Breaking Corporate Promises: Mega-Threats, Tokenistic Solidarity, and the Psychological Implications on Minority Employees

This thesis explains the organizational behavioral influences of corporate tokenistic solidarity during mega-threats, “large-scale, negative, identity-related occurrences that receive heavy media coverage,” on minority employees in the workplace. Corporate tokenistic solidarity occurs when corporations publicly issue solidarity statements without demonstrating corporate practices to uphold those statements, usually following a mega-threat. I propose that minority employees, compared with majority employees, are more likely to negatively respond to corporate tokenistic solidarity, particularly in turnover intent. In my study, I focus on the mega-threat of George Floyd’s police killing and the minority group of Black employees. Using survey methodology, vignette scenarios, and quantitative analyses, I provide evidence that Black employees, compared to White employees, have a higher intent to turnover in situations of corporate tokenistic solidarity, mediated by assessments of hypocrisy. Overall, my findings have significant theoretical contributions on the effects of corporate tokenistic solidarity, race, and perceptions of hypocrisy on employees within organizations.