SURVEY AND ACTION PLAN TO RETAIN FEMALE ATTORNEYS OF COLOR IN THE LEGAL PROFESSION AND THE WASHINGTON STATE BAR ASSOCIATION

Summary of Results for the WSBA Board of Governors December 11, 2010

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2010 Program Fellows¹

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INTRODUCTION

Great efforts have been made to recruit and retain both women and people of color in the legal profession. However, female attorneys of color still face significant challenges getting hired and being retained in the profession. Although white women and men of color still face disadvantages in the profession, both fare better than women of color.

In 2006, the American Bar Association studied issues surrounding the recruitment and retention of women of color in the legal profession. The report, entitled "Visible Invisibility," conducted by the ABA's Commission on Women in the Profession, found numerous challenges facing women attorneys of color. According to the study, in 2005, statistics showed that 81% of female attorneys of color had left their law firms within the first five years of practice. http://www.abanet.org/women/VisibleInvisibility-ExecSummary.pdf. When compared to statistics from prior years, this number had risen at least 5%. The report made several recommendations to increase the presence of women of color in law firms, both as partners and associates. However, the report did not provide suggestions to other legal employers or bar associations on recruiting and retaining women attorneys of color.

Although a diversity report was compiled by Washington's Minority Bar Associations Joint Committee on Law Firm Diversity, there has been no significant research in Washington on the issues specifically facing women attorneys of color. No inquest has examined women of color specifically; the data compiled breaks people down as "women" or as "people of color." For example, the diversity report, which included findings from a questionnaire distributed to the 50 largest law offices in Washington State, revealed a disparity. According to the report, racial and ethnic minorities represent 15.6% of the population in Washington, yet only represent 12% of attorneys; women represent 50.13% of the general state population and represent only 34.5% of attorneys.

In an effort to ask the unasked questions of prior studies, the Washington Leadership Institute 2010 Fellows (WLI Fellows) conducted a survey of female members of the WSBA. The purpose of the survey (and the mission for the Fellows' Community Service Project) was **to research and report on the experiences of female attorneys of color in Washington to understand how the profession can better encourage, advance, and retain female attorneys of color, recognizing the difficulties facing them within the profession.** The survey was designed to (1) ascertain and gather information about the legal practice for female attorneys of color, (2) evaluate and identify areas of

success and areas needing improvement within the legal profession Washington, and (3) provide information to the WSBA, local Bar Associations, Minority Bar Associations, legal employers, the general public, and the broader legal community outside of Washington.

Using the ABA's study by the Commission on Women in the Profession as a model, and with the assistance of Dr. Armando Estrada, Professor of Psychology at Washington State University (Vancouver), WLI Fellows created and distributed a survey over the course of a three-week period in the summer of 2010. The survey asked women attorneys a vast range of questions regarding their years of practice, work satisfaction, work environment, viewpoints on the profession, and whether they had experienced any form of discrimination at work.

This summary briefly touches on the process used to create and administer the survey and provides suggestions to the WSBA and the legal community on ways to increase the recruitment and retention of female attorneys of color. Addendum A includes a bulleted list of the survey's significant findings. Addendum B demonstrates the data the survey gathered, as analyzed and compared by the Fellows with the help of Dr. Estrada. The Fellows are in process of writing an article for the Bar News on the survey's significant findings and recommendations.

SURVEY DEVELOPMENT

The Fellows recognized that in order for the survey to have relevance, it needed scientific reliability for adequate qualitative and quantitative data collection. The Fellows identified two goals for survey development: (1) to create a set of questions that are relevant, meaningful, useful, and efficient in extracting information from the survey participants; and (2) to ensure that the survey methodology is scientifically sound to produce defendable results.

In pursuit of the first goal, the Fellows studied published reports and surveys on similar topics, such as the WSBA Glass Ceiling Report (2001), the Washington Minority Bar Associations' Law Firm Diversity Report (2009), The ABA's Women of Color Research Initiative, the Visible Invisibility ABA Report (2006), and a 2010 ABA Diversity Survey sponsored by the ABA's Commission on Women in the Profession.

To meet the second goal, the Fellows partnered with Armando Estrada, Ph.D. Dr. Estrada, an industrial psychologist specializing in employment relations, is an Associate Professor at Washington State University's Vancouver Campus. Dr. Estrada proved the perfect match. He had previously conducted surveys and published reports focusing on culture and gender influences on the issues of

workplace harassment, prejudice, and discrimination. The Fellows and Dr. Estrada decided to survey Washington female attorneys and those who had been Washington female attorneys. The survey results could thus be seen by comparing the experiences of European-American female attorneys to female attorneys of color.

The Fellows used an online tool, Survey Monkey, to host the survey. To ensure that the survey link would be accessible only to WSBA members, the link was displayed only once a person logged in through myWSBA.org.

SURVEY DISSEMINATION

To spread the word about the survey, encourage participation, and expose the maximum number of Washington female attorneys to the survey, the Fellows used personal, Minority Bar Association, and WSBA resources. On the personal level, each Fellow sent emails to encourage female colleagues to participate in the survey. Fellows also connected with Minority Bar Associations (MBAs) seeking partnership in sponsoring the survey. MBA sponsors were asked only to promote and encourage their members' participation in the survey. MBA sponsors include: Asian Bar Associations of Washington, the Cardozo Society, Filipino Lawyers of Washington, Latina/o Bar Association of Washington, Loren Miller Bar Association, Middle Eastern Legal Association of Washington, Mother Attorneys Mentoring Association of Seattle, Northwest Indian Bar Association, QLaw, South Asian Bar Association of Washington, Vietnamese American Bar Association of Washington, and Washington Women Lawyers.

The WSBA and the Fellows worked together to send two blast emails to all WSBA members who receive non-essential WSBA emails, which is a list of over 15,000 attorneys. In the second email, President Sal Mungia encouraged members to participate. When data collection concluded, 638 people had completed the survey.

SURVEY DATA

See Addendum A for a bulleted list of significant findings from the survey. See Addendum B for the complete set of tables and figures of survey data.

COLLABORATION WITH DR. ESTRADA

A Memorandum of Understanding (MOU) was executed between Dr. Estrada and his employer, and the WSBA to facilitate collaboration. The MOU gave both Dr. Estrada and the WSBA full access to the data. Dr. Estrada consulted with Fellows during the entire survey process and was instrumental in helping analyze the data. Dr. Estrada plans to write an academic report on the data at some point in the future.

RECOMMENDATIONS

Based on the findings of the 2010 WLI Survey, the following is recommended to increase retention of female attorneys of color, and promote their advancement within the legal profession in Washington. These recommendations are directed to the Washington State Bar Association and all legal employers in Washington.

1. In any diversity effort, recognize that *women of color* have a measurably different experience of the legal profession and their workplaces compared to *European-American women*.

Consult women of color to create strategies to promote higher levels of job satisfaction, reduction of job stress, and higher levels of satisfaction within a particular workplace.

2. Women of *all* ethnicities still report experiencing workplace harassment to a worrisome degree—whether it is harassment based on gender or ethnicity.

Consult *all* women in the workplace to create strategies to combat workplace *sexual* harassment. Consult *women of color* to create strategies to combat workplace *ethnic* harassment.

3. Further study is also recommended to delve more deeply into the best-practices of Washington legal employers and into strategies used by successful Washington female attorneys of color to advance and thrive within the profession.

ADDENDUM A - SIGNIFICANT FINDINGS

<u>Job Perceptions</u> (Figure 1, page 3)

 European Americans reported the greatest level of job satisfaction and the lowest level of job withdrawal, while African Americans reported the lowest level of job satisfaction and the greatest level of job withdrawal.

Work-Related Stress (Figure 2, page 4)

- European Americans reported the highest level of control over their work, while African Americans reported the lowest level of control over their work.
- European Americans and Hispanic Americans reported significantly higher levels of job autonomy then other groups.

Harassment Experiences (Figure 3, page 5)

- All minorities reported a higher level of ethnic harassment as compared to European Americans
- All groups reported significant levels of harassment including sexual harassment, crude and offensive comments, and sexist behaviors.

Discrimination-Related Experiences (Figure 4, page 6)

 Asian Americans reported experiencing the highest level of discrimination in work assignments, while Hispanic Americans reported the lowest level of discrimination in work assignments

Perceptions Regarding Firms/Organizations (Figure 5, page 8)

• European Americans reported significantly higher levels of inclusion and fairness in the workplace a compared to minority groups, and reported the greatest perception of a positive climate for diversity within their firms/organizations.

Perceptions Regarding the Legal Profession (Figure 6, page 9)

• European Americans reported significantly higher levels of job satisfaction as compared to all minority groups, while African Americans reported the lowest level of job satisfaction.

Perceptions Regarding Legal Jobs by Practice Type and Majority-Minority Status¹ (Table 10, page 10)

 Across all practice types, attorneys with majority status report a higher level of job satisfaction and affective commitment in the workplace, which is an employee's emotional attachment to, or identification with, her job.

<u>Perceptions Regarding Job Stressors by Practice Type and Majority-Minority Status</u> (Table 11, page 10)

- For in-house counsel and those in private practice, attorneys with minority status reported higher levels of stress related to workload. For those in government and non-profits, attorneys with majority status reported higher levels of stress related to workload.
- In all practice types but government, attorneys with majority status reported higher levels of stress related to control and clarity of assignments.
- For in-house attorneys and those in private practice, attorneys with minority status reported higher levels of conflict. For government and non-profit attorneys, attorneys with majority status reported higher levels of conflict.

Perceptions about Organizations by Practice Type and Majority-Minority Status (Table 12, page 11)

- In all practice types but government, attorneys with majority status reported higher levels of supervisory support and organizational support. Government attorneys with minority status reported higher levels of supervisory and organizational support.
- Attorneys with majority status reported a higher level of person-organization fit across all practice types.

Perceptions about Jobs by Practice Type and Majority-Minority Status (Table 14, page 12)

Among attorneys with transactional and litigation practice types, those with minority status
reported higher levels of job withdrawal, stress related to workload, and conflict, while
among attorneys in criminal practice, attorneys with majority status reported higher levels
of job withdrawal, stress related to workload, and conflict.

Perceptions about Profession by Practice Type and Majority-Minority Status (Table 17, page 13)

 Among attorneys with transactional and litigation practices, attorneys with majority status reported higher perceptions of professional meaning and fit within their organizations, while criminal attorneys with minority status reported higher perceptions of professional meaning and fit within their organizations.

¹ Analyzing the data by majority and minority status versus by specific ethnic groups.

ADDENDUM B - SURVEY DATA

Table 1. Demographic Characteristics of Sample.

Demographic Characteristic	N	Mean (SD)/Frequency
Age	638	42 (10.95) ^a
Ethnicity		
African American	23	3.2%
Asian American	13	1.8%
Euro American	490	68.9%
Hispanic American	50	7.0%
Native American	26	3.7%
Other American	109	15.3%
Marital Status		
Single	139	21.8%
Partnered/Married	432	67.7%
Separated/Divorced	60	9.4%
Widowed	7	1.1%
WA Resident		
Yes	597	93.6%
No	41	6.4%

Note. a. Range = 25-73

Table 2. Professional Characteristics of Sample.

Professional Characteristics	N	Mean (SD)/Frequency
Year Licensed		
1970s	24	3.9%
1980s	111	18.0%
1990s	145	23.5%
2000s	336	54.5%
Average Years in Practice	632	11.02 (9.16) ^a
Currently Practicing Law		
Yes	534	84.5%
No	98	15.5%
Primary Area of Practice		
Transactional	88	16.7%
Litigation	222	42.1%
Criminal	52	9.9%
Other	165	31.3%
Years with Current Employers	458	6.61(6.96) ^b
Practice Type		
Solo Practice	72	13.6%
Solo-Shared Office	21	4%
In House Counsel	36	6.8%
Government	125	23.6%
Private Firm	213	40.3%
Non Profit	62	11.7%
Gender Distribution		
All Men	2	.5%
Almost Entirely Men	41	9.4%
More Men than Women	149	34.3%
Equal Numbers of Men and Women	116	26.7%
More Women than Men	86	19.8%
Almost Entirely Women	20	4.6%
All Women	20	4.6%
Ethnic Distribution		
All Anglo/White	80	18.5%
Almost Entirely Anglo/White	184	42.6%
More Anglo/White than Persons of Color	142	32.9%
Equal Numbers of Anglo/White and Persons of Color	14	3.2%
More Persons of Color than Anglo/White	8	1.9%
Almost Entirely Persons of Color	2	.5%
All Persons of Color	2	.5%
Note. (a) Range = 1-36. (b). Range = 1-34		

Note. (a) Range = 1-36. (b). Range = 1-34

Table 3. Respondents Perceptions About Their Jobs.

				Ethnicity		
	Sample	African	Asian	European	Hispanic	Native
		American	American	American	American	American
Variable	M	\mathbf{M}	\mathbf{M}	\mathbf{M}	\mathbf{M}	M
	SD	SD	SD	SD	SD	SD
Satisfaction	3.69	3.16	3.50	3.76	3.48	3.31
	.77	.70	.77	.76	.69	.69
Meaningfulness	4.14	4.30	3.90	4.16	4.10	4.00
	.81	.48	.87	.82	.65	.97
Affective	3.40	3.12	2.80	3.48	3.15	3.27
Commitment	.98	.72	.68	.99	1.02	.99
Continuance	3.47	3.42	3.37	3.46	3.58	3.53
Commitment	.77	.91	1.23	.76	.66	.83
Job	2.38	3.17	2.70	2.28	2.60	2.88
Withdrawal	1.12	1.21	1.15	1.09	1.07	1.23

Note: (M) Mean. (SD) Standard Deviation. Scores range from 1-5. Higher scores indicate greater levels of satisfaction meaning, affective and continuance commitment and job withdrawal. Values in bold are statistically significant.

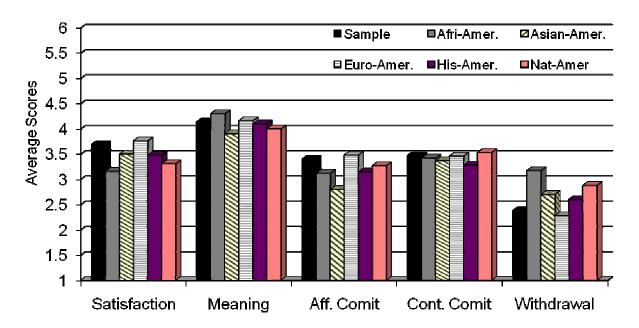


Figure 1. Mean scores for Job Satisfaction, Meaning, Affective Commitment, Continuance Commitment and Job Withdrawal for the Sample and by Ethnicity. Higher scores indicate greater levels of satisfaction meaning, affective and continuance commitment and job withdrawal.

Table 4. Respondents Perceptions Regarding Job Stress.

				Ethnicity		_
	Sample	African	Asian	European	Hispanic	Native
		American	American	American	American	American
Variable	\mathbf{M}	\mathbf{M}	\mathbf{M}	\mathbf{M}	\mathbf{M}	\mathbf{M}
	SD	SD	SD	SD	SD	SD
Work	2.88	2.58	3.10	2.89	2.97	2.72
Load	1.11	1.37	.99	1.12	1.01	1.01
Control	4.21	3.50	3.80	4.30	4.00	4.05
	.87	1.24	1.13	.82	.91	.87
Autonomy	4.01	3.16	3.10	4.09	4.08	3.61
-	.99	1.02	1.10	.95	.89	1.14
Clarity	3.64	3.66	3.24	3.71	3.55	3.28
•	.87	.99	.80	.84	.86	.83
Conflict	2.42	2.69	2.72	2.37	2.66	2.65
	.89	1.05	.90	.89	.92	.71

Note: (M) Mean. (SD) Standard Deviation. Scores range from 1-5. Higher scores indicate greater levels of workload, job control, job autonomy, ambiguity and role conflict. Values in bold are statistically significant.

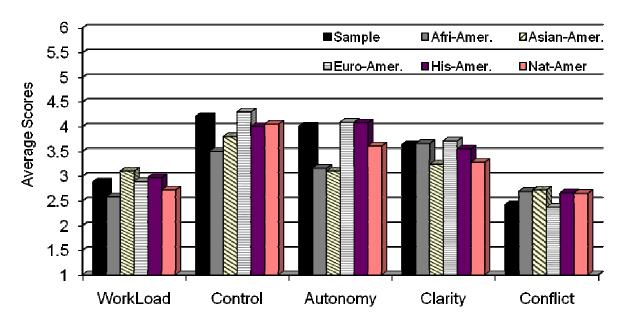


Figure 2. Mean scores for Workload, Job Control, Job Autonomy, Job Ambiguity and Role Conflict for the Sample and by Ethnicity. Higher scores indicate greater levels of workload, job control, job autonomy, ambiguity and role conflict.

Table 5. Respondents Harassment Related Experiences.

Variable	Sample	Ethnicity							
	_	African	Asian	European	Hispanic	Native			
		American	American	American	American	American			
		(n = 31)	(n = 55)	(n = 512)	(n = 24)	(n = 18)			
Sexual	48.3%	46.2%	37.5%	48.9%	56.3%	20.0%			
Harassment									
Crude Offensive	43.3%	38.5%	25.0%	43.4%	56.3%	13.3%			
Comments									
Sexist Behaviors	26.2%	30.8%	25.0%	23.8%	40.6%	13.3%			
Ethnic	25.6%	61.5%	62.5%	17.0%	53.1%	40.0%			
Harassment									

Note. Higher scores indicate more experiences of harassment in the workplace. Values in bold are statistically significant.

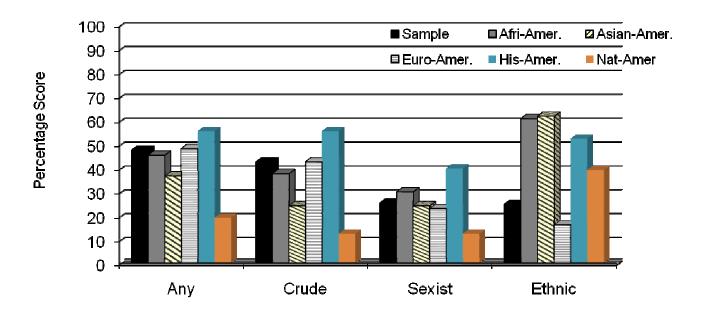


Figure 3. Distribution of Sexual and Ethnic Harassment Experiences for the Sample and by Ethnicity. Higher scores indicate greater levels of harassment. Higher scores indicate more experiences of harassment in the workplace.

Table 6. Respondents Discrimination Related Experiences.

Variable	Sample		Ethnicity							
		African	Asian	European	Hispanic	Native				
		American	American	American	American	American				
		(n = 31)	(n = 55)	(n = 512)	(n = 24)	(n = 18)				
Discrimination	50.7%	75.0%	71.4%	50.6%	31.0%	60.0%				
Evaluation	32.9%	58.3%	28.6%	32.7%	17.2%	46.7%				
Assignments	27.8%	50.0%	71.4%	27.1%	13.8%	33.3%				
Career	36.1%	66.7%	42.9%	34.1%	27.6%	53.3%				

Note. Higher scores indicate more experiences of discrimination in the workplace. Values in bold are statistically significant.

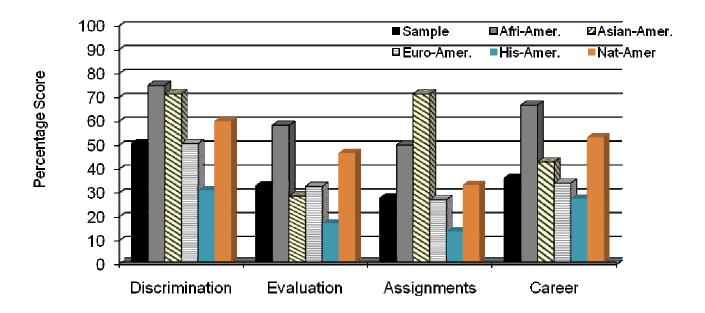


Figure 4. Distribution of Discrimination Experiences for the Sample and by Ethnicity. Higher scores indicate greater levels of harassment. Higher scores indicate more experiences of discrimination in the workplace.

Table 7. Respondents Mentoring Experiences.

				Ethnicity		
Variable	Sample	African	Asian	European	Hispanic	Native
		American	American	American	American	American
Formal	30.3%	27.8%	40.0%	28.5%	37.5	45.5%
Mentoring						
Informal	68.1%	73.7%	30.0%	69.2%	61.5%	72.7%
Mentoring						

Variable	N	Percent
Formal Mentoring (532)	161	30.3%
Source of Mentoring Relationship (163)		
Employer	119	73%
WSBA Program	7	4.3%
Other Legal Organization	22	13.5%
Mentor Gender/Background (163)		
Woman of Same Race/Ethnicity	59	36.2%
Man of Same Racial/Ethnicity	54	33.1%
Woman of Color/Different Race/Ethnicity	9	5.5%
Man of Color/Different Race/Ethnicity	4	2.5%
Woman of Different Race/Ethnicity	16	9.8%
Man of Different Race/Ethnicity	21	12.9%
Informal Mentoring (530)	361	68.1%
Source of Mentoring Relationship (357)		
Employer	212	59.4%
WSBA Program	6	1.7%
Other Legal Organization	21	5.9%
Mentor Gender/Background (348)		
Woman of Same Race/Ethnicity	113	32.5%
Man of Same Racial/Ethnicity	116	33.3%
Woman of Color/Different Race/Ethnicity	22	6.3%
Man of Color/Different Race/Ethnicity	11	3.2%
Woman of Different Race/Ethnicity	29	8.3%
Man of Different Race/Ethnicity	57	16.4%

Table 8. Respondents Perceptions Regarding Their Firms/Organizations.

				Ethnicity		
	Sample	African	Asian	European	Hispanic	Native
		American	American	American	American	American
Variable	\mathbf{M}	\mathbf{M}	\mathbf{M}	\mathbf{M}	\mathbf{M}	\mathbf{M}
	SD	SD	SD	SD	SD	SD
Inclusion	4.07	3.53	3.87	4.16	3.93	3.37
	1.07	1.36	.65	1.04	.95	.93
Fairness	3.17	2.86	2.87	3.28	2.89	2.85
	.97	.80	.88	.97	.83	.74
Supervisor	3.63	3.35	3.12	3.71	3.34	3.55
Support.	1.04	1.06	1.13	1.01	1.03	.67
Organizational	3.53	3.12	3.35	3.59	3.43	3.27
Support	.99	1.00	.67	1.00	.94	.75
Person-Org Fit	3.47	3.27	2.70	3.56	3.20	3.25
	1.07	1.20	.93	1.05	1.09	1.17
Diversity	3.54	2.85	3.41	3.64	3.28	3.18
Climate	.89	.95	.80	.88	.77	.84

Note: (M) Mean. (SD) Standard Deviation. Scores range from 1-5. Higher scores indicate greater levels of Inclusion, Fairness, Supervisory Support, Organizational Support, Person-Organizational Fit, and more positive Climate for Diversity. Values in bold are statistically significant.

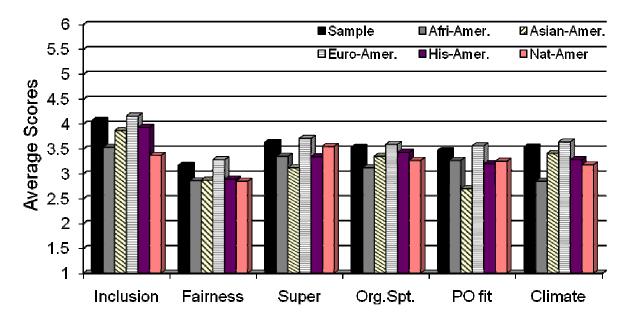


Figure 5. Mean scores for Inclusion, Fairness, Supervisory Support, Organizational Support, Person-Organizational Fit, Climate for Diversity for the Sample and by Ethnicity. Higher scores indicate greater levels of Inclusion, Fairness, Supervisory Support, Organizational Support, Person-Organizational Fit, and more positive Climate for Diversity. Values in bold are statistically significant.

Table 9. Respondents Perceptions Regarding the Legal Profession.

				Ethnicity		
	Sample	African	Asian	European	Hispanic	Native
		American	American	American	American	American
Variable	\mathbf{M}	\mathbf{M}	\mathbf{M}	\mathbf{M}	\mathbf{M}	\mathbf{M}
	SD	SD	SD	SD	SD	SD
Satisfaction	3.30	2.94	3.17	3.35	3.11	3.18
	.60	.65	.59	.57	.60	.72
Meaning	4.49	4.63	4.61	4.50	4.36	4.59
	.65	.54	.48	.62	.74	.47
Commitment	2.51	2.57	2.25	2.51	2.60	2.46
	.92	1.02	.59	.92	.85	1.00
Prof. Fit	4.34	4.47	4.55	4.34	4.18	4.31
	.79	.61	.52	.81	.81	.77
Withdrawal	2.02	2.11	2.60	1.99	2.18	1.96
	.85	1.12	.87	.83	.80	.87
State With.	2.09	2.90	1.88	2.02	2.26	2.30
	1.41	1.48	1.05	1.37	1.48	1.64

Note: (M) Mean. (SD) Standard Deviation. Scores range from 1-5. Higher scores indicate greater levels of satisfaction meaning, affective and continuance commitment and withdrawal from the profession and the state. Values in bold are statistically significant.



Figure 6. Mean scores for Job Satisfaction, Meaning, Affective Commitment, Continuance Commitment and Job Withdrawal for the Sample and by Ethnicity. Higher scores indicate greater levels of satisfaction meaning, affective and continuance commitment and withdrawal from the profession and the state.

Table 10. Respondents Perceptions About Their Jobs by Practice Type and Majority-Minority Status (N = 322)

	San	Sample I		In House Gov't		v't	Private		Non Profit	
Variable	Maj	Min	Maj	Min	Maj	Min	Maj	Min	Maj	Min
Satisfaction	3.78	3.34	3.62	2.85	3.07	3.69	3.80	3.27	3.92	3.33
	.76	.73	.87	.85	.68	.55	.83	.81	.62	.42
Meaningfulness	4.19	4.0	4.20	4.00	4.18	4.05	4.14	3.85	4.36	4.25
	.78	.74	.89	.70	.83	.63	.78	.86	.60	.62
Affective Commitment	3.49	3.13	3.27	2.75	3.46	3.43	3.40	2.97	4.04	3.30
	.98	.94	.93	1.17	.79	.83	1.01	.95	.80	.82
Continuance	3.45	3.54	3.47	3.48	3.62	3.32	3.41	3.69	3.15	3.58
Commitment	.76	.78	.81	1.25	.63	.78	.78	.61	.90	.73
Job Withdrawal	2.26	2.74	2.35	3.22	2.15	2.58	2.39	2.79	1.98	2.50
	1.02	1.17	.96	1.32	.95	1.16	1.10	1.26	.92	.82

Table 11. Respondents Perceptions About Job Stressors by Practice Type and Majority-Minority Status (N = 374)

	San	nple	In H	louse	Go	ov't	Pri	vate	Non 1	Profit
Variable	Maj	Min	Maj	Min	Maj	Min	Maj	Min	Maj	Min
Workload	2.90	2.87	3.00	3.55	3.11	2.47	2.61	2.75	3.43	3.26
	1.12	1.06	1.21	1.01	1.21	1.16	.97	1.01	1.06	.79
Control	4.29	3.90	4.37	3.11	4.28	4.28	4.25	3.93	4.45	3.80
	.82	.98	.82	1.26	.84	.90	.85	.80	.60	1.08
Autonomy	4.08	3.70	4.16	3.22	4.00	4.04	4.05	3.62	4.35	3.66
•	.95	1.06	.91	.97	.97	.97	.98	1.21	.82	.81
Clarity	3.69	3.42	3.36	2.60	3.75	3.91	3.70	3.42	3.74	3.21
·	.83	.86	.93	.69	.78	.65	.85	.90	.84	.72
Conflict	2.35	2.67	2.79	3.60	2.44	2.43	2.17	2.72	2.55	2.33
	.87	.88	.84	.73	.89	.89	.81	.78	.88	.78

Note. Values reflect Means and Standard Deviations for each group. Higher scores denote greater levels of workload, control, autonomy, ambiguity, and conflict. Values in bold are statistically significant.

Table 12. Respondents Perceptions About Their Organization by Practice Type and Majority-Minority Status (N = 300)

	San	Sample		ouse	Gov't		Private		Non Profit	
Variable	Maj	Min	Maj	Min	Maj	Min	Maj	Min	Maj	Min
Inclusion	4.12	3.65	3.97	3.01	3.98	3.96	4.21	3.66	4.25	3.66
	1.05	1.00	.92	.90	.94	.88	1.16	1.21	.96	.53
Fairness	3.28	2.88	3.35	2.30	3.14	3.16	3.32	2.84	3.43	3.02
	.96	.77	1.10	.93	.92	.70	1.00	.79	.82	.48
Supervisor Support	3.71	3.40	3.84	2.47	3.76	3.91	3.60	3.39	3.91	3.43
	1.01	.93	.95	1.46	1.00	.59	1.04	.82	.92	.53
Organizational Support	3.59	3.31	3.50	2.50	3.40	3.61	3.68	3.28	3.79	3.57
	1.00	.87	.95	1.07	.98	.77	1.03	.87	.93	.39
Person-Organization	3.57	3.18	3.31	2.66	3.62	3.45	3.40	2.78	4.21	3.94
Fit	1.03	1.12	1.15	1.26	.88	1.16	1.09	.97	.82	.77
Diversity Climate	3.62	3.19	3.46	2.93	3.56	3.45	3.67	3.06	3.73	3.26
	.88	.81	.83	.74	.91	.94	.91	.68	.76	.87

Table 13. Respondents Perceptions About Their Profession by Practice Type and Majority-Minority Status (N = 386)

	San	nple	In House		Go	Gov't		Private		Profit
Variable	Maj	Min	Maj	Min	Maj	Min	Maj	Min	Maj	Min
Satisfaction	3.39	3.11	3.39	3.01	3.39	3.13	3.42	3.10	3.38	3.01
	.52	.64	.44	.44	.48	.73	.59	.56	.42	.48
Meaning	4.53	4.52	4.33	4.14	4.63	4.56	4.41	4.38	4.68	4.65
	.59	.62	.63	.47	.51	.59	.65	.76	.39	.47
Commitment	2.43	2.53	2.65	2.61	2.42	2.40	2.47	2.67	2.23	2.41
	.91	.89	.88	1.16	.88	.81	.89	.97	.95	.75
Fit	4.41	4.29	4.28	3.85	4.46	4.26	4.33	4.38	4.56	4.07
	.73	.76	.84	.89	.72	.96	.69	.69	.66	.64
Withdrawal	1.89	2.10	1.92	2.42	1.81	1.96	1.96	2.19	1.70	2.11
	.73	.84	.69	1.20	.76	.97	.69	.76	.74	.86

Note. Values reflect Means and Standard Deviations for each group. Higher scores denote greater levels of satisfaction, meaning, commitment and withdrawal. Values in bold are statistically significant.

Table 14. Respondents Perceptions About Their Jobs by Practice Type and Majority-Minority Status (N = 319)

	Sample		Transa	ctional	Litig	ation	Criminal	
Variable	Maj I	Min	Maj	Min	Maj	Min	Maj	Min
Satisfaction	3.78	3.33	3.70	3.40	3.81	3.12	3.56	3.46
	.76	.73	.85	.44	.72	.81	.98	.75
Meaningfulness	4.19	4.0	3.80	4.11	4.26	3.86	4.00	4.00
	.78	.75	.89	.78	.65	.83	1.03	.70
Affective Commitment	3.50	3.12	3.25	3.26	3.46	2.86	3.40	3.12
	.98	.94	.98	.67	1.01	1.02	1.03	.60
Continuance Commitment	3.44	3.54	3.59	3.94	3.34	3.59	3.66	3.30
	.76	.79	.72	.75	.75	.64	.75	.82
Job Withdrawal	2.25	2.74	2.36	2.55	2.28	3.10	2.55	3.40
	1.03	1.03	.98	.80	1.03	1.19	1.32	1.38

Table 15. Respondents Perceptions About Job Stressors by Practice Type and Majority-Minority Status (N = 371)

	San	Transa	ctional	Litigation		Criminal		
Variable	Maj	Min	Maj	Min	Maj	Min	Maj	Min
Workload	2.91	2.85	2.56	3.72	2.81	2.84	3.34	2.00
	1.12	1.06	.96	1.00	1.06	1.06	1.35	1.09
Control	4.30	3.90	4.20	3.90	4.29	3.66	4.25	4.16
	.81	.99	.84	.70	.73	.85	1.01	1.60
Autonomy	4.09	3.69	3.81	3.72	4.10	3.48	3.96	4.00
	.94	1.07	1.02	.90	.87	1.09	1.14	1.54
Clarity	3.69	3.41	3.60	3.39	3.65	3.26	3.72	3.93
	.84	.87	.73	.67	.85	.94	.97	.76
Conflict	2.36	2.67	2.26	3.00	2.27	2.84	2.61	2.23
	.87	.88	.74	.62	.80	.86	1.10	1.15

Note. Values reflect Means and Standard Deviations for each group. Higher scores denote greater levels of workload, control, autonomy, ambiguity, and conflict. Values in bold are statistically significant.

Table 16. Respondents Perceptions About Their Organization by Practice Type and Majority-Minority Status (N = 299)

	Sample		Transa	ctional	Litig	ation	Criminal	
Variable	Maj	Min	Maj	Min	Maj	Min	Maj	Min
Inclusion	4.12	3.65	3.99	3.61	4.23	3.46	3.74	3.61
	1.05	1.00	1.13	1.05	1.01	1.11	1.34	1.41
Fairness	3.28	2.88	3.39	2.31	3.31	3.00	2.66	2.75
	.96	.77	.88	.54	1.00	.76	1.13	.95
Supervisor Support	3.70	3.40	3.67	3.34	3.66	3.32	3.44	3.75
	1.01	.94	.91	.87	1.03	1.02	1.33	.58
Organizational Support	3.59	3.31	3.55	3.07	3.69	3.12	3.14	3.08
	1.00	.87	.93	.45	.97	.99	1.33	1.06
Person-Organization Fit	3.57	3.16	3.25	3.00	3.58	2.96	3.48	2.80
	1.03	1.13	1.06	1.07	1.08	1.17	1.18	.80
Diversity Climate	3.62	3.19	3.78	2.94	3.69	3.13	3.23	2.55
	.88	.81	.89	.87	.89	.72	.98	1.16

Table 17. Respondents Perceptions About Their Profession by Practice Type and Majority-Minority Status (N = 389)

	Sar	nple	Transa	ectional	Litig	ation	Criminal	
Variable	Maj	Min	Maj	Min	Maj	Min	Maj	Min
Satisfaction	3.39	3.11	3.47	3.12	3.37	3.04	3.43	2.69
	.52	.64	.52	.42	.52	.66	.55	.82
Meaning	4.53	4.50	4.40	4.25	4.53	4.51	4.70	5.00
	.59	.62	.58	.54	.55	.56	.47	.10
Commitment	2.43	2.51	2.65	2.96	2.41	2.42	2.41	2.66
	.91	.89	.94	1.10	.88	.93	.94	.88
Fit	4.41	4.29	4.22	4.00	4.40	4.35	4.50	4.85
	.73	.76	.73	.81	.67	.78	.74	.37
Withdrawal	1.88	2.08	2.17	2.35	1.87	1.94	1.79	2.35
	.72	.85	.79	1.00	.66	.76	.84	1.28

Note. Values reflect Means and Standard Deviations for each group. Higher scores denote greater levels of satisfaction, meaning, commitment and withdrawal. Values in bold are statistically significant.

Table 18. Regression Analysis of Job Stressors, Harassment and Discrimination and Organizational Variables on Job Satisfaction and Job Withdrawal by Majority-Minority Status.

	Majority											
	Job S	atisfact	ion		Affectiv			Continuan		Job	Withdr	awal
				(Commitm	ent	(Commitme	ent			
Predictor	b	SE b	β	b	SE b	β	b	SE b	β	b	SE b	β
Step 1			•						•			
Workload	.01	.03	.01	.11	.05	.12	02	.05	04	11	.05	13
Control	01	.05	01	10	.07	08	.08	.07	.09	.08	.07	.06
Autonomy	.07	.05	.08	.18	.08	.16	09	.07	11	11	.07	10
Clarity	.23	.06	.25	.27	.10	.22	.08	.09	.08	10	.09	08
Conflict	13	.06	15	22	.10	19	.26	.09	.29	.25	.09	.21
Sex. Harassment	19	.07	13	23	.11	12	03	.10	02	.39	.10	.21
Ethnic Harassment	07	.18	02	12	.28	02	14	.27	03	01	.27	01
Discrimination	99	.17	31	68	.26	16	.38	.25	.12	1.3	.25	.32
$AdjR^2$.546			.386			.06			.44	
Step 2												
Fairness	.14	.05	.18	.24	.07	.24	20	.07	26	13	.08	12
Inclusion	.16	.04	.23	.29	.06	.30	09	.07	13	15	.07	16
Diversity Climate	.12	.05	.14	.18	.08	.17	02	.09	02	03	.09	03
$AdjR^2$.614			.506			.10			.46	
						M	inority					
	Job S	atisfact	ion		Affectiv	e	(Continuan		Job	Withdr	awal
					Commitm	e ent	(Commitme	ent			awal
Predictor	Job S	atisfact	ion β	b		e	(Job <i>b</i>	Withdr	awal eta
Step 1	b	SE b	β	b	Commitm SE b	e ent β	<i>b</i>	Commitme SE b	ent β	b	SE b	β
Step 1 Workload	01	<i>SE b</i> .07	β 02	06	Commitm SE b .10	te ent β 07	.09	Commitme SE b	ent β .13	03	<i>SE b</i>	<i>β</i> 03
Step 1 Workload Control	01 07	SE b .07 .11	β 02 10	06 21	.10	e ent β0721	.09 .17	.09 .15	β .13 .22	03 .14	.12 .19	β 03 .12
Step 1 Workload Control Autonomy	01 07 .09	.07 .11 .11	02 10 .14	06 21 .30	.10 .16 .16	e ent β0721 .33	.09 .17 .02	.09 .15 .15	$\frac{\beta}{\beta}$.13 .22 .03	03 .14 34	.12 .19 .20	β 03 .12 31
Step 1 Workload Control Autonomy Clarity	01 07 .09 .23	.07 .11 .11	β 02 10 .14 .27	06 21 .30 .25	.10 .16 .16 .19	e ent β0721 .33 .22	.09 .17 .02 22	.09 .15 .15 .18	.13 .22 .03 23	03 .14 34 .17	.12 .19 .20 .23	03 .12 31 .12
Step 1 Workload Control Autonomy Clarity Conflict	01 07 .09 .23 19	.07 .11 .11 .13 .12	β0210 .14 .2725	06 21 .30 .25 14	.10 .16 .16 .19	e ent β0721 .33 .2213	.09 .17 .02 22 .23	.09 .15 .15 .18 .17	.13 .22 .03 23 .26	03 .14 34 .17 .10	.12 .19 .20 .23 .22	β03 .1231 .12 .07
Step 1 Workload Control Autonomy Clarity Conflict Sex. Harassment	01 07 .09 .23 19 15	.07 .11 .11 .13 .12 .20	β0210 .14 .272509	06 21 .30 .25 14 28	.10 .16 .16 .19 .18	e ent β0721 .33 .221312	.09 .17 .02 22 .23 60	.09 .15 .15 .18 .17	ent β .13 .22 .0323 .2631	03 .14 34 .17 .10	.12 .19 .20 .23 .22 .35	03 .12 31 .12 .07
Step 1 Workload Control Autonomy Clarity Conflict Sex. Harassment Ethnic Harassment	01 07 .09 .23 19 15	.07 .11 .11 .13 .12 .20	02 10 .14 .27 25 09	06 21 .30 .25 14 28 44	.10 .16 .16 .19 .18 .29	e ent β0721 .33 .22131217	.09 .17 .02 22 .23 60	.09 .15 .15 .18 .17 .27	.13 .22 .03 23 .26 31	03 .14 34 .17 .10 .95 .42	.12 .19 .20 .23 .22 .35 .45	03 .1231 .12 .07 .35 .13
Step 1 Workload Control Autonomy Clarity Conflict Sex. Harassment Ethnic Harassment Discrimination	01 07 .09 .23 19 15	.07 .11 .11 .13 .12 .20 .25 .47	β0210 .14 .272509	06 21 .30 .25 14 28	.10 .16 .16 .19 .18 .29 .36 .68	e ent β0721 .33 .221312	.09 .17 .02 22 .23 60	.09 .15 .15 .15 .17 .27 .34	ent β .13 .22 .03 23 .26 31	03 .14 34 .17 .10	.12 .19 .20 .23 .22 .35 .45	03 .12 31 .12 .07
Step 1 Workload Control Autonomy Clarity Conflict Sex. Harassment Ethnic Harassment Discrimination $AdjR^2$	01 07 .09 .23 19 15	.07 .11 .11 .13 .12 .20	02 10 .14 .27 25 09	06 21 .30 .25 14 28 44	.10 .16 .16 .19 .18 .29	e ent β0721 .33 .22131217	.09 .17 .02 22 .23 60	.09 .15 .15 .18 .17 .27	.13 .22 .03 23 .26 31	03 .14 34 .17 .10 .95 .42	.12 .19 .20 .23 .22 .35 .45	03 .1231 .12 .07 .35 .13
Step 1 Workload Control Autonomy Clarity Conflict Sex. Harassment Ethnic Harassment Discrimination AdjR ² Step 2	01 07 .09 .23 19 15 29 19	.07 .11 .11 .13 .12 .20 .25 .47	β0210 .14 .2725091406	06 21 .30 .25 14 28 44	.10 .16 .16 .19 .18 .29 .36 .68	e ent 0721 .33 .22131217 .03	.09 .17 .02 22 .23 60 .82 99	.09 .15 .15 .15 .17 .27 .34 .64	.13 .22 .03 23 .26 31 .37 29	03 .14 34 .17 .10 .95 .42	SE b .12 .19 .20 .23 .22 .35 .45 .83 .252	β03 .1231 .12 .07 .35 .13 .20
Step 1 Workload Control Autonomy Clarity Conflict Sex. Harassment Ethnic Harassment Discrimination AdjR ² Step 2 Fairness	b0107 .09 .2319152919	SE b .07 .11 .11 .13 .12 .20 .25 .47 .385	β0210 .14 .2725091406	b0621 .30 .25142844 .13	.10 .16 .16 .19 .18 .29 .36 .68 .264	e ent 0721 .33 .22131217 .03	.09 .17 .02 22 .23 60 .82 99	.09 .15 .15 .15 .17 .27 .34 .64 .10	.13 .22 .03 23 .26 31 .37 29	03 .14 34 .17 .10 .95 .42 .96	.12 .19 .20 .23 .22 .35 .45 .83 .252	β03 .1231 .12 .07 .35 .13 .20
Step 1 Workload Control Autonomy Clarity Conflict Sex. Harassment Ethnic Harassment Discrimination AdjR ² Step 2 Fairness Inclusion	01 07 .09 .23 19 15 29 19	.07 .11 .11 .13 .12 .20 .25 .47 .385	β0210 .14 .2725091406	06 21 .30 .25 14 28 44 .13	.10 .16 .16 .19 .18 .29 .36 .68 .264	e ent 0721 .33 .22131217 .03	.09 .17 .02 22 .23 60 .82 99	.09 .15 .15 .15 .18 .17 .27 .34 .64 .10	.13 .22 .03 23 .26 31 .37 29	03 .14 34 .17 .10 .95 .42 .96	.12 .19 .20 .23 .22 .35 .45 .83 .252	β03 .1231 .12 .07 .35 .13 .201721
Step 1 Workload Control Autonomy Clarity Conflict Sex. Harassment Ethnic Harassment Discrimination AdjR ² Step 2 Fairness Inclusion Diversity Climate	b0107 .09 .2319152919	.07 .11 .11 .13 .12 .20 .25 .47 .385	β0210 .14 .2725091406	b0621 .30 .25142844 .13	.10 .16 .16 .19 .18 .29 .36 .68 .264	e ent 0721 .33 .22131217 .03	.09 .17 .02 22 .23 60 .82 99	.09 .15 .15 .15 .17 .27 .34 .64 .10	.13 .22 .03 23 .26 31 .37 29	03 .14 34 .17 .10 .95 .42 .96	.12 .19 .20 .23 .22 .35 .45 .83 .252	β03 .1231 .12 .07 .35 .13 .20
Step 1 Workload Control Autonomy Clarity Conflict Sex. Harassment Ethnic Harassment Discrimination AdjR ² Step 2 Fairness Inclusion	01 07 .09 .23 19 15 29 19	.07 .11 .11 .13 .12 .20 .25 .47 .385 .12 .09 .12 .487	β0210 .14 .2725091406	0621 .30 .25142844 .13	.10 .16 .16 .19 .18 .29 .36 .68 .264 .17 .13 .18	e ent β0721 .33 .22131217 .03 .12 .24 .36	.09 .17 .02 22 .23 60 .82 99	.09 .15 .15 .15 .17 .27 .34 .64 .10 .17 .13 .17	.13 .22 .03 23 .26 31 .37 29	03 .14 34 .17 .10 .95 .42 .96	.12 .19 .20 .23 .22 .35 .45 .83 .252 .23 .17 .23 .298	03 .1231 .12 .07 .35 .13 .20 172115

Note. Higher scores denote greater endorsement of each variable. Values in bold are statistically significant, p < .05.

Table 19. Regression Analysis of Job Stressors, Harassment and Discrimination and Organizational Variables on Job Satisfaction and Job Withdrawal by Majority-Minority Status.

Organizational vari	abies on	300 Sam	gaction	ana soc	Majority	•	ajorny 1	Minority	Siaius.
		Satisfaction	on		Commitme			Withdraw	al
Predictor	b	SE b	β	b	SE b	β	$\boldsymbol{\mathit{B}}$	SE b	β
Step 1			•			•			•
Workload	03	.03	06	.04	.06	.05	01	.04	01
Control	.03	.04	.05	.01	.09	.01	.04	.07	.04
Autonomy	02	.04	04	.01	.09	.01	04	.07	05
Clarity	.14	.06	.22	.23	.11	.20	12	.09	14
Conflict	.01	.06	.02	.02	.11	.02	.04	.09	.04
Sex. Harassment	.07	.07	.07	37	.12	22	10	.10	07
Ethnic Harassment	09	.17	03	.04	.31	01	18	.26	04
Discrimination	68	.16	31	-1.0	.30	28	.71	.24	.23
$AdjR^2$.167			.11			.08	
Step 2									
Fairness	.06	.05	.11	12	.09	14	01	.07	02
Inclusion	.09	.04	.19	.01	.08	.01	12	.07	18
Diversity Climate	.07	.05	.12	01	.10	01	06	.08	07
$AdjR^2$.201			.10			.09	
					Minority	7			
		Satisfaction	on		Commitme	ent		Withdraw	al
Predictor	b	SE b	β	b	SE b	β	b	SE b	β
Step 1									
Workload	06	.07	11	.08	.12	.09	06	.11	08
Control	06	.11	11	.10	.18	.11	.12	.17	.14
Autonomy	.09	.11	.16	.05	.18	.06	10	.18	12
Clarity	04	.13	07	03	.22	03	08	.21	08
Conflict	.05	.12	.09	.38	.21	.37	.05	.19	.05
Sex. Harassment	14	.21	10	09	.34	04	.67	.33	.30
Ethnic Harassment	22	.26	14	.09	.42	.04	46	.39	19
Discrimination	46	.48	19	44	.78	11	.51	.74	.14
$AdjR^2$		01			02			.01	
Step 2									
Fairness	.06	.14	.08	29	.22	25	23	.21	21
Inclusion	.09	.10	.15	01	.17	01	12	.16	13
Diversity Climate	.15	.14	.22	06	.23	05	01	.21	01
$AdiR^2$		01			- 03			- 01	

Note. Higher scores denote greater endorsement of each variable. Values in bold are statistically significant, p < .05.