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

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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

**IT/ICT**
- White/Caucasian Men: 40%
- White/Caucasian Women: 37%
- Visible Minority Men: 14%
- Visible Minority Women: 9%

**Financial**
- White/Caucasian Men: 26%
- White/Caucasian Women: 30%
- Visible Minority Men: 23%
- Visible Minority Women: 21%
<table>
<thead>
<tr>
<th>Commitment Variable</th>
<th>White/ Caucasian Male</th>
<th>White/ Caucasian Female</th>
<th>Visible Minority Male</th>
<th>Visible Minority Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>I identify with my organization's core values.</td>
<td>91%</td>
<td>93%</td>
<td>90%</td>
<td>91%</td>
</tr>
<tr>
<td>I am proud to tell others that I am part of this organization.</td>
<td>87%</td>
<td>88%</td>
<td>87%</td>
<td>90%</td>
</tr>
<tr>
<td>I am willing to put in a great deal of effort beyond what is normally expected in order to help my organization be successful.</td>
<td>91%</td>
<td>94%</td>
<td>93%</td>
<td>94%</td>
</tr>
<tr>
<td>I intend to stay with my organization.</td>
<td>82%</td>
<td>86%</td>
<td>78%</td>
<td>83%</td>
</tr>
<tr>
<td>I &quot;talk up&quot; my organization to my friends as a great place to work at.</td>
<td>69%</td>
<td>74%</td>
<td>71%</td>
<td>74%</td>
</tr>
<tr>
<td>For me, this is the best of all possible organizations to work.</td>
<td>53%</td>
<td>63%</td>
<td>56%</td>
<td>61%</td>
</tr>
<tr>
<td>I am glad that I chose this organization to work for over others I was considering at the time I joined.</td>
<td>76%</td>
<td>78%</td>
<td>77%</td>
<td>78%</td>
</tr>
<tr>
<td>Deciding to work for this organization was a mistake on my part.</td>
<td>87%</td>
<td>89%</td>
<td>84%</td>
<td>87%</td>
</tr>
<tr>
<td>(reverse)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Often, I find it difficult to agree with my organization's policies on important matters. (reverse)</td>
<td>66%</td>
<td>68%</td>
<td>61%</td>
<td>63%</td>
</tr>
<tr>
<td>I really care about the future success of my organization.</td>
<td>92%</td>
<td>94%</td>
<td>92%</td>
<td>93%</td>
</tr>
</tbody>
</table>

**Organizational Commitment Score**

|                     | 78%       | 80%*      | 79%*      | 81%*       |

- Percentages represent the agreement/strong agreement with the statement.
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**

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

**. Correlation is significant at the 0.01 level (2-tailed) with Cronbach’s alphas at the diagonals.
### Key Regression Findings

<table>
<thead>
<tr>
<th>Independent Variables</th>
<th>All Cases</th>
<th>White/ Caucasian</th>
<th>Visible Minority</th>
</tr>
</thead>
<tbody>
<tr>
<td>Constant (Commitment)</td>
<td>38.649***</td>
<td>32.576***</td>
<td>45.359***</td>
</tr>
<tr>
<td>Relationship with Manager</td>
<td>0.097***</td>
<td>0.118***</td>
<td>0.092***</td>
</tr>
<tr>
<td>Fair Talent Identification Process</td>
<td>0.294***</td>
<td>0.289***</td>
<td>0.301***</td>
</tr>
<tr>
<td>Underutilization of Education/Training</td>
<td>0.008</td>
<td>0.023*</td>
<td>-0.006</td>
</tr>
<tr>
<td>Skills Utilization</td>
<td>0.068***</td>
<td>0.080***</td>
<td>0.062***</td>
</tr>
<tr>
<td>Career Satisfaction</td>
<td>0.080***</td>
<td>0.101***</td>
<td>0.070***</td>
</tr>
<tr>
<td>Adjusted R-Squared</td>
<td>0.35</td>
<td>0.37</td>
<td>0.35</td>
</tr>
<tr>
<td>Number of Cases</td>
<td>9196</td>
<td>3196</td>
<td>3207</td>
</tr>
</tbody>
</table>

* 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
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