Chadé Darby is a second-year doctoral student in Organizational Behavior at Cornell's ILR School. Chadé's research interests lie in understanding the emotions and feelings of marginalized employees to inform effective diversity, equity, and inclusion policies and practices.

**Abstract:**

**Black Employee's Allyship Needs**  
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Sean Fath, Cornell University

Allies play an integral role in defending marginalized groups from discrimination in the workplace. However, there is little research concerning marginalized group members' perceptions of allies in the workplace. This study examines how Black employees perceive their white coworkers as allies and how their perceptions impact their experiences at work. In a survey study (N = 199), we measured Black employees' Relational Needs Fit (desired relational support and perceived support from coworkers), Allyship Needs Fit (desired allyship support and perceived support), relational attachment to others at work, organizational commitment, and turnover intentions. We hypothesized and found that when Black employees' Allyship Needs are met, they have the highest relational attachment to coworkers, controlling for relational needs fit. Specifically, we found that both receiving too little allyship support (i.e., under-supply) and receiving too much (i.e., over-supply) from white coworkers decreases relational attachment among Black employees. In turn, relational attachment predicts higher organizational commitment and lower turnover intentions.

These results are noteworthy because they show that Black employees require a unique type of support - allyship - to have positive experiences at work, and that the amount of allyship support must match employees' unique needs to positively impact their work outcomes. We also explored whether relative coworker rank might operate as a boundary on these effects. Using an experimental design (N = 658), we manipulated the rank of the focal white coworker group (superior vs. peer vs. subordinate) and conducted the aforementioned analyses. We found that when Black employees' Allyship Needs are met, they have the highest relational attachment to coworkers at the peer and superior level; unmet needs, in terms of both under- and over-supply, decrease relational attachment to peers and superiors. Replicating Study 1, we also found that relational attachment predicts higher organizational commitment and lower turnover intentions.
Conversely, for subordinates, this curvilinear effect was attenuated. In sum, we find evidence that the relative status of white coworkers in an organization impacts the consequences of the allyship they provide: For peers and superiors, unmet allyship needs harm relational attachment, which subsequently impacts organizational commitment and turnover intentions. Allyship support by subordinate coworkers, by contrast, has less of an impact on Black employees' work outcomes.

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Abstract:

The Price of (In)Authenticity for Black Americans: Cultural Self-Expression and Its Effects on Occupational Opportunities and Psychological Wellbeing
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Melissa Williams, Emory University

In this dissertation, I argue that cultural self-expression, or voluntary expression that suggests membership in a minority group is central to a person's identity, simultaneously poses benefits and costs to minorities. On the one hand, aligning external behaviors with one's inner sense of self should offer psychological advantages. At the same time, signaling a devalued identity is central to one's sense of self may influence perceived interest in intergroup interactions. Across 4 studies, I seek to test this theory using 3 forms of cultural self-expression for Black Americans: hobbies, values, and choice of physical appearance. In Study 1A, White Americans expressed less interest in working with a Black confederate who watches Black 90s sitcoms in their spare time (vs. trying new recipes), and this effect was mediated by their perception that the target was less interested in working with them. I replicate these results with similar manipulations using confederates that expressed a strong affinity for HBCUs (Study 1B) and wearing Black hairstyles (Study 1C). Finally, in Study 2, I collect data at the annual meeting for two associations for Black professionals. Specifically, combining self-report participant data and observational field data on participants' hairstyles from the conference, I find partial evidence that Black women experience lower job satisfaction, and worse psychological wellbeing, when there's a mismatch (vs. match) between their actual and preferred choice of hairstyle. These results suggest that minority groups may face pressure to assimilate at work, even at the expense of their wellbeing.

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Merrick Osborne is a Ph.D. student in the Department of Management and Organization at the Marshall School of Business at the University of Southern California. He received his B.A. in psychology, and earned minors in Business Administration and Spanish for the Professions from the University of North Carolina at Chapel Hill. Merrick's research interests are focused around understanding how insights about the forms and functions of social hierarchies can help disadvantaged group members challenge the status quo.
Abstract:

A costly penny for your thoughts?: Allies cause harm by soliciting disadvantaged group members’ voice when confronting prejudice
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Andrea Villafuerte, University of Southern California
Eric Anicich, University of Southern California
Cydney Dupree, University College London

When confronting acts of prejudice in the workplace, allies may solicit input—or voice—from marginalized employees, thereby involving them (potentially against their will) in the confrontation. Across four pre-registered studies (N=1781) and two supplemental studies—using multiple prejudice confrontation and voice solicitation situations and different disadvantaged groups (i.e., women and racially marginalized individuals)—we find that doing so has negative affective consequences for the disadvantaged group member and negative evaluative consequences for the ally. Specifically, members of disadvantaged groups whose voices are directly solicited (vs. not directly solicited) by an ally during a prejudice confrontation experience more emotional burden; in turn, they view the ally as less deserving of status and seek to minimize their future exposure to the ally. Integrating insights from the prejudice confrontation and organizational voice literatures, these findings highlight the theoretical value and practical importance of examining prejudice confrontations from the disadvantaged group member’s perspective.

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Preeti Vani is a PhD Student in Organizational Behavior at Stanford University. Prior to her PhD, she received her BA in Psychology from Harvard University, and her MA in Economics from Yale University. Preeti’s research sits at the intersection of prosocial behavior and intergroup relations, especially as these behaviors relate to diversity and inclusion efforts. Specifically, her dissertation focuses on allyship and how trust can be built between majority and minority group members. When she's not hanging out in the ivory tower, Preeti enjoys reading, theater and improv, and baking incessantly.

Abstract:

Friend or Faux: Performative Wokeness and Reputational Signaling about Social Issues
Preeti Vani, Stanford University
Gabe Adams, Stanford University
Peter Balmi, University of Virginia

Using a total of 1450 participants across 5 studies, we have demonstrated a general knowledge of performative wokeness – signaling an awareness of social issues to others with the intent to boost one’s reputation or status. In a sample of White Americans, we found that 99.33% of participants considered themselves to be “aware” of issues of race and racism, and 79.80% of this participant pool also indicated that they have attempted to explicitly demonstrate their awareness of this
social issue to others. Using an inductive approach from participants' open-ended responses, we generated a list of 44 discrete behaviors. We then found that high-SES White Americans were significantly more likely to engage in performative wokeness, and that this relationship was fully mediated by participants' desire for status. Future directions will examine situations where these displays might be most likely to emerge, and perceptions of performative wokeness behaviors from observers.