scale (Luhtanen & Crocker, 1992)

[REDACTED FOR PUBLICATION]

Racial Identity Salience Scale (Hinton et al., preprint)

[REDACTED FOR PUBLICATION]

Demographics

Approximately how long have you worked in your current job? Please indicate your answer using only the **active** months and/or years spent in this job — do not include time spent on leave.	**[Month dropdown ranging from 0 to 11 months]**	**[Year dropdown ranging from 0 to 20+ years]**
What sector best describes your area of work?	**[Dropdown list of options]**	
What is your job title? Please enter "N/A" if you prefer not to answer.	**[Open-text response]**	
Do you currently work at a Fortune 500 company?	○ **Yes** ○ **No** ○ **Unsure** ○ **I prefer not to answer**	
Approximately how many people does your workplace employ?	○ **1 to 9** ○ **10 to 49** ○ **50 to 249** ○ **250 to 999** ○ **1,000+** ○ **Unsure** ○ **I prefer not to answer**	
Do you have a supervisor at your current job?	○ **Yes** ○ **No** ○ **Unsure** ○ **I prefer not to answer**	
In which of the following modes do you primarily work?	○ **I always work from a central place of work** ○ **I sometimes work from a central place of work and sometimes remotely** ○ **I always work remotely** ○ **My place of work changes regularly** ○ **Other (please specify): _____**	

	○ **I prefer not to answer**
Do you currently work more than one job?	○ **Yes** ○ **No** ○ **I prefer not to answer**
What is your individual annual income (in U.S. dollars) before taxes?	**[Dropdown ranging from less than $25,000 to $150,000 or more]**
Please select your age (in years) from the dropdown list below.	**[Dropdown ranging from younger than 18 to 100]**
What best describes your gender identity? Please select all options that apply.	☐ **Man** ☐ **Woman** ☐ **Nonbinary or Genderqueer** ☐ **Genderfluid** ☐ **I prefer to self-identify (please specify): _____** ☐ **I prefer not to answer**
Do you identify as transgender?	☐ **Yes** ☐ **No** ☐ **Unsure** ☐ **I prefer not to answer**
What best describes your sexual orientation? Please select all options that apply.	☐ **Asexual** ☐ **Gay** ☐ **Lesbian** ☐ **Straight or Heterosexual** ☐ **Bisexual** ☐ **Pansexual** ☐ **Polysexual** ☐ **I prefer to self-identify (please specify): _____** ☐ **I prefer not to answer**
What best describes your racial/ethnic identity? Please select all options that apply.	☐ **American Indian or Alaska Native** ☐ **Asian**

	☐ **Black or African American** ☐ **Hispanic or Latino/a/x** ☐ **Native Hawaiian or Other Pacific Islander** ☐ **White** ☐ **I prefer to self-identify (please specify): _____** ☐ **I prefer not to answer**
Have you ever been diagnosed with any of the following conditions? Please select all options that apply.	☐ **A sensory impairment (vision or hearing)** ☐ **A mobility impairment (e.g., cerebral palsy, arthritis)** ☐ **A learning disability (e.g., ADHD, dyslexia)** ☐ **A mental health condition (e.g., depression, PTSD)** ☐ **A disability or condition not listed (please specify): _____** ☐ **None of the above** ☐ **I prefer not to answer**
What is the highest level of schooling you have completed/the highest degree you have obtained?	○ **Less than high school degree** ○ **High school graduate (high school diploma or equivalent, including GED)** ○ **Some college but no degree** ○ **Associate's degree** ○ **Bachelor's degree** ○ **Master's degree** ○ **Doctoral degree (PhD)** ○ **Professional degree (JD, MD)** ○ **Not listed (please specify): _____** ○ **I prefer not to answer**

Which of the following options best represents your political affiliation?	**[1 = Very liberal, 7 = Very conservative]**
In which country were you **born**?	**[Dropdown of all countries recognized by the United Nations]**
In which **state** do you currently **reside**?	**[Dropdown list of United States and Unincorporated Territories]**
Is there anything else you would like the research team to know about your responses to this survey?	**[Open-text response]**
When people participate in research studies, they sometimes think that there is more going on behind the scenes or that the researchers are not telling the complete truth about the study. While you were going through our survey today, did anything like that come to mind? **If yes, please describe your suspicions in the textbox below.**	**[Open-text response]**

Appendix F: Study 3 Supplementary Tables and Figures

Tables

Table F1

Additional Study 3 Sample Demographics (Total n = *539)*

Demographic	*n*	%
Sexual Orientation		
Asexual	6	1.1
Gay	12	2.2
Lesbian	7	1.3
Straight or Heterosexual	492	91.3
Bisexual	14	2.6
Pansexual	1	0.2
Prefer to self-identify	1	0.2
Prefer not to answer	6	1.1
Level of Education		
High school graduate (high school diploma or equivalent)	60	11.1
Some college but no degree	89	16.5
Associate's degree	63	11.7
Bachelor's degree	188	34.9
Master's degree	124	23.0
Doctoral degree (Ph.D.)	9	1.7
Professional degree (J.D., M.D.)	5	0.9
Not listed	1	0.2
(Dis)Ability		
A sensory impairment (vision or hearing)	24	4.5
A mobility impairment (e.g., cerebral palsy, arthritis)	18	3.3
A learning disability (e.g., ADHD, dyslexia)	4	0.7
A mental health condition (e.g., depression, PTSD)	50	9.3
A disability or condition not listed	8	1.5
Multiple disabilities, conditions, and/or impairments	35	6.5

None of the above	389	72.2
Prefer not to answer	11	2.0
Native Country		
United States	532	98.7
Germany	1	0.2
Hungary	1	0.2
Russian Federation	1	0.2
Ukraine	1	0.2
United Kingdom	3	0.6
Works at a Fortune 500 Company		
Yes	59	10.9
No	436	80.9
Unsure	42	7.8
Prefer not to answer	2	0.4
Number of Employees at Workplace		
1 to 9	81	15.0
10 to 49	60	11.1
50 to 249	97	18.0
250 to 999	108	20.0
1,000 or more	172	31.9
Unsure	19	3.5
Prefer not to answer	2	0.4
Has a Work Supervisor		
Yes	416	77.2
No	115	21.3
Unsure	4	0.7
Prefer not to answer	4	0.7
Work Modality		
Always works from a central place of work	288	53.4
Always works remotely	83	15.4
Sometimes works from a central place of work and sometimes remotely	135	25.0
Place of work changes regularly	27	5.0
Other	6	1.1
Tenure at Current Job		

Less than 1 year	42	7.8
1 to 2 years	59	10.9
3 to 4 years	62	11.5
5 to 6 years	71	13.2
7 to 8 years	55	10.2
9 to 10 years	56	10.4
11 to 15 years	56	10.4
16 to 19 years	39	7.2
20 years or more	99	18.4
Works Multiple Jobs		
Yes	71	13.2
No	465	86.3
Prefer not to answer	3	0.6

Table F2

Means, Standard Deviations, and Correlations Between Study 3 Variables

Variable	*M*	*SD*	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19
1. Formal Decision Making	5.55	1.51																			
2. Formal Interpersonal Treatment	5.57	1.42	.95** [.94, .96]																		
3. Informal Decision Making	5.56	1.46	.92** [.91, .93]	.91** [.89, .92]																	
4. Informal Interpersonal Treatment	5.58	1.37	.91** [.90, .92]	.92** [.91, .94]	.95** [.94, .96]																
5. Racial Identity Pride	5.44	1.16	.06 [-.03, .14]	.07 [-.01, .15]	.09* [.01, .17]	.08 [-.01, .16]															
6. Racial Group Respect From Workplace	5.59	1.47	.84** [.82, .87]	.87** [.85, .89]	.83** [.80, .86]	.84** [.82, .87]	.03 [-.05, .12]														
7. Organizational Identification	58.22	33.63	.68* [.63, .72]	.69** [.65, .73]	.67** [.63, .72]	.69** [.65, .73]	.01 [-.07, .10]	.72** [.67, .76]													
8. Unfair Treatment Concerns	2.82	1.48	-.75** [-.78, -.71]	-.78** [-.81, -.74]	-.74** [-.78, -.70]	-.75** [-.79, -.71]	-.11* [-.19, -.02]	-.80** [-.83, -.77]	-.68** [-.72, -.63]												

9. Support for the DEI Initiatives	5.36	1.70	.80** [.76, .82]	.80** [.77, .83]	.79** [.75, .82]	.78** [.75, .81]	-.02 [-.10, .07]	.78** [.74, .81]	.73** [.69, .77]	-.75** [-.78, -.71]									
10. Anticipated Company DEI Hours	10.81	13.82	.28** [.21, .36]	.28** [.20, .36]	.28** [.20, .36]	.28** [.20, .36]	-.12** [-.20, -.04]	.30** [.22, .37]	.38** [.31, .45]	-.23** [-.31, -.15]	.34** [.27, .42]								
11. Affect Toward Company	70.27	28.50	.75** [.71, .78]	.77** [.73, .80]	.73** [.69, .77]	.75** [.72, .79]	-.01 [-.10, .07]	.80** [.76, .83]	.82** [.79, .84]	-.79** [-.82, -.75]	.80** [.76, .83]	.35** [.28, .42]							
12. Desire to Work at Company	5.22	1.80	.77** [.73, .80]	.79** [.75, .82]	.76** [.72, .79]	.77** [.74, .80]	-.02 [-.10, .07]	.79** [.76, .82]	.82** [.79, .84]	-.79** [-.82, -.75]	.84** [.81, .86]	.38** [.31, .45]	.88** [.86, .90]						
13. Company Anti-White Bias	2.95	1.93	-.41** [-.48, -.33]	-.45** [-.52, -.38]	-.40** [-.47, -.33]	-.42** [-.49, -.35]	-.24** [-.32, -.16]	-.45** [-.51, -.38]	-.35** [-.42, -.27]	.68** [.63, .72]	-.39** [-.46, -.31]	.02 [-.06, .11]	-.42** [-.49, -.35]	-.37** [-.44, -.30]					
14. Financial DEI Initiative Support	8005.59	6271.06	.28** [.20, .35]	.28** [.21, .36]	.28** [.20, .36]	.30** [.23, .38]	-.02 [-.10, .07]	.29** [.21, .36]	.34** [.26, .41]	-.35** [-.42, -.27]	.32** [.24, .39]	.23** [.14, .30]	.32** [.25, .40]	.33** [.25, .40]	-.26** [-.34, -.18]				
15. URM Derogation on Likability	-.10	.73	.05 [-.04, .13]	.03 [-.05, .12]	.05 [-.03, .14]	.05 [-.03, .13]	.07 [-.02, .15]	.02 [-.07, .10]	.04 [-.04, .13]	-.02 [-.11, .06]	.02 [-.06, .11]	.05 [-.03, .14]	.05 [-.03, .14]	.05 [-.04, .13]	.10* [.02, .18]	-.04 [-.13, .04]			
16. URM Derogation on Competence	-.05	.47	-.04 [-.13, .04]	-.07 [-.16, .01]	-.05 [-.13, .04]	-.06 [-.14, .03]	.02 [-.07, .10]	-.05 [-.14, .03]	.03 [-.05, .11]	.07 [-.01, .16]	-.01 [-.09, .08]	-.02 [-.11, .06]	-.02 [-.10, .07]	.01 [-.07, .10]	.11* [.02, .19]	-.02 [-.10, .07]	.39** [.32, .46]		
17. URM Derogation on Warmth	-.11	.61	.05 [-.04, .13]	.01 [-.08, .09]	.04 [-.05, .12]	.02 [-.06, .10]	.10* [.02, .19]	.03 [-.05, .12]	.07 [-.01, .15]	-.02 [-.10, .07]	.03 [-.05, .12]	.05 [-.03, .13]	.05 [-.03, .13]	.07 [-.01, .15]	.07 [-.02, .15]	.05 [-.03, .14]	.51** [.45, .57]	.39** [.31, .46]	
18. Racial Identity Strength	3.52	1.32	.15** [.06, .23]	.15** [.07, .23]	.17** [.08, .25]	.19** [.10, .27]	.12** [.04, .21]	.14** [.06, .22]	.26** [.18, .34]	-.12** [-.20, -.04]	.23** [.15, .31]	.18** [.10, .26]	.22** [.14, .30]	.23** [.14, .30]	.01 [-.08, .09]	.11* [.02, .19]	.12** [.03, .20]	.04 [-.04, .13]	.09* [.01, .18]

19. Chronic Racial Identity Salience	2.70	1.76	.18** [.10, .26]	.17** [.09, .25]	.18** [.09, .26]	.19** [.10, .27]	-.41** [-.48, -.34]	.20** [.12, .28]	.31** [.23, .38]	.01 [-.08, .09]	.28** [.20, .36]	.39** [.32, .46]	.26** [.18, .34]	.30** [.22, .37]	.36** [.29, .43]	.11** [.03, .20]	.11* [.02, .19]	.07 [-.02, .15]	.10* [.02, .18]	.38** [.31, .45]	
20. Contextual Racial Identity Salience	4.90	1.38	.12** [.04, .20]	.11** [.03, .19]	.10* [.02, .18]	.10* [.02, .19]	.04 [-.05, .12]	.06 [-.02, .15]	.09* [.01, .17]	.03 [-.05, .12]	.07 [-.01, .16]	.05 [-.03, .14]	.11** [.03, .19]	.12** [.04, .20]	.15** [.07, .23]	-.04 [-.12, .04]	.01 [-.07, .10]	-.04 [-.12, .05]	.02 [-.07, .10]	-.14** [-.22, -.05]	.06 [-.02, .15]

Note. M and *SD* represent the mean and standard deviation, respectively. Values in square brackets indicate the 95% confidence interval for each correlation.
* indicates $p < .05$. ** indicates $p < .01$.

Table F3

Study 3 Structural Equation Model Comparisons on Unfair Treatment Concerns, Assuming Full Model to Be Correct

Alternative Models by Included Pathways		*df*	CMIN	*p*	NFI Delta-1	IFI Delta-2	RFI rho-1	TLI rho-2
Alt. Model 1	Path 1: Procedural Justice → Racial Group Respect → Unfair Treatment Concerns Path 2: Procedural Justice → Unfair Treatment Concerns	6	448.81	< .001	.08	.08	.12	.12
Alt. Model 2	Path 1: Procedural Justice → Racial Identity Pride → Unfair Treatment Concerns Path 2: Procedural Justice → Unfair Treatment Concerns	6	1312.14	< .001	.24	.24	.35	.35
Alt. Model 3	Path 1: Procedural Justice → Organizational Identification → Unfair Treatment Concerns Path 2: Procedural Justice → Unfair Treatment Concerns	6	905.32	< .001	.16	.16	.24	.24
Alt. Model 4	Path 1: Procedural Justice → Unfair Treatment Concerns	8	1318.53	< .001	.24	.24	.32	.32

Table F4

Study 3 Structural Equation Model Comparisons on Support for the DEI Initiatives, Assuming Full Model to Be Correct

Alternative Models by Included Pathways		*df*	CMIN	*p*	NFI Delta-1	IFI Delta-2	RFI rho-1	TLI rho-2
Alt. Model 1	Path 1: Procedural Justice → Racial Group Respect → Support for the DEI Initiatives Path 2: Procedural Justice → Support for the DEI Initiatives	6	487.39	< .001	.09	.09	.13	.13
Alt. Model 2	Path 1: Procedural Justice → Racial Identity Pride → Support for the DEI Initiatives Path 2: Procedural Justice → Support for the DEI Initiatives	6	1291.17	< .001	.23	.23	.34	.34
Alt. Model 3	Path 1: Procedural Justice → Organizational Identification → Support for the DEI Initiatives Path 2: Procedural Justice → Support for the DEI Initiatives	6	854.51	< .001	.15	.15	.22	.22
Alt. Model 4	Path 1: Procedural Justice → Support for the DEI Initiatives	8	1302.30	< .001	.23	.23	.31	.31

Table F5

Study 3 Structural Equation Model Comparisons on Anticipated Company DEI Hours, Assuming Full Model to Be Correct

Alternative Models by Included Pathways		*df*	CMIN	*p*	NFI Delta-1	IFI Delta-2	RFI rho-1	TLI rho-2
Alt. Model 1	Path 1: Procedural Justice → Racial Group Respect → Company DEI Hours Path 2: Procedural Justice → Company DEI Hours	6	451.54	< .001	.09	.09	.13	.13
Alt. Model 2	Path 1: Procedural Justice → Racial Identity Pride → Company DEI Hours Path 2: Procedural Justice → Company DEI Hours	6	1212.54	< .001	.24	.24	.35	.35
Alt. Model 3	Path 1: Procedural Justice → Organizational Identification → Company DEI Hours Path 2: Procedural Justice → Company DEI Hours	6	880.421	< .001	.17	.17	.25	.25
Alt. Model 4	Path 1: Procedural Justice → Company DEI Hours	8	1246.25	< .001	.25	.25	.32	.33

Table F6

Study 3 Structural Equation Model Comparisons on Negative vs. Positive Affect Toward Company, Assuming Full Model to Be Correct

Alternative Models by Included Pathways		*df*	CMIN	*p*	NFI Delta-1	IFI Delta-2	RFI rho-1	TLI rho-2
Alt. Model 1	Path 1: Procedural Justice → Racial Group Respect → Affect Toward Company Path 2: Procedural Justice → Affect Toward Company	6	623.08	< .001	.11	.11	.16	.16
Alt. Model 2	Path 1: Procedural Justice → Racial Identity Pride → Affect Toward Company Path 2: Procedural Justice → Affect Toward Company	6	1489.06	< .001	.26	.26	.38	.39
Alt. Model 3	Path 1: Procedural Justice → Organizational Identification → Affect Toward Company Path 2: Procedural Justice → Affect Toward Company	6	884.60	< .001	.16	.16	.23	.23
Alt. Model 4	Path 1: Procedural Justice → Affect Toward Company	8	1497.30	< .001	.26	.26	.35	.35

Table F7

Study 3 Structural Equation Model Comparisons on Desire to Work at Company, Assuming Full Model to Be Correct

Alternative Models by Included Pathways		*df*	CMIN	*p*	NFI Delta-1	IFI Delta-2	RFI rho-1	TLI rho-2
Alt. Model 1	Path 1: Procedural Justice → Racial Group Respect → Desire to Work at Company Path 2: Procedural Justice → Desire to Work at Company	6	623.08	< .001	.11	.11	.16	.16
Alt. Model 2	Path 1: Procedural Justice → Racial Identity Pride → Desire to Work at Company Path 2: Procedural Justice → Desire to Work at Company	6	1489.06	< .001	.26	.26	.38	.39
Alt. Model 3	Path 1: Procedural Justice → Organizational Identification → Desire to Work at Company Path 2: Procedural Justice → Desire to Work at Company	6	884.60	< .001	.16	.16	.23	.23
Alt. Model 4	Path 1: Procedural Justice → Desire to Work at Company	8	1497.30	< .001	.26	.26	.35	.35

Table F8

Study 3 Structural Equation Model Comparisons on Company Anti-White Bias, Assuming Full Model to Be Correct

Alternative Models by Included Pathways		*df*	CMIN	*p*	NFI Delta-1	IFI Delta-2	RFI rho-1	TLI rho-2
Alt. Model 1	Path 1: Procedural Justice → Racial Group Respect → Company Anti-White Bias Path 2: Procedural Justice → Company Anti-White Bias	6	451.54	< .001	.09	.09	.13	.13
Alt. Model 2	Path 1: Procedural Justice → Racial Identity Pride → Company Anti-White Bias Path 2: Procedural Justice → Company Anti-White Bias	6	1212.54	< .001	.24	.24	.35	.35
Alt. Model 3	Path 1: Procedural Justice → Organizational Identification → Company Anti-White Bias Path 2: Procedural Justice → Company Anti-White Bias	6	880.42	< .001	.17	.17	.25	.25
Alt. Model 4	Path 1: Procedural Justice → Company Anti-White Bias	8	1246.25	< .001	.25	.25	.32	.33

Table F9

Study 3 Structural Equation Model Comparisons on Financial DEI Initiative Support, Assuming Full Model to Be Correct

Alternative Models by Included Pathways		*df*	CMIN	*p*	NFI Delta-1	IFI Delta-2	RFI rho-1	TLI rho-2
Alt. Model 1	Path 1: Procedural Justice → Racial Group Respect → Financial DEI Initiative Support Path 2: Procedural Justice → Financial DEI Initiative Support	6	436.29	< .001	.09	.09	.13	.13
Alt. Model 2	Path 1: Procedural Justice → Racial Identity Pride → Financial DEI Initiative Support Path 2: Procedural Justice → Financial DEI Initiative Support	6	1219.26	< .001	.25	.25	.36	.36
Alt. Model 3	Path 1: Procedural Justice → Organizational Identification → Financial DEI Initiative Support Path 2: Procedural Justice → Financial DEI Initiative Support	6	837.81	< .001	.17	.17	.25	.25
Alt. Model 4	Path 1: Procedural Justice → Financial DEI Initiative Support	8	1222.56	< .001	.25	.25	.32	.33

Table F10

Study 3 Structural Equation Model Comparisons on URM Employee Derogation on Likability, Assuming Full Model to Be Correct

Alternative Models by Included Pathways		*df*	CMIN	*p*	NFI Delta-1	IFI Delta-2	RFI rho-1	TLI rho-2
Alt. Model 1	Path 1: Procedural Justice → Racial Group Respect → URM Employee Derogation on Likability Path 2: Procedural Justice → URM Employee Derogation on Likability	6	419.86	< .001	.09	.09	.12	.12
Alt. Model 2	Path 1: Procedural Justice → Racial Identity Pride → URM Employee Derogation on Likability Path 2: Procedural Justice → URM Employee Derogation on Likability	6	1200.02	< .001	.25	.25	.36	.36
Alt. Model 3	Path 1: Procedural Justice → Organizational Identification → URM Employee Derogation on Likability Path 2: Procedural Justice → URM Employee Derogation on Likability	6	840.71	< .001	.17	.17	.25	.25
Alt. Model 4	Path 1: Procedural Justice → URM Employee Derogation on Likability	8	1204.73	< .001	.25	.25	.32	.33

Table F11

Study 3 Structural Equation Model Comparisons on URM Employee Derogation on Competence, Assuming Full Model to Be Correct

Alternative Models by Included Pathways		*df*	CMIN	*p*	NFI Delta-1	IFI Delta-2	RFI rho-1	TLI rho-2
Alt. Model 1	Path 1: Procedural Justice → Racial Group Respect → URM Employee Derogation on Competence Path 2: Procedural Justice → URM Employee Derogation on Competence	6	423.88	< .001	.09	.09	.12	.12
Alt. Model 2	Path 1: Procedural Justice → Racial Identity Pride → URM Employee Derogation on Competence Path 2: Procedural Justice → URM Employee Derogation on Competence	6	1205.23	< .001	.25	.25	.36	.36
Alt. Model 3	Path 1: Procedural Justice → Organizational Identification → URM Employee Derogation on Competence Path 2: Procedural Justice → URM Employee Derogation on Competence	6	838.39	< .001	.17	.17	.25	.25
Alt. Model 4	Path 1: Procedural Justice → URM Employee Derogation on Competence	8	1208.04	< .001	.25	.25	.32	.33

Table F12

Study 3 Structural Equation Model Comparisons on URM Employee Derogation on Warmth, Assuming Full Model to Be Correct

Alternative Models by Included Pathways		*df*	CMIN	*p*	NFI Delta-1	IFI Delta-2	RFI rho-1	TLI rho-2
Alt. Model 1	Path 1: Procedural Justice → Racial Group Respect → URM Employee Derogation on Warmth Path 2: Procedural Justice → URM Employee Derogation on Warmth	6	425.95	< .001	.09	.09	.12	.12
Alt. Model 2	Path 1: Procedural Justice → Racial Identity Pride → URM Employee Derogation on Warmth Path 2: Procedural Justice → URM Employee Derogation on Warmth	6	1202.49	< .001	.24	.25	.36	.36
Alt. Model 3	Path 1: Procedural Justice → Organizational Identification → URM Employee Derogation on Warmth Path 2: Procedural Justice → URM Employee Derogation on Warmth	6	843.71	< .001	.17	.17	.25	.25
Alt. Model 4	Path 1: Procedural Justice → URM Employee Derogation on Warmth	8	1210.64	< .001	.25	.25	.32	.32

Table F13

All Standardized Path Estimates in Study 3 Structural Equation Model Predicting Unfair Treatment Concerns

Predictor		Outcome	*B*	95% CI of *B*	*SE*	*p*
Procedural Justice Latent Variable	→	Formal Decision-Making Component	.97	[.96, .97]	< .01	< .001
	→	Formal Interpersonal Treatment	.98	[.98, .99]	< .01	< .001
	→	Informal Decision-Making Component	.93	[.93, .95]	.01	< .001
	→	Informal Interpersonal Treatment	.94	[.91, .94]	.01	< .001
	→	Racial Group Respect	.89	[.86, .90]	.01	< .001
	→	Racial Identity Pride	.07	[-.02, .15]	.04	.109
	→	Organizational Identification	.34	[.22, .47]	.07	< .001
	→	Unfair Treatment Concerns	-.30	[-.41, -.19]	.06	< .001
Racial Group Respect	→	Organizational Identification	.41	[.29, .54]	.06	< .001
	→	Unfair Treatment Concerns	-.40	[-.51, -.29]	.06	< .001
Racial Identity Pride	→	Organizational Identification	-.02	[-.08, .03]	.03	.439
	→	Unfair Treatment Concerns	-.07	[-.12, -.02]	.02	.004
Organizational Identification	→	Unfair Treatment Concerns	-.18	[-.24, -.10]	.04	.001

Note. Results are based on 5,000 bias-corrected bootstrap samples.

Table F14

All Standardized Path Estimates in Study 3 Structural Equation Model Predicting Support for the DEI Initiatives

Predictor		Outcome	*B*	95% CI of *B*	*SE*	*p*
Procedural Justice Latent Variable	→	Formal Decision-Making Component	.97	[.96, .97]	< .01	< .001
	→	Formal Interpersonal Treatment	.98	[.98, .99]	< .01	< .001
	→	Informal Decision-Making Component	.93	[.93, .95]	.01	< .001
	→	Informal Interpersonal Treatment	.94	[.91, .94]	.01	< .001
	→	Racial Group Respect	.89	[.86, .90]	.01	< .001
	→	Racial Identity Pride	.07	[-.02, .15]	.04	.113
	→	Organizational Identification	.35	[.22, .47]	.07	< .001
	→	Support for the DEI Initiatives	.53	[.43, .63]	.05	< .001
Racial Group Respect	→	Organizational Identification	.41	[.29, .54]	.06	< .001
	→	Support for the DEI Initiatives	.12	[.01, .22]	.05	.035
Racial Identity Pride	→	Organizational Identification	-.02	[-.08, .04]	.03	.445
	→	Support for the DEI Initiatives	-.06	[-.11, -.01]	.02	.007
Organizational Identification	→	Support for the DEI Initiatives	.27	[.20, .33]	.03	< .001

Note. Results are based on 5,000 bias-corrected bootstrap samples.

Table F15

All Standardized Path Estimates in Study 3 Structural Equation Model Predicting Anticipated Company DEI Hours

Predictor		Outcome	*B*	95% CI of *B*	*SE*	*p*
Procedural Justice Latent Variable	→	Formal Decision-Making Component	.97	[.96, .97]	< .01	< .001
	→	Formal Interpersonal Treatment	.98	[.98, .99]	< .01	< .001
	→	Informal Decision-Making Component	.93	[.91, .94]	.01	< .001
	→	Informal Interpersonal Treatment	.94	[.93, .95]	.01	< .001
	→	Racial Group Respect	.89	[.86, .90]	.01	< .001
	→	Racial Identity Pride	.07	[-.02, .15]	.04	.113
	→	Organizational Identification	.35	[.22, .47]	.07	< .001
	→	Anticipated Company DEI Hours	.03	[-.15, .22]	.09	.725
Racial Group Respect	→	Organizational Identification	.41	[.29, .54]	.06	< .001
	→	Anticipated Company DEI Hours	.02	[.29, .54]	.09	.788
Racial Identity Pride	→	Organizational Identification	-.02	[-.08, .04]	.03	.444
	→	Anticipated Company DEI Hours	-.13	[-.21, -.05]	.04	.002
Organizational Identification	→	Anticipated Company DEI Hours	.35	[.24, .46]	.06	< .001

Note. Results are based on 5,000 bias-corrected bootstrap samples.

Table F16

All Standardized Path Estimates in Study 3 Structural Equation Model Predicting Negative vs. Positive Affect Toward Company

Predictor		Outcome	*B*	95% CI of *B*	*SE*	*p*
Procedural Justice Latent Variable	→	Formal Decision-Making Component	.97	[.96, .97]	< .01	< .001
	→	Formal Interpersonal Treatment	.98	[.98, .99]	< .01	< .001
	→	Informal Decision-Making Component	.93	[.91, .94]	.01	< .001
	→	Informal Interpersonal Treatment	.94	[.93, .95]	.01	< .001
	→	Racial Group Respect	.89	[.86, .90]	.01	< .001
	→	Racial Identity Pride	.07	[-.02, .15]	.04	.112
	→	Organizational Identification	.35	[.22, .47]	.07	< .001
	→	Affect Toward Company	.19	[.10, .29]	.05	< .001
Racial Group Respect	→	Organizational Identification	.41	[.28, .54]	.06	< .001
	→	Affect Toward Company	.29	[.19, .38]	.05	< .001
Racial Identity Pride	→	Organizational Identification	-.02	[-.08, .04]	.03	.444
	→	Affect Toward Company	-.04	[-.08, .001]	.02	.051
Organizational Identification	→	Affect Toward Company	.48	[.42, .53]	.03	< .001

Note. Results are based on 5,000 bias-corrected bootstrap samples.

Table F17

All Standardized Path Estimates in Study 3 Structural Equation Model Predicting Desire to Work at Company

Predictor		Outcome	*B*	95% CI of *B*	*SE*	*p*
Procedural Justice Latent Variable	→	Formal Decision-Making Component	.97	[.96, .97]	< .01	< .001
	→	Formal Interpersonal Treatment	.98	[.98, .99]	< .01	< .001
	→	Informal Decision-Making Component	.93	[.91, .94]	.01	< .001
	→	Informal Interpersonal Treatment	.94	[.93, .95]	.01	< .001
	→	Racial Group Respect	.89	[.86, .90]	.01	< .001
	→	Racial Identity Pride	.07	[-.02, .15]	.04	.112
	→	Organizational Identification	.35	[.22, .47]	.07	< .001
	→	Desire to Work at Company	.32	[.23, .42]	.05	< .001
Racial Group Respect	→	Organizational Identification	.41	[.28, .54]	.06	< .001
	→	Desire to Work at Company	.18	[.08, .27]	.05	.001
Racial Identity Pride	→	Organizational Identification	-.02	[-.08, .04]	.03	.444
	→	Desire to Work at Company	-.05	[-.09, -.01]	.02	.009
Organizational Identification	→	Desire to Work at Company	.46	[.40, .52]	.03	< .001

Note. Results are based on 5,000 bias-corrected bootstrap samples.

Table F18

All Standardized Path Estimates in Study 3 Structural Equation Model Predicting Company Anti-White Bias

Predictor		Outcome	*B*	95% CI of *B*	*SE*	*p*
Procedural Justice Latent Variable	→	Formal Decision-Making Component	.97	[.96, .97]	< .01	< .001
	→	Formal Interpersonal Treatment	.98	[.98, .99]	< .01	< .001
	→	Informal Decision-Making Component	.92	[.91, .94]	.01	< .001
	→	Informal Interpersonal Treatment	.94	[.93, .95]	.01	< .001
	→	Racial Group Respect	.89	[.86, .90]	.01	< .001
	→	Racial Identity Pride	.07	[-.02, .15]	.04	.109
	→	Organizational Identification	.34	[.21, .47]	.07	< .001
	→	Company Anti-White Bias	-.19	[-.36. -.02]	.09	.033
Racial Group Respect	→	Organizational Identification	.41	[.29, .54]	.06	< .001
	→	Company Anti-White Bias	-.25	[-.42, -.08]	.09	.002
Racial Identity Pride	→	Organizational Identification	-.02	[-.08, .04]	.03	.443
	→	Company Anti-White Bias	-.22	[-.29, -.15]	.04	< .001
Organizational Identification	→	Company Anti-White Bias	-.04	[-.14, .08]	.06	.550

Note. Results are based on 5,000 bias-corrected bootstrap samples.

Table F19

All Standardized Path Estimates in Study 3 Structural Equation Model Predicting Financial DEI Initiative Support

Predictor		Outcome	*B*	95% CI of *B*	*SE*	*p*
Procedural Justice Latent Variable	→	Formal Decision-Making Component	.97	[.96, .97]	< .01	< .001
	→	Formal Interpersonal Treatment	.98	[.98, .99]	< .01	< .001
	→	Informal Decision-Making Component	.93	[.91, .94]	.01	< .001
	→	Informal Interpersonal Treatment	.94	[.93, .95]	.01	< .001
	→	Racial Group Respect	.89	[.86, .90]	.01	< .001
	→	Racial Identity Pride	.07	[-.02, .15]	.04	.111
	→	Organizational Identification	.35	[.22, .47]	.07	< .001
	→	Financial DEI Initiative Support	.11	[-.08, .30]	.10	.234
Racial Group Respect	→	Organizational Identification	.41	[.29, .54]	.06	< .001
	→	Financial DEI Initiative Support	< .01	[-.19, .19]	.09	.988
Racial Identity Pride	→	Organizational Identification	-.02	[-.08, .04]	.03	.443
	→	Financial DEI Initiative Support	-.03	[-.11, .05]	.04	.511
Organizational Identification	→	Financial DEI Initiative Support	.26	[.14, .38]	.06	< .001

Note. Results are based on 5,000 bias-corrected bootstrap samples.

Table F20

All Standardized Path Estimates in Study 3 Structural Equation Model Predicting URM Employee Derogation on Likability

Predictor		Outcome	*B*	95% CI of *B*	*SE*	*p*
Procedural Justice Latent Variable	→	Formal Decision-Making Component	.97	[.96, .97]	< .01	< .001
	→	Formal Interpersonal Treatment	.98	[.98, .99]	< .01	< .001
	→	Informal Decision-Making Component	.93	[.91, .94]	.01	< .001
	→	Informal Interpersonal Treatment	.94	[.93, .95]	.01	< .001
	→	Racial Group Respect	.89	[.86, .90]	.01	< .001
	→	Racial Identity Pride	.07	[-.02, .15]	.04	.111
	→	Organizational Identification	.35	[.22, .47]	.07	< .001
	→	URM Employee Derogation on Likability	.09	[-.11, .29]	.10	.366
Racial Group Respect	→	Organizational Identification	.41	[.29, .54]	.06	< .001
	→	URM Employee Derogation on Likability	-.10	[-.30, .09]	.10	.280
Racial Identity Pride	→	Organizational Identification	-.02	[-.08, .04]	.03	.442
	→	URM Employee Derogation on Likability	.06	[-.02, .15]	.04	.152
Organizational Identification	→	URM Employee Derogation on Likability	.05	[-.07, .18]	.06	.359

Note. Results are based on 5,000 bias-corrected bootstrap samples.

Table F21

Indirect Pathway Estimates in Structural Equation Model Predicting URM Employee Derogation on Likability

Indirect Pathway	***B***	**95% CI of *B***	***SE***	***p***
Procedural Justice → Racial Group Respect → Organizational Identification → Employee Likability[a]	.01	[-.01, .04]	.01	.353
Procedural Justice → Racial Identity Pride → Organizational Identification → Employee Likability[b]	< .01	[-.001, .01]	< .01	.229
Procedural Justice → Racial Group Respect → Employee Likability	-.05	[-.14, .04]	.05	.276
Procedural Justice → Racial Identity Pride → Employee Likability	< .01	[-.001, .01]	< .01	.125
Procedural Justice → Organizational Identification → Employee Likability	.01	[-.01, .04]	.01	.330

[a] Hypothesis 17a. [b] Hypothesis 17b.

Table F22

All Standardized Path Estimates in Study 3 Structural Equation Model Predicting URM Employee Derogation on Competence

Predictor		Outcome	*B*	95% CI of *B*	*SE*	*p*
Procedural Justice Latent Variable	→	Formal Decision-Making Component	.97	[.96, .97]	< .01	< .001
	→	Formal Interpersonal Treatment	.98	[.98, .99]	< .01	< .001
	→	Informal Decision-Making Component	.93	[.91, .94]	.01	< .001
	→	Informal Interpersonal Treatment	.94	[.93, .95]	.01	< .001
	→	Racial Group Respect	.89	[.86, .90]	.01	< .001
	→	Racial Identity Pride	.07	[-.02, .15]	.04	.111
	→	Organizational Identification	.35	[.22, .47]	.07	< .001
	→	URM Employee Derogation on Competence	-.14	[-.33, .06]	.10	.188
Racial Group Respect	→	Organizational Identification	.41	[.29, .54]	.06	< .001
	→	URM Employee Derogation on Competence	-.05	[-.25, .15]	.10	.600
Racial Identity Pride	→	Organizational Identification	-.02	[-.08, .04]	.03	.442
	→	URM Employee Derogation on Competence	.03	[-.06, .11]	.04	.523
Organizational Identification	→	URM Employee Derogation on Competence	.16	[.04, .29]	.06	.005

Note. Results are based on 5,000 bias-corrected bootstrap samples.

Table F23

All Standardized Path Estimates in Study 3 Structural Equation Model Predicting URM Employee Derogation on Warmth

Predictor		Outcome	*B*	95% CI of *B*	*SE*	*p*
Procedural Justice Latent Variable	→	Formal Decision-Making Component	.97	[.96, .97]	< .01	< .001
	→	Formal Interpersonal Treatment	.98	[.98, .99]	< .01	< .001
	→	Informal Decision-Making Component	.93	[.91, .94]	.01	< .001
	→	Informal Interpersonal Treatment	.94	[.93, .95]	.01	.001
	→	Racial Group Respect	.89	[.86, .90]	.01	< .001
	→	Racial Identity Pride	.07	[-.02, .15]	.04	.111
	→	Organizational Identification	.35	[.22, .47]	.07	< .001
	→	URM Employee Derogation on Warmth	-.10	[-.30, .10]	.10	.312
Racial Group Respect	→	Organizational Identification	.41	[.29, .54]	.06	< .001
	→	URM Employee Derogation on Warmth	.04	[-.15, .24]	.10	.656
Racial Identity Pride	→	Organizational Identification	-.02	[-.08, .04]	.03	.443
	→	URM Employee Derogation on Warmth	.11	[.02, .19]	.04	.013
Organizational Identification	→	URM Employee Derogation on Warmth	.11	[-.01, .24]	.06	.076

Note. Results are based on 5,000 bias-corrected bootstrap samples.

Table F24

Indirect Pathway Estimates in Structural Equation Model Predicting URM Employee Derogation on Warmth

Indirect Pathway	***B***	**95% CI of *B***	***SE***	***p***
Procedural Justice → Racial Group Respect → Organizational Identification → Employee Warmth[a]	.02	[-.001, .04]	.01	.065
Procedural Justice → Racial Identity Pride → Organizational Identification → Employee Warmth[b]	< .01	[-.001, .001]	< .01	.197
Procedural Justice → Racial Group Respect → Employee Warmth	.02	[-.06, .09]	.04	.658
Procedural Justice → Racial Identity Pride → Employee Warmth	< .01	[-.001, .01]	< .01	.066
Procedural Justice → Organizational Identification → Employee Warmth	.02	[-.001, .04]	.01	.060

[a] Hypothesis 19a. [b] Hypothesis 19b.

Figures

Figure F1

Study 3 Sample State Representation (Total n = *539)*

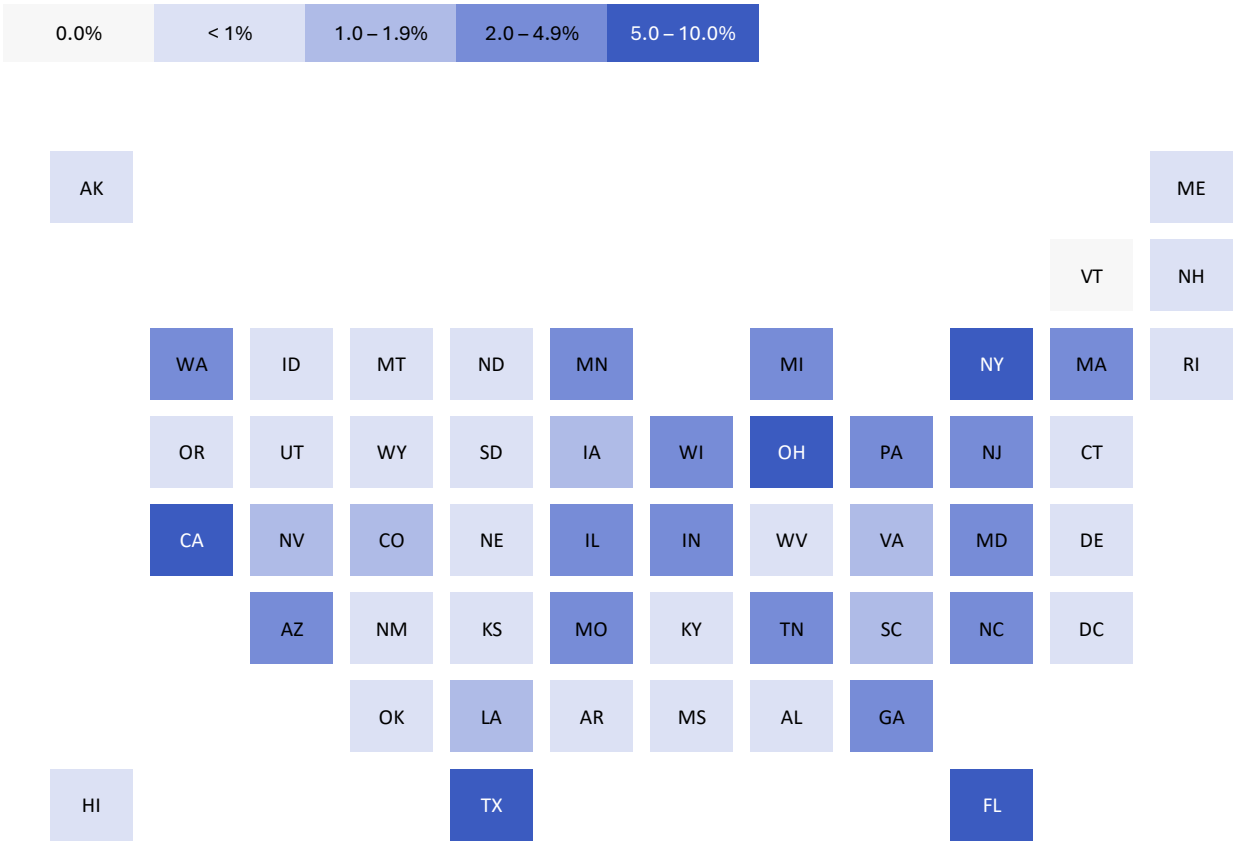
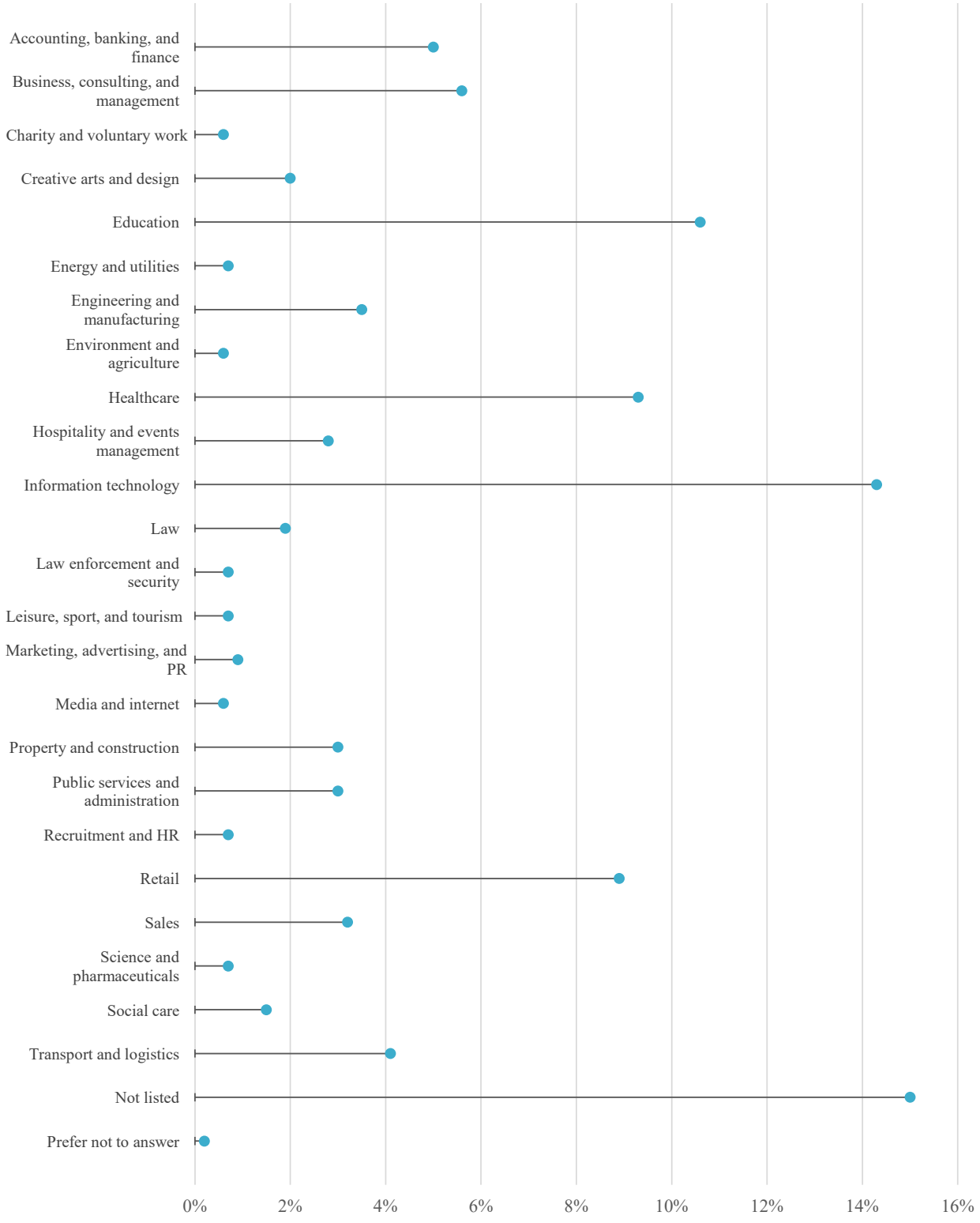


Figure F2

Study 3 Sample Job Sector Representation (Total n = *539)*



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