



Organizational Commitment of Racial Minorities in the IT/ICT and Financial Industries in Canada

Wendy Cukier, Margaret Yap, Mark Robert Holmes,
Charity-Ann Hannan

The Diversity Institute

Ted Rogers School of Management

Ryerson University

Research supported by SSHRC grant.



Background

- ❑ Why the study of commitment of both White/Caucasian and Visible Minority employees is needed in the Canadian labour force.
 - ❑ Employer/Organizational Benefits
 - ❑ Turnover and Profitability (Morrison et al., 2007; Abbasi, 2000)
 - ❑ Career satisfaction
 - ❑ Labour Market Benefits
 - ❑ Ageing Population (Statistics Canada, 2008; Ramlo & Berlin, 2006)
 - ❑ Demographic Shifts (Statistics Canada, 2006; HRSDC, 2003)
 - ❑ Employee Benefits
 - ❑ Improved working environment
 - ❑ Career satisfaction



Literature Overview

- ❑ Factors impacting commitment:
 - ❑ Age (Ogba, 2008)
 - ❑ Race (Kirchmeyer, 1995)
 - ❑ Gender (Burke, 1991)
 - ❑ Tenure (Johnson & Chang, 2006)
 - ❑ Overall Satisfaction (Luchak, Pohler & Gellatly, 2008)
 - ❑ Income (Ogba, 2008)
- ❑ Limited studies on the commitment levels of Visible Minorities (Cox, 1991; Greenhaus et al., 1990) and even less examining the intersection of Visible Minority status and gender on commitment.
- ❑ Contribution
 - ❑ This study explores the intersection of Visible Minority status and gender on commitment.



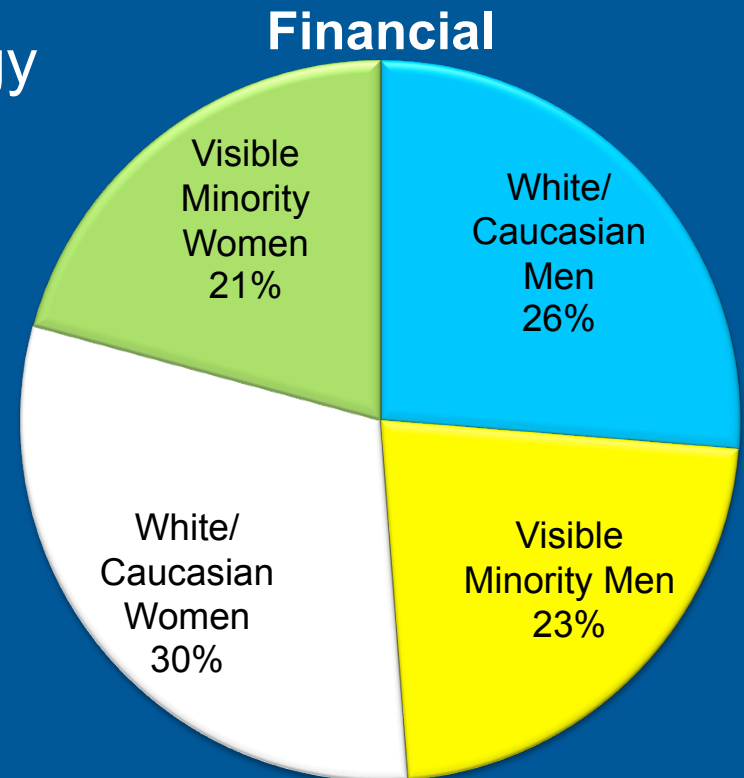
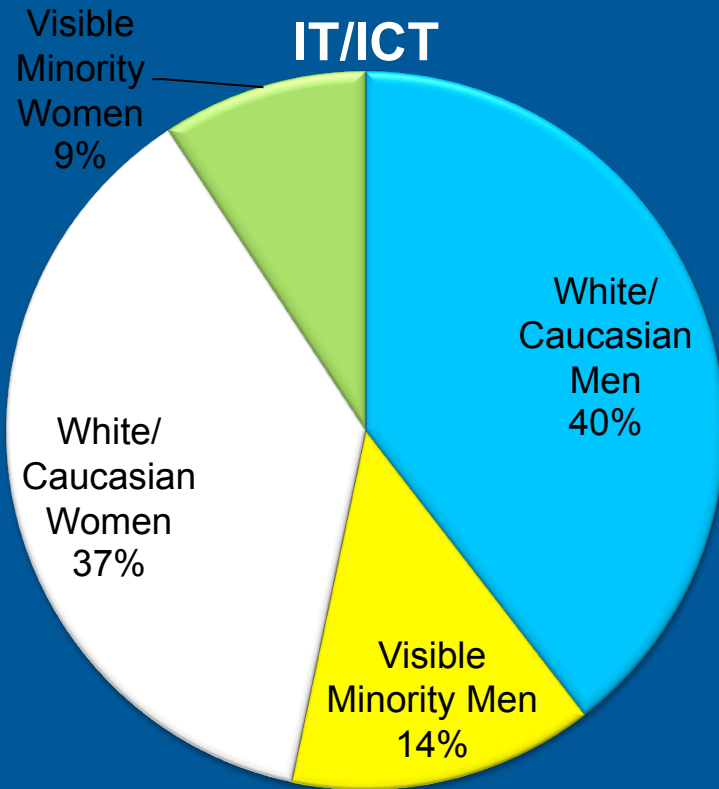
Hypotheses

- ❑ H1: Visible Minorities have higher organizational commitment than White Caucasians.
- ❑ H2: Women have lower organizational commitment than Men.
- ❑ H3: Visible Minority Women have the lowest levels of organizational commitment.
- ❑ H4: Subjective measures provide the greatest explanatory power for organizational commitment.



Study

- Data
- Sample
- Methodology





Commitment Variable

Commitment Variable	White/ Caucasian Male	White/ Caucasian Female	Visible Minority Male	Visible Minority Female
I identify with my organization's core values.	91%	93%	90%	91%
I am proud to tell others that I am part of this organization.	87%	88%	87%	90%
I am willing to put in a great deal of effort beyond what is normally expected in order to help my organization be successful.	91%	94%	93%	94%
I intend to stay with my organization.	82%	86%	78%	83%
I "talk up" my organization to my friends as a great place to work at.	69%	74%	71%	74%
For me, this is the best of all possible organizations to work.	53%	63%	56%	61%
I am glad that I chose this organization to work for over others I was considering at the time I joined.	76%	78%	77%	78%
Deciding to work for this organization was a mistake on my part. (reverse)	87%	89%	84%	87%
Often, I find it difficult to agree with my organization's policies on important matters. (reverse)	66%	68%	61%	63%
I really care about the future success of my organization.	92%	94%	92%	93%
Organizational Commitment Score	78%	80%*	79%*	81%*

- Percentages represent the agreement/strong agreement with the statement.
- Modified from Richard T. Mowday, Richard M. Steers and Lyman W. Porter, "The Measurement of Organizational Commitment". *Journal of Vocational Behavior*, vol. 14, no. 2 (April 1979): p. 224-227.



Independent Variables

Demographics

- Race
- Gender
- Age
- Foreign Born

Objective Measures

- Developmental Opportunities Received
- Promotions Received
- Rank in Organization
- Salary

Human Capital

- Education
- Tenure
- Foreign Credentials
- Foreign Tenure

Subjective Measures

- Career Satisfaction
- Relationship with Manager
- Fair Talent Identification Process
- Underutilization of Training/ Education (reverse)
- Skills Utilization



Correlations

Variable	Mean	s.d.	1	2	3	4	5
1. Commitment	79.4	23.4	(0.87)				
2. Career Satisfaction	66.0	17.7	0.437**	(0.85)			
3. Relationship with Manager	72.2	23.0	0.422**	0.504**	(0.95)		
4. Fair Talent Identification Process	65.0	22.3	0.541**	0.633**	0.601**	(0.84)	
5. Underutilization of Education/Training	44.1	32.5	-0.237**	-0.395**	-0.312**	-0.370**	
6. Skills Utilization	76.4	24.3	0.350**	0.478**	0.382**	0.429**	-0.390**

** . Correlation is significant at the 0.01 level (2-tailed) with Cronbach's alphas at the diagonals.



Key Regression Findings

Independent Variables	All Cases	White/ Caucasian		Visible Minority	
		Male	Female	Male	Female
Constant (Commitment)	38.649***	32.576***	45.359***	42.028***	53.135***
Relationship with Manager	0.097***	0.118***	0.092***	0.092***	0.060**
Fair Talent Identification Process	0.294***	0.289***	0.301***	0.301***	0.300***
Underutilization of Education/Training	0.008	0.023*	-0.006	-0.006	0.005
Skills Utilization	0.068***	0.080***	0.062***	0.062***	0.055**
<i>Career Satisfaction</i>	<i>0.080***</i>	<i>0.101***</i>	<i>0.070***</i>	<i>0.070***</i>	<i>0.060**</i>
<i>Adjusted R-Squared</i>	<i>0.35</i>	<i>0.37</i>	<i>0.35</i>	<i>0.37</i>	<i>0.33</i>
Number of Cases	9196	3196	3207	1577	1216

* p < 0.05; ** p < 0.01; *** p < 0.001



Discussion

- ❑ H1: Visible Minorities have higher organizational commitment than White Caucasians.
 - ❑ Supported
- ❑ H2: Women have lower organizational commitment than Men.
 - ❑ Not Supported
- ❑ H3: Visible Minority Women have the lowest levels of organizational commitment.
 - ❑ Not Supported
- ❑ H4: Subjective measures provide the greatest explanatory power for organizational commitment.
 - ❑ Supported



Conclusion/Recommendations

- ❑ Application of Findings
- ❑ Further research
- ❑ Next Steps
- ❑ Questions, Comments, Suggestion and Answers





The Diversity Institute in Management and Technology

Ted Rogers School of Management, Ryerson University
350 Victoria Street, Toronto, Ontario M5B 2K3

www.ryerson.ca/diversity