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Corporate Response to the 2020 Police Killings - Effects on Job Satisfaction and Organizational Commitment

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FLORIDA INTERNATIONAL UNIVERSITY

Miami, Florida

CORPORATE RESPONSE TO THE 2020 POLICE KILLINGS: EFFECTS ON JOB
SATISFACTION AND ORGANIZATIONAL COMMITMENT

A dissertation submitted in partial fulfillment of

the requirements for the degree of

DOCTOR OF BUSINESS ADMINISTRATION

by

Selena Nicole Seabrooks

2022

To: Dean William Hardin
College of Business

This dissertation, written by Selena Nicole Seabrooks, and entitled Corporate Response to the 2020 Police Killings: Effects on Job Satisfaction and Organizational Commitment, having been approved in respect to style and intellectual content, is referred to you for judgment.

We have read this dissertation and recommend that it be approved.

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The dissertation of Selena Nicole Seabrooks is approved.

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Vice President for Research and Economic Development
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Florida International University, 2022

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DEDICATION

This research is dedicated to my father, Urious Seabrooks Jr., who has supported all of my professional and educational endeavors. I love you daddy. I am also dedicating this research to my Auntie, Dr. Janice Seabrooks-Blackmore, who has inspired me in ways she would never know.

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I would like to acknowledge the hard work and dedication of my Major Professor, Dr. Miguel Aguirre-Urreta, and the other members of my committee, Dr. Chaitali Kapadia, Dr. Attila Hertelendy, and Dr. Jayati Sinha. Finally, I would like to acknowledge Dr. George Marakas and all of my classmates from Florida International University Doctor of Business Administration Cohort 2.

ABSTRACT OF THE DISSERTATION

CORPORATE RESPONSE TO THE 2020 POLICE KILLINGS: EFFECTS ON JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT

by

Selena Nicole Seabrooks

Florida International University, 2022

Miami, Florida

Professor Miguel Aguirre-Urreta, Major Professor

This study sought to investigate the relationships between corporate response to the 2020 police killings and job satisfaction, corporate response and organizational commitment, and the relationship between job satisfaction and organizational commitment. The study also tested how those relationships were moderated by race, gender, and political affiliation.

A structural equation model was used to test the relationships. Three structural models with differing items were used to measure the corporate response construct. The baseline model used a mix of items from the internal corporate response and the brand activism scales. Two other structural models, one with only the internal corporate response items measuring the corporate response construct and one with only the brand activism items measuring the corporate response construct.

Results demonstrated a positive relationship between corporate response and job satisfaction and organizational commitment. However, no relationship was established between job satisfaction and organizational commitment, contrary to previous research. The study also found that some, but not all of the relationships were moderated by race, gender, and political affiliation.

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I. INTRODUCTION

The systemic criminalization and oppression of Blacks in America is the historical reality of this country. Dating back to Jim Crow, segregation, and slavery, America has created countless laws that have sustained the racial divide between Black Americans and White Americans. These laws extend to housing, education, employment, healthcare, environmental protection, and law enforcement and have disproportionately harmed Black Americans while allowing White Americans to sustain and maintain dominance.

Explicitly focusing on law enforcement, Black Americans and White Americans have faced drastically different experiences with police. When compared to Whites, research shows that police speak more harshly and disrespectfully to Blacks (Voigt, Camp & Prabhakaran, 2017) and are five times more likely to shoot Blacks (US Department of Justice, 2001). Smith (2004) found that police typically use more excessive nonlethal and lethal force with Black suspects when compared to White suspects. Black men, in particular, are most likely to be shot and killed by police (Alexander, 2010 & Davis, 2017).

Unfortunately, the tension between police and Blacks is not new. The relationship has a long and exhaustive past. Butler (2017) noted that "There has never, not for one minute in American history, been peace between black people and the police" (p. 2). The recent deaths of Breonna Taylor, an unarmed Black woman in Louisville who was shot and killed in her own home due to mistaken identity by police; and George Floyd, an unarmed Black man in Minneapolis who was killed by four police officers who laid Floyd on the street, handcuffed and placed a knee on Floyd's neck for over nine minutes, suffocating Floyd. Despite Floyd repeatedly yelling out, "I can't breathe," the officer's knee was not removed, resulting in Floyd's death. Sadly, Floyd's final words, "I can't breathe," echo

those of Eric Garner, another unarmed Black man killed by police in New York City in 2014.

The death of Floyd sparked massive protests throughout the United States and around the world, with the most significant movement being the Black Lives Matter (BLM) movement. The BLM movement is a social movement that seeks to address racism, discrimination, and inequalities faced by Blacks. Adding the backdrop of a global pandemic, COVID-19, tensions flared around the country regarding subject matters related to the social injustices of Black Americans. These events impacted the mental health of individuals and caused unease in the interactions people had with family members, friends, and colleagues in the workplace.

Traditionally, organizations have shielded from making a public statement or taking a public stance on police killings, usually to avoid conflict, offending customers, or associating their organization or brand with sensitive subject matters. Instead, organizations' Corporate Social Responsibility (CSR) typically focuses on diversity and inclusion practices, global warming, climate action, and sustainability. The 2020 incidents of police killings changed this as employees brought their emotions and feelings about the events into the workplace. Organizations acting as if it was business as usual was no longer acceptable.

As the world saw, stepping away from traditional behavior, several companies took a public stance against police killings and the unjust killings of Black Americans. For example, on Twitter, Netflix posted, "To be silent is to be complicit. Black lives matter. We have a platform, and we have a duty to our Black members, employees, creator, and talent to speak up." Another example is Amazon which placed a Black Lives Matter banner

on its home page and at the top of its Prime Video. Additionally, companies made public statements of their support for the Black community and their commitment to either new or increased diversity efforts. Facebook announced a donation of \$10 million to groups fighting against racial inequalities. Verizon also announced a donation of \$10 million to various social justice organizations.

How an organization reacts to and handles social issues can significantly affect the job satisfaction of employees within the organization (Glavas, 2016; Rupp, Shao, Skarlicki, Paddock, Kim & Nadisic, 2018) and their commitment to the organization. Research has shown that how an organization responds to national diversity-related events can either assist employees in feeling psychologically safe or contribute to employees feeling threatened by their racial identity, cultivating a lack of trust in the organization (Leigh & Melwani, 2019). Despite prior research on the relationship between CSR, job satisfaction, and organizational commitment, little is known about the relationship between the stance taken by organizations in response to the 2020 incidents of police killings on job satisfaction and an employee's commitment to the organization.

Research Questions

The following research questions will address the gap in understanding the relationship between a company's stances taken in response to the 2020 police killings on job satisfaction and employee commitment to the organization.

RQ1: Is there a relationship between a corporation's response to the 2020 police killings and job satisfaction?

RQ2: Is there a relationship between a corporation's response to the 2020 police killings and an employee's commitment to the organization?

Expected Contributions

It is expected that this research will contribute to the existing research bodies on corporate social responsibility, job satisfaction, and organizational commitment. It is also expected that this study will shed light on whether social injustices should be of importance to organizations and if matters of this nature should be embedded into the culture of organizations.

II. LITERATURE REVIEW

Corporate Social Responsibility

Dodd first introduced the concept of corporate social responsibility (CSR) in 1932. From 1950 to 1960, corporate social responsibility was adopted (Bowen, 1953). CSR was initially thought to be a responsible and obligatory way to resolve social issues. Beginning in the 1960s, the concern of whether minority groups were treated equally and moderately grew. This urged organizations to consider the social impact on socially responsible issues. Since then, several definitions and variations of CSR have come to fruition.

The literature provides several definitions for CSR. One commonly used definition is provided by Aguinis (2011), who defined CSR as "context-specific organizational actions and policies that take into account stakeholders' expectations and the triple bottom line of economic, social, and environmental performance" (p. 858). Flores et al. (2016) stated that CSR is an organization's ethical and transparent relationship with the public and its stakeholders. This relation is voluntary and is more than complying with legal obligations. Carroll (1991) indicated that CSR is related to business decisions related to economic concerns, ethical values, legal compliance, and respect toward all relevant stakeholders of an organization's operations.

Gupta and Sharma (2016) described two dimensions of CSR – internal CSR and external CSR. Internal CSR is described as practices that directly impact the physical and psychological working employees (Gupta and Sharma, 2016). Internal CSR combines attributes like an organization's norms, values, and how the organization addresses stakeholder concerns. External CSR is the activities the organization engages in outside of the company's boundaries. These external boundaries encompass external stakeholders, the local community, and society.

Turker (2009) stated that CSR is a set of corporate practices that go beyond the organization's economic interests, and Verdeyen et al. (2004) classified stakeholders as internal or external. Because of this, Story and Castanheira (2018) indicated that CSR could be conceptualized as a way in which an organization responds to internal stakeholders and external stakeholders; hence, internal CSR and external CSR. They defined internal CSR as "organizational practices related to the betterment of working conditions (p. 1362)." Working conditions include career opportunities, family-friendly policies, training and development, and diversity management. External CSR refers to "activities aimed at the protection of the environment, community development, sustainability, and philanthropic activities (1362)."

For this study, the definition of CSR provided by Jones (1996) will be used. Jones indicated that CSR included the notion that organizations have an obligation to other groups in society and shareholders. These obligations go beyond those required by law and contracts and must be voluntary by the company and extended to employees, consumers, suppliers, and the local community. This study will also use the definitions of internal and external CSR provided by Story and Castanheira (2018).

Brand Activism

Brand activism is an emerging concept used by organizations to seek to stand out by taking a public stance on social and political issues (Moorman, 2020; Sarkar & Kotler, 2018). During the Black Lives Matter (BLM) movement of 2020, several organizations stepped up and put out messaging that condemned police injustices and supported police reform. As indicated earlier, on Twitter, Netflix posted, "To be silent is to be complicit. Black lives matter. We have a platform, and we have a duty to our Black members, employees, creator, and talent to speak up." Amazon placed a Black Lives Matter banner on its home page and at the top of its Prime Video, and multinational corporation, Nike, increased messaging about racial justice. Organizations are increasingly taking public stances on controversial political and social issues (Wettstein & Baur, 2016). Research has shown that brand activism can be beneficial to companies (Hydock, Paharia & Blair, 2020).

The literature identifies several elements that define corporate response activities for brand activism (Sarkar & Kotler, 2018). Those elements include the initiative having purpose and being value-driven, the nature of the engagement being aligned in its messaging and practice, and the nature of the addressed issue being progressive and conservative. Vredenburg et al. (2020) defined brand activism as "a purpose- and values-driven strategy in which a brand adopts a nonneutral stance on institutionally contested sociopolitical issues, to create social change and marketing success (p. 446)." Moorman (2020) stated that brand activism is a public speech or action focused on partisan issues "made by or on behalf of the company using its corporate or individual brand name (p388)." For this study, the definition provided by Vredenburg et al. (2020) will be used.

Job Satisfaction

Hoppock (1935) advanced job satisfaction in a book titled "Job Satisfaction," where it was described as an employee's subjective response to a work situation, explicitly focusing on the aspects of psychology and physiology on the environmental factors. Smith et al. (1997) indicated that job satisfaction is an employee's feeling or emotional reaction to all aspects of the job. Other researchers found job satisfaction to be an employee's level of satisfaction or dissatisfaction with all internal and external aspects of a job (Price, 2001; Bhuian & Menguc, 2002; Hunt et al., 1985). Locke (1976) stated that job satisfaction is the positive emotional state that results from an employee's evaluation of work and his/her work experiences. According to Story and Castanheira (2018), job satisfaction stems from the job environment, which includes the organization's external CSR practices and the organization's reputation, and the factors related to the job, including internal CSR practices and the leadership of the organization. Tziner (2006) indicated that job satisfaction represents how employees' needs are satisfied at work. Researchers have defined job satisfaction as an employee's positive feeling about his/her job and the various aspects of that job (Carriere & Bourque, 2009; Spector, 1997). Furnham et al. (2009) described job satisfaction as the extent to which an employee likes or dislikes his/her job. Chapman (1994) found that job satisfaction is linked to the fulfillment and gratification that comes from work.

For this study, the definition of job satisfaction provided by Smith et al. (1997) will be used.

Organizational Commitment

Mowday et al. (1979) defined organizational commitment as "the relative strength of an individual's identification with and involvement in a particular organization (p.226)." Meyer and Allen (1991) found that organizational commitment was related to the results of an employee's work experience. You et al. (2013) described the organizational commitment as the "strength an individual recognizes, and participates in, in an organization (p. 68)." Becker (1960) explained organizational commitment as the behavioral display of the interaction between an individual and an organization. Whyte (1965) related organizational commitment to the loyalty and contribution of an employee to an organization.

Organizational commitment theory is based on a committed employee's benefits to an organization. Allen and Grisaffe (2001) found that most researchers thought of organizational commitment as the employee's mindset toward his/her job or the organization that employed them. This mindset was found to impact whether an individual decided to remain employed with an organization or not. Porter et al. (1974) provided three characteristics of organizational commitment. Those characteristics included a strong belief and the acceptance of the goals and values of the organization, a willingness to give pay the highest efforts to the organization, and a strong willingness to become a member of the organization. For this study, the definition of organizational commitment provided by Mowday et al. (1979) will be used.

Corporate Hypocrisy

As defined by Wagner et al. (2009), corporate hypocrisy is the "belief that a firm claims to be something that it is not (p. 79)." This occurs when there is a perceived

difference in what an organization asserts it will or will not do versus the actual performance or action of the organization. Research has found that when an organization's corporate response precedes the observed behavior, in the case of this study, the 2020 police killings, levels of hypocrisy are increased and can be counterproductive (Wagner et al., 2009). That same research found that perceived hypocrisy damages attitudes toward organizations by negatively affecting corporate response beliefs. As part of this study, corporate hypocrisy was initially evaluated to determine this impact on employee perception of corporate response and how this perception affected job satisfaction and organizational commitment.

Research Model

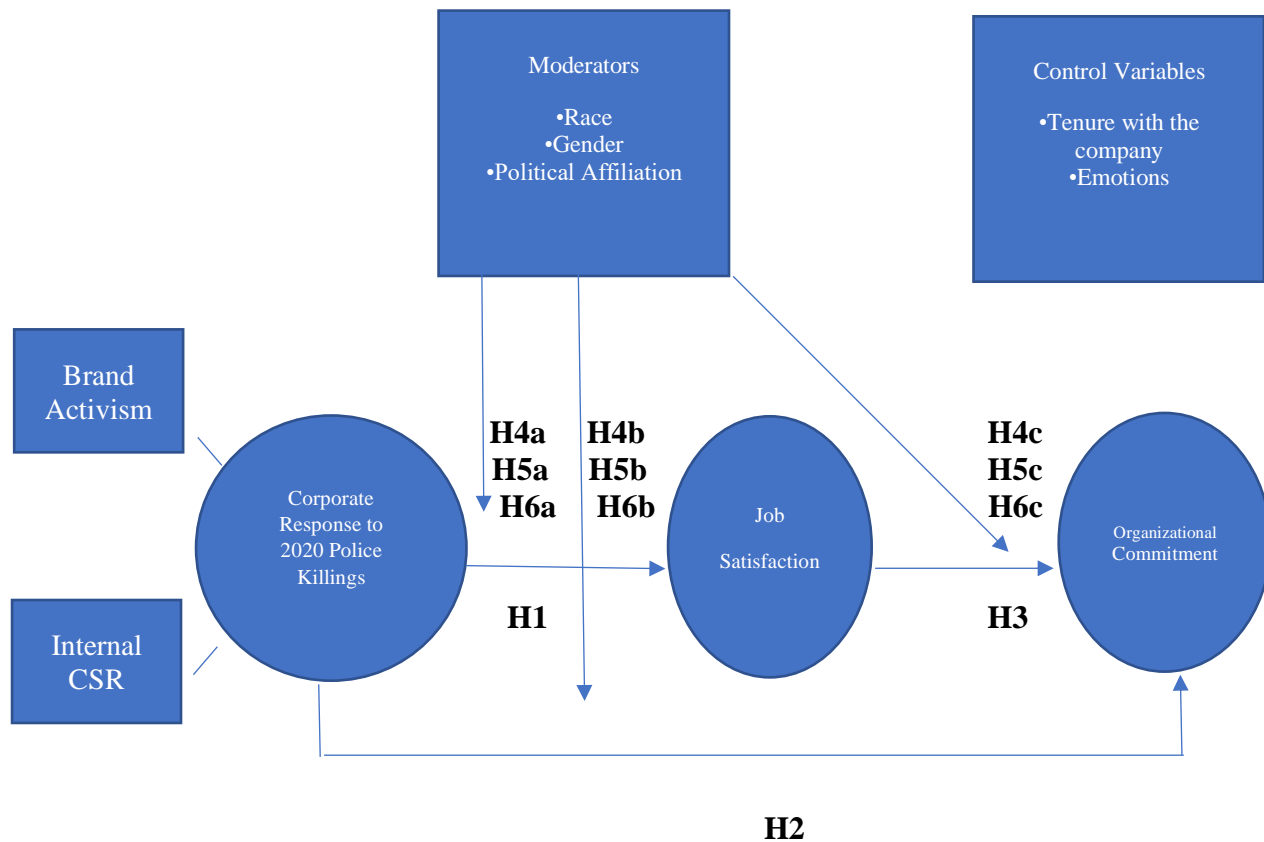


Figure 1. Research model

Figure 1. demonstrates the hypothesized research model. The model indicates a positive relationship between the independent variable, corporate response to 2020 police killings (corporate response), and the dependent variables, job satisfaction and organizational commitment. The model also displays that the factors of gender, race, and political affiliation will moderate the relationships between corporate response and job satisfaction, job satisfaction, and organizational commitment, and corporate response and organizational commitment. Finally, the figure shows the variable that may influence employee attitudes, which will be controlled during the study. This variable is the employee's tenure with the organization.

Hypotheses

Corporate Social Responsibility and Job Satisfaction

Tamm et al. (2010) found that employees are more satisfied with their jobs when the organization is committed to socially responsible activities when compared to employees who are employed with organizations that do not invest in CSR. This was also found by Rahman (2017). Tziner and Oren (2011) found a positive relationship between CSR and job satisfaction. Jie and Hasan (2015) reviewed the literature to find links between CSR practices and the influence on job satisfaction. The researchers found that CSR had a positive correlation with job satisfaction.

You et al. (2013) examined the relationship between CSR and job satisfaction by collecting 380 questionnaires from employees who worked in the business department of an insurance company. The study found that business investments in social responsibility

significantly impacted job satisfaction. Because of this research, the following hypothesis is made:

H1: Corporate response to the 2020 police killings will have a positive relationship with job satisfaction.

Job Satisfaction and Organizational Commitment/Employee Commitment

Several studies have found job satisfaction to be an antecedent of an employee's commitment to an organization (Loor-Zambrano et al., 2021; Hammouda and Junoh, 2019; Kumar et al., 2016; Top et al., 2015). In a study conducted by Mathieu and Zajac (1990), researchers conducted a meta-analysis of 200 articles. This analysis concluded that all aspects of job satisfaction correlated positively and significantly with an employee's commitment to an organization. Those aspects included satisfaction with supervisors, coworkers, compensation, promotion, and the job itself.

Story and Castanheira (2018) found external CSR and internal CSR to be relevant antecedents of an employee's commitment to an organization. They indicated that an individual employed by an organization characterized as a respectful and socially well-viewed organization might feel a boost in their self-esteem, leading to positive work attitudes, such as the employee's commitment to the organization. This is also explained by the social identity theory (Tajfel & Turner, 1986) and found in the literature (Brammer et al., 2007; Collier & Esteban, 2007).

You et al. (2013) also found that a company's investment in social responsibility had a significant impact on organizational commitment and that job satisfaction also had a significant impact on organizational commitment. Peterson (2004) found that employees are more committed to organizations with a good reputation for organizational participation

and social responsibility. Finally, Brammer (2007) discovered a positive correlation between employee commitment and the level of CSR implemented by an organization on external stakeholders. Based on the above research, the following hypothesis is made:

H2: Corporate response to the 2020 police killings will have a positive relationship with organizational commitment.

Ho (2007) found that job satisfaction was enhanced when an organization's values emphasized CSR and allowed employees to understand how CSR was implemented within the company. This relation also showed an enhancement in organizational commitment. It was further found that job satisfaction was increased when an organization fulfilled its CSR duties, which in turn also enhanced organizational commitment. Given this research, the following hypothesis is made:

H3: Job satisfaction will have a positive relationship with organizational commitment.

In order to test the moderating effects of race, gender, and political affiliation, the following hypotheses were addressed.

H4a: Race moderates the relationship between corporate response to the 2020 police killings and job satisfaction.

H4b: Race moderates the relationship between corporate response to the 2020 police killings and organizational commitment.

H4c: Race moderates the relationship between job satisfaction and organizational commitment.

H5a: Gender moderates the relationship between corporate response to the 2020 police killings and job satisfaction.

- H5b: Gender moderates the relationship between corporate response to the 2020 police killings and organizational commitment.
- H5c: Gender moderates the relationship between job satisfaction and organizational commitment.
- H6a: Political affiliation moderates the relationship between corporate response to the 2020 police killings and job satisfaction.
- H6b: Political affiliation moderates the relationship between corporate response to the 2020 police killings and organizational commitment.
- H6c: Political affiliation moderates the relationship between job satisfaction and organizational commitment.

III. METHODOLOGY

Survey Instruments

The scale for corporate response to the 2020 police killings was developed during the process of this study. The survey questions were developed based on real-life corporate responses following the 2020 police killings. Through a Google search, corporate responses were gathered from various online news publications such as Just Capital, The LA Times, The Wall Street Journal, and the New York Times. Internal CSR was rated on a 12-question, 5-point Likert scale, ranging from “strongly agree” to “strongly disagree.” Sample items on this scale include: Following the 2020 police killings, my employer... "implemented a diversity and inclusion training" and "made an internal statement condemning police violence.” To gauge the importance of each internal corporate response, participants were asked to provide the level of importance of each internal

corporate response item on a 5-point Likert scale ranging from "very important" to "not important at all."

The brand activism scale was rated on an eight-question, 5-point Likert scale. Sample items on this scale include: Following the 2020 police killings, my employer..." made a public statement about condemning police violence" and "issued a public statement supporting criminal justice reform." Similar to internal CSR, to gauge the importance of each brand activism item, participants will be asked to provide the level of importance of each brand activism item on a 5-point Likert scale ranging from "very important" to "not important at all."

To gauge the effect that participants felt their employer's response(s) had, participants were asked to complete a 10-item instrument on a 5-point Likert scale. Sample items from this scale include: Since my company's response to the 2020 police killings..."I feel my colleagues treat me better" and "I feel better understood by my colleagues" (see Appendix A).

Job satisfaction was measured using a 5-item scale developed from the scale created by Schleicher, Watt, and Greguras (2004). The scale asked employees about their satisfaction with various aspects of their job. Those aspects include pay, career opportunities, supervision, work condition, social relations, and workload. Each item was measured on a 5-point Likert scale, ranging from "strongly agree" to "strongly disagree." Sample items on this scale include: Since my company's response to the 2020 police killings... "I am satisfied with my job for the time being," and "I am satisfied with my company's development and status" (see Appendix B).

Organizational commitment was measured using the Organizational Commitment Scale created by Mowday, Steers, and Porter (1979). The scale includes 15 items, measured on a 5-point Likert scale, ranging from strongly agree to strongly disagree. Sample items on the scale include "I talk about this organization to my friends as a great organization to work for" and "I find that my values and the organization's values are very similar" (see Appendix C).

Corporate hypocrisy was measured using the developed by Wagner, Lutz, and Weitz (2009). The scale includes six items, measured on a 5-point Likert scale, ranging from strongly agree to strongly disagree. Sample items on the scale include: Since my company's response to the 2020 police killings... "What my company says and does are two different things," and "My company keeps its promises" (see Appendix D).

The topic of the 2020 police killings can undoubtedly be emotional. In order to control for the emotional state of participants during the survey, they were asked their level of agreement to a series of 5 questions, measured on a 5-point Likert scale, ranging from "strongly agree" to "strongly disagree." The scale was developed using items from a scale created by Kassam-Adams and Newman (2002). Samples items on the scale include, "I am glad that I was in this study" and "I feel good about helping other people by being in this study" (see Appendix E).

Two attention check questions were included in the survey. Those questions were: "For this question, please select green," and "For this question, please select 10." If the participant failed one or both of the attention check questions, their survey responses were removed. Finally, participants were asked to provide demographic information about their

tenure with their employer, age, race, gender, and political affiliation. The attention check scale and demographic scale is provided in Appendix F.

Control Variables

As in Brammer et al. (2007), tenure will be controlled because it can relate to an individual's reactions to CSR initiatives. Additionally, emotions will be controlled because the survey topic can potentially affect participants' responses.

Informed Pilot

For the informed pilot, an email was sent to a group of seven selected individuals that encompassed professional backgrounds that included human resources, employee relations, education, loss prevention, and computer programming. Each party was asked to complete the online survey in its entirety and to provide feedback. A link for the online survey, which was hosted on Qualtrics, was provided to each person. The below chart summarizes the feedback that was provided.

Participant Number	Summary of Feedback
Number One	Remove wording that will trigger conservatives; use police-involved shootings instead of police killings; suggested including a question regarding company-sponsored employee resources groups (ERGs); minor rephrasing of one survey question.
Number Two	Suggested adding wording that captures whether the organization was completing each survey item prior to 2020; suggested including a question that would gauge how participants feel about each survey item prior to 2020; suggested using a range of years to record participant's tenure with the organization.
Number Three	Pointed out that she was able to progress to the next page of the survey without fully completing the current page of the survey;

	noted that she was unable to go back to the previous page of the survey if she wanted to adjust a response; suggested using yes and no responses to some questions, instead of levels of agreement; suggested using the wording 'police use of deadly force,' 'fatal use of force by police,' or 'police use of excessive force,' instead of police killings.
Number Four	Suggested adding questions that addressed the effects of social media and genuineness of the organization's responses; suggested adding a question that specified the size of each participant's company; suggested including "other" as an option for race demographic.
Number Five	Suggested including a "back" button on each page of the survey; suggested highlighting and bolding the word "importance" in order to distinguish the level of importance questions; suggested including "N/A" or "Don't know" as an option for each question.
Number Six	Provided no detailed feedback
Number Seven	Provided no detailed feedback

After reviewing and considering the feedback provided during the informed pilot, a decision was made to incorporate some of the feedback, but not all. The incorporated adjustments included adding a question that addressed company-sponsored employee resources groups (ERGs); incorporating a "back" button on each page of the survey to allow participants to go back to review and adjust responses; incorporating parameters that prevented participants from moving forward to the next page of the survey without completing the current page, and distinguishing the term "importance" by highlighting and bolding it.

The not incorporated suggestions included adding wording that captured whether the organization was completing the survey items prior to 2020, including questions that gauged how participants felt about each survey item prior to 2020, and adding questions that addressed the effects of social media. These suggestions did not coincide with the study's true purpose; therefore, they were not added. Additional suggestions that were not included were using the word "shooting" instead of "killings." Individuals who were killed at the hands of police in 2020 did not all die from being shot. For example, George Floyd was killed by asphyxiation caused by a police officer placing his knee on Floyd's neck. The word "killings" encompasses all those who lost their lives to police versus those who lost their lives specifically to a police shooting. The suggestions to include questions that address the genuineness of the organization's response and to include "other" as an option for the race were not considered because they were already included in the original survey. Finally, the suggestion to add "N/A" or "Don't Know" as an option to each question was not included because it was important for each participant to provide a sufficient response to each question. After the adjustments were made, a formal pilot was conducted.

Formal Pilot

The survey for the formal pilot was conducted through the use of Amazon Mechanical Turk (MTurk),¹ which handled the recruiting process. MTurk's Survey Link template was used to post the URL link for the survey. Once participants clicked the link, they were directed to Qualtrics, where the survey was completed. This allowed data to be collected and maintained on the Qualtrics platform. In order to ensure that participants

¹ MTurk is an online crowdsourcing labor market that allows individuals and businesses (requesters) to outsource processes and jobs to humans (workers) who can perform Human Intelligence Tasks (HITs) virtually. This could include conducting simple data validation, research, or survey participation.

completed the survey in its entirety, participants were asked to enter an ID number on MTurk that was randomly generated by Qualtrics once the survey was fully complete.

On MTurk, a filter was set up to ensure that participants were located in the United States and individuals from other countries were not permitted to complete the survey. The MTurk advertisement for the survey included a brief description of the survey that stated, “This survey aims to measure the type of corporate responses taken by organizations from the 2020 police killings, the level of importance of those responses to employees, job satisfaction, organizational commitment,” and included the search keywords of “job satisfaction, employee commitment, corporate response.” The MTurk advertisement for the survey was posted publicly on the system’s forum, which allowed all MTurk workers to see and preview the assignment. If the MTurk worker accepted the job and met the qualification of being located in the United States, they were permitted to complete the survey.

Prior to beginning the survey, each participant was presented with the informed consent. After reading the informed consent, participants were asked to select one of the following options: "I consent to participate in the survey research study," or "I do not consent to participate in the survey research study." Those who selected that latter option were not permitted to complete the survey. The online informed consent form is provided in Appendix G.

To ensure that survey responses were being accurately transmitted to Qualtrics, an initial batch of 50 participants was collected. Each participant was provided one hour to complete the survey, and those that successfully completed the survey were compensated \$1.00. It took participants an average of 22 minutes and 31 seconds to complete the survey.

After observing that survey responses were transmitted correctly to Qualtrics, an additional batch of 150 participants was requested. For the second batch, all aspects of the survey remained the same. However, the second batch of participants took an average of 20 minutes and 49 seconds to complete the survey.

A total of 200 responses were collected during the formal pilot. Eleven participant responses were removed due to the participants failing either one or both of the attention check questions. This left a total of 189 participant responses. The first attention check question was, "For this question, please select green." Participants should have selected the second option, which was "Green." The second attention check question was, "For this question, please select 10." Participants should have selected the second option, which was "10."

Demographic Data – Formal Pilot – First Round

The following demographic data were gathered from the 189 formal pilot participant responses. Of the 189 participants, 165 (87.30%) identified as White, 14 (7.41%) identified as Black or African American, one (0.53%) identified as American Indian or Alaska Native, four (2.12%) identified as Asian, and no one identified as Native Hawaiian or Pacific Islander. Five (2.65%) participants selected multiple races or "other." Those participants will be grouped under the category "two are more/other" (see Table 1). A total of 118 (62.43%) participants identified as male, while 71 (37.57%) identified as female (see Table 2). The most frequent age range selected was 35 to 44 (56.08%), and the most frequent tenure with an employer selected was between three and five years, which made up 32.28% of the participants (see Table 3 and Table 4). Regarding political affiliation, 51 (26.98%) participants indicated that they were Republican, 120 (63.49%)

participants stated that they were Democrat, and 18 (9.52%) participants identified as Independent (see Table 5). Although participants were provided a section to enter a political affiliation manually, no participant did so.

Table 1. Formal Pilot Race Demographic Data – First Round

Race	Frequency	Percent
White	165	87.30%
Black	14	7.41%
American Indian/Alaska Native	1	0.53%
Asian	4	2.12%
Native Hawaiian/Pacific Islander	0	0.00%
Two or More/Other	5	2.65%
Total	189	100.00%

Table 2. Formal Pilot Gender Demographic Data – First Round

Gender	Frequency	Percent
Male	118	62.43%
Female	71	37.57%
Total	189	100.00%

Table 3. Formal Pilot Age Demographic Data – First Round

Age Range	Frequency	Percent
18-24 years old	5	2.65%
25-34 years old	106	56.08%
35-44 years old	52	27.51%
45-54 years old	20	10.58%
55-64 years old	5	2.65%
65+ years old	1	0.53%
Total	189	100.00%

Table 4. Formal Pilot Tenure Data – First Round

Tenure with Employer	Frequency	Percent
Less than 1 year	5	2.65%
Less than 2 years	20	10.58%

Less than 3 years	40	21.16%
Less than 5 years	61	32.28%
Less than 10 years	36	19.05%
More than 10 years	27	14.29%
Total	189	100.00%

Table 5. Formal Pilot Political Affiliation Data – First Round

Political Affiliation	Frequency	Percent
Republican	51	26.98%
Democrat	120	63.49%
Independent	18	9.52%
Total	189	100.00%

Factor Analysis – Formal Pilot – First Round

A principal component factor analysis (FA) was conducted on the 79 items with oblique rotation. The Kaiser-Meyer-Olkin measure verified the sampling adequacy for the analysis, KMO = .91. The majority of the KMO values for individual items were less than .30, which is not above the acceptable limit of .50. An initial analysis was run to obtain eigenvalues for each factor in the data. Fifteen factors had eigenvalues over Kaiser's criterion of 1 and, in combination, explained 70.81% of the variance.

The scree plot showed inflections that would justify retaining nine factors. Nine factors were retained due to the large sample size and the convergence of the scree plot and Kaiser's criterion on this value, 1.38, explaining 62.21% of the variance (see Figure 1).

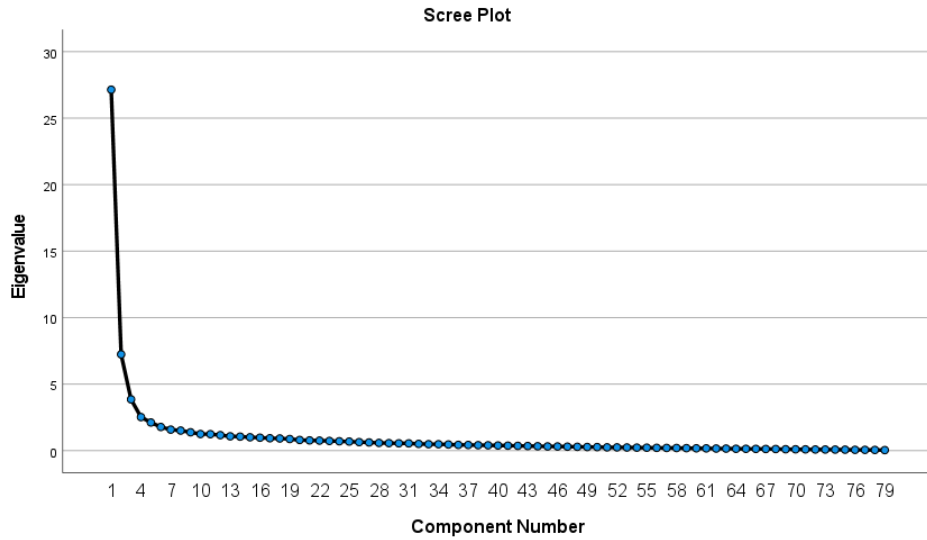


Figure 2. Formal Pilot - Scree Plot – First Round

The below table displays the initial factor loadings after rotation, which shows that several factors clustered together. Specifically, internal corporate response (ICR), level of importance of internal corporate response (ICR_LOI), brand activism (BA), and level of importance of brand activism (BA_LOI) loaded together. Organization commitment (OC), job satisfaction (JS), corporate hypocrisy (CH), and emotions (ES) continuously loaded together.

Table 6. Formal Pilot Pattern Matrix – First Round

	Factor								
	1	2	3	4	5	6	7	8	9
ICR_11	0.581								
BA_3	0.557								
ICR_1	0.523			0.349					
ICR_7	0.517								
BA_7	0.514								
ICR_9	0.494								
BA_1	0.472			0.377					
BA_2	0.459				0.401				
BA_5	0.45								
ICR_3	0.449							0.343	
BA_6	0.414								

ICR_12	0.375				
ICR_5	0.351				
CH_2		0.826		0.307	
CH_3		0.802			
OC_15		0.795			
OC_12		0.789			
CH_1		0.767			
OC_11		0.757			
ES_2		0.734			
ES_4		0.708			
OC_3		0.569			0.432
OC_9		0.505			
OC_7		0.498			0.412
OC_13			0.664		
OC_6			0.658		
JS_4			0.631		
CH_4			0.586		
CH_5			0.542		
OC_5			0.528		
JS_1			0.523	0.454	
JS_5			0.513	0.345	
JS_3			0.508		-
					0.369
ES_3			0.498		
OC_14			0.492		
CH_6			0.474		
JS_2			0.473	0.446	
OC_10			0.361		
ES_1				0.662	
OC_1				0.644	
ICR_LOI_1				0.622	
BA_LOI_1				0.598	
ES_5		-		0.448	
	0.395				
ICR_LOI_2				0.692	
BA_LOI_2				0.621	
OC_2			0.35	0.619	
WE_2				0.566	0.32
ICR_2	0.308			0.534	0.304
ICR_6	0.37			0.389	
ICR_LOI_8				0.382	
ICR_LOI_9				0.325	

ICR_10		0.313		
OC_4			0.804	
ICR_LOI_4			0.626	
BA_4			0.494	
BA_LOI_4			0.446	
ICR_4			0.427	
OC_8			0.336	
ICR_LOI_10				0.624
ICR_LOI_6		0.355		0.584
ICR_8	0.335		0.356	0.405
ICR_LOI_12				0.377
BA_LOI_6				0.375
BA_LOI_7				0.332
BA_LOI_5				0.312
ICR_LOI_5				
ICR_LOI_3				0.548
BA_LOI_3				0.508
ICR_LOI_11				0.308
WE_1		0.498		0.601
WE_6				0.587
WE_9				0.573
WE_10				0.544
WE_4			0.362	0.529
WE_7				0.438
WE_8			0.349	0.39
WE_5		0.332		0.365
WE_3				0.353
ICR_LOI_7				0.3

It remained difficult to measure some of the constructs after removing items that cross-loaded, loaded weakly, or loaded in areas where they should not have loaded. An attempt was made to identify outliers using Mahalanobi's Distance measure and remove respondents who took a short time to complete the survey (those who completed the survey in less than three minutes). In neither case nor combined were the results suitable. After attempting all these procedures – removing weak and cross-loading items, outliers, etc. – the three primary constructs in the research (corporate response, job satisfaction, and

organizational commitment) could not be well isolated to the extent that measurement quality was satisfied. As a result, the decision was made to collect a second round of data with stricter qualifications in MTurk to ensure quality data was collected.

Additionally, adjustments were made to the option of the race demographic question. First, it was observed during the formal pilot that the option of Hispanic was excluded. This option was added. The "American Indian or Alaska Native" option was updated to reflect "Native American or American Indian. Finally, the option to select Native Hawaiian/Pacific Islander was removed.

Formal Pilot - Second Round

The second round of data was collected with the same location filter, advertisement, and keywords. In order to ensure a higher quality of data, an additional filter was set to disqualify any workers that had less than a 90% approval rating on MTurk. Initially, a request was made for 75 participants. Again, participants were provided one hour to complete the survey; however, during the second round of data collection, those who successfully completed the survey were compensated \$0.50. Participants on average took 17 minutes and 51 seconds to complete the survey. In order to ensure that there was enough data to complete the factor analysis accurately, an additional request was made for 100 participants. For the second batch of participants, the same parameters were used. The second batch of participants took an average of 17 minutes and 14 seconds to complete the survey.

A total of 175 responses were collected on MTurk; however, when the data was transferred to Qualtrics, five responses were lost. One participant's response was removed

due to the participant failing one of the two attention check questions. This left a total of 169 participant responses.

Demographic Data – Second Round

The following demographic data were gathered from the second round of data collection. Of the 169 participants, 140 (82.84%) identified as White, nine (5.33%) identified as Hispanic, 11 (6.51%) identified as Black or African American, one (0.59%) identified as Native American or American Indian, five (2.96%) identified as Asian, and three (1.78%) identified as Other (see Table 7). A total of 119 (70.41%) participants identified as male, while 50 (29.59%) identified as female (see Table 8). The most frequent age range selected was 25 to 34 (45.56%), and the most frequent tenure with an employer selected was between three and five years, which made up 30.77% of the participants (see Table 9 and Table 10). Regarding political affiliation, 42 (24.85%) participants indicated that they were Republican, 105 (62.13%) participants stated that they were Democrat, and 22 (13.02%) participants identified as Independent (see Table 11).

Table 7. Formal Pilot Race Demographic Data – Second Round

Race	Frequency	Percent
White	140	82.84%
Hispanic or Latino	9	5.33%
Black or African American	11	6.51%
Native American or American Indian	1	0.59%
Asian	5	2.96%
Other	3	1.78%
Total	169	100.00%

Table 8. Formal Pilot Gender Demographic Data – Second Round

Gender	Frequency	Percent
Male	119	70.41%

Female	50	29.59%
Total	169	100.00%

Table 9. Formal Pilot Age Demographic Data – Second Round

Age Range	Frequency	Percent
18-24 years old	15	8.88%
25-34 years old	77	45.56%
35-44 years old	40	23.67%
45-54 years old	22	13.02%
55-64 years old	10	5.92%
65+ years old	5	2.96%
Total	169	100.00%

Table 10. Formal Pilot Tenure Data – Second Round

Tenure with Employer	Frequency	Percent
Less than 1 year	8	4.73%
Less than 2 years	20	11.83%
Less than 3 years	37	21.89%
Less than 5 years	52	30.77%
Less than 10 years	35	20.71%
More than 10 years	17	10.06%
Total	169	100.00%

Table 11. Formal Pilot Political Affiliation Data – Second Round

Political Affiliation	Frequency	Percent
Republican	42	24.85%
Democrat	105	62.13%
Independent	22	13.02%
Total	169	100.00%

Factor Analysis – Second Round

Similar to the data gathered during the first round of the formal pilot, a principal component factor analysis was conducted. Also, similarly to the first round of data, several factors clustered together and did not load as expected. Internal corporate response,

ICR_LOI, BA, and BA_LOI continued to load together. While OC, JS, CH, and ES continued not to load correctly and did not align as planned.

The decision was made to remove the level of importance questions for internal corporate response and brand activism and the questions addressing corporate hypocrisy and emotions. The constructs were not essential to the research model, and they continuously loaded improperly, despite efforts to remove items that cross-loaded, loaded weakly, loaded in multiple places, and loaded in areas where they should not have loaded. Despite their removal, internal corporate response and brand activism continued to load together, concluding that they are very closely correlated and occur together. This is understandable given that both constructs make up the construct of corporate response to the 2020 police killings. Both internal corporate response and brand activism are responses to a particular event in time which could explain why the two constructs correlate heavily since it would be unlikely for an organization to take disparate action – internally and externally – in response to these events.

After removing items that cross-loaded, loaded weakly, loaded in multiple places, or loaded in areas where they should not have loaded, a three-factor solution was obtained that included the essential constructs of the research model – corporate response to the 2020 police killings, which is made up of internal corporate response and brand activism; job satisfaction, and organization commitment (see Table 12).

Table 12. Formal Pilot Pattern Matrix – Second Round

	Factor		
	1	2	3
BA_3	0.851		
BA_5	0.837		

ICR_1	0.805	
BA_1	0.803	
BA_2	0.801	
ICR_7	0.786	
ICR_11	0.784	
ICR_12	0.76	
ICR_6	0.753	
BA_7	0.728	
ICR_8	0.727	
ICR_2	0.717	
ICR_4	0.714	
BA_4	0.691	
BA_6	0.68	
ICR_10	0.67	
ICR_9	0.596	
OC_11		0.838
OC_12		0.676
OC_15		0.654
OC_3		0.61
OC_7		0.531
OC_9		0.502
JS_3		0.724
JS_5		0.715
JS_4		0.632
JS_1		0.623

A confirmatory factor analysis (CFA) was computed to test the measurement models. As part of the CFA, factor loadings were assessed for each item. The model-fit measures were used to assess the model's overall goodness of fit (CFI, SRMR, and RMSEA), and all values were within their respective common acceptance levels (Ullman, 2001; Hu and Bentler, 1998; Bentler, 1990). The three-factor model (corporate response, organizational commitment, and job satisfaction) yielded good fit (see Table 13) for the data: CFI = 0.891; SRMR = 0.069; RMSEA = 0.076.

Table 13. Formal Pilot - Fit Indices

Fit Indices	Recommended Value	Source	Obtained Value
CFI	> .90	Bentler (1990)	.891
SRMR	< .08	Hu and Bentler (1998)	.069
RMSEA	< .08	Hu and Bentler (1998)	.076

The discriminant validity procedure outlined by Rönkkö & Ho (2022) showed that constraining each pair of constructs to be perfectly correlated led to significant misfit, which provides further evidence of discriminant validity. After achieving a three-factor solution, the final data collection took place.

Final Data Collection

Similar to prior data collection, the final round of data collection was conducted on MTurk using the same perimeters as the second round of data collection. For the final data collection, a total of 450 participants were collected on MTurk; however, when the data was transferred to Qualtrics, 28 responses were lost. Five participant responses were removed because the participants failed either one or both of the attention check questions. This left a total of 417 participant responses. Participants took an average of 17 minutes and 14 seconds to complete the survey.

Demographic Data

The following demographic data were gathered from the final data collection. Of the 417 participants, 358 (85.85%) identified as White, eight (1.92%) identified as Hispanic, 24 (5.76%) identified as Black or African American, five (1.20%) identified as Native American or American Indian, 21 (5.04%) identified as Asian, and one (0.24%) identified as Pacific Islander (see Table 14). A total of 253 (60.67%) participants identified as male, 162 (38.85%) identified as female, one (0.24%) identified as non-binary/third

gender, and one (0.24%) indicated that they would prefer to self-describe (see Table 15). The most frequent age range selected was 25 to 34 (48.44%), and the most frequent tenure with an employer selected was between two and three years, which made up 28.78% of the participants (see Table 16 and Table 17). Regarding political affiliation, 134 (32.13%) participants indicated that they were Republican, 222 (53.24%) participants stated that they were Democrat, 59 (14.15%) participants identified as Independent, and two (0.48%) identified as Libertarian (see Table 18).

Table 14. Race Demographic Data – Final Collection

Race	Frequency	Percent
White	358	85.85%
Hispanic or Latino	8	1.92%
Black or African American	24	5.76%
Native American or American Indian	5	1.20%
Asian	21	5.04%
Pacific Islander	1	0.24%
Total	417	100.00%

Table 15. Gender Demographic Data – Final Collection

Gender	Frequency	Percent
Male	253	60.67%
Female	162	38.85%
Non-Binary/Third Gender	1	0.24%
Prefer to Self-Describe	1	0.24%
Total	417	100.00%

Table 16. Age Demographic Data – Final Collection

Age Range	Frequency	Percent
18-24 years old	23	5.52%
25-34 years old	202	48.44%

35-44 years old	125	29.98%
45-54 years old	44	10.55%
55-64 years old	17	4.08%
65+ years old	6	1.44%
Total	417	100.00%

Table 17. Tenure Data – Final Collection

Tenure with Employer	Frequency	Percent
Less than 1 year	23	5.52%
Less than 2 years	56	13.43%
Less than 3 years	120	28.78%
Less than 5 years	117	28.06%
Less than 10 years	66	15.83%
More than 10 years	35	8.39%
Total	417	100.00%

Table 18. Political Affiliation Data – Final Collection

Political Affiliation	Frequency	Percent
Republican	134	32.13%
Democrat	222	53.24%
Independent	59	14.15%
Other (Libertarian)	2	0.48%
Total	417	100.00%

Factor Analysis

A principal component factor analysis was conducted. Again, a three-factor solution was obtained that included the essential constructs of the research model. The three factors had eigenvalues over Kaiser's criterion of 1 and, in combination, explained 53.35% of the variance. The table below shows the factor loadings after rotation. The items that cluster on the same factor suggest that factor 1 represents corporate response to the 2020 police killings, which comprises internal corporate response and brand activism. Factor 2 represents organizational commitment, and factor 3 represents job satisfaction.

Table 19. Pattern Matrix – Final Collection

	Factor		
	1	2	3
BA_1	0.854		
BA_5	0.737		
BA_4	0.669		
BA_2	0.621		
ICR_7	0.598		
ICR_5	0.589		
BA_7	0.567		
ICR_11	0.521		
BA_3	0.477		
OC_15		-0.708	
OC_11		-0.665	
OC_3		-0.580	
OC_7		-0.522	
OC_12		-0.432	
OC_9		-0.423	
JS_2			0.601
JS_3			0.580
JS_5			0.566
JS_1			0.525
JS_4			0.483

Confirmatory Factor Analysis

Model Fit

A confirmatory factor analysis (CFA) was computed to test the measurement models. As part of the CFA, factor loadings were assessed for each item. The model-fit measures were used to assess the model's overall goodness of fit (Chi-square degrees of freedom [df] and p-value, CFI, SRMR, and RMSEA), and all values were within their respective common acceptance levels (Ullman, 2001; Hu and Bentler, 1998; Bentler, 1990). The three-factor model (corporate response, organizational commitment, and job

satisfaction) yielded good fit (see Table 20) for the data: chi-square/ df = 2.421; p-value = 0.000; CFI = 0.932; SRMR = 0.043; RMSEA = 0.058.

Table 20. Fit Indices

Fit Indices	Recommended Value	Source(s)	Obtained Value
P-value	Insignificant	Bagozzi and Yi (1988)	.000
Chi-square/df	3-5	Less than 2 (Ullman, 2001) to 5 (Schumacker & Lomax, 2004)	2.421
CFI	> .90	Bentler (1990)	.932
SRMR	< .08	Hu and Bentler (1998)	.043
RMSEA	< .08	Hu and Bentler (1998)	.058

Confirmatory Factor Analysis – Standardized Factor Loadings

Table 21. Standardized Factor Loadings

Item	Standardized Loadings	Factor	Standard Errors	95% Confidence Intervals	R² Values
Corporate Response					
BA_1	.762*		.023	[.718, .807]	.581
BA_5	.719*		.026	[.669, .770]	.517
BA_4	.698*		.027	[.644, .752]	.487
BA_2	.652*		.030	[.592, .711]	.425
ICR_7	.751*		.024	[.704, .797]	.564
ICR_5	.716*		.026	[.665, .767]	.513
BA_7	.767*		.023	[.723, .811]	.588
ICR_11	.654*		.030	[.595, .713]	.423
BA_3	.739*		.025	[.691, .787]	.546
Organizational Commitment					
OC_15	.769*		.026	[.719, .819]	.591
OC_11	.607*		.035	[.537, .676]	.368
OC_3	.650*		.033	[.585, .714]	.423
OC_7	.618*		.035	[.549, .686]	.382
OC_12	.632*		.034	[.566, .699]	.399
OC_9	.646*		.033	[.581, .711]	.417
Job Satisfaction					
JS_2	.581*		.040	[.504, .659]	.338
JS_3	.591*		.039	[.515, .668]	.349
JS_5	.677*		.035	[.609, .745]	.458
JS_1	.559*		.041	[.480, .639]	.312
JS_4	.574*		.040	[.496, .652]	.329

* < .05.

The results presented in the above table (see Table 21) strongly support the measurements of corporate response, organizational commitment, and job satisfaction. All factor loadings are statistically significant at the .05 level (.574-.769). The factor loadings are interpreted as standardized regression coefficients. Hence, as the latent variable changes by one standard deviation, the items change by 0.762 standard deviations. These are expressed in standard deviation units.

Reliability

Reliability is the measure of the internal consistency of the constructs in the study. A construct is reliable if the Alpha (α) value is greater than .70 (Hair et al., 2013). Construct reliability was assessed using Cronbach's Alpha. The results revealed that the corporate response scale of nine items ($\alpha = .91$), the organizational commitment scale with six items ($\alpha = .82$), and the job satisfaction scale with five items ($\alpha = .73$). Reliability results are summarized in Table 22.

Table 22. Reliability Statistics

Constructs	Number of Items	Alpha (α)
Corporate Response	9	.91
Organizational Commitment	6	.82
Job Satisfaction	5	.73

Convergent Validity

The convergent validity of each scale item was estimated using the average variance extracted (AVE) (Fornell & Larcker, 1981). The average variance extracted value for corporate response was above the threshold value of .50 (Fornell & Larcker, 1981).

However, the AVE was below the threshold for the constructs of organizational commitment and job satisfaction. Since the construct reliability for organizational commitment and job satisfaction was well over the required value, it can be concluded that both constructs are valid. Therefore, the scales used for the present study have the required convergent validity (see Table 23). The factor loading table (see Table 19) shows that the items for these two constructs loaded well together and did not cross-load on other constructs to any significant extent. Additionally, the good model fit indices are evidence that there are very unlikely to be any omitted problematic cross-loadings. Taken together, it would be reasonable to conclude that each set of items is a good measure of its construct.

Table 23. Convergent Validity

Items	Composite Reliability	Average Variance Extracted
Corporate Response	.91	.517
Organizational Commitment	.82	.436
Job Satisfaction	.73	.356

Discriminant Validity

Discriminant validity reflects how well an instrument can distinguish between or among constructs. The discriminant validity procedure outlined by Rönkkö & Ho (2022) showed that constraining each pair of constructs to be perfectly correlated led to significant misfit, which provides further evidence of discriminant validity. This demonstrates that the two constructs are different from one another. If the constructs were forced to be perfectly correlated (that is, identical), it would lead to a significant misfit concluding that the constructs are not the same. See Table 24 below.

Table 24. Discriminant Validity

	Estimate	df	Chi-square	p-value
CR → OC	0.794	168	428.435	9.167
CR → JS	0.757	168	432.810	9.513
OC → JS	0.572	168	493.447	3.739

Latent Variable Correlation**Table 25.** Latent Variable Correlations

	CR	OC	JS
CR	1.000		
OC	0.794	1.000	
JS	0.757	0.572	1.000

IV. RESULTS**Structural Model Assessment**

A structural equation model was used to test the relationships. A good fitting model is accepted if the value of the Chi-square degrees of freedom is <5 and the Confirmatory fit index (CFI) is $> .900$ (Bentler, 1990). In addition, an adequate-fitting model was accepted if the root mean square error approximation (RMSEA) is between 0.05 and 0.08 (Hair et al., 2010) and the standardized root mean squared residual (SRMR) is $<.08$ (Hu and Bentler, 1998).

Here, we consider three structural models, which differ in the items used to measure the corporate response construct. The baseline model, which also forms the basis of subsequent moderator analyses, uses a mix of items from the internal corporate response and the brand activism scales. This follows from the factor analyses conducted in both the pilot and the CFA for the final data collection, where a mix of items from both scales loaded

together. To validate that the choice of items does not lead to substantially different findings, we also present here two other structural models, one with only the internal corporate response items measuring the corporate response construct and one with only the brand activism items measuring the corporate response construct. The pattern of direction and significance of the relationship is similar across all three alternatives.

The fit indices for the models shown in Table 26, Table 27, and Table 28 fell within the acceptable ranges.

Table 26. Baseline SEM Results – Mix of ICR and BA Items

Fit Indices	Recommended Value	Obtained Value
P-value	Insignificant	.000
Chi-square/df	3-5	2.421
CFI	> .90	.932
SRMR	< .08	.043
RMSEA	< .08	.058

Table 27. Baseline SEM Results – All ICR Items

Fit Indices	Recommended Value	Obtained Value
P-value	Insignificant	.000
Chi-square/df	3-5	2.731
CFI	> .90	.907
SRMR	< .08	.048
RMSEA	< .08	.064

Table 28. Baseline SEM Results – All BA Items

Fit Indices	Recommended Value	Obtained Value
P-value	Insignificant	.000
Chi-square/df	3-5	2.759
CFI	> .90	.923
SRMR	< .08	.045
RMSEA	< .08	.065

Path Analysis

Mix of ICR and BA Items

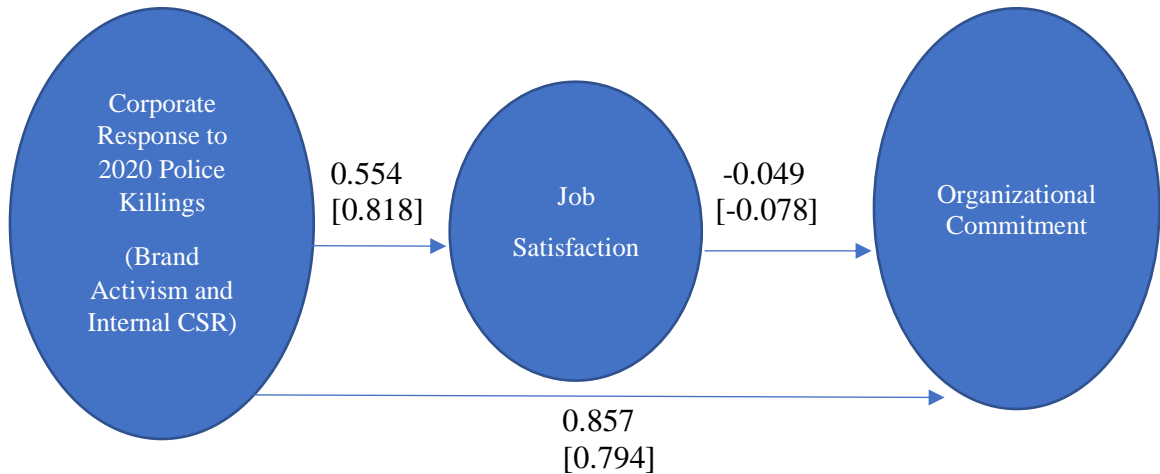


Figure 3. Path Analysis for Mix of ICR and BA Items

Table 29. Regression Weights – Group 1 – Mix of ICR and BA Items

	Estimate (unstandardized)	Std. Err.	z-value	p-value	Estimate (standardized)
ICR → JS	0.554	0.079	6.973	0.000	0.818
ICR → OC	0.857	0.066	13.084	0.000	0.794
JS → OC	-0.049	0.062	-0.787	0.431	-0.078

Using a mix of the ICR and BA items, the study assessed the impact of corporate response to the 2020 police killings (internal corporate response and brand activism) on job satisfaction, the impact of job satisfaction on organizational commitment, and the impact of corporate response on organizational commitment. H1 predicted a positive relationship between corporate response and job satisfaction, such that respondents who perceived their employers had taken actions based on the 2020 events would exhibit higher

levels of satisfaction. The impact of corporate response to the 2020 police killings on job satisfaction was positive and significant ($b = .554$, $z = 6.973$, $p = .000$). The standardized estimate indicates that a one standard deviation difference in perceptions of corporate response would be associated with a 0.818 standard deviation change in job satisfaction. These results provide support for H1.

H2 predicted a positive relationship between corporate response and organizational commitment, such that respondents who perceived their employers had taken actions based on the 2020 events would exhibit higher levels of satisfaction. The impact of corporate response to the 2020 police killings on organizational commitment was positive and significant ($b = .857$, $z = 13.084$, $p = .000$). The standardized estimate indicates that a one standard deviation difference in perceptions of corporate response would be associated with a 0.797 standard deviation change in organizational commitment. These results provide support for H2.

Finally, H3 predicted a positive relationship between job satisfaction and organizational commitment, such that respondents who were satisfied with their job would exhibit higher levels of organizational commitment. Job satisfaction had no impact on organizational commitment and the relationship was insignificant ($b = -.049$, $z = -.787$, $p = .431$). The standardized estimate indicates that a one standard deviation change in job satisfaction would be associated with a negative change in the standard deviation of -0.078. These results do not provide support for H3.

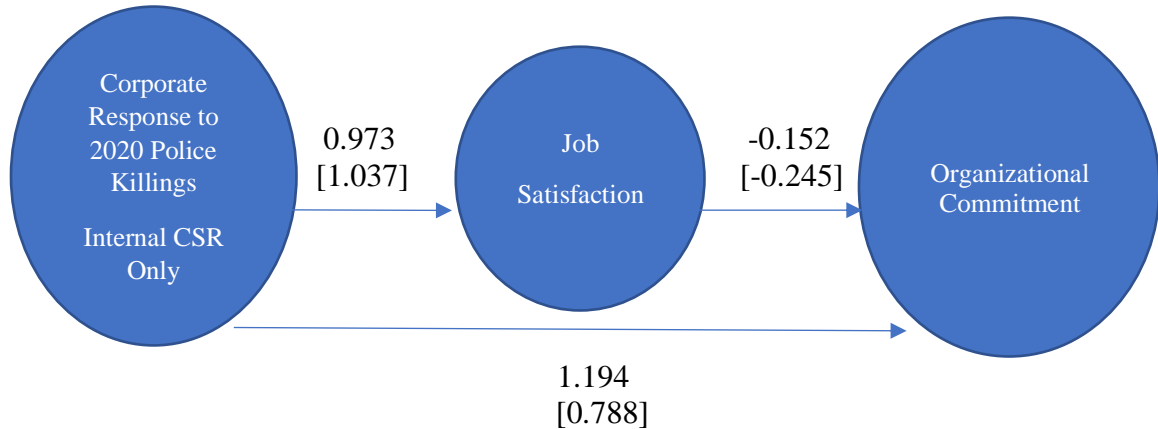


Figure 4. Path Analysis for All ICR Items

Table 30. Regression Weights – Group 2 – All ICR Items

	Estimate (unstandardized)	Std. Err.	z-value	p-value	Estimate (standardized)
ICR → JS	0.973	0.124	7.854	0.000	1.037
ICR → OC	1.194	0.104	11.525	0.000	0.788
JS → OC	-0.152	0.06	-2.543	0.011	-0.245

Using only ICR items, the study assessed the impact of corporate response to the 2020 police killings (internal corporate response and brand activism) on job satisfaction, the impact of job satisfaction on organizational commitment, and the impact of corporate response on organizational commitment. H1 predicted a positive relationship between corporate response and job satisfaction, such that respondents who perceived their employers had taken actions based on the 2020 events would exhibit higher levels of satisfaction. The impact of corporate response to the 2020 police killings on job satisfaction was positive and significant ($b = .973$, $z = 7.854$, $p = .000$). The standardized

estimate indicates that a one standard deviation difference in perceptions of corporate response would be associated with a 1.037 standard deviation change in job satisfaction. These results provide support for H1.

H2 predicted a positive relationship between corporate response and organizational commitment, such that respondents who perceived their employers had taken actions based on the 2020 events would exhibit higher levels of satisfaction. The impact of corporate response to the 2020 police killings on organizational commitment was positive and significant ($b = 1.194$, $z = 11.525$, $p = .000$). The standardized estimate indicates that a one standard deviation difference in perceptions of corporate response would be associated with a 0.788 standard deviation change in organizational commitment. These results provide support for H2.

Finally, H3 predicted a positive relationship between job satisfaction and organizational commitment, such that respondents who were satisfied with their job would exhibit higher levels of organizational commitment. Job satisfaction had no impact on organizational commitment and the relationship was significant ($b = -.152$, $z = -2.543$, $p = .011$). The standardized estimate indicates that a one standard deviation change in job satisfaction would be associated with a negative change in the standard deviation of -0.245. These results do not provide support for H3.

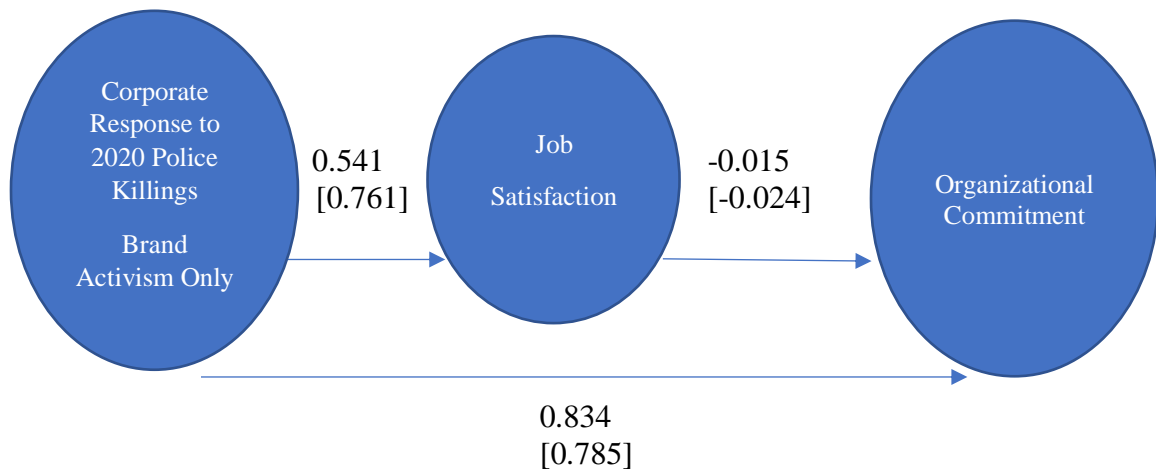


Figure 5. Path Analysis for All BA Items

Table 31. Regression Weights – Group 3 – All BA Items

	Estimate (unstandardized)	Std. Err.	z-value	p-value	Estimate (standardized)
ICR → JS	0.514	0.077	6.638	0.000	0.761
ICR → OC	0.834	0.065	12.838	0.000	0.785
JS → OC	-0.015	0.062	-0.242	0.808	-0.024

Using only BA items, the study assessed the impact of corporate response to the 2020 police killings (internal corporate response and brand activism) on job satisfaction, the impact of job satisfaction on organizational commitment, and the impact of corporate response on organizational commitment. H1 predicted a positive relationship between corporate response and job satisfaction, such that respondents who perceived their employers had taken actions based on the 2020 events would exhibit higher levels of satisfaction. The impact of corporate response to the 2020 police killings on job satisfaction was positive and significant ($b = .514$, $z = 6.638$, $p = .000$). The standardized

estimate indicates that a one standard deviation difference in perceptions of corporate response would be associated with a 0.761 standard deviation change in job satisfaction. These results provide support for H1.

H2 predicted a positive relationship between corporate response and organizational commitment, such that respondents who perceived their employers had taken actions based on the 2020 events would exhibit higher levels of satisfaction. The impact of corporate response to the 2020 police killings on organizational commitment was positive and significant ($b = .834$, $z = 12.838$, $p = .000$). The standardized estimate indicates that a one standard deviation difference in perceptions of corporate response would be associated with a 0.785 standard deviation change in organizational commitment. These results provide support for H2.

Finally, H3 predicted a positive relationship between job satisfaction and organizational commitment, such that respondents who were satisfied with their job would exhibit higher levels of organizational commitment. Job satisfaction had no impact on organizational commitment and the relationship was insignificant ($b = -.015$, $z = -.242$, $p = .808$). The standardized estimate indicates that a one standard deviation change in job satisfaction would be associated with a negative change in the standard deviation of -0.024. These results do not provide support for H3.

Summary

The structural model was examined using three different alternatives for the measurement of the corporate response construct (mix of ICR and BA items, ICR items only, and BA items only). All models presented a good fit. The various alternatives used did not appear to have an impact, as the signs, etc., did not differ much. This only differed

in the JS → OC path in the all ICR items model, which was significant but was not in the mix of ICR and BA items model or the all BA items model. The below table summarizes the results.

Table 32. Summary of Hypotheses Test

	Model 1 - Mix of ICR and BA Items	Model 2 - ICR Items Only	Model 3 – BA Items Only
H1	Supported	Supported	Supported
H2	Supported	Supported	Supported
H3	Not Supported	Not Supported	Not Supported

Moderation Analysis

Next, a moderator analysis was conducted to examine whether the demographic characteristics of the respondents affected the relationship identified in the baseline model. Specifically, whether self-reported ethnicity (race), gender, and political affiliation moderated the three relationships of interest. For these analyses, the baseline model where corporate response was measured with a mix of items from the two scales was employed, as previously discussed.

Before conducting between-group comparisons, it is essential to ascertain whether the groups themselves are comparable. In order to do this, the measurement invariance approach and sequence of steps prescribed by Vandenberg (2000) were employed by sequentially adding constraints on various measurement parameters (loadings, residual, etc.) and verifying that those constraints were tenable before proceeding with the comparisons. Results for these validations are presented separately for each moderator variable.

- H4a: Race moderates the relationship between corporate response to the 2020 police killings and job satisfaction.
- H4b: Race moderates the relationship between corporate response to the 2020 police killings and organizational commitment.
- H4c: Race moderates the relationship between job satisfaction and organizational commitment.

The study assessed the moderating role of race on the relationships between corporate response to the 2020 police killings and job satisfaction; corporate response to the 2020 police killings and organizational commitment; and job satisfaction and organization. For the purposes of the study, and due to the overwhelming number of participants that selected White as their race ($n = 358$, 85.85%), race was split into two groups: White and non-White. The non-White group included those who selected Black/African American, Native American/American Indian, Asian, and Pacific Islander ($n = 59$, 14.15%).

Prior to comparing the potential moderator effect of self-reported ethnicity (race), appropriate measurement invariance constraints were placed on the measurement parameters to ensure those were not significantly different between groups prior to comparing the paths between the constructs and across the groups (e.g., Vandenberg, 2000). Table 33 shows the results of the sequential measurement invariance constraints placed on the models. As the results show, the sequential addition of measurement constraints does not result in a significant misfit (i.e., $p > .05$), which indicates the comparability of the groups is satisfied prior to focusing on the path results.

Table 33. Measurement Invariance Constraints (Race)

Model	Degrees of freedom	Chi-square	Chi-square difference	Degrees of freedom difference	p-value
Configural	334	647.77			
Loadings	351	674.15	26.3756	17	0.06788
Intercepts	368	687.62	13.4692	17	0.70425
Latent Means	371	690.31	2.6887	3	0.44215

For the White group, the results shown in Table 34 indicate a positive and significant effect between corporate response and job satisfaction ($b = 0.645$, $z\text{-value} = 7.151$, $p < .001$), a negative but not significant relationship between job satisfaction and organizational commitment ($b = 0.901$, $z\text{-value} = -1.291$, $p = 0.197$), and a positive and significant relationship between organizational commitment and corporate response ($b = 0.901$, $z\text{-value} = 12.614$, $p < .001$).

For the non-White group, the results shown in Table 35 indicate a positive but not significant relationship between corporate response and job satisfaction ($b = .243$, $z\text{-value} = 1.673$, $p = .094$), a positive but not significant relationship between job satisfaction and organizational commitment ($b = .013$, $z = .072$, $p = .942$), and a positive and significant relationship between corporate response and organizational commitment ($b = .690$, $z = 7.225$, $p < .001$). These results are summarized in the tables below.

Table 34. Moderation Analysis - White Group

Relationship	Estimate	Standard Error	z-value	p-value
CR → JS	0.645	0.090	7.151	0.000
CR → OC	0.901	0.071	12.641	0.000

JS → OC	-0.084	0.065	-1.291	0.197
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Table 35. Moderation Analysis - Non-White Group

Relationship	Estimate	Standard Error	z-value	p-value
CR → JS	0.243	0.145	1.673	0.094
CR → OC	0.690	0.095	7.225	0.000
JS → OC	0.013	0.181	0.072	0.942

Constraining the regression paths to be identical across the two groups (on top of the model with the invariance constraints already in place, as previously discussed) indicates that at least some of the paths are significantly different across the groups, indicating the presence of a moderating effect of ethnicity (race) in the relationship of interest (chi-square = 20.598, df = 3, $p < .001$). In order to further ascertain the origin of these differences, three additional tests where a single path was constrained at a time were performed. Results from these indicate that the relationships between corporate response and organizational commitment (chi-square = 18.153, df = 2, $p < .001$) and between organizational commitment and job satisfaction (chi-square = 8.157, df = 2, $p = 0.017$) were significantly different, which provides support for H4b and H4c. However, the relationship between corporate response and job satisfaction was not significantly different across the groups (chi-square = 4.3907, df = 2, $p = 0.1113$), which does not support H4a.

H5a: Gender moderates the relationship between corporate response to the 2020 police killings and job satisfaction.

H5b: Gender moderates the relationship between corporate response to the 2020 police killings and organizational commitment.

H5c: Gender moderates the relationship between job satisfaction and organizational commitment.

The study assessed the moderating role of gender on the relationships between corporate response to the 2020 police killings and job satisfaction; corporate response to the 2020 police killings and organizational commitment; and job satisfaction and organization. Gender was broken down into two groups: Male (n = 253, 60.67%) and Female (n = 162, 38.85%). The results for non-binary/third gender (n = 1, 0.24%) and prefer to self-describe (n = 1, .024%) were removed due to the insignificant number of responses.

Prior to comparing the potential moderator effect of gender, appropriate measurement invariance constraints were placed on the measurement parameters to ensure those were not significantly different between groups prior to comparing the paths between the constructs and across the groups (e.g., Vandenberg, 2000). Table 36 shows the results of the sequential measurement invariance constraints placed on the models. As the results show, the sequential addition of measurement constraints does not result in a significant misfit (i.e., $p > .05$), which indicates the comparability of the groups is satisfied prior to focusing on the path results.

Table 36. Measurement Invariance Constrains (Gender)

Model	Degrees of freedom	Chi-square	Chi-square difference	Degrees of freedom difference	p-value

Configural	334	636.31			
Loadings	351	648.64	12.3310	17	0.7797
Intercepts	368	659.03	10.3780	17	0.8870
Latent Means	371	662.23	3.2147	3	0.3597

For the Male group, the results in Table 37 revealed a positive and significant effect between the relationship of corporate response and job satisfaction ($b = .376$, $z\text{-value} = 3.416$, $p = .001$), a positive and but not significant moderating impact on job satisfaction and organizational commitment ($b = 0.175$, $z = 1.6571$, $p = .098$), and a positive and significant effect on corporate response and organizational commitment ($b = .902$, $z = 12.454$, $p < .001$).

For the Female group, the results shown in Table 38 indicate a positive and significant effect on the relationship of corporate response and job satisfaction ($b = .616$, $z\text{-value} = 6.195$, $p < .001$), a negative but not significant effect on the relationship between job satisfaction and organizational commitment ($b = -.181$, $z = -2.339$, $p = .019$), and a positive and significant effect on corporate response and organizational commitment ($b = .816$, $z = 8.854$, $p = < .001$). These results are summarized in the tables below.

Table 37. Moderation Analysis - Male

Relationship	Estimate	Standard Error	z-value	p-value
CR → JS	0.376	0.110	3.416	0.001
CR → OC	0.902	0.072	12.454	0.000
JS → OC	0.175	0.106	1.657	0.098

Table 38. Moderation Analysis - Female

Relationship	Estimate	Standard Error	z-value	p-value
CR → JS	0.616	0.100	6.195	0.000
CR → OC	0.816	0.092	8.854	0.000
JS → OC	-0.181	0.077	-2.339	0.019

Constraining the regression paths to be identical across two groups (on top of the model with the invariance constraints already in place, as previously discussed) indicates that at least some of the paths are significantly different across the groups, indicating the presence of a moderating effect of gender (chi-square = 9.961, df = 3, p = .019). In order to further ascertain the origin of these differences, three additional tests where a single path was constrained at a time were performed. Results from these indicate that the relationship between organizational commitment and job satisfaction (chi-square = 7.134, df = 1, p = .008) was significantly different, which supports H5c. However, the relationships between corporate response and organizational commitment (chi-square = .797, df = 1, p = .372) and corporate response and job satisfaction (chi-square = 3.056, df = 1, p = .080) were not significantly different across the groups, which does not support H5a and H5b.

H6a: Political affiliation moderates the relationship between corporate response to the 2020 police killings and job satisfaction.

H6b: Political affiliation moderates the relationship between corporate response to the 2020 police killings and organizational commitment.

H6c: Political affiliation moderates the relationship between job satisfaction and organizational commitment.

The study assessed the moderating role of political affiliation on the relationships between corporate response to the 2020 police killings and job satisfaction; corporate response to the 2020 police killings and organizational commitment; and job satisfaction and organization. Political affiliation was broken down into three groups: Republican (n = 134, 32.13%), Democrat (n = 222, 53.24%), and Independent (n = 59, 14.15%). The results for Other/Libertarian (n = 2, 0.48%) were removed due to the insignificant number of responses.

Prior to comparing the potential moderator effect of political affiliation, appropriate measurement invariance constraints were placed on the measurement parameters to ensure those were not significantly different between groups prior to comparing the paths between the constructs and across the groups (e.g., Vandenberg, 2000). Table 39 shows the results of the sequential measurement invariance constraints placed on the models. As the results show, the addition of constraints on loadings and intercepts did not introduce a significant misfit (e.g., $p > .05$), but there were significant differences in the latent means of the constructs across the constructs groups. However, while comparing latent means may be of interest, their equivalence is not strictly required to compare regression paths (Vandenberg, 2000). Therefore, a decision was made to keep the constraints in place and continue with the between-path comparisons.

Table 39. Measurement Invariance Constraints (Political Affiliation)

Model	Degrees of freedom	Chi-square	Chi-square difference	Degrees of freedom difference	p-value
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Configural	501	917.67			
Loadings	535	951.96	34.292	34	0.4538
Intercepts	569	981.77	29.814	34	0.6730
Latent Means	575	1011.58	29.804	6	4.28e2e-05**

For the Republic group, the results shown in Table 40 indicate a positive but not significant effect between corporate response and job satisfaction ($b = 1.277$, $z\text{-value} = 1.085$, $p = .278$), a negative but not significant effect between job satisfaction and organizational commitment ($b = -.866$, $z = -.777$, $p = .437$), and a positive and significant effect between corporate response to the 2020 police killings and organizational commitment ($b = 1.035$, $z = 11.839$, $p < .001$).

For the Democrat group, results shown in Table 41 revealed a positive and significant effect between corporate response and job satisfaction ($b = .700$, $z\text{-value} = 6.740$, $p < .001$), a negative but not significant relationship between job satisfaction and organizational commitment ($b = -.025$, $z = -.305$, $p = .760$), and a positive and significant relationship between corporate response and organizational commitment ($b = .757$, $z = 8.564$, $p = < .001$).

Finally, for the Independent group, the results in Table 42 show a positive and significant relationship between corporate response and job satisfaction ($b = .442$, $z\text{-value} = 3.313$, $p = .001$), a positive but not significant relationship between job satisfaction and organizational commitment ($b = .065$, $z = .453$, $p = .651$), and a positive and significant effect on corporate response and organizational commitment ($b = .730$, $z = .453$, $p = < .001$). These results are summarized in the tables below.

Table 40. Moderation Analysis – Republican

Relationship	Estimate	Standard Error	z-value	p-value
CR → JS	1.277	1.177	1.085	0.278
CR → OC	1.035	0.087	11.809	0.000
JS → OC	-0.866	1.115	-0.777	0.437

Table 41. Moderation Analysis – Democrat

Relationship	Estimate	Standard Error	z-value	p-value
CR → JS	0.700	0.104	6.740	0.000
CR → OC	0.757	0.088	8.564	0.000
JS → OC	-0.025	0.082	-0.305	0.760

Table 42. Moderation Analysis – Independent

Relationship	Estimate	Standard Error	z-value	p-value
CR → JS	0.422	0.134	3.313	0.001
CR → OC	0.730	0.100	7.263	0.000
JS → OC	0.065	0.143	0.453	0.651

Constraining the regression paths to be identical across two groups (on top of the model with the invariance constraints already in place, as previously discussed) indicates that at least some of the paths are significantly different across the groups, indicating the presence of a moderating effect of political affiliation (chi-square = 29.675, df = 6, $p = 4.532e-05^{***}$). In order to further ascertain the origin of these differences, three additional

tests where a single path was constrained at a time were performed. Results from these indicate that the relationship between corporate response and organizational commitment (chi-square = 10.989, df = 2, p = .004) was significantly different, which supports H6b. However, the relationships between corporate response and job satisfaction (chi-square = 3.330, df = 2, p = .189) and organizational commitment and job satisfaction (chi-square = 1.920, df = 2, p = .383) were not significantly different across the groups, which does not support H6a and H6c.

Table 42 provides a summary of the moderation analysis.

Table 42. Summary of Moderation Analysis

Hypotheses	Relationship		
	CR → JS	CR → OC	JS → OC
Race	Not Supported	Supported	Supported
H4a			
H4b			
H4c			
Gender	Not Supported	Not Supported	Supported
H5a			
H5b			
H5c			
Political Affiliation	Not Supported	Supported	Not Supported
H6a			
H6b			
H6c			

V. DISCUSSION

Black Americans are killed at a much higher rate than White Americans. Although Blacks make up less than 13 percent of the US population, Black Americans are killed more than twice the rate of Whites and are five times more likely to be shot by a police officer when compared to White Americans (US Department of Justice, 2001). In

particular, Black men are most likely to be shot and killed by police (Alexander, 2010 & Davis, 2017). It is a historical fact that violence against Blacks occurred during enslavement, Jim Crow, and the Civil Rights Movement. Sadly enough, this violence continues, as was seen during the events of 2020.

On March 13, 2020, Breonna Taylor, a 26-year-old emergency medical technician, was shot eight times and killed when officers raided her home in Louisville, KY. On March 23, 2020, while experiencing a mental health episode, Officer Mark Vaughn placed a spit hood over Daniel Prude's head and used his body weight to force Prude's head against the pavement. After approximately two minutes, Prude stopped breathing. Although medics were able to resuscitate Prude, he died one week later at the hospital. On May 25, 2020, George Floyd was killed after several officers held him down, and now former officer, Derek Chauvin, placed his knee on Floyd's neck for more than nine minutes, despite Floyd's pleas that he could not breathe. His death was attributed to "complications of asphyxia." On June 12, 2020, Rayshard Brooks fell asleep in his vehicle, blocking the drive-through lane of a fast-food restaurant. After speaking to Brooks for nearly 40 minutes, Officers Garrett Rolfe and Devin Brosnan decided that Brooks had had too much to drink and attempted to restrain him. Brooks fled the officers, running away from them, but was still shot twice in the back and killed. Unfortunately, stories of this nature are far too familiar.

With the perfect storm of the COVID-19 pandemic that caused the world to shut down, stay home, and finally pay attention, police killings of Black Americans and other minority races took center stage. People from all over the world grew angry, concerned, and afraid. The police killings of 2020 sparked protests and movements for social justice and equality across the US and the world. One of the most significant movements, the

Black Lives Matter Movement, organized and protested in the streets of cities, big and small, to bring attention and transformational change to matters involving social justice and police brutality.

In the past, corporations stayed away from making public statements or taking a public stance on social justice issues and police killings. The events of 2020 changed this as several organizations, many for the first time, took a public stance against police killings and the unjust killings and treatment of Black Americans. I have not observed a phenomenon of this nature in my lifetime, which piqued my interest in this specific research.

Specific interest was given to how these corporate public statements and stances affected the attitudes of its employees. More specifically, did an organization's response to this social justice matter affect job satisfaction or the employee's commitment to the organization? Information gathered from answering this question will prove helpful to corporate professionals and human resources professionals and provide further insight into employee retention, job satisfaction, and gaining and maintaining a healthy and committed workforce.

The following research questions were used to address the gap in understanding the relationship between a company's stances taken in response to the 2020 police killings on job satisfaction and employee commitment to the organization.

RQ1: Is there a relationship between a corporation's response to the 2020 police killings and job satisfaction?

RQ2: Is there a relationship between a corporation's response to the 2020 police killings and an employee's commitment to the organization?

This study aimed to test whether corporate response to the 2020 police killings affected job satisfaction and organizational commitment. The study also sought to determine whether job satisfaction affected an employee's commitment to an organization. In completing this research, we also tested to determine whether race, gender, and political affiliation moderated these relationships.

An informed pilot was conducted and a formal pilot prior to moving into the main study. For the main study, the decision was made to remove the level of importance questions for internal corporate response and brand activism and the questions addressing corporate hypocrisy and emotions. The constructs were not essential to the research model, and they continuously loaded improperly, despite efforts to remove items that cross-loaded, loaded weakly, loaded in multiple places, and loaded in areas where they should not have loaded. The primary study specifically addressed the essential constructs of the research model – corporate response (which included internal corporate response and brand activism), job satisfaction, and organizational commitment. Internal corporate response and brand activism were highly correlated and occurred together. Given that both internal corporate response and brand activism are responses to a particular event in time (2020 police killings), it is understandable why the two constructs correlated heavily, indicating that it was unlikely for an organization to take disparate action – internally and externally – in response to these events.

Data was collected through the use of Amazon MTurk, which handled the recruiting process of the participants. Through the use of MTurk's Survey Link template, each participant was provided the URL link to the survey, which was maintained on Qualtrics. Qualtrics collected and maintained all survey responses. To ensure participants completed

the survey in its entirety, each participant was asked to enter an ID number on MTurk that Qualtrics randomly generated.

For the final data collection, 450 responses were collected on MTurk. When the data was transferred from MTurk to Qualtrics, 28 responses were lost. Additionally, five participants were removed due to failing either one or both of the attention check questions, leaving a total of 417 responses. Of the 417 participants, 358 (85.85%) identified as White, eight (1.92%) identified as Hispanic, 24 (5.76%) identified as Black or African American, five (1.20%) identified as Native American or American Indian, 21 (5.04%) identified as Asian, and one (0.24%) identified as Pacific Islander. A total of 253 (60.67%) participants identified as male, 162 (38.85%) identified as female, one (0.24%) identified as non-binary/third gender, and one (0.24%) indicated that they would prefer to self-describe. The most frequent age range selected was 25 to 34 (48.44%), and the most frequent tenure with an employer selected was between two and three years, which made up 28.78% of the participants. Regarding political affiliation, 134 (32.13%) participants indicated that they were Republican, 222 (53.24%) participants stated that they were Democrat, 59 (14.15%) participants identified as Independent, and two (0.48%) identified as Libertarian.

The three-factor model (corporate response, organizational commitment, and job satisfaction) yielded a good fit for the data: chi-square/ df = 2.421; p-value = 0.000; CFI = 0.932; SRMR = 0.043; RMSEA = 0.058. Construct reliability was assessed using Cronbach's Alpha. The results revealed that the corporate response scale of nine items ($\alpha = .91$), the organizational commitment scale with six items ($\alpha = .82$), and the job satisfaction scale with five items ($\alpha = .73$).

Three structural models were considered. This included the baseline model that used a mix of items from the internal corporate response and the brand activism scales. The other models consisted of all internal corporate response items and all brand activism items, respectively.

The results supported Hypothesis 1 that there is a positive relationship between corporate response to the 2020 police killings and job satisfaction. This is consistent with previous studies that found that employees are more satisfied with their jobs when their organization is committed to socially responsible activities compared to employees who are employed by organizations that do not invest in corporate social responsibility (CSR) activities (Tamm et al., 2010; Rahman, 2017). As well as Tziner and Oren (2011), Jie and Hasan (2015), and You et al. (2013) who found positive relationships between CSR practices and job satisfaction. These results are supportive of employers taking a public stance or making public statements regarding social justice matters and show that employees are observant of whether and how their organization responds to matters of this nature.

The results also supposed Hypothesis 2, which indicates a positive relationship between corporate response to the 2020 police killings and organizational commitment. This, too is consistent with previous research. Story and Castanheira (2018) found CSR practices to be relevant antecedents of an employee's commitment to an organization, and You et al. (2013) found that company investments in CSR significantly impacted an employee's organizational commitment. This was also implied by Peterson (2004), who found that employees are more committed to organizations with a good reputation for organizational participation and social responsibility. Again, these results favor employers

taking a public stance or making public statements regarding social justice matters and show that employees are more committed to organizations that do so.

Hypothesis 3 was not supported, finding that job satisfaction did not have an impact on organizational commitment. This is not consistent with previous studies, which found that job satisfaction enhanced organizational commitment (Ho, 2007) and had a significant impact on organizational commitment (You et al., 2013). These results were not expected as several studies have found a strong relationship between job satisfaction and organizational commitment (Porter et al., 1974) and have found that job satisfaction predicts organizational commitment (Stevens et al., 1978, Yang and Chang, 2008; Valaei et al. 2016; and Culibrk et al., 2018).

The study also evaluated the effects of race, gender, and political affiliation on these relationships. Results indicated that race moderated the relationship between corporate response and organizational commitment and the relationship between organizational commitment and job satisfaction. However, race did not moderate the relationship between corporate response and job satisfaction.

Gender was found to moderate the relationship between organizational commitment and job satisfaction. However, it did not moderate the relationship between corporate response and job satisfaction and the relationship between corporate response and job satisfaction. Finally, it was found that political affiliation moderated the relationship between corporate response and organizational commitment but did not moderate the relationship between corporate response and job satisfaction or the relationship between organizational commitment and job satisfaction.

Organizational response to the 2020 police killings improved job satisfaction and enhanced an employee's commitment to the organization. Some of these relationships were found to be moderated by race, gender, and political affiliation. These findings shed light on whether addressing social injustice concerns as an organization should be essential and whether matters of this nature should be embedded in the organization's culture. This research implies that it is beneficial for organizations to address social injustices or social concerns, as doing so will improve job satisfaction and employee commitment to the organization.

The findings of this research contribute to the theoretical work of corporate social responsibility, job satisfaction, and organizational commitment. This study confirms the existence of a positive relationship between corporate response and job satisfaction and corporate response and organizational commitment. This aligns with previous studies and provides more evidence for the existence of such a relationship. In addition, the researchers determined that some of these relationships are influenced by race, gender, and political affiliation.

This research draws attention to corporations of all sizes, human resources professionals, employee recruiting and retention professionals, and organizational policymakers and how they can use corporate response activities to improve job satisfaction and organizational commitment. Although this study is unique to the timeframe of the events that occurred in 2020, the research answers additional questions related to corporate response, job satisfaction, and organizational commitment.

Limitations

A limitation of the study was the overwhelming responses of White participants. Expressly, 85.85% of participants indicated that they were White, while the other races combined (Hispanic/Latino, Black/African American, Native American/American Indian, Asian, and Pacific Islander) made up 14.15% of the remaining participants. In order to better capture race data, a primary question of ethnicity should have been added to distinguish whether participants considered themselves to be Hispanic or Non-Hispanic.

Another limitation of the study was that we could not consider the data collected for corporate hypocrisy and emotions due to an unsuccessful alignment of the questions during the factor analysis. For this study, the consequence was the inability to distinguish between internal corporate response and brand activism.

An additional limitation was the timeframe of data collection. Specifically, all data were collected at a single point in time, while the events of interest (and their consequences) were still fresh and played out across different media sources. We do not know the long-term effect or consequences of the events of 2020 would be without longitudinal research. In addition, all data collected were perceptions of the participants. Although perceptions are important, they may be biased or inaccurate. Since we were unable to collect data on the specific actions that the organization did or did not take, we cannot determine how accurate these perceptions are. Finally, since we did not manipulate the participants or the conditions, all collected data was observational. As a result, it is unknown how much a manager or an organization's management team could make in participants' responses. This would require a different form of research design.

Future Research

This study focused on corporate response to the 2020 police killings, a specific event, and timeframe. Future research should investigate corporate response to social issues more generally. Future research can also consider corporate hypocrisy and its role in job satisfaction and organizational commitment. Additionally, future endeavors should address collecting data at multiple points in time to determine if there is a decay effect in participants' responses as time passes and people lose interest or whether these are enduring changes. Future research could also be done to manipulate the participants or the study's conditions by conducting an experiment where participants are presented with different corporate responses (of different magnitudes) to determine how much of an effect those responses have on their perceptions of whether their employer is committed to the specific corporate response.

Conclusion

Organizations addressing social issues, including police killings and injustices, are entering the mainstream. Driven by an increase of employees wanting to see and be a part of organizations who are standing up and stepping away from the traditional behavior of not addressing such issues publicly, this research is essential and advances the theoretical framework of corporate response, job satisfaction, and organizational commitment. This research identifies a relationship between corporate response and job satisfaction and a relationship between organizational commitment. This cements that organizations adopting corporate response initiatives that specifically address social issues can strengthen employee job satisfaction and commitment to the organization.

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APPENDICES

APPENDIX A

Evaluation of Internal CSR and Brand Activism to the social issue of the 2020 Police Killings

The year 2020 was undoubtedly a historical year that won't be soon forgotten. From the deadly COVID-19 pandemic, worldwide lockdowns, job loss, police killings, and a global movement for racial justice, 2020 experienced its fair share of world-shifting events.

Research shows that organizations have traditionally stayed away from making public statements or taking a public stance on police killings. However, the 2020 incidents of police killings changed this behavior as employees brought their emotions and feelings about the events into the workplace. As the world saw, several organizations stepped away from traditional behavior and took a public stance against police killings and the unjust killings of Black Americans.

Instructions: Keeping in the mind the organization you were employed with during 2020, please answer the following questions regarding the organization's internal (inside of the organization) responses to the 2020 police killings.

Considering the below statement, please provide your level of agreement with each of the following statements.

Following the 2020 police killings, my employer...

1. Implemented a diversity, equity, and inclusion training.
2. Encouraged employees to get involved in community programs and/or events against racial inequities.
3. Promoted an employee assistance program (EAP) to employees.
4. Started an initiative to increase Black managerial representation within the organization.
5. Provided Juneteenth as a company-paid holiday.
6. Hosted roundtable conversations or held meetings in the workplace to allow employees to voice their concerns about the minorities, the 2020 police killings, or the Black Lives Matter movement.
7. Made an internal statement (via company email, internal company website, statement from leadership, etc.) condemning racial inequities.
8. Made an internal statement (via company email, internal company website, statement from leadership, etc.) condemning police violence.
9. Actively promoted race and social justice in the workplace.
10. Provided support for resolving workplace issues involving racial inequities.
11. Leadership participated in and supports discussions on racial inequities.

12. Created or promoted participation in Company-sponsored Employee Resource Groups (ERGs) to employees and allies of Under-represented minorities (URMs).

Instructions: Keeping in the mind the organization you were employed with during 2020, please answer the following questions regarding organizational responses to the 2020 police killings.

Considering the below statement, please provide your level of agreement with each of the following statements.

Since the 2020 police killings, it was important to me that my employer...

1. Implemented a diversity, equity, and inclusion training.
2. Encouraged employees to get involved in community programs and/or events against racial inequities.
3. Promoted an employee assistance program (EAP) to employees.
4. Started an initiative to increase Black managerial representation within the organization.
5. Provided Juneteenth as a company-paid holiday.
6. Hosted roundtable conversations or held meetings in the workplace to allow employees to voice their concerns about the minorities, the 2020 police killings, or the Black Lives Matter movement.
7. Made an internal statement (via company email, internal company website, statement from leadership, etc.) condemning racial inequities.
8. Made an internal statement (via company email, internal company website, statement from leadership, etc.) condemning police violence.
9. Actively promoted race and social justice in the workplace.
10. Provided support for resolving workplace issues involving racial inequities.
11. Leadership participated in and supports discussions on racial inequities.
12. Created or promoted participation in Company-sponsored Employee Resource Groups (ERGs) to employees and allies of Under-represented minorities (URMs).

Instructions: Keeping in the mind the organization you were employed with during 2020, please answer the following questions regarding the organization's external (outside of the organization) response to the 2020 police killings.

Considering the below statement, please provide your level of agreement with each of the following statements.

Following the 2020 police killings, my employer...

1. Made a public statement about condemning police violence.
2. Made a public statement condemning the killing of unarmed Black people and/or people of color.
3. Made a public statement supporting of the Black Lives Matter Movement.
4. Made a donation to a civil rights organization or an organization that fights against systemic racism.
5. Made a public statement condemning racial inequities.
6. Issued a public statement supporting criminal justice reform.
7. Spoke publicly about police reform.

Instructions: Keeping in the mind the organization you were employed with during 2020, please answer the following questions regarding organizational responses to the 2020 police killings.

Considering the below statement, please provide your level of agreement with each of the following statements.

Since the 2020 police killings, it was important to me that my employer...

1. Made a public statement about condemning police violence.
2. Made a statement condemning the killing of unarmed Black people.
3. Made a public statement supporting of the Black Lives Matter Movement.
4. Made a donation to a civil rights organization or an organization that fights against systemic racism.
5. Made a public statement condemning racial inequities.
6. Issued a public statement supporting criminal justice reform.
7. Spoke publicly about police reform.

Instructions: Keeping in the mind the organization you were employed with during 2020, please answer the following questions regarding the overall working environment.

Considering the below statement, please provide your level of agreement with each of the following statements.

Since my company's response to the 2020 police killings...

1. I feel my colleagues treat me better.
2. I feel I treat my colleagues better.
3. I feel my colleagues understand me better.

4. I feel better understood by my colleagues.
5. I believe the overall morale of my company as improved.
6. I believe my company is more understanding of the racial inequities of minorities.
7. I believe the overall working environment of my company has improved.
8. I am proud to be an employee of my company.
9. I feel more competent in my interactions with other races and cultures in the workplace.
10. I am more comfortable discussing issues involving race with my coworkers.

APPENDIX B

Job Satisfaction

Instructions: Keeping in the mind the organization you were employed with during 2020 and how the organization responded to the 2020 police killings, please answer the following questions regarding the overall working environment.

Considering the below statement, please provide your level of agreement with each of the following statements.

Since my company's response to the 2020 police killings...

1. I am satisfied with my job for the time being.
2. I find real enjoyment in my work.
3. I am satisfied with the organization's development and status.
4. I am satisfied with the salary, rewards, and the amount of work that I do.
5. I am satisfied with the chance for advancement in this job.

APPENDIX C

Organizational Commitment

Instructions: Keeping in the mind the organization you were employed with during 2020, please answer the following questions regarding possible feelings that you may have about the organization.

Considering the below statement, please provide your level of agreement with each of the following statements.

Since my company's response to the 2020 police killings...

1. I am willing to put in a great deal of effort beyond what is normally expected, in order to help this organization be successful.
2. I talk about this organization to my friends as a great organization to work for.
3. I feel very little loyalty to this organization.
4. I would accept almost any type of job assignment in order to keep working for this organization.
5. I find that my values and the organization's values are very similar.
6. I am proud to tell others that I am a part of this organization.
7. I could just as well be working for a different organization as long as the type of work was similar.
8. This organization really inspires the very best in me in the way of job performance.
9. It would take very little change in my present circumstances to cause me to leave this organization.
10. I am extremely glad that I chose this organization to work for over others I was considering at the time I joined.
11. There's not too much to be gained by sticking with his organization indefinitely.
12. Often, I find it difficult to agree with this organization's policies on important matters relating to its employees.
13. I really care about the fate of this organization.
14. For me, this is the best of all possible organizations for which to work.
15. Deciding to work for this organization was a definite mistake on my part.

APPENDIX D

Corporate Hypocrisy

Instructions: Keeping in the mind the organization you were employed with during 2020, please answer the following questions regarding possible feelings that you may have about the organization.

Considering the below statement, please provide your level of agreement with each of the following statements.

Since my company's response to the 2020 police killings...

1. My company acts hypocritically.
2. What my company says and does are two different things.
3. My company pretends to be something that is not.
4. My company does exactly what it says.
5. My company keeps its promises.
6. My company puts its words into action.

APPENDIX E

Emotions

Instructions: Please provide your level of agreement with each of the following statements.

1. I am glad that I was in this study.
2. Being in the study made me feel upset or sad.
3. Being in this study made me feel good about myself.
4. I am sorry that I participated in this study.
5. I feel good about helping other people by being in this study.

APPENDIX F

Attention Check

1. For this question, please select green?
2. For this question, please select 10.

Demographics

1. How long have you worked at this organization?
2. How old are you?
3. How do you describe yourself (gender)?
4. How do you describe your ethnicity?
5. Generally speaking, do you usually think of yourself as a Republican, a Democrat, an Independent, or something else?

APPENDIX G

Hello, my name is Selena Seabrooks, Sr. Internal Investigator with an alcohol and wine distributor and Doctor of Business Administration candidate at Florida International University. I am working with the College of Business on doctoral research focusing primarily on corporation responses to the 2020 police killings.

As a business researcher, I would like to invite you to participate in this study to better understand how corporate responses to the 2020 police killings affected employee job satisfaction and organizational commitment.

Filling out this survey questionnaire will take approximately 35 minutes of your time. If you agree to be in the study, we will ask you to do the following things: 1) Asked to provide your level of agreement to how your employer responded to the 2020 police killings; 2) Asked to provide the level of importance to you for each your employer's responses; 3) Asked to provide your level of agreement of your overall working environment since the 2020 police killings; and 4) Answer demographic questions addressing your age, race, gender, and political affiliation. There are no right or wrong answers.

There are no known risks – physical, psychological, social, legal and/or economic – associated with your participation in this study. The probability of any potential risk for illness or injury due to this study is zero. This is no severity or likelihood of risk for participating in this study.

The information gathered during this research study may not benefit you directly, but the gathered information will provide general benefits to employees, human resource professionals, companies and researchers.

There are no costs to you for participating in this study.

The records of this study will be kept private and will be protected to the fullest extent provided by law. In any sort of report we might publish, we will not include any information that will make it possible to identify you. Research records will be stored securely and only the research team will have access to the records. However, your records may be inspected by authorized University or other agents who will also keep the information confidential.

Your information collected as part of the research will not be used or distributed for future research studies even if identifiers are removed.

If you have any questions about the purpose, procedures, or any other issues relating to this research study you may contact Selena Seabrooks at (305) 801-4349 or sseab001@fiu.edu. You may also contact the mentoring professor and principal investigator, Dr. Miguel Aguirre-Urreta (305) 348-8356 or miaguirr@fiu.edu.

If you would like to talk with someone about your rights of being a subject in this research study or about ethical issues with this research study, you may contact the FIU Office of Research Integrity by phone at 305-348-2494 or by email at ori@fiu.edu.

Your participation in this study is voluntary. You are free to participate in the study or withdraw your consent at any time during the study. You will not lose any benefits if you decide not to participate or if you quit the study early. The investigator reserves the right to remove you without your consent at such time that he/she feels it is in the best interest.

PARTICIPANT

AGREEMENT

I have read the information in this consent form and agree to participate in this study. I have had a chance to ask any questions I have about this study, and they have been answered for me. By clicking on the “consent to participate” button below I am providing my informed consent.

- I consent to participate in the survey research study
- I do not consent to participate in the survey research study

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